

2011–12

Annual Report

**Department of Transport and Main Roads
Volume 1 of 2**

Letter of compliance

14 September 2012

The Honourable Scott Emerson MP
Minister for Transport and Main Roads

Level 15
Capital Hill Building
85 George Street
BRISBANE Qld 4000

Dear Minister

I am pleased to present the Annual Report 2011–12 and financial statements for the Department of Transport and Main Roads.

I certify that this annual report complies with:

- the prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*
- the detailed requirements set out in the *Annual Report Requirements for Queensland Government Agencies 2011–12*.

A checklist outlining the annual reporting requirements can be accessed at www.tmr.qld.gov.au.

Yours faithfully

Michael Caltabiano
BE (Hon) MPhil GDBA FIEAust FAICD RPEQ IAMA
Director-General
Department of Transport and Main Roads

Communication objective

This annual report for the Department of Transport and Main Roads details our progress in meeting the objectives of the *Transport and Main Roads Corporate Plan 2011–2015* and achieving our vision of *Connecting Queensland*.

We use this report to inform our diverse range of stakeholders about our activities. In doing this, we ensure our legislative reporting obligations under the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009* are met.

A checklist outlining the governance, performance, reporting compliance and procedural requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009* is available on our website.

This annual report is available on our website at www.tmr.qld.gov.au/annualreport and in hard copy on request.

Further information is contained in the *Transport and Main Roads Annual Report 2011–12 Additional Published Information*, available on our website together with opportunities for your feedback.



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About us

Our vision

Connecting Queensland

Our purpose

Plan, deliver and manage a transport system that connects Queensland

Our key principles

- A commitment to excellence in everything we do
- Ensuring we are an agency that is delivering results and value for money for Queensland
- Re-engineering our regions

Our principles articulate a clear focus and direction that will allow us to deliver the government's priorities.

- transport system security and disaster response and recovery operations
- policy direction for Queensland's transport system
- integrated transport planning
- land use and transport development assessment.

Our operating environment

Transport and Main Roads primarily contributes to the government objective to *Deliver better infrastructure and better planning*, and supports the government's other objectives for the community (see page 7).

The department's corporate plan sets our direction over a four-year period (see page 13 for the *Transport and Main Roads Corporate Plan 2011–2015*). The plan is reviewed annually for progress towards achieving our objectives, to identify our strategic risks and opportunities, and to assist our Board of Management to determine departmental priorities.

This annual report details our performance in meeting the objectives of the *Transport and Main Roads Corporate Plan 2011–2015* and factors impacting on delivery. In 2011–12 these factors included:

- re-prioritisation of resources to reconstruct parts of the transport and road network damaged in severe weather events in 2010–11
- further severe weather events including widespread flooding in southern Queensland in November and December 2011, western Queensland in February 2012 and northern Queensland in March 2012
- major national reforms including rail, heavy vehicle and maritime safety
- Queensland population growth greater than the Australian average
- rapid changes in information and communication technology.

The corporate plan aligns with the longer-term objectives for the transport system in Queensland. It also supports strategic investment planning and guides divisional business planning and the development of individual employee performance plans.

Our people

At 30 June 2012, we had a workforce of 8851 employees (full-time equivalent). Our people worked in trade, professional, technical and administrative disciplines across 19 regional offices, 19 divisional offices, 57 customer service centres, nine Transport and Main Roads-led Queensland Government Agency Program offices, 47 depots (including 20 soils laboratories), 16 marine operational bases, four traffic management centres, one marine simulator, one driver training centre, one museum, two transit centres and two call centres. For location and contact details of our customer service centres, see page 88.

Who we are

Following the Queensland state election in March 2012, the Department of Transport and Main Roads was retained under the *Administrative Arrangements Order (No.3) 2012* and the *Public Service Departmental Arrangements Notice (No.1) 2012*.

What we do

The published budget for the Department of Transport and Main Roads in 2011–12 was \$4.468 billion for operating and \$3.931 billion for capital to deliver a safe, efficient and integrated transport system for Queensland.

Transport and Main Roads administers 23 instruments of legislation (see page 65 for details).

Our core business includes:

- road design, construction, maintenance and operation
- providing essential transport infrastructure such as busways, cycleways, boat ramps and jetties
- driver and boat operator licensing
- vehicle and boat registration
- public transport regulation and services (rail, urban bus, limousine, taxi, ferry, long-distance bus and aviation)
- road, rail and maritime safety education
- intelligent transport systems

Our organisational climate

We are committed to being an organisation that:

- delivers great value to Queenslanders
- focuses on its customers and key stakeholders
- is innovative and adaptable
- is professional and united
- is a great place to work.

Following the positive findings of the *2010 Transport and Main Roads All-Staff Opinion Survey*, in 2011–12 we continued to implement strategies to reinforce and strengthen organisational culture and the appeal of working for the department. Pulse and New Starter surveys confirmed the department has a culture of team spirit and shows strength in innovation, leadership and recognition. Employees value our ability to deliver exciting, meaningful work, offer safe working environments and foster good working relationships. These factors have informed recruitment, human resources and business strategy, and will be used to attract the talent we need to deliver our program of works.

4 513 009	population of Queensland (ABS estimate as at 31 December 2011)
33 328	kilometres of state-controlled road network
10 046	kilometres of rail corridors
4 527 906	registered vehicles
3 287 450	licensed vehicle drivers
48 772	authorised drivers of public transport
3257	taxi licences
547	limousine service licences
4888	accredited transport operators
241 216	registered recreational vessels
733 452	recorded recreational marine driver licence holders
15	trading ports
263 260 000	tonnes of goods passed through Queensland ports
20 873 085	customer interactions*
184.1km	length of state-controlled and maintained on-road bicycle lanes

* Customer interactions are face-to-face, phone and online interactions through our customer service network in 2011–12.

Retention and separation rates

At 30 June 2012, our permanent staff retention rate was 82.11 per cent. This is a decrease from last year, due mostly to the Voluntary Separation Program and balanced by continuing departmental and divisional alignment.

At 30 June 2012, our permanent staff separation rate was 15.86 per cent. This has increased from last year, due mainly to the Voluntary Separation Program.

Retention and separation rates are calculated using different formulas. As a result, separation and retention rates do not add up to 100 per cent when combined.

Voluntary Separation Program

A Voluntary Separation Program was introduced as part of the Mid-Year Fiscal and Economic Review in January 2011. This program was one of a number of measures designed to deliver additional savings and re-prioritise spending. The program was targeted primarily at non-frontline areas, as a service re-prioritisation strategy to ensure continued growth in frontline areas. The department sought expressions of interest from all eligible permanent employees. Offers were made to eligible employees based on the guiding principles of ensuring service delivery to the public would not be compromised and the business would not be impacted.

In 2011–12, 818 employees accepted offers of voluntary separation packages at a cost of \$90.232 million.

Our stakeholders

Diverse stakeholders from the community, industry and all levels of government depend on us to provide an integrated transport system that meets their current and future requirements.

Our approach to stakeholder relationships and expectations is fundamental to how we do business and manage change. We recognise that working with and listening to our stakeholders is essential if we are to continue to be successful in *Connecting Queensland*.

Information on our customer service programs can be found on pages 32–34, stakeholder consultation on pages 41–43 and complaints management in the *Transport and Main Roads Annual Report 2011–12 Additional Published Information*.

Director-General's report

Following the 2012 Queensland State General Election, the Department of Transport and Main Roads has moved quickly to focus our efforts on implementing the new government direction, priorities and commitments.

This annual report outlines the progress the department has made in delivering the new Queensland Government's objectives for the community and the department's achievements against the *Transport and Main Roads Corporate Plan 2011–15*. A summary of achievements we have delivered as part of the government's *First 100 Day Action Plan* is outlined on pages 7–8.

It is an honour to lead Transport and Main Roads – a department with a great history of technical achievement in delivering infrastructure in Queensland.

As a department we have brilliant expertise across our technical, delivery, policy, operational and corporate staff. My job will be to give them the opportunity to achieve excellence in restoring accountability in government for the people of Queensland.

Transport and Main Roads is one of the most visible government departments, with a huge presence across the state. With almost every Queenslanders using our roads and transport system every day, we have an important responsibility to the community – and it's a responsibility I take very seriously. We will deliver better value for money infrastructure.

Coupled with that responsibility, we face significant challenges to deliver highly effective and cost-efficient services for Queenslanders in the current fiscal environment.

This report recognises the hard work the department has undertaken since March 2012 to deliver real savings to contribute to reducing the debt burden, reducing waste and cutting red tape, allowing us to redirect our focus on delivering our core services and responsibilities.

Setting a new direction

With the change of government comes a new direction. I have taken the opportunity to get out and talk with departmental staff across Queensland. As Director-General, I am committed to personally communicating the new direction of the department, explaining why we are changing and discussing what genuine reform will look like and mean for staff, our stakeholders, our customers and for the Queensland community.

To help guide the reform and position us well for the future, we have established three key principles of approach.

A commitment to excellence in everything we do

- We will plan our infrastructure networks for the future.
- We will prioritise the delivery of works.
- We will manage the delivery of infrastructure.

- We will service the registration and licensing needs of the Queensland community and provide a safe system across all modes of transport.

Ensuring we are an agency that is delivering results and value for money for Queensland

- Every transaction, every contact, every action will be focused on delivering value for money outcomes.
- We will focus on the removal of red and green tape to ensure that the department can deliver more for less.

Re-engineering our regions

- There has been a decline in engineering skills within our regions, which has a direct impact on the capacity of the department to drive value engineering solutions and to assess innovative solutions to the next generation of infrastructure projects. This must be fixed.
- Re-engineering goes beyond focusing on our technical skills. It drives the department to find new and innovative ways of re-engineering the tasks that are undertaken by staff every day.

These principles provide a clear focus and direction, allowing us to deliver the government's blueprint for the future.

Implementing government priorities

The Independent Commission of Audit's Interim Report on the Queensland Government's financial position, released in June 2012, outlined measures required to return the budget to surplus.

Growing the economy is a key priority for the government and we aim to achieve this by delivering our work in a more efficient and cost-effective manner, by making timely and effective decisions and by reducing red tape.

In Transport and Main Roads, we have started reducing variable expenditure wherever possible and ensuring spending is focused on government priorities. We have adopted a very careful approach to our establishment, travel, advertising expenses and engagement of contractors and consultants. We are also reviewing our policies, processes and services to determine the best solutions for immediate implementation.

On a national level, the department is working with the Australian Government and other states to implement transport reforms to establish national regulators for maritime safety, rail safety and heavy vehicles (see pages 41–42). We are also working with other agencies and industry to facilitate delivery of vital road, rail and port infrastructure to support the expansion of Queensland's important resources and agriculture sectors (see pages 42–43). The department continues to support transport, logistics and supply chain industry businesses to enhance their capability through workforce initiatives (see pages 39–40).

In line with the Queensland Government's commitment to **lower the cost of living**, we have implemented a registration freeze and will implement a reduced fare increase on the TransLink network from January 2013.

We made the necessary regulatory and system changes to freeze the cost of family car registration from 1 July 2012 (see page 7). We also progressed the necessary changes to reintroduce free journeys after nine trips for commuters and discounted weekly fares for regular commuters on buses, trains and ferries in south-east Queensland, which took effect from 25 June 2012 (see page 7).

Delivering better infrastructure and better planning means providing relevant investment in public transport solutions, improving the quality of our roads and bridges, and selecting the correct infrastructure solutions.

We have commenced work on a fully costed and engineering-based action plan to address flooding, congestion and safety issues on the Bruce Highway (see page 7), provided funding through the Roads to Resources Program to upgrade infrastructure supporting resource developments (see page 7) and reviewed the *Toowoomba Second Range Crossing Business Case* (see page 8).

Work is also in progress to re-establish the Gold Coast Waterways Authority to help deliver access and infrastructure to Gold Coast waterways (see page 8).

This year, the department completed major infrastructure projects including the Ipswich Motorway Upgrade (see page 15) and the Northern Busway (see page 15). We also improved portfolio and program management systems and processes to ensure better value in transport infrastructure investments (see page 22).

We are **revitalising frontline services** by delivering excellence in all interactions with the community, ensuring we have a highly skilled professional workforce, engaging with the business community to partner with us on delivery and improving accessibility for customers doing business with us online.

We are contributing to **restoring accountability in government** by demonstrating the highest levels of integrity, independence, transparency, innovation and leadership in delivering public transport and transport infrastructure in Queensland.

This year we have implemented procurement reforms to identify savings and ensure value for money, including the groundwork for a new centre-led procurement model (see page 44). ICT initiatives have also been progressed to position the department to adapt to new communication and collaboration methods (see page 48). We have introduced an Environmental Management System to enhance the department's environmental management and reporting (see page 38). We have also continued to roll out Zero Harm initiatives for our staff, including Stop Think Go, a simple way to think about safety and avoid injury in the workplace (see pages 45–46).

Our future priorities

In 2012–13, we will focus on contributing to the Queensland Government's commitments to strengthen the economy, bring balance back to the state budget, ensure value for money in delivering essential services and provide a public service that operates efficiently and meets the needs of Queenslanders.

Transport and Main Roads is a lead agency in the delivery of infrastructure and services and will deliver highly effective and cost-efficient public services for Queenslanders in the current fiscal environment.

There are opportunities in the changes for us to demonstrate how we can significantly improve services and develop completely new approaches to the way our business is delivered.

Thank you

I want to thank the Minister for Transport and Main Roads, Scott Emerson, for his ongoing support.

I would like to acknowledge the former Director-General, Dave Stewart, for his stewardship of the department over the past four years.

I would also like to thank the Board of Management and Senior Leadership Team for their assistance in driving the department's new direction and meeting the challenges facing our department. I have been impressed with the level of professionalism of staff I have met right across Queensland and I look forward to continuing to work together to deliver on our key priorities.

I am confident that with the support of the leadership team and with a stronger focus on innovation across the business, Transport and Main Roads will deliver better outcomes for the Queensland community.

Michael Caltabiano
Director-General

Achieving government objectives

– *First 100 Day Action Plan*

Transport and Main Roads primarily supports the Queensland Government's objective to *Deliver better infrastructure and better planning*. We support the government's other objectives for the community:

- *Grow a four-pillar economy based on tourism, agriculture, resources and construction*
- *Lower the cost of living for families by cutting waste*
- *Revitalise frontline services*
- *Restore accountability in government.*

The following summary outlines the achievements the department has delivered as part of the new Queensland Government's *First 100 Day Action Plan*.

Public transport fare changes

In line with the Queensland Government's commitment to maintaining a passenger-focused transport network, we partnered with TransLink Transit Authority to implement an initiative from 25 June 2012 to provide free travel on buses, trains and ferries to *go* card customers after nine paid journeys in a week. The scheduled fare increases for 2013 and 2014 will also be halved from 15 per cent to 7.5 per cent to help ease cost-of-living pressures for commuters, while still encouraging public transport use.

Registration freeze

The department completed the necessary regulatory changes to implement the Family Car Registration Freeze initiative, which aims to assist families to meet the costs of living and will run from 1 July 2012 until 30 June 2015. This initiative will benefit more than 2.5 million family vehicles.

To be eligible, vehicles must be used for private purposes and be not more than 4.5 tonne GVM and can be a passenger vehicle, light commercial vehicle or mini-bus. Savings on the registration charges for 2012–13 will be \$4.30 for a four-cylinder vehicle, \$6.40 for a six-cylinder vehicle and \$8.70 for an eight-cylinder vehicle.

Bruce Highway Crisis Action Plan

To fast-track works on the Bruce Highway, considered Queensland's most important transport corridor, the Queensland Government has committed an extra \$1 billion over 10 years, subject to a matching extra commitment from the Australian Government over and above its existing funding commitment to this highway. In April 2012, the Queensland Government established a Bruce Highway Crisis

Management Group chaired by the Deputy Premier and Minister for State Development, Infrastructure and Planning. The group comprises state, federal and local government representatives, motoring and industry groups and the Queensland Police Service. Transport and Main Roads has been tasked to deliver, within the first six months, a fully costed and engineering-based action plan to fix this highway within 10 years.

In April 2012, the department established a technical advisory group to review and ensure priority projects are 'shovel-ready' within agreed timeframes. Projects will aim to:

- increase safety, including additional overtaking lanes, rest areas and upgrades to intersections
- improve flood immunity by raising bridges
- provide for increased capacity on heavily congested sections of the highway
- improve efficiency for both freight and motorists by delivering bypasses and using technology to deliver a more intelligent transport network.

Roads to Resources Program

As part of its Royalties for the Regions initiative administered by the Department of State Development, Infrastructure and Planning, the Queensland Government has committed to invest an extra \$285 million in Roads to Resources projects over the next four years, and \$100 million each year thereafter. Transport and Main Roads will deliver and facilitate projects targeted to provide better, safer roads to support regions where there are significant resource developments, including:

- contribution to the Toowoomba CBD – Outer Circulating Road Project (up to \$45 million), plus transfer of some Queensland Government land
- upgrading West Creek Railway Bridge at Toowoomba (up to \$5 million)
- updating the *Toowoomba Second Range Crossing Business Case* (\$5 million)
- upgrading Blakey's Crossing (up to \$24 million) and Woolcock Street and Mather Street intersection (up to \$10 million) at Townsville
- upgrades to the Brisbane Valley and D'Aguilar Highways at Nanango (\$10 million).

Toowoomba Second Range Crossing

The Toowoomba Second Range Crossing is aimed at addressing significant transport efficiency and safety issues associated with the existing range crossing. The project aims to:

- improve the efficiency of freight movement across the range
- improve safety through delivering a safer alternative road and removing heavy vehicles from the town centre
- increase the transport capacity through delivering an alternative route
- improve Toowoomba's liveability.

During 2011, Transport and Main Roads undertook a review of the business case developed by the then Department of Main Roads in 2008 to identify more affordable design solutions and reassess the business case in light of rapid growth in the Surat Basin resources industry. From this work, design options and a feasibility assessment were produced.

The Queensland Government has selected a preferred option to be further developed through a detailed business case, to be managed by Projects Queensland. This will include completing a preliminary design and associated cost estimate along with an economic, legal and commercial/financial analysis that will demonstrate the feasibility of the investment and the potential for private sector investment in the project. The business case will be used to support a submission to the Australian Government for construction funding.

Improving access at Trinity Inlet

The Queensland Government has committed up to \$40 million to dredge Trinity Inlet. This will improve shipping access into Cairns Ports, with particular emphasis on the approaches to the cruise ship dock and the HMAS Cairns Naval Base, including the swing basin. Ports North has completed Stage Two of the *Cairns Cruise Shipping Industry Strategy* to include the outcomes of analysis and simulation scenarios to determine the scope of dredging and other infrastructure requirements.

Re-establishing the Gold Coast Waterways Authority

The Queensland Government has committed to re-establishing a Gold Coast Waterways Authority (GCWA) to improve access to Gold Coast waterways, restore the broadwater as a hub of recreational and tourist activity for the Gold Coast community and support a revitalised marine-based tourism industry on the Gold Coast. On 27 June 2012, the Minister for Transport and Main Roads appointed Gary Baildon as Chair-designate to provide advice on the operational roles and responsibilities of the re-established authority. The department commenced work to prepare enabling legislation for the independent statutory body. When endorsed by government, the GCWA will be established later in 2012.

Financial summary

We continue to provide services relating to the Queensland transport system in an operating environment where costs and demand for services are increasing. We have managed our fiscal responsibility in a professional manner, delivering our agreed outputs, and reported an operating surplus of \$2.664 billion. A comprehensive set of financial statements covering all of the department's activities is provided in Volume 2 of this report.

Figure 2 – Financial summary

Category	For the financial year 2011–12 \$'000	For the financial year 2010–11 \$'000	% change	Comments
Total income	6 961 957	6 051 938	15%	Total income in 2011–12 mainly comprised of departmental services revenue of \$3.551 billion. Grants and other contributions of \$0.833 billion, and impairment loss reversals of \$1.660 billion contributed to the increase over 2010–11.
Total expenses	4 297 506	8 260 711	(48%)	Total expenditure in 2011–12 includes significant items such as grants and subsidies of \$1.250 billion and depreciation and amortisation costs of \$1.018 billion. The reduction in 2011–12 relates mainly to the recognition in 2010–11 of impairments to infrastructure assets of \$3.133 billion arising from natural disaster events in 2011.
Operating result	2 664 451	(2 208 773)	221%	The operating surplus is mainly represented by the impairment loss reversals of \$1.660 billion and a reduction of \$3.133 billion in impairment assessments for infrastructure assets.
Capital expenditure	4 158 079	3 226 307	29%	Capital expenditure represents money mainly spent to construct transport network assets.
Total assets	50 863 616	46 023 702	11%	The department's assets are mainly represented by roads, structures, busways and property, plant and equipment.
Total liabilities	2 373 303	2 512 150	(6%)	Liabilities mainly comprise of current trade creditors and borrowings received from Queensland Treasury Corporation.
Equity	48 490 313	43 511 552	11%	Equity represents Transport and Main Roads' net worth and has increased mainly from additions to infrastructure assets.

Chief Finance Officer's statement

The Chief Finance Officer has fulfilled the responsibilities as required by the *Financial Accountability Act 2009*. He has provided the accountable officer with a statement advising that, in his opinion, the financial internal controls of the department are operating efficiently, effectively and economically in conformance with section 77 of the *Financial Accountability Act 2009*.

Funding

Funding to meet departmental operational requirements and for capital investment in the transport network is received from the Queensland Government, own sourced revenue (primarily recoverable works revenue), and from allocations from the Australian Government. In 2011–12 the budgeted revenue totalled \$4.987 billion for operational requirements and \$3.931 billion for capital investment.

Our funding – source and application

Figures 3 and 4 show the source and application of funds for the year.

Funding from government comprises departmental services revenue, equity injections, and allocations from the Australian Government for capital and maintenance works on the National Network.

Capital expenditure was \$4.158 billion which includes projects funded by the Queensland and Australian Governments.

Financial performance

Our income

Total income for the department is \$6.962 billion. Figure 5 illustrates the different categories of income earned by the department. All transactions are accounted for on an accrual basis. Queensland Government appropriations are the main source of income for us and account for approximately 51 per cent of the total income earned for the reporting period ending on 30 June 2012. Due to the size of this item it is not shown in Figure 5.

Impairment loss reversals were \$1.660 billion mainly due to the reduction in the impairment assessment for infrastructure assets and the repair of damage caused by natural disasters in 2011.

User charges are controlled by the department and are mainly derived from external sales, provision of services to other government agencies, marine pilotage and recoverable works from other government authorities.

Administered revenue

The department administers, but does not control, certain resources on behalf of the Queensland Government. The main source of administered revenue is from user charges and fees for motor vehicle registrations, traffic fines, and other regulatory fees and fines. Refer to Note 44 of the Financial Statements.

Our expenses

Total expenditure for the department is \$4.298 billion. Figure 6 on page 11 illustrates that supplies and services, depreciation, impairment losses and grants and subsidies costs account for most of our expenditure. Approximately 54 per cent of the supplies and services costs are a result of payments to contractors for maintenance activities and emergent works.

Our depreciation is the direct result of our large infrastructure asset base.

Another major expenditure item is rail service costs which are reported within grants and subsidies. This expenditure is for the rail services and infrastructure support services purchased by the Queensland Government for all aspects of the rail network.

Figure 3 – Source of funds

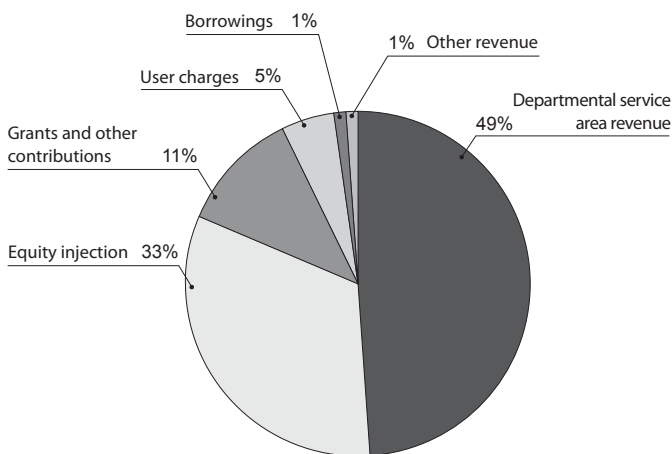
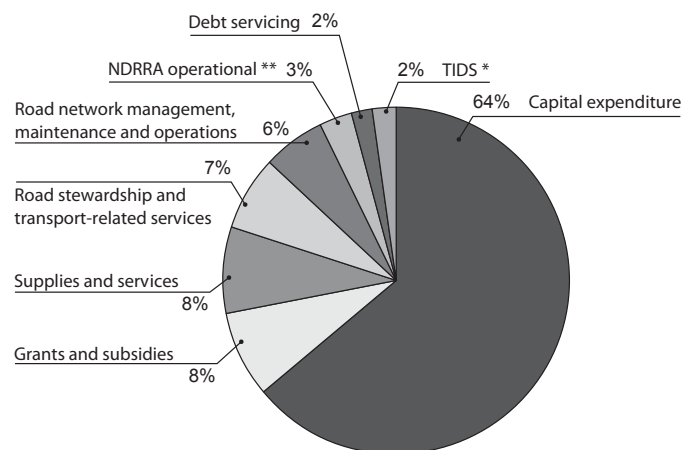


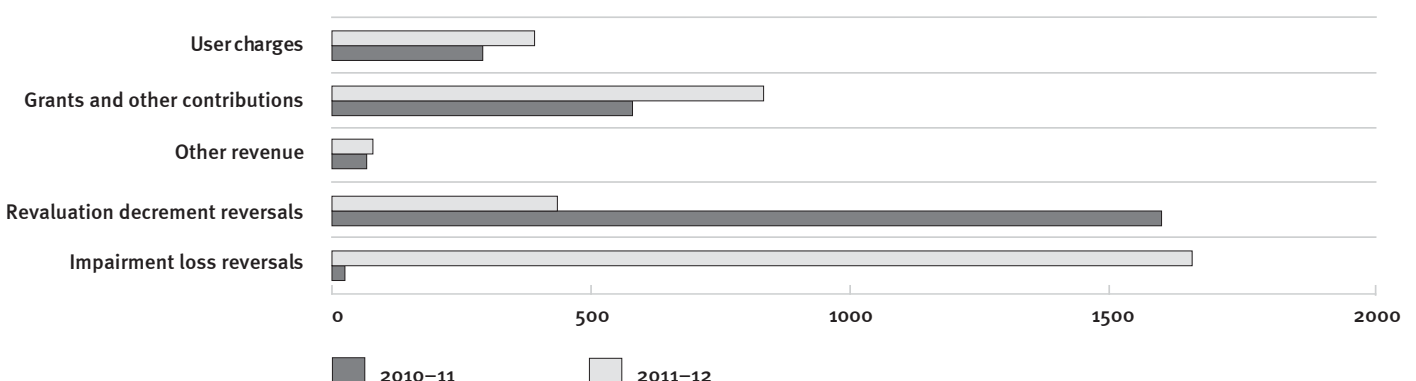
Figure 4 – Application of funds



* The Transport Infrastructure Development Scheme (TIDS) provides grants to local governments for roads and transport infrastructure projects.

** NDRRA is the Natural Disaster Relief and Recovery Arrangements.

Figure 5 – Major income items (\$ million)



Our assets

Figure 7 shows our total non-current assets are made up of roads, structures, busways, capital work in progress, other property, plant and equipment and other assets. The road network makes up most of our assets and is valued at \$46.910 billion.

Please refer to Note 3(m) of the Financial Statements for further disclosure on the valuation methodology for the department's infrastructure assets.

Figure 8 illustrates the components of property, plant and equipment held by the department.

Figure 9 shows cash and other asset categories which include \$516 million of cash and \$205 million of receivables from external customers.

Our liabilities

Figure 10 shows the total of current and non-current liabilities. Payables and interest bearing liabilities make up most of our liabilities. Most payables are invoices that remain outstanding to trade creditors at financial year end. Borrowings received from Queensland Treasury Corporation assists in funding our infrastructure projects.

Early retirements, redundancies and retrenchments

There were six early retirement, redundancy and retrenchment packages paid by the department in the reporting period amounting to \$414,736.55.

Figure 6 – Major expense items (\$ million)

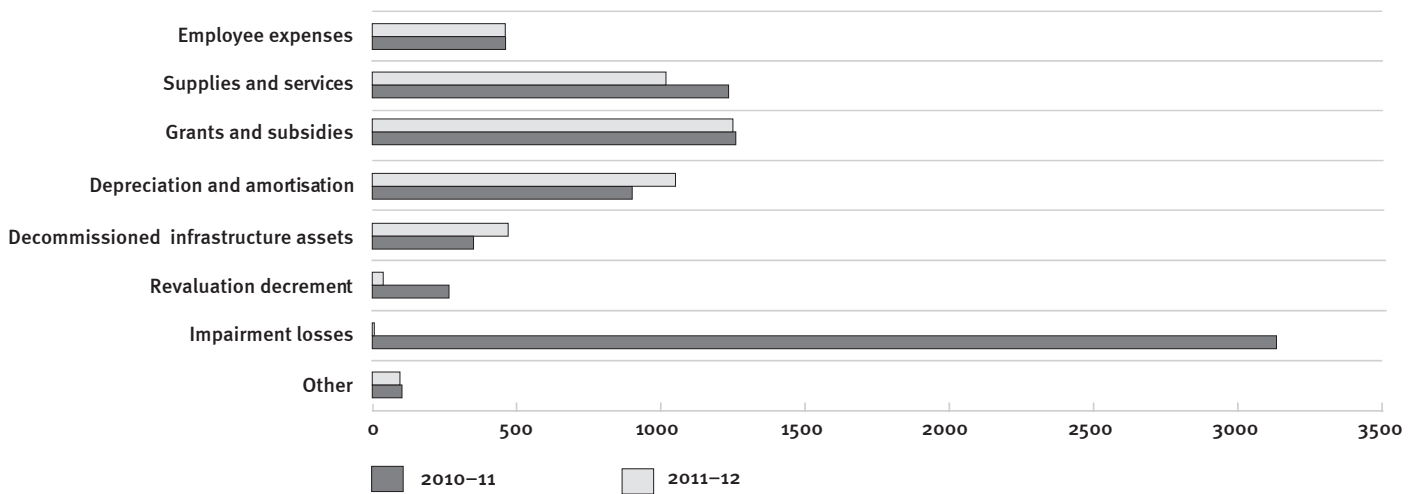
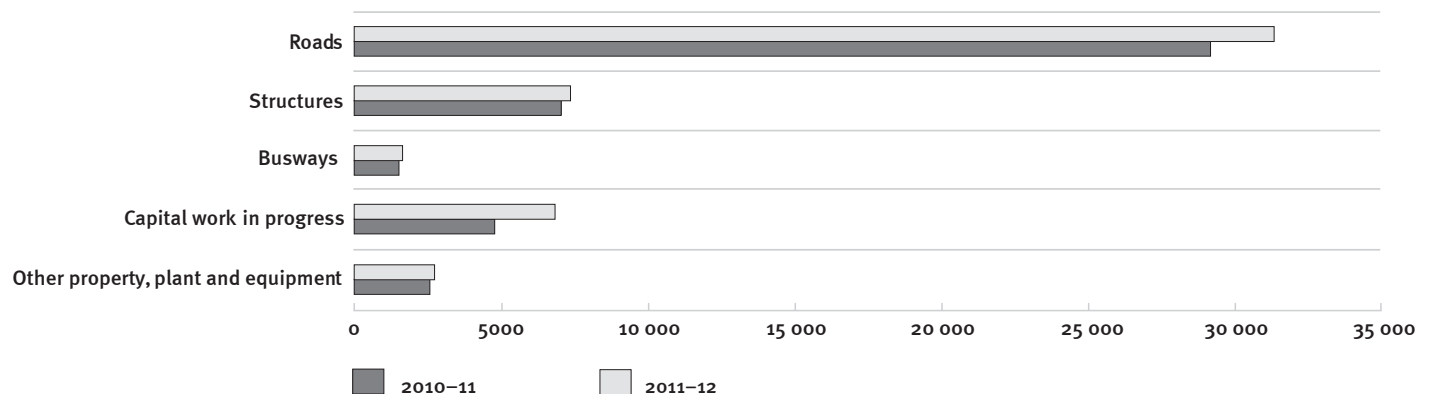


Figure 7 – Major asset categories (\$ million)



Natural Disaster Relief and Recovery Arrangements

During 2010–11 extensive damage was caused to the road network across most of the state as a result of widespread flooding. The immediate accounting impact of the damage caused to the road network asset is reflected in the Statement of comprehensive income as an impairment loss.

Expenditure for 2010–11 flooding events, including Tropical Cyclones Tasha and Severe Tropical Cyclone Yasi, is expected to be incurred over the next two financial years.

Figure 8 – Property, plant and equipment

Category	2011–12 \$'000	2010–11 \$'000
Land	2 360 365	2 231 805
Buildings	210 743	192 047
Heritage and cultural assets	4 631	4 544
Plant and equipment	164 346	151 991
Infrastructure assets	40 382 767	37 775 868
Work in progress	6 847 452	4 790 471

Figure 9 – Cash and other asset categories (\$ million)

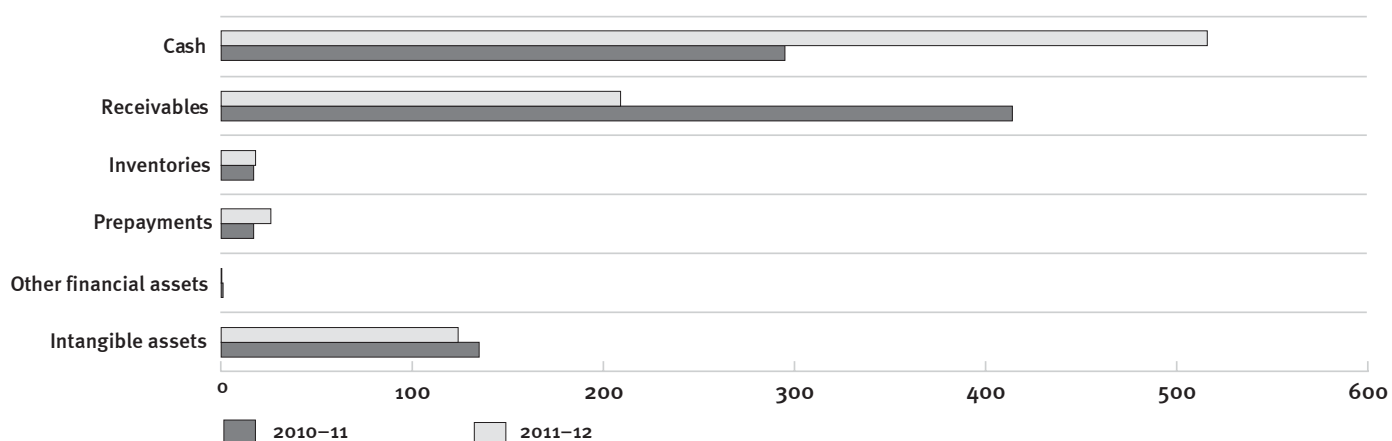
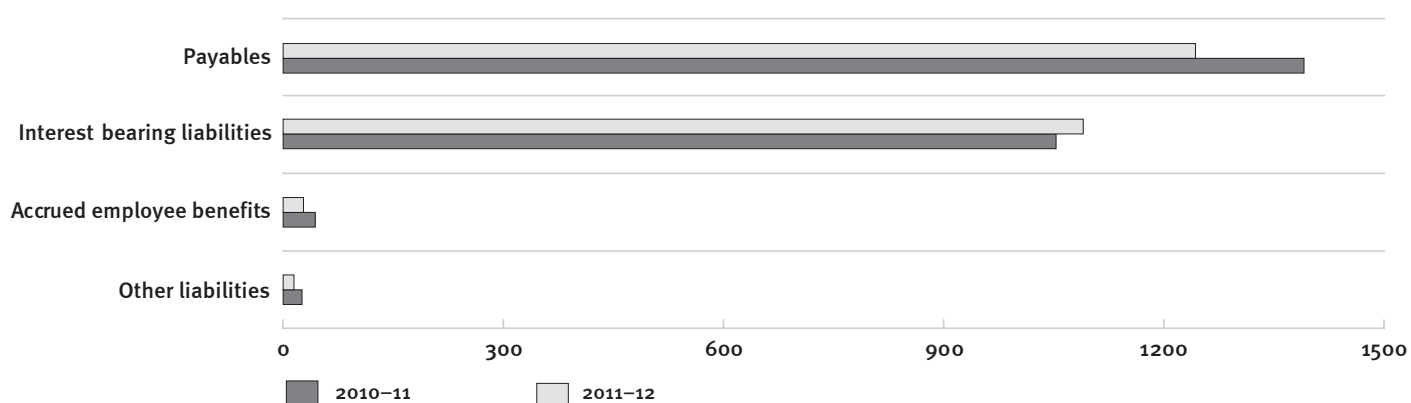


Figure 10 – Liabilities (\$ million)



Corporate plan 2011–2015

Our vision: *Connecting Queensland*

Our purpose: *Plan, deliver and manage a transport system that connects Queensland*

We value: *Our customers, our people and our reputation*

Strategic challenges	Our priorities	Strategic opportunities
<ul style="list-style-type: none"> Provide transport options to achieve economic and social outcomes across a resilient transport system Increase people's knowledge and understanding about transport system policies and investment choices Ensure the department's contribution to Queensland's economy remains a key driver of decision making Manage the impacts of climate change on the transport system Encourage the uptake of vehicles, or travel alternatives, that increase resilience to rising oil prices and reduce emissions Enhance capability and capacity of the department and the transport and logistics-related industries 	<ul style="list-style-type: none"> Deliver our programs and services Improve investment decisions to make the best use of available resources to support Queensland's economic development and quality of life Engage the community and stakeholders about choices to be made within the transport system Increase the preparedness and resilience of the transport system to significant events Embrace current and emerging technologies to improve the transport system and customer service Create an organisation and workforce that leads transportation into the future Ensure safety underpins everything we do 	<ul style="list-style-type: none"> Provide for, and maintain, a safe and efficient transport system by exploring suitable funding choices Work with the freight and logistics sector to connect Queensland and keep Queensland moving Lead the reduction of greenhouse gas emissions and reliance on oil-based inputs in the transport system Provide people with more informed travel choices and services using technology-based solutions Direct the future form of the transport system to support Queensland's economic development and quality of life

Corporate objectives	Key Performance Indicators	Corporate strategies
1. A sustainable transport system which promotes economic growth and enhances liveability	a) Transport efficiency b) Proximity to transport c) Transport infrastructure delivery d) Transport infrastructure condition	1.1 Develop and implement integrated transport system policies and plans 1.2 Plan and make balanced investments in cost-effective transport infrastructure and services 1.3 Deliver new, cost-effective transport infrastructure 1.4 Maintain and protect transport system assets 1.5 Achieve effective use and operation of the transport system 1.6 Lead transport technologies, innovation and research
2. A safe transport system leading to improved health and wellbeing for Queenslanders	a) Safety of users of the transport system b) Active transport	2.1 Improve the safety of vehicles, vessels and trains 2.2 Maximise the safety of people using the transport system 2.3 Ensure the transport environment is safe 2.4 Encourage more cycling and walking
3. Inclusive transport services linking people to employment, education, services and their communities	a) Effectiveness of public transport services b) Transactional service delivery c) Inclusiveness of transport services	3.1 Plan transport services 3.2 Manage transport services 3.3 Deliver transport services 3.4 Closing the gap in life outcomes and opportunities between Indigenous and non-Indigenous Queenslanders
4. Transport-related impacts on the natural, cultural and built environments managed for the community	a) Transport greenhouse emissions b) Transport-related environmental incidents	4.1 Progress an environmentally sustainable transport future 4.2 Reduce the environmental impact of our operations 4.3 Facilitate transport use that minimises environmental impacts 4.4 Influence transport user behaviour to minimise the impact of transport use on the environment
5. Enhanced capability of people involved in the transport, logistics and supply chain industry	a) Capability of the transport, logistics and supply chain industry	5.1 Partner with the transport, logistics and supply chain industry to build its workforce capability 5.2 Enhance skills development and job opportunities for Queenslanders through the delivery of transport infrastructure
6. Enhanced leadership and stakeholder relationships, improving transport outcomes for Queensland	a) TMR influence over national transport-related policy b) TMR leadership of state transport-related policy c) Stakeholder relationships	6.1 Lead and influence state and national transport-related policy reform 6.2 Build partnerships, alliances, networks and knowledge-sharing with government, industry and the community
7. Contemporary people, processes and systems, enabling us to achieve our corporate objectives	a) Workplace health and safety b) Capability and capacity of our organisation c) Reliability and effectiveness of our business systems	7.1 Provide safe, healthy and secure workplaces and promote a culture of safety 7.2 Continuously improve departmental planning, governance and procurement 7.3 Ensure a sustainable and agile workforce 7.4 Implement effective business systems, processes and practices

Our performance

This section of the annual report describes our 2011–12 performance based on the objectives and strategies of the *Transport and Main Roads Corporate Plan 2011–2015*:

Objective 1 – A sustainable transport system which promotes economic growth and enhances liveability

Objective 2 – A safe transport system leading to improved health and wellbeing for Queenslanders

Objective 3 – Inclusive transport services linking people to employment, education, services and their communities

Objective 4 – Transport-related impacts on the natural, cultural and built environments managed for the community

Objective 5 – Enhanced capability of people involved in the transport, logistics and supply chain industry

Objective 6 – Enhanced leadership and stakeholder relationships, improving transport outcomes for Queensland

Objective 7 – Contemporary people, processes and systems, enabling us to achieve our corporate objectives.

We track our performance through measures that align with the objectives of our corporate plan. Results for 2011–12 are provided at the beginning of each objective in this section of the report.

Appendix 1 outlines our progress in delivering on our commitments outlined in the State Budget 2011–12 – see pages 59–64.

Objective 1

A sustainable transport system which promotes economic growth and enhances liveability

We plan, deliver and manage Queensland's transport system. The *Queensland Transport and Roads Investment Program* (QTRIP) prioritises transport and road infrastructure projects planned to be delivered during the next four years.

Highlights

- Completed the Ipswich Motorway (Dinmore to Goodna) upgrade
- Completed the Northern Busway (Windsor to Kedron)

Delivering new, cost-effective transport infrastructure

Completed infrastructure projects

Significant infrastructure projects we completed in 2011–12 are outlined below.

Ipswich Motorway upgrade: Dinmore to Goodna

Work on the 8km Dinmore to Goodna stretch of the Ipswich Motorway upgrade was completed in May 2012, six months ahead of schedule and under budget. The \$1.79 billion Australian Government-funded project was delivered on behalf of the Queensland Government by Origin Alliance, which is comprised of Transport and Main Roads, SMEC Australia, Abigroup Contractors, Seymour Whyte, Fulton Hogan and Parsons Brinckerhoff.

The upgrade focused on improving road alignment, increasing the number of vehicle lanes and constructing a new network of local service roads and pedestrian and bicycle paths. This will reduce congestion and increase capacity for the more than 90 000 vehicles that travel on the motorway each day, improve the motorway's safety record and provide more travel options for local residents.

Five of the six stages of the Ipswich Motorway upgrade are now complete, with the last stage – between Darra and Rocklea – expected to be completed by 2014–15.

Northern Busway

In June 2012, we opened the \$444 million Northern Busway from Windsor to Kedron. This 3km project provides the community with two new bus stations at Lutwyche and Kedron Brook, and will significantly improve travel time and reliability of bus services between Kedron and Brisbane City. The new busway provides direct travel through Kedron and Lutwyche via 1.5km of tunnels that surface onto Lutwyche Road near Albion Road.

Townsville Ring Road

In May 2012, we completed a \$110 million project to duplicate 5.6km of the Townsville Ring Road, marking another major milestone in providing a new motorway-standard route for the national network in Townsville. The high-speed motorway has already had a major impact in the region, taking an average of 22 000 vehicle trips off the surrounding road network each day.

Continuing infrastructure projects

We continued work on the following significant infrastructure projects in 2011–12.

Port Connect

Port Connect is a major upgrade of the Port of Brisbane Motorway as part of our long-term plan to meet the transport needs of the Port of Brisbane and Australia TradeCoast. In 2011–12, we continued to duplicate 3km of the existing two-lane motorway and construct a 3km, four-lane extension. An upgrade to the Gosport Street and Luke Street intersections was included in the project in April 2012. On completion in 2013, the motorway will provide the Port of Brisbane with a reliable, efficient four-lane connection from the Gateway Motorway through to Pritchard Street, Lytton.

Bruce Highway upgrade

Work to improve safety and traffic flow on the Bruce Highway in 2011–12 included:

- commencing a 3.4km upgrade between Sheehy Road and Ray Jones Drive in Cairns
- progressing realignment of the Bruce Highway across Cardwell Range 15km north of Ingham
- working on the Boundary Road and City Gates intersection upgrades and the Temples Lane to Farrellys Road upgrade on the southern approach to Mackay
- commencing underground service relocations ahead of construction to upgrade central Queensland's largest intersection, Calliope Crossroads
- progressing major construction on Section B of the Bruce Highway upgrade between Cooroy and Curra (12km section from Sankeys Road to Traveston Road).

Figure 11 – Objective 1 Corporate plan performance measures

Corporate plan performance measures	2011–12 result	Status	Notes
Performance indicator: Transport efficiency			
Indicators relate to the greater Brisbane area			
Road network performance – efficiency (minutes per 10km) – AM peak	10.9	▲	
Road network performance – efficiency (minutes per 10km) – Off peak	9.5	▲	
Road network performance – efficiency (minutes per 10km) – PM peak	11.2	▲	
Road network performance – reliability (percentage of network with reliable travel times) – AM peak	85	▲	
Road network performance – reliability (percentage of network with reliable travel times) – Off peak	96	▲	
Road network performance – reliability (percentage of network with reliable travel times) – PM peak	82	▲	
Road network performance – productivity (travel speed and flow: percentage of network with good productivity) – AM peak	73	▲	
Road network performance – productivity (travel speed and flow: percentage of network with good productivity) – Off peak	79	▲	
Road network performance – productivity (travel speed and flow: percentage of network with good productivity) – PM peak	72	▲	
Performance indicator: Transport infrastructure delivery			
Percentage of transport projects in the State Planning Program completed no more than 10 per cent over budget	94	▲	
Percentage of finalised major QTRIP projects completed no more than 10 per cent after the programmed construction period	80	●	1
Percentage of finalised major QTRIP projects costing less than 10 per cent over the programmed estimate	90	▲	
Percentage of major QTRIP construction projects for which construction commenced no later than four months after the programmed commencement date	90	▲	
Performance indicator: Transport infrastructure condition			
Smooth travel exposure – percentage of travel undertaken each year on state-controlled urban roads with a roughness level condition of less than 4.2 IRI	96.6	▲	
Smooth travel exposure – percentage of travel undertaken each year on state-controlled rural roads with a roughness level condition of less than 4.2 IRI	92	▲	
Smooth travel exposure – percentage of travel undertaken each year on state-controlled urban roads with a roughness level condition of less than 5.3 IRI	99.2	▲	
Smooth travel exposure – percentage of travel undertaken each year on state-controlled rural roads with a roughness level condition of less than 5.3 IRI	97.9	▲	
Road system seal age – percentage of the state-controlled road network exceeding optimal seal age	23.24	▼	2
Percentage of track kilometres on the state-supported rail network that fall within the agreed overall track condition index review point threshold	99.3	▲	

▲ On track ● Slight variance ▼ Significant variance

Notes:

1. Program of works construction has been affected by the prioritisation of restoration works resulting from wet weather and flooding events.
2. The 2011–12 result was well down on previous years, with priority directed to restoration work following severe flood events across the state.

Gold Coast Rapid Transit

Early works for the Gold Coast Rapid Transit light rail project in 2011–12 have already delivered significant local benefits, creating more than 2600 jobs during a severe downturn in the local construction industry, injecting \$70.85 million into the local economy and modernising underground services. When early works are completed in August 2012, work by GoldLinQ to lay the light rail tracks for the 13km system and build stations can be carried out with minimal disruption to the road network. Track laying is expected to finish in late 2013, with the system operational in mid-2014.

Townsville Port Access Road

We are continuing to deliver the Townsville Port Access Road, connecting the Flinders and Bruce Highways with the expanding Port of Townsville. This project will have a major impact on freight transport in north Queensland when it is completed in late 2012. It will improve road safety and ease traffic congestion by providing a direct route into the Port of Townsville for heavy vehicles travelling from the south and west of Townsville. In 2011–12, works focused on constructing the new six-span Ross River Bridge at the mouth of Townsville's Ross River, with the first two spans installed in April 2012.

Ferny Grove rail precinct upgrade

In 2011–12, construction continued on a project to duplicate 2.6km of track between Keperra and Ferny Grove stations to increase rail capacity and improve reliability on the Ferny Grove line. The project also involves upgrading Ferny Grove Station to provide *Disability Discrimination Act*-compliant access, expand the commuter carpark to about 1000 spaces and construct an improved bus interchange, kiss'n'ride facility, more bicycle storage facilities, an additional platform and a new station building. Progress in 2011–12 included demolishing the old Ferny Grove Station, commencing construction of the new station and completing new track near the platform. Work is expected to be completed in late 2012.

Commenced infrastructure projects

We commenced the following significant infrastructure projects in 2011–12.

Moreton Bay Rail Link

The Moreton Bay Rail Link Project will transform the region, providing a dedicated public transport corridor – including 12.6km of dual-track passenger rail line and new stations – for one of the fastest growing areas in the country. With joint funding from the Australian Government (\$742 million), Queensland Government (\$300 million plus land) and Moreton Bay Regional Council (\$105 million), in 2011–12 work advanced on designing the new rail line, stations and associated shared cycle/pedestrian access.

Construction of the Kinsellas Road road-over-rail bridge will begin in mid-2012 to connect the local road network. Rail corridor works (including the track, structures and stations) will begin in 2013 with completion by late 2016.

Brisbane Inner Rail

On 20 June 2012, the Queensland Government released an independent review of the Cross River Rail project, which recommended the government moves forward with a scaled-back version of the project. The project is now planned to be delivered in stages, with the core of Cross River Rail works to be delivered first. This includes two tunnels from Yeerongpilly to Victoria Park and four new underground stations at Woolloongabba, Boggo Road, Albert Street and Roma Street. The project will connect to the existing northern and southern rail network. These works would need to be delivered by 2020 at a cost of \$4.445 billion (in 2010 dollars).

Future stages would include surface works from the northern tunnel portal at Victoria Park to the Exhibition Loop and from the southern tunnel portal at Yeerongpilly to Moorooka. The Queensland Government will continue to seek funding from the Australian Government for the project. Additional short-term solutions to increase capacity on the rail network are also being considered. This will ensure rail capacity is maintained until Cross River Rail is delivered.

Other significant infrastructure projects

In 2011–12, we also worked on the following significant infrastructure projects:

- Eastern Busway: Buranda to Main Avenue, Coorparoo (completed)
- Pacific Motorway upgrade: Pappas Way, Nerang to Worongary interchange at Gooding Drive (completed)
- Forgan Bridge Replacement and Duplication Project at Mackay (completed)
- Pacific Motorway upgrade: Springwood South to Daisy Hill (continued)
- Pacific Motorway upgrade: South Coast (continued)
- Warrego Highway upgrade (continued)
- Peninsula Development Road upgrade (continued)
- Mains Road and Kessels Road intersection upgrade (commenced)
- Gateway Upgrade South: Stage Two (commenced)
- Gateway Motorway North Upgrade: Stage One (commenced)
- Wills Developmental Road (commenced)
- Richlands to Springfield Rail Project (commenced).

Providing recreational boating infrastructure

In 2011–12, we continued to fund new and upgraded recreational boating facilities to improve access to waterways, in partnership with local governments and port authorities. Key projects completed in 2011–12 include:

- boat ramp, breakwater and floating walkway at Mourilyan Harbour, Innisfail (\$3.9 million)

- boat ramp and floating walkway at Barnicle Street, Townsville (\$670 000)
- floating walkway at Coorooman Creek, Zilzie (\$808 000)
- floating walkways at Bellara, Beachmere and Bradman Avenue, Maroochydore (\$850 000)
- boat ramp at Jock Kennedy Park, Russell Island (\$576 000)
- pontoon at Birdsville Billabong (\$217 000).

Rebuilding our transport network

The largest reconstruction in Queensland history

The 2010–11 flooding and cyclone events caused unprecedented damage across Queensland, with 100 per cent of the state disaster declared and approximately 20 610km of the state-controlled road network closed. The disasters significantly affected other transport infrastructure, with 89 bridges and culverts requiring recovery works to be reopened, 11 ports closed, 161 maritime aids to navigation damaged and 4750km (55 per cent) of the rail network impacted.

To manage the recovery and reconstruction of Queensland's integrated transport system, Transport and Main Roads established the Transport Network Reconstruction Program in March 2011. The program supports the economic recovery of industry and communities, delivering a transport network with greater resilience and identifying opportunities to enhance flood immunity and achieve value for money. Works are delivered through Natural Disaster Relief and Recovery Arrangements (NDRRA), a joint federal and state initiative. Under these arrangements, the Australian Government will provide 75 per cent of funding, with 25 per cent from the Queensland Government. Allocated funding for reconstruction of the state's transport network is \$4.89 billion and is expected to sustain about 14 000 jobs.

With 7803km of the state-controlled road network requiring reconstruction, during 2011–12 the department has been getting on with the job of delivering reconstruction works. At 30 June 2012, 141 reconstruction works packages worth more than \$2.643 billion were under way and a total of 2779km of reconstruction works had been completed. A total of \$758.1 million worth of recovery and reconstruction works was completed by the end of June 2012.

Additional flooding events during the 2011–12 summer caused further damage to Queensland's transport network, with 68.5 per cent of all local government areas disaster declared for restoration of essential public assets. This required road closures or access restrictions to be placed on 10 890km of the road network and closed 4180km of the rail network. Where possible, repairs are being undertaken in conjunction with our existing reconstruction program.

Making significant progress

In 2011–12, we completed key works including:

- Cunningham Highway, Cunningham's Gap – stabilising 10 of 11 slopes and rehabilitating pavement (\$45.8 million)
- Warrego Highway, Toowoomba Range crossing – rebuilding and strengthening the road and completing major embankment stabilisation repairs (\$10.3 million)
- Warrego Highway, Marburg Range – reinstating and stabilising the embankment (\$6.5 million)
- Captain Cook Highway between Cairns and Mossman, south of Ellis Beach – repairing the roadside (\$2.9 million)
- Innisfail–Japoon Road, Innisfail to Aerodrome Road – repairing a 2.2km section (\$4 million)
- Bruce Highway, south of Townsville at Brandon (\$6.2 million)
- Bruce Highway, north of Townsville – restoring pavements and culverts (\$11.8 million).

Achieving value for money

Packaging works is one of the ways the department is achieving greater efficiency and value for money through our reconstruction program. Regional project offices have identified separate projects that may have different funding sources and purposes that can be delivered in conjunction with reconstruction works, resulting in larger contracts. This is enabling sound procurement, contract and project management; producing less disruption for the community through reducing overlaps of contractors working in the same areas; minimising safety risks in the work area; and minimising the overall cost of works. Local companies and sub-contractors are being used wherever possible to help strengthen regional economies.

We have also introduced new contracts that allow design and construction to be run in parallel, to ensure we complete construction as quickly as possible and meet the defined timeframes required by NDRRA funding arrangements. The contracts allow flexibility to adjust to changed project conditions, as they focus on efficient delivery and 'best for road' outcomes, provide an opportunity to upskill contractors and enable contractors to share resources.

Managing the transport system

Maintaining bridges and culverts

Transport and Main Roads is responsible for more than 7000 bridges and major culverts in Queensland. Our Statewide Structures Maintenance Program delivers inspections and servicing on these structures to ensure they are safe. In 2011–12, we completed 5975 routine maintenance (Level 1) inspections, 2103 bridge and culvert condition (Level 2) inspections, and 955 structure inspections to monitor specific structural components. We also completed preventative servicing on 5916 structures.

Assessing structural capacity of bridges

The department's ongoing Bridge Asset Management Program assesses the structural capacity of almost 3000 bridges on the state-controlled network to ensure safe travel of freight vehicles and heavy load transporters. This includes ensuring the 733 bridges on the road train network and 1329 bridges on the B-Double network can safely carry the increasing size and loads of freight-efficient vehicles.

In 2011–12, 124 bridges on the B-Double network were assessed, with 57 requiring intervention to make them safe for vehicles such as road trains, cranes and heavy load platforms. Assessment of the road train network will be followed by B-Double routes in 2012–13, with the remainder of the network assessed the following year. The program will identify where bridges have to be replaced or strengthened and provide certainty of access to the network for road train operators, mine transport operators and truck manufacturers, helping keep the state's businesses moving.

Regional Bridge Renewal Program

Our Regional Bridge Renewal Program accelerates the replacement of timber, concrete and steel bridges on the state-controlled network that have deteriorated due to age and increased use. Phase one of the program commenced in 2010 and is due to be completed in 2013–14.

In 2011–12, we constructed nine bridges through the program at a cost of \$46.743 million, including:

- Wilkie Creek Bridge on Kogan Road, Dalby
- Kings Creek Bridge on Clifton Road, Gatton
- Harkness Boundary Creek No.1 Bridge on the Burnett Highway, Eidsvold.

Enhancing traffic and travel information

In June 2012, we implemented phone enhancements to our 13 19 40 traffic and travel information service including a transition to an improved Network Interactive Voice Response platform providing new text-to-voice capability. The new phone system has the capacity to receive up to 12 000 calls per hour and has been expanded to a national number providing traffic and travel information to the community. Functionality and capacity improvements were also made to the 13 19 40 website.

Queensland toll roads

Under the *Transport Infrastructure Act 1994*, the Minister for Transport and Main Roads is empowered to declare state and local government toll roads. At 30 June 2012, four toll roads were operating: the Gateway and Logan motorways (state toll roads operated by Queensland Motorways), the Clem 7 tunnel (a local government toll road operated by RiverCity Motorway) and the Go Between Bridge (a local government toll road operated by Brisbane City Council). The state toll road AirportlinkM7 opened in July 2012 and Brisbane City Council's Legacy Way is expected to open in 2014.

The department promotes consistency and interoperability across toll roads through representation on the Queensland Tollroad Association. In 2011–12, the association formalised agreed toll road signage and gained in-principle agreement to review compliance processes for greater consistency.

Electronic billboards

In March 2012, billboards were installed at two sites on the Gateway Motorway at Bald Hills through new commercial arrangements for managing advertising billboards in state-controlled road corridors. One site has an electronic billboard, the first to be installed in a state-controlled road corridor. Revenue from the billboards will be used to improve road safety outcomes.

Bus contract reforms

We contract local bus operators to provide public transport services in 22 regional urban areas under the *qconnect* initiative. There are 18 *qconnect* regional urban bus service contracts held by 16 operators. In March 2012, Transport and Main Roads partnered with industry to implement third generation bus service contracts worth more than \$100 million over three years. This contract renewal process has provided the department, operators and industry with a more consistent and transparent funding regime by explicitly linking funding to the cost of service delivery.

Within the TransLink Transit Authority contracted area, in December 2011 we commenced working with the authority on reforms to deliver a consistent statewide policy approach and clear contracting and funding frameworks, as part of ongoing 4G contract negotiations.

Contract freight services

In 2011–12, Transport and Main Roads continued to manage transport service contracts with QR National for regional transportation of freight and livestock.

The *Regional Freight Transport Service Contract* was established to facilitate and ensure continuity of general freight road and rail transport services following the separation of QR Limited into QR National and Queensland Rail in July 2010. The contract currently provides for a defined set of road and rail services at a cost of approximately \$125.18 million in 2011–12. The contract funds approximately 9300 freight services a year via road and rail.

Under the provisions of the *Livestock Transport Service Contract*, the Queensland Government provides support to Queensland's cattle industry by ensuring a minimum number of 264 cattle train services each season from centres in western Queensland. This cost approximately \$23 million in 2011–12.

Disused rail branch lines

The department is currently reviewing the disused operational rail branch lines network to ensure value for money. On 1 June 2012, the Minister for Transport and Main Roads announced that maintenance of the Mungar to Monto and Monto to Taragoona lines would cease from 1 July 2012.

Managing Government Owned Corporations

In our role as a shareholding department for transport-related Government Owned Corporations, in 2011–12 we:

- assisted with facilitating proposals to increase export capacity at the Port of Abbot Point, including a 35 million tonne per annum (MTPA) expansion of Terminal 1 (Adani Mining) and the proposed development of two new 60 MTPA coal terminals, Terminal 2 (BHP Billiton) and Terminal 3 (Hancock Coal)
- progressed allocation of land at the Port of Hay Point to preferred developers Adani Mining Pty Ltd and Dudgeon Point Project Management Pty Ltd to develop two new coal terminals at Dudgeon Point, potentially increasing export capacity by up to 180 MTPA, with an estimated project cost of \$10–12 billion
- continued to support Gladstone Ports Corporation in undertaking works associated with the development of the liquefied natural gas industry in Gladstone, including an estimated \$25 billion investment on Curtis Island and an estimated investment upstream of \$30 billion
- facilitated approvals for additional expenditure to undertake the final stages of the RG Tanna Coal Terminal Stockpile 22 expansion in Gladstone, which will provide an additional four MTPA coal export capacity at an estimated cost of \$60.64 million.

Townsville Marine Precinct and port expansions

In November 2011, the Port of Townsville Limited (POTL) oversaw completion of the \$130.6 million Townsville Marine Precinct. The project is a 34 hectare, purpose-built commercial marine precinct at the mouth of the Ross River, and addresses existing and increasing demand for industrial marine facilities in the region. In 2011–12, the department also approved POTL to execute a design and construction contract for the Townsville Port Inner Harbour Expansion Project, incorporating Berth 8 worth an estimated \$33 million and Berth 10 worth an estimated \$85 million.

Maintaining marine assets

The department owns approximately \$369 million in boating assets for use by recreational boat users and commercial operators in Queensland. This includes:

- 294 ramps (barge and boat)
- 112 jetties, pontoons and floating walkways
- eight state-managed boat harbours, including commercial land, public car and trailer parking, breakwaters, revetment walls and public channels
- other land and infrastructure, including facilities at Nelly Bay (Magnetic Island) and the Gold Coast Seaway and sand bypass system.

We also contribute funding to maintain marine infrastructure owned by local government and port authorities, such as the combined barge/boat ramps on the four southern Moreton Bay islands.

Coordinating transport in times of disaster

Transport and Main Roads has a strong focus on operational and strategic emergency management, active risk management and business continuity through our Emergency Management Division. We use the national emergency management principles of prevention, preparedness, response and recovery to enhance the efficiency, effectiveness and resilience of transport systems and the communities that rely on them. Our actions are based on the *Disaster Management Act 2003*, the Queensland disaster management arrangements and purpose-developed plans such as our functional plan for disaster management, which is updated and enhanced annually.

We conducted an extensive preparation program for the 2011–12 summer season, including scenario-based exercises and training for 185 officers across all agencies. The workshops focused on enhancing response capability and resilience, understanding of emergency coordination roles and responsibilities, and collaboration with external partners.

We actively participated in emergency management of the January to March 2012 monsoonal floods season, coordinating response and recovery of flood-affected communities, and assisting with logistics planning to reinstate critical road network supply chains. Our Maritime Safety Queensland Division provided port clearance hydrographic surveys to ensure the safe movement of vessel traffic.

Other emergency management achievements for 2011–12 include:

- revising the department's strategic overview for emergency management
- researching and developing innovative solutions for emergency management operations, including geospatial technology, remote sensing and information management systems
- developing better joint planning arrangements with retailers and freight industry to ensure we are ready to re-stock and re-supply essential items to Queensland communities cut off in times of crisis
- providing a 24/7 on-call service including weather monitoring and environmental scanning to alert stakeholders to emergent situations or adverse weather.

Streamlining disaster response

The *Disaster Readiness Amendment Bill 2011* was passed by the Queensland Parliament in October 2011. This involved amendments to the *Transport Infrastructure Act 1994* and the *Transport Operations (Road Use Management) Act 1995* in line with recommendations made in the interim *Queensland Floods Commission of Inquiry Report*. This will enable the department's officers to respond quickly to unexpected critical wet weather events and reduce the incidence of drivers entering flooded roads. The Bill included changes to ensure that:

- restricted road use notices can be available and promptly installed
- roadworkers can conduct road-related work without requiring written approval
- transport inspectors can assist police in enforcing road restrictions.

Property acquisitions and management

Queensland continues to experience strong growth in transport and road projects to meet increasing infrastructure needs, which is reflected in a corresponding increase in property acquisitions. In 2011–12, we settled 491 property acquisition cases and compensation claims worth \$229 million.

Properties are acquired under the *Transport Planning and Coordination Act 1994* and the *Acquisition of Land Act 1967* and secured for future transport infrastructure. This is a difficult area of dispute resolution and property acquisitions are handled in an efficient, timely and compassionate manner. National benchmarking confirms Queensland's high performance in comparison with interstate agencies, settling the most corridor compensation cases in Australia. For the fifth consecutive year, less than one per cent of cases were settled through the court system.

In 2011–12, we:

- completed more than 500 property valuation estimates and commenced hardship (early) purchases for the Northern Busway (Kedron to Bracken Ridge)
- acquired 35 properties worth \$30 million for the Mains Road and Kessels Road intersection upgrade at Macgregor (including 23 residential properties), enabling construction to commence on schedule, and undertook significant building modifications to three commercial properties to enable businesses to continue trading during construction
- settled several major and difficult business compensation issues at Coorparoo for the Eastern Busway Project
- negotiated difficult property resumption work to enable construction to commence on the Calliope Crossroads upgrade near Gladstone
- managed a diverse real estate portfolio of more than 3000 properties, with income contributing directly to future property purchases.

Managing transport and land use development

Under the *Sustainable Planning Act 2009*, Transport and Main Roads is a concurrence agency for development assessment, where proposals impact on the state transport system. In 2011–12, we processed 2564 development applications, managed 63 737 property searches, finalised 63 hardship requests, resolved 104 planning appeals, responded to 83 proposed Ministerial designations to facilitate supply of community infrastructure such as schools and state transport infrastructure, and reviewed 22 priority infrastructure plans. Key planning documents we reviewed included the:

- *Toowoomba Regional Council Planning Scheme*
- *Gladstone and Calliope Priority Infrastructure Plan*
- *Toombul and Nundah Neighbourhood Plan*
- *Gold Coast Draft Strategic Framework*.

Operating the Grain Harvest Management Scheme

Transport and Main Roads works with registered receivers and Queensland's peak organisation for rural producers, AgForce, at various levels in managing, administering and operating the Grain Harvest Management Scheme, which continued to operate across central and southern parts of Queensland in 2011–12. It recognises the difficulty of in-field loading a bulk commodity such as grain, with varying moisture contents and densities to within an accurate weight tolerance.

The scheme enables participants to take advantage of flexibilities set above normal regulation mass limits when field loading bulk commodities. We work with registered receivers on site to educate their staff and ensure the scheme is consistently applied.

In 2011–12, there continued to be an extremely high compliance rate of loads delivered by scheme participants meeting mass requirements. There was very little under-loading by scheme participants, meaning the road network was efficiently used and there were reduced truck trips. Figure 12 details the scheme results during the past four years.

Figure 12 – Grain Harvest Management Scheme load compliance rates

Financial year	Number of participants	Compliance rate (per cent)
2008–09	2300	98
2009–10	2800	97
2010–11	2294	99
2011–12	2227	97

The data shows a consistently high take-up rate for the scheme and exceptionally high rates of compliance.

Data source: Compliance Unit Southern Region, Transport Services Division

Note: 2009–10 participant numbers were higher because it was an extremely high yielding season.

Planning our future transport system

Transport coordination plan review

It is essential that our strategic policy direction contributes to the Queensland Government's objectives for the community. The *Transport Planning and Coordination Act 1994* requires the department to develop a transport coordination plan (TCP) for Queensland to provide a framework for strategic planning and management of transport resources and set the vision and long-term objectives for the transport system. In 2011–12, we developed a consultation draft of the TCP to update the existing TCP.

In 2011–12, the Transport System Strategic Framework Project devised a new framework to inform and guide transport system strategy development in the department. The TCP is now embedded within the new draft framework. The framework will support an integrated one-system approach to planning and delivering the transport system and is expected to be in place by the end of 2012.

Queensland Transport and Roads Investment Program

The *Queensland Transport and Roads Investment Program* (QTRIP) is a four-year rolling program of transport and roads projects designed to meet the transport and infrastructure needs of our growing state. QTRIP provides a platform for other transport strategies and plans. The aim of QTRIP is to prioritise funding in order to provide value-for-money transport outcomes that meet the needs of Queensland. The program is developed in line with Queensland and Australian Government funding allocations, and aligns with the forward estimates timeframes for the Queensland Government.

After the 2011 floods in Queensland, the 2011–12 QTRIP focused on repairing damaged transport and road infrastructure across the state. In 2012–13, we will focus on investing in projects to meet future transport needs and continue reconstruction.

Prioritising infrastructure investments

In December 2011, we completed the annual review of the *Transport Infrastructure Portfolio Strategy* to provide the framework for prioritising and delivering infrastructure investments during the next 10 years. The review was based on:

- changes in strategic direction
- changes to the likely 10-year funding allocation
- priority and timing of current and proposed investments and their associated benefits, based on decisions made by our Infrastructure Investment Committee during the previous 12 months, and information and analysis performed by each of the programs and investment groups.

We developed the *Bruce Highway Upgrade Strategy* and the *Warrego Highway Upgrade Program* (Helidon to Morven), which formed part of the Queensland Government's 2011 funding submission to Infrastructure Australia, and coordinated the transport component of Queensland's overall submission.

Shaping tomorrow's transport system today

Our State Planning Program (SPP) aims to achieve integrated transport outcomes by appropriately selecting, managing and monitoring transport planning activity across the state. The SPP considers all modes of transport at all levels of planning, from strategic statewide planning through to detailed design and business case development, to guide investment decisions. In addition to these planning investigations, the program also includes data analysis and modelling tasks that support planning activity.

In 2011–12, the SPP consisted of 297 integrated transport planning projects valued at \$90.2 million.

Key regional planning activities in the SPP included:

- continuing the *Toowoomba Second Range Crossing Business Case*
- continuing the *Toowoomba Sub-Regional Transport Study*
- continuing the *Gladstone Area Transport Study Report*

- finalising the draft *Wide Bay/Burnett and Far North Queensland Integrated Regional Transport Plans* (IRTPs)
- commencing the draft *North, North West, Mackay, Isaac and Whitsunday, Central, Central West, Darling Downs and South West IRTPs*.

Key south-east Queensland activities in the SPP included:

- commencing the *South-east Queensland Bus Network Study* including the *Inner City Bus Strategy*
- commencing transport planning for the 2018 Commonwealth Games
- completing the *Gold Coast (Southern and Central) Urban Area Transport Study*
- completing the *North Brisbane Area Study*
- completing the *Moreton Bay Integrated Transport Study*
- continuing the *Maroochydore Town Centre Access Study*
- releasing *Connecting SEQ 2031: An Integrated Regional Transport Plan for South East Queensland*.

Planning future passenger transport networks

Queensland's vast size and distances between regional centres and towns pose challenges for providing affordable, efficient passenger transport services. To ensure future passenger transport networks are fit for purpose and deliver high-quality services across the state, in 2011–12 we developed a draft *Regional Queensland Passenger Transport Network Plan* and an innovative, metrics-based network categorisation tool.

The tool helps determine the appropriate network service level for a centre, based on its potential for growth during a 15-year planning horizon. It considers the number and distribution of population, socio-economic factors influencing passenger transport use, tourism demand and links to nearby centres. This will ensure our passenger transport network planning meets community service obligations and service level demand.

Planning future boating facilities

In February 2012, we released a study into projected demand for boating facilities during the next 10 years. The *Recreational Boating Facilities Demand Forecast Study* comprised five regional reports and a statewide priority summary, which will enable boating infrastructure to be planned and delivered in areas of greatest need and where there is greatest potential for future boating infrastructure improvements. Stakeholder groups consulted for the study included councils, recreational boating groups, fishing organisations and the boating community. Summary overviews of the study are available at www.msq.qld.gov.au.

Future priorities

Our priorities for 2012–13 include:

- continuing reconstruction projects through our Transport Network Reconstruction Program
- finalising planning for Bruce Highway upgrade projects for inclusion in the *Bruce Highway Crisis Action Plan*
- improving our emergency management capability, including business continuity processes, geospatial systems, education program and monitoring systems
- completing the *Passenger Transport Development Guidelines* and *Passenger Transport Infrastructure Manual*
- developing future passenger transport contract frameworks to further improve service delivery and value for money, and meet customer demand across Queensland
- developing a *Public Transport Strategic Framework* to respond to challenges and deliver better services to Queenslanders
- facilitating installation of additional roadside billboards through tested commercial arrangements for managing advertising billboards in state-controlled road corridors
- developing network operation planning guidelines and methodology
- continuing transport planning to support the 2018 Commonwealth Games
- finalising phase one of the *Inner City Bus Strategy* to improve accessibility to the city centre and improve bus travel time reliability
- further developing state planning instruments to provide clear, transparent policy and development requirements to protect transport corridors and infrastructure
- delivering rail infrastructure including the Richlands to Springfield and Moreton Bay Rail Link projects
- delivering future transport services contracts for above and below rail, due to expire in June 2013
- developing the prioritisation process and program of candidate priority projects to support funding submissions to the Australian Government and Infrastructure Australia, and inform Nation Building 2 Program negotiations
- implementing new functions and processes to enable effective prioritisation and management of transport infrastructure investments.

Objective 2

A safe transport system leading to improved health and wellbeing for Queenslanders

We aim to improve the safety of vehicles, vessels and trains, encourage safe use of transport, and improve infrastructure safety. We also seek to improve the health of Queenslanders through our cycling and walking initiatives.

Highlights

- Improved safety for school children through standardising school zone times across Queensland
- Commenced procurement for the rail level crossing safety technology trials to identify new and innovative rail safety technologies

Improving road safety

Black Spot upgrades

We implement the Australian Government-funded Black Spot Program to provide low-cost, high-benefit projects to reduce crashes on Queensland roads. Projects are prioritised for locations with a record of casualty crashes or the potential for high-severity crashes on state-controlled and local road networks, placing significant focus on the need to reduce rural road trauma in accordance with national road safety policy objectives. In 2011–12, we completed 13 projects at a cost of \$15.9 million.

Safer Roads Sooner upgrades

The Safer Roads Sooner Program is the Queensland Government's targeted program to improve road safety on the state-controlled road network by reducing the number of crashes that result in serious injuries and fatalities. In 2011–12, 88 projects were completed at a cost of \$74.1 million.

Heavy vehicle rest areas

The department installs and upgrades rest areas across Queensland to enable drivers to manage fatigue by taking rest breaks. Our Heavy Vehicle Rest Area Program has delivered 32 rest areas and two stopping places at a cost of \$28.7 million since it began in 2009. Eight rest areas and two stopping places projects were constructed at a cost of \$11.8 million in 2011–12.

School road safety revamp

To keep children safe in the more than 2000 school zones operating across Queensland, we commenced an initiative to standardise school zone operating times to 7–9am and 2–4pm, unless otherwise specifically signed. All school zones across south-east Queensland were standardised by 16 April 2012. For areas outside south-east Queensland, we worked with schools and local councils to determine appropriate times for each council area. By 9 July 2012 all schools outside south-east Queensland had standardised school zones for their council area.

Figure 13 – Objective 2 Corporate plan performance measures

Corporate plan performance measures	2011–12 result	Status	Notes
Performance indicator: Safety of users of the transport system			
Road fatalities per 100 000 population	6.16	▲	
Rail fatalities per 100 000 population	0.18	●	1
Marine fatalities per 100 000 registered vessels	3.25	▲	
Performance indicator: Active transport			
Percentage of kilometre length completed to date in the <i>South-east Queensland Principal Cycle Network Plan</i>	N/A		2
Percentage of kilometre length completed to date in the <i>Far North Queensland Principal Cycle Network Plan</i>	N/A		2

▲ On track ● Slight variance ▼ Significant variance

Notes:

1. There were eight rail fatalities reported in 2011–12, compared to four in 2010–11.
2. This measure was discontinued during the year as the department could not verify the accuracy and completeness of data supplied by relevant external local government authorities.

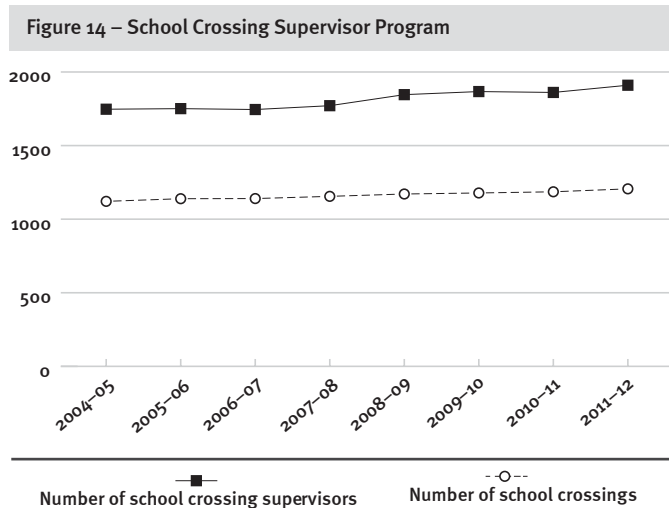
The initiative also included introducing mandatory all-day school zones operating generally from 7am–4pm at split campus schools. Enhanced school zone signs will be installed at these schools to alert motorists to the all-day school zone.

In 2011–12, Transport and Main Roads also worked with the Department of Education, Training and Employment to develop a road safety education curriculum resource, *Road Safety Matters*, to give every Queensland student from Prep through to Year 9 a comprehensive road safety education. The package includes five modules covering travelling safely as pedestrians, passengers and cyclists; using the bus safely; crossing the road safely; safer school travel; and road safety advertising.

In February 2012, we released the *Queensland Guide to School Road Safety* to help schools improve road safety in their local community. Schools can use the step-by-step guide and supporting toolkit to assess road safety risks and identify initiatives to improve road safety.

School crossing safety

School crossing supervisors play an important role in our safe school travel efforts. In 2011–12, we opened an additional 15 crossings, bringing the total number of crossings to 1206. New crossings were installed at: Lady of Angels Primary School at Wavell Heights, St Williams School at Grovely (Rolleston Street and Whitby Street), Ashgrove State School, Palmwoods State School, Glasshouse Country Christian College, Moggill State School (dual crossing), St Oliver Plunkett School at Cannon Hill, Morningside State School, Wynnum West State School, Wynnum State School, Buranda State School, Highland Reserve State School and Yarrilee State School at Dundowran.



At 30 June 2012, 1910 supervisors are working across 1206 school crossing locations.

Data source: Data Analysis Reporting Centre (Service Delivery System and Program Office, Transport Services Division)

Notes: Number of school crossings counts dual crossings as two separate crossings.

School crossings increased from 1186 in 2010–11 to 1206 in 2011–12. The additional 20 school crossings include 15 Transport and Main Roads-funded and five school-funded crossings.

School bus upgrade scheme

The department provides funding to bus operators through the School Bus Upgrade Scheme to ensure contracted school buses comply with *Australian Design Rule 59/00 – Standards for Omnibus Rollover Strength* requirements. This provides greater safety for students travelling to and from school. In 2011–12, a total of \$21.7 million was provided, including an initial payment for 125 new rollover-compliant school buses across the state and ongoing payments for buses introduced in previous years.

New learner driver rules

Learner drivers who drive without appropriate supervision put themselves and other road users at risk. To discourage this behaviour, on 1 March 2012 demerit points increased from one to four for learner drivers who drive while unaccompanied. Car learner drivers who accumulate four or more demerit points in a 12-month period will also be suspended for three months. They no longer have the option of a one-point Good Driving Behaviour period licence.

Q-SAFE review

From July to October 2011, the department sought community feedback as part of a review of Q-SAFE, the practical driving test. Community consultation involved targeted workshops with key stakeholders and 13 independently facilitated community forums statewide. Community members could also submit feedback online or by post. The *Q-Safe Review Final Report* was delivered to government in early 2012.

Managing speed

Speeding continues to be one of the major causes of death on Queensland roads. During 2011, 48 people died in Queensland as a result of crashes involving speeding motorists. This figure represents 17.8 per cent of Queensland’s road toll.

To address this, in 2011–12 we continued to implement the *Speed Management Strategy 2010–2013*. Initiatives included introducing digital camera technology – combined red light/speed cameras and a point-to-point system – as part of the ongoing development of the Camera Detected Offence Program. The program has a proven record in reducing the road toll and is jointly managed by Transport and Main Roads and the Queensland Police Service.

Sites are primarily selected from locations that have a history of speed-related crashes or red light-related crashes. In December 2011, a point-to-point speed camera system began operating on the Bruce Highway between Johnson Road, Glass House Mountains and Caloundra Road, Landsborough. Prior to this, the system had been operating as two stand-alone fixed speed cameras since August 2011. Two combined red light/speed cameras were also installed in south-east Queensland – one on Beaudesert Road, Calamvale and another on Waterworks Road, Ashgrove. Speeding offences are decreasing at these locations.

For more information about the program’s performance in 2011–12, see Appendix 6.

Road safety awareness campaigns

The department runs regular public education campaigns to raise community awareness of road safety issues. Research shows that public education is most effective when combined with targeted enforcement and engineering improvements, which is our approach in Queensland. Our road safety campaigns are planned using a social marketing framework, which tackles complex behaviour change over the long term, and tested on target audiences to ensure they hit the mark.

In 2011–12 our road safety campaigns focused on:

- combined red light/speed cameras
- essential licensing and safety information for young drivers and their supervisors
- point-to-point speed cameras
- 'Here for Life' refreshed branding
- seatbelt use
- new rules around schools.

Light vehicle safety checks

Prior to school holiday periods, the department conducts Operation Safe Drive Holiday to remind drivers to check their vehicles before taking their family on a driving holiday. The initiative enhances road safety by positioning compliance teams at selected sites to intercept light vehicles (less than 4.5 tonnes) and conduct mechanical safety checks. Figure 15 details the results of this operation over the past five years.

Figure 15 – Operation Safe Drive Holiday results

Financial year	Intercepts	Vehicle defects	Penalty infringement notices issued
2007–08	4745	745 (15.7%)	*
2008–09	13 401	1145 (8.5%)	302
2009–10	9434	1517 (16%)	437
2010–11	7183	1309 (18.2%)	342**
2011–12	7826	1329 (16.9%)	290

The defect rate for four out of the last five years has been reasonably consistent. While this rate may appear high, it should be noted that the majority of the defects recorded were only minor, and that vehicles are filtered during these operations to try and target the worst ones.

Data source: Data Analysis Reporting Centre (Service Delivery System and Program Office, Transport Services Division)

Notes: * This data is unavailable.

** The statistics include only one operation held this year. The Central Region operation in April 2011 was cancelled due to the flood and disaster recovery in that region.

Operation Austrans

We continued to participate in the national Operation Austrans on-road enforcement activity, conducted annually to improve road safety by enforcing and encouraging compliance with fatigue and vehicle safety requirements across the transport, logistics and supply chain industry. In May 2012, our transport inspectors and the Queensland Police Service intercepted 13 671 vehicles and trailers, with 675 penalty infringement notices and 425 defect notices issued.

Smoke and Mirrors operation

In July 2011, we conducted Operation Smoke and Mirrors along the Bruce Highway from far north Queensland to south-east Queensland to inspect heavy vehicles for driver fatigue, mass, speed and roadworthiness. Transport inspectors intercepted 10 492 heavy vehicles and 97 per cent were found to comply with regulations. A total of 339 penalty infringement notices were issued, with the three highest offence categories for mass (39.5 per cent), fatigue (23.6 per cent) and registration (15.9 per cent). Enforcement actions have seen an increase in compliance rates for mass and fatigue legislation, which were 98 per cent and 99 per cent respectively in 2011–12, compared to 97 per cent and 98 per cent in 2010–11.

Taxi industry reforms

To improve passenger safety and service standards in Queensland's taxi industry, in 2011–12 we:

- introduced a requirement across major taxi service areas in Queensland for all taxi drivers to display photographic identification, with positive feedback from the industry and community
- continued to provide funding for rank marshals and security guards at secure taxi ranks in late night entertainment precincts in Brisbane and regional cities, with 27 secure taxi ranks now operating on Friday and Saturday nights and for special events
- progressed findings from the 2010 review of the Taxi Security Camera System, with a final position to be made available for public comment later in 2012.

Improving rail safety

Safety at level crossings

To improve safety at level crossings, we are developing a *Queensland Level Crossing Safety Strategy*. The long-term vision of the strategy is zero harm at public level crossings across Queensland. The strategy will be submitted to government for consideration in 2012–13. In 2011–12, we also commenced procurement for rail level crossing safety technology trials to identify new and innovative rail safety technologies.

Monitoring rail safety

At 30 June 2012, 50 companies were accredited as rail transport operators in Queensland. Of these, 20 were also accredited in other state jurisdictions.

In 2011–12, the Rail Safety Regulator undertook 102 rail safety audits of rail transport operators, including tourist and heritage railways. The 2011–12 audit program focused on rail infrastructure managers and the processes in place for managing rail infrastructure. The Rail Safety Regulator also conducted physical track inspections of high-risk railways to assess the condition of rail infrastructure. These audits identified non-compliances relating to corrective actions and compliance with inspection and maintenance processes.

Improving maritime safety

Recreational boating safety changes

Queensland has the largest hire and drive personal watercraft (jet ski) industry in Australia, with more than three-quarters of hire and drive jet skis registered here. Following extensive consultation with the industry and other waterway users, the department introduced reforms effective from 1 January 2012 to improve safety in the jet ski industry and for other recreational boating including:

- additional operating requirements for personal watercraft to minimise the likelihood of collisions
- extending the list of coastal bars over which personal flotation devices must be worn in small open boats
- additional safety equipment requirements for personal watercraft operating offshore, similar to those for other recreational boats
- a review of the accreditation scheme for shipbuilders, designers and surveyors resulting in more stringent accreditation conditions and a revised guidance manual.

Annual audits now form an integral part of our compliance and enforcement planning, and in September 2011 we conducted compliance audits of 24 operators. Operators are now required to install speed limiters with a maximum speed of 30 knots on their hire craft within two years. Operators must also assess each hirer to ensure they are competent to safely operate a hire and drive jet ski.

Boating safety campaigns

In 2011–12, our boating safety campaigns focused on wearing life jackets, carrying safety equipment, responsible behaviour and situational awareness. We produced new editions of the *Queensland Recreational Boating and Fishing Guide* and *Beacon to Beacon*, which have more information covering rules and regulations, fishing and navigation.

We also:

- conducted safety and legislation information sessions around the state
- included an enhanced night and electronic navigation training component in the BoatSafe training course
- introduced global positioning system (GPS) verification points around Queensland to assist with safe navigation.

Ensuring safe vessel movements

We provide pilotage services to ensure ships safely enter and depart Queensland ports – protecting ships, port infrastructure and the environment. Our pilots are highly skilled and experienced mariners and provide the frontline safeguard against serious marine incidents in Queensland ports.

In 2011–12, we completed 16 050 pilotage movements, 10 per cent (1472 movements) more than the previous year. A total of 46 per cent of the increased movements are directly related to construction and dredging traffic in Gladstone for the port expansion projects (see page 20). No serious pilotage incidents occurred during the year.

We also introduced the Lidar radar system to monitor vessel speeds in Gladstone Harbour from March 2012. Identical to laser speed radars already being used by police on Queensland roads, the system will ensure skippers remain focused on safety.

Providing aids to navigation

The department has developed a program to replace or upgrade aids to navigation as new technology offers improved products featuring LED lights and GPS positioning, making the equipment more reliable and requiring less maintenance. For example, in the Cairns region we replaced or upgraded 20 lights in 2011–12 and plans are well advanced to replace all Cairns Entrance Channel lateral mark lights in the coming year.

In November 2011, we introduced the first virtual aids to navigation in Queensland coastal waters. These transmit a signal to a ship's electronic chart system, which creates the appearance on-screen of a navigation marker even though there is no actual buoy or beacon on the water. Introducing 13 virtual aids to navigation to separate dredges from trade vessels in the Port of Gladstone produced a saving of \$6 million and enhanced the safety of vessel movements in the harbour.

Port expansion increases maritime activity

Demand for maritime safety services at the Port of Gladstone has increased significantly due to construction traffic for port expansion projects. In 2011–12, movements of ships 10m and greater in length increased by 514 per cent on the previous year, with 202 050 movements in 2011–12, compared with 32 878 movements in 2010–11.

In 2011–12, we introduced a *Standard for Marine Construction Activities in Gladstone Harbour* to provide additional safety requirements for training, safety equipment, communications and manoeuvring protocols. With port expansions progressing at Abbot Point, Hay Point and Dudgeon Point, we worked with port authorities and participated in simulation exercises to plan future maritime service requirements.

We conducted four targeted compliance and education operations in 2011–12. Operation Trojan in July 2011 focused on general safety while Operation Toni in October 2011 improved safety within the tug and tow sector. Operation Canyon in November 2011 ensured compliance with sewerage and pollution regulations within the port (see page 37). We also commenced Operation Oracle in June 2012 to identify and address risks on Class One passenger ferrying vessels, which have increased activity due to construction of liquefied natural gas projects within the Port of Gladstone and on Curtis Island.

Improving vessel safety and access

To maintain and improve access for deeper-draught vessels, we continued a dredging program in tidal waters. Projects either completed or in progress during 2011–12 included:

- dredging the access channel to the boat ramp at Newell Beach, north of Mossman
- removing sediment from the toe of the boat ramp at Half Tide, south of Mackay
- dredging the entrance channel to Mooloolaba Harbour, in conjunction with Sunshine Coast Regional Council
- dredging the entrance channel and boat harbour at Cabbage Tree Creek
- dredging the North Channel, South Channel, South Wavebreak Island Channel, Gold Coast Seaway, Jacobs Well and Coomera River navigation channels on the Gold Coast, with funding contribution from Gold Coast City Council.

REEFVTS area extended

Transport and Main Roads, in conjunction with the Australian Maritime Safety Authority (AMSA), operates the Great Barrier Reef and Torres Strait Vessel Traffic Service (REEFVTS) that tracks and monitors ship movements within areas of the Great Barrier Reef and Torres Strait. Following the grounding of the *Shen-Neng 1* on Douglas Shoal in April 2010, AMSA agreed to extend the coverage of REEFVTS to the southern boundary of the Great Barrier Reef Marine Park, commencing on 1 July 2011. A total of 10 890 ship movements were monitored during 2011–12, with no serious incidents recorded.

Pacific Adventurer case

Proceedings concerning the 2009 *Pacific Adventurer* oil spill were successfully concluded in October 2011 when the ship owners pleaded guilty to discharging oil into Queensland waters and were fined \$1.2 million. We led the disaster response and rehabilitation of polluted beaches on the Sunshine Coast and Bribie and Moreton Islands after the Hong Kong-registered cargo ship discharged more than 270 tonnes of heavy fuel oil when its fuel tanks were punctured by containers lost overboard. The case sends a strong message to the maritime industry that companies who skimp on maintenance, neglect safety or endanger our environment do so at their peril. In June 2012, the department successfully recovered \$25 million from the ship owners for costs incurred in response to the incident.

The department's capacity to respond and deal with future marine incidents was improved in December 2011 when joint operational procedures were established with the Queensland Police Service. The initiative enables inter-agency cooperation, resource-sharing and information exchange.

Removing derelict vessels

The department is responsible under the *Maritime Safety Queensland Act 2002* for managing issues associated with abandoned, wrecked, derelict and unseaworthy ships in Queensland coastal waters. We monitor waterways to ensure early detection of, and intervention in, potential derelict vessels, which pose pollution and navigation hazard risks.

In 2011–12 we:

- took prosecution action against the owner of the 77m *Pacific Discoverer*, resulting in its removal from Trinity Inlet, Cairns in January 2012
- engaged a contractor to remove and dispose of the 32.9m *MV Aware*, which was anchored in the Burnett River, Bundaberg
- removed the 12.8m *Alexander J* from Enterprise Channel, Dungeness.

Improving infrastructure security

Transport and Main Roads works to address security risks and challenges within Queensland's surface transport sector. We administer the *Transport Security (Counter-Terrorism) Act 2008*, implement the transport precinct protection program at major transport hubs and work with critical infrastructure owners to prevent and prepare for major security incidents. As part of this work, in 2011–12 we conducted an extensive engagement program, with 27 security exercises involving the bus, ferry and rail sectors to test and refine security arrangements.

Encouraging more cycling and walking

In 2011–12, our annual grants to local governments in south-east Queensland supported 25 jointly funded cycling infrastructure projects. This year we funded key links in south-east Queensland’s cycling infrastructure including Moreton Bay Cycleway at Wellington Point, Thornlands and Cleveland; David Low Way Cycle Link on the Sunshine Coast; and the Hale Street East and West links at Milton.

In 2011–12, we also:

- conducted planning and consultation on the North Brisbane Cycleway and progressed construction of the O’Connell Terrace to Gallway Street section as part of AirportlinkM7
- continued constructing Veloway 1, the major cycling route south of Brisbane
- jointly funded the latest section of Queensland’s busiest shared path, the Bicentennial Bikeway running from Brisbane’s CBD to Toowong
- spent \$133 167 through our Safe Waking and Pedalling Program to improve bicycle education, facilities, pathways and training at 30 schools.

Transport fatalities and injuries

Transport deaths and trauma have major personal, social and economic impacts on the community. The department continues to make reducing transport fatalities and injuries one of our highest priorities, ensuring the safety of the community and our employees.

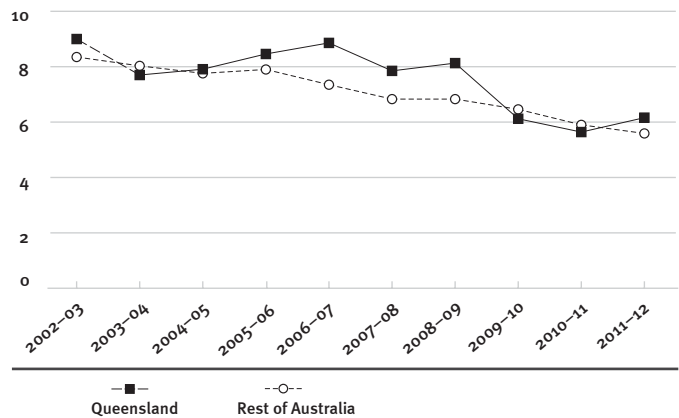
Road fatalities

During 2011–12, there were 278 fatalities* on Queensland roads. This is 27 more than the previous financial year and 36 less than the previous five-year average. This represents a road fatality rate of 6.16[^] fatalities per 100 000 population, which is 9.1 per cent higher than the rate for 2010–11 (see Figure 16). Figure 17 shows fatalities by road user type since 2002–03.

* Preliminary total.

[^] See note for Figure 16.

Figure 16 – Road fatalities per 100 000 population (Queensland and the rest of Australia)



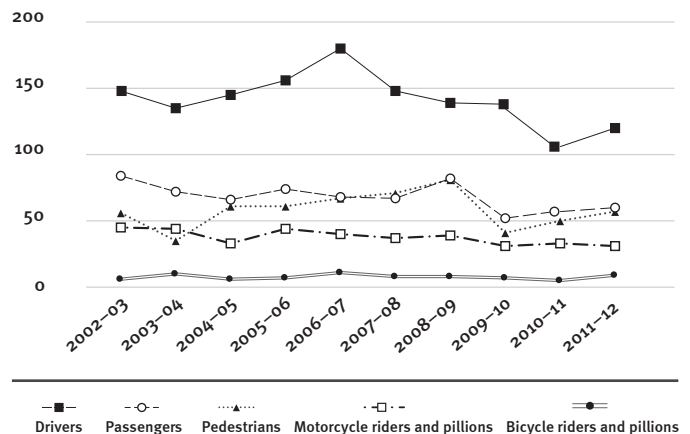
Data sources: Transport and Main Roads’ RoadCrash database and the relevant interstate authorities

Population figures are from the Australian Bureau of Statistics – Catalogue 3101.0

Notes: Each month Transport and Main Roads requests updates on interstate road crash data from the relevant interstate authorities for the current year-to-date road toll and confirmation of the road toll for the previous year by month.

Reporting of 2011–12 data may differ from state to state as figures are preliminary at time of printing.

Figure 17 – Road fatalities by road user type (in Queensland)



Data source: Transport and Main Roads’ RoadCrash database

Notes: 2011–12 figures are preliminary at time of printing.

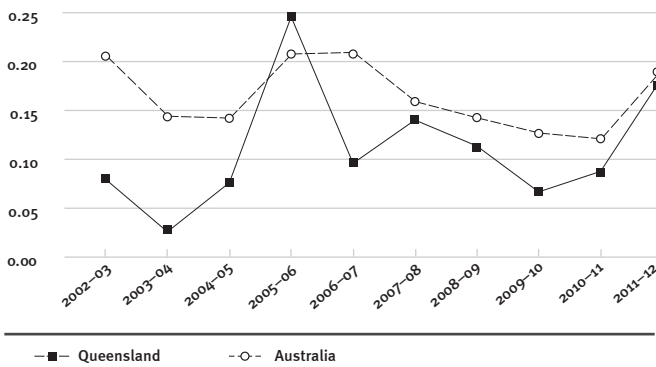
This graph excludes other fatalities such as horse riders, train drivers and train passengers. In 2011–12, there was one fatality recorded in this category.

Rail fatalities

Although increasing, Queensland's rail fatality rate still remains lower than the Australian rate (see Figure 18). In 2011-12, there were eight rail-related fatalities (excluding suicides) reported: three were at level crossings, two were from slips, trips and falls, one was a running line collision with a person, one was the result of a person contacting overhead wires and the other was a trespasser falling from a railway bridge. This compares to four fatalities in 2010-11 and three fatalities in 2009-10.

Fatalities involving railway trespassers (43 per cent) and collisions at level crossings (43 per cent) comprise the majority of all fatalities for the 10-year period (2002-11).

Figure 18 – Rail fatalities per 100 000 population (excluding suicides)



Data sources: Australian Safety Transport Bureau, Australian Bureau of Statistics and Transport and Main Roads' Rail Safety Governance Branch.

Notes: Rail fatality data for Australia are only available to December 2011. The rail fatality rate for Australia that is provided is a preliminary estimate based on the actual July-December 2011 data and historical trends and as such is subject to revision. Care should be taken when making assumptions about this data.

Rail fatality data are subject to review and amendment as additional or more detailed information becomes available. This may result in variations to historical data which has previously been published.

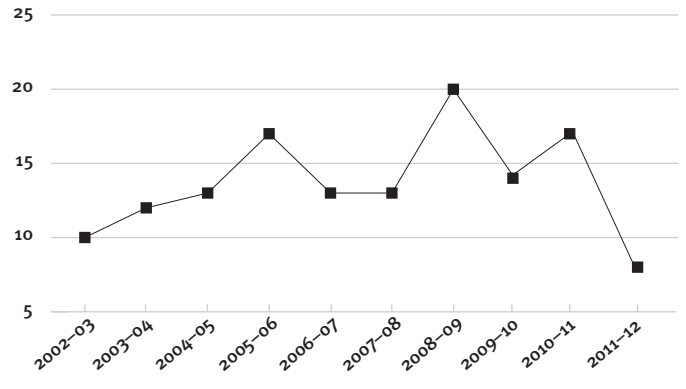
Marine fatalities and injuries

There were eight fatalities resulting from marine incidents in Queensland during 2011-12 (see Figure 19). This equated to 3.25 fatalities for every 100 000 registered vessels.

The number of reported marine incident-related serious injuries (those requiring hospital admission) has been relatively stable since 2002 (see Figure 20). In 2011-12, there were 39 reported serious injuries, 10 less than in 2010-11. This is slightly higher than the five-year average of 37.8 serious injuries per year.

For further information, see the *Marine Incident Annual Report 2011*, available at www.msq.qld.gov.au.

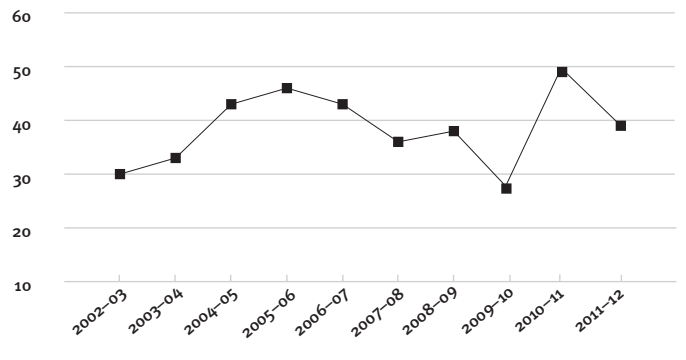
Figure 19 – Marine fatalities (in Queensland)



■ Number of marine fatalities

Data source: Caseman Marine Incident Database

Figure 20 – Serious injuries from marine incidents (in Queensland)



■ Number of serious injuries from marine incidents

Data source: Caseman Marine Incident Database

Future priorities

Our priorities for 2012–13 include:

- improving road safety through the Black Spot and Safer Roads Sooner programs
- installing flashing light school zone signage and other upgrades to improve safety for students
- continuing to implement the *Queensland Taxi Strategic Plan 2010–15* to improve safety for taxi drivers and passengers
- continually enhancing safety at level crossings by releasing the *Queensland Level Crossing Safety Strategy* and evaluating new and emerging technologies
- continuing the program of audits and inspections by the Rail Safety Regulator
- expanding the security exercise program to administer the *Transport Security (Counter Terrorism) Act 2008*
- installing fixed speed cameras in the AirportlinkM7 tunnel
- seeking government endorsement to implement recommendations of the *Q-SAFE Review Final Report*
- continuing to improve management of accreditation schemes
- delivering actions from the *Queensland Cycle Strategy 2011–2021* to achieve our cycling vision, ‘more cycling, more often’
- working with the Australian Government to ensure greater investment in cycling networks through funding programs such as Nation Building 2 Program
- delivering innovative projects and infrastructure through the Active Towns pilot
- releasing draft principal cycle network plans for Fitzroy; Mackay, Isaac and Whitsunday; and Wide Bay/Burnett regions.

Objective 3

Inclusive transport services linking people to employment, education, services and their communities

We aim to provide an accessible transport system and services to the community through efficient customer service and reliable public transport.

Highlights

- Completed the successful rollout of the New Queensland Driver Licence
- Served 3 701 408 customers across our customer service centre network

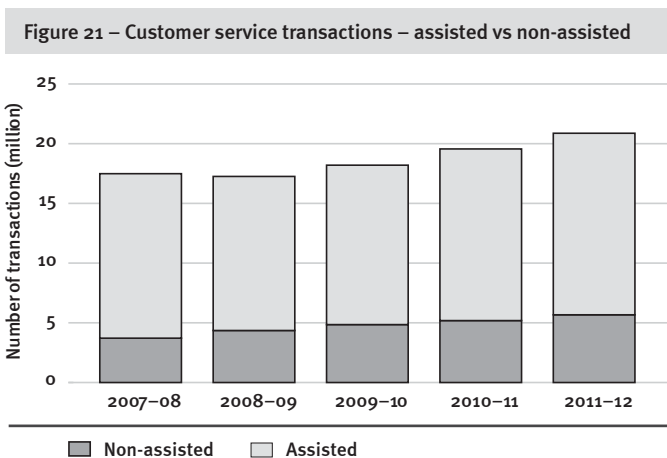
Providing accessible customer services

Customer service transactions

Customer service centres, customer call centres, Queensland Government Agency Program offices, Queensland Police Service offices in rural and remote areas, motor dealers, Clerks of the Court and Australia Post assist us to keep in contact with our customers statewide. For customer service centre locations, see page 88.

As Queensland's population increases and we introduce new products and services, we have experienced growth in customer numbers. In 2011–12, we served 3 701 408 customers across the customer service centre network, an increase of 3.3 per cent on the previous year. In 2011–12, our Customer Service Direct call centre handled 1 225 234 calls, an increase of five per cent on the previous year.

Our customers are also increasing their use of our self-service channels – see Figure 21.



The proportion of non-assisted transactions has increased from 26.5 per cent in 2010–11 to 27.2 per cent in 2011–12. This increase can be attributed to the introduction of more online services and online services becoming more popular.

Data source: Data Analysis Reporting Centre (Service Delivery System and Program Office, Transport Services Division)

Note: Non-assisted transactions include BPay, Internet and Interactive Voice Response transactions.

Delivering electronic services

Electronic service delivery helps us to meet customer demand for our services and has greatly contributed to reducing wait times in our customer service centres. At 30 June 2012, 24 online services were available. In 2011–12:

- there was a 9.35 per cent growth in the volume of transactions for self-service options (BPay, internet and Interactive Voice Response)
- we introduced new services to enable customers to pay infringements and nominate their licence enforcement option online.

Improving customer facilities

As a result of increased growth in the Caboolture area, in 2011–12 we began planning an additional building to support frontline services. The site will house an industry hub to accommodate vehicle inspections, industry licensing and driver testing functions. This will support the anticipated growth of the local community and provide more accessible transport services for industry. Work is expected to be completed later in 2012.

Our services are also provided through mobile sites, particularly in far northern remote Indigenous and Torres Strait communities. In 2011–12, our mobile customer service centre was used in Garbutt, Mareeba, Proserpine and Caboolture. We also commenced procurement, design and construction for three new truck-mounted mobile customer service centres. The vehicles will be used to service remote regional communities and assist in disaster recovery efforts. The first truck was delivered in June 2012, with the other two expected to come into service in late 2012.

Customer satisfaction

The department commissions Nielsen to conduct surveys to test customer satisfaction with our transactional service delivery throughout Queensland. We continue to maintain a strong, consistent performance with a satisfaction rating of eight out of 10 in April 2012. This is an increase from the 2011 and 2010 surveys, which returned a result of 7.9 out of 10. Our customer contact centre received a substantial increase in customer compliments to average 10 per month in 2011–12, compared with a previous year average of two per month.

Figure 22 – Objective 3 Corporate plan performance measures

Corporate plan performance measures	2011–12 result	Status	Notes
Performance indicator: Effectiveness of public transport services			
Patronage on government-contracted regional urban bus services	11 808 212	●	1, 2
User satisfaction ratings for public transport by service type (on a 1–100 scale where 100 is the optimal rating) – regional urban bus (government-contracted)	72	▲	
User satisfaction ratings for public transport by service type (on a 1–100 scale where 100 is the optimal rating) – taxi	63	▲	
User satisfaction ratings for public transport safety (on a 1–100 scale where 100 is the optimal rating)	77	▲	
Performance indicator: Transactional service delivery			
Percentage of call centre calls answered within three minutes	50.08	▼	3
Average wait times in customer service centres (minutes)	11 min 38 secs	●	4
Customer satisfaction with transactional services (on a 1–10 scale where 10 is the optimal rating)	8	▲	
Performance indicator: Inclusiveness of transport services			
Wheelchair accessible taxi response times compared to conventional taxi fleet response times (percentage)			5
Peak – within 18 minutes (conventional)	95	▲	
Peak – within 18 minutes (wheelchair accessible)	82	▲	
Peak – within 30 minutes (conventional)	98	▲	
Peak – within 30 minutes (wheelchair accessible)	94	▲	
Off peak – within 10 minutes (conventional)	89	▲	
Off peak – within 10 minutes (wheelchair accessible)	71	▲	
Off peak – within 20 minutes (conventional)	98	▲	
Off peak – within 20 minutes (wheelchair accessible)	90	▲	
Taxi subsidy scheme – passenger trips provided	1 851 274	▲	

▲ On track ● Slight variance ▼ Significant variance

Notes:

- The 2011–12 result is an estimate due to the inherent time lag in obtaining results from operators.
- The 2011–12 target was over-estimated as it was based on trend data. This trend data was forecasting continued significant growth in patronage as a result of *qconnect* fare equalisations where fares were reduced in regional networks. Patronage has subsequently stabilised and the 2011–12 estimated actual now reflects patronage on the regional urban bus network.
- The 2011–12 result is primarily due to the implementation of new systems and processes. A number of strategies were implemented across the department's call centres to address the decrease in the proportion of customers served within the target wait time. This action resulted in significant performance improvement over the last two quarters of 2011–12.
- The average wait time in customer service centres increased in 2011–12 primarily as a result of the implementation of new systems and processes. A number of strategies were implemented across the service delivery network throughout the year to address increases in wait time. These actions have resulted in a steady drop each quarter, from more than 15 minutes in quarter one to less than nine minutes in quarter four.
- Response times for wheelchair accessible jobs are typically longer than response times for conventional taxis, particularly during off-peak periods. This may be due to fewer wheelchair accessible taxis being on the road, drivers not prioritising wheelchair work or because they are engaged providing services for school students, veterans or others under contract with other entities. Note that all results are reported three months in arrears due to the inherent time lag in obtaining data.

New driver licence rollout completed

The statewide rollout of the New Queensland Driver Licence to all 57 customer service centres was successfully completed in December 2011. The new cards can now be issued at 201 sites, including 18 Queensland Government Agency Program offices and 126 police stations. The final police station was included in the service from June 2012.

Public response to the new cards has continued to be overwhelmingly positive. At 30 June 2012, 1 072 083 cards had been issued (see Figure 23). Approximately 2.4 million driver licence holders and 47 800 industry authority card holders are still to transition to the new cards when their current cards are due for renewal.

Figure 23 – Summary of smartcards issued

Financial year	Driver Licence Smartcard	Adult Proof of Age Smartcard	Industry Authority Smartcard	Marine Licence Indicator Smartcard
2010–11	54 123	2517	2661	76
2011–12	931 437	39 684	39 974	1611
2010–12	985 560	42 201	42 635	1687

This data shows the number of smartcard activations. These may occur up to 14 days after the smartcard request is processed by the licence issuing centre.

Data source: Data Analysis Reporting Centre (Service Delivery System and Program Office, Transport Services Division)

Note: The statewide rollout of the New Queensland Driver Licence to all issuing sites was completed in 2011–12.

Providing accessible passenger transport

Passenger transport network plans

Transport and Main Roads sets the strategic priorities for regional passenger transport for 5–15 years through passenger transport network plans. These region-specific plans assist in delivering the public transport objectives of the related integrated regional transport plans, and help manage growth and maintain liveability. In 2011–12, we undertook passenger transport network investigations in the Mackay, Isaac and Whitsunday, North Queensland and Central Queensland regions, and developed a passenger transport network plan for the Mackay, Isaac and Whitsunday region.

Public transport service plans

Public transport service plans provide a five-year route-level plan for delivering public transport services and deliver on the network planning outcomes detailed in related passenger transport network plans. In 2011–12, we developed public transport service plans for the Gladstone, Rockhampton, Bundaberg, Maryborough-Hervey Bay, Gympie and Bowen *qconnect* networks.

Accessible Bus Program

In 2011–12, the department allocated funding support of \$1 million through the Accessible Bus Program to assist operators in modernising Queensland's regional urban bus fleet and ensuring vehicles meet the *Commonwealth Disability Standards for Accessible Public Transport 2002*. Under the program, funding is provided to operators for existing and new buses.

The new design of buses provides greater fuel efficiency, cleaner emissions and adequate seating capacity to meet passenger demand. Many of the buses are built in Queensland, which helps to create jobs and injects funds back into the community.

Three operators took up the offer, which was provided at a cost of \$476 000.

Long-distance coach infrastructure upgrade in Ipswich

After significant flood damage closed the Ipswich Transit Centre in January 2011, a new passenger shelter was constructed in Union Place, Bell Street at a cost of \$104 750. Operating from July 2012, the shelter provides seating and weather protection for long-distance coach passengers awaiting coach services. The new location provides better connectivity to other public transport services, such as rail, as well as improved safety.

Queen Street Bus Station

Transport and Main Roads negotiated with Brisbane City Council to take ownership of Queen Street Bus Station assets, which were transferred on 1 June 2012. The remainder of the Brisbane busway station network was already under the department's ownership.

The department is negotiating a new lease for the bus station with Colonial First State, which owns the Queen Street Bus Station area, and agreement to terms is expected later in 2012. In mid-December 2011, we commenced an extensive safety upgrade of the bus station. TransLink Transit Authority will continue to operate services using the Queen Street Bus Station.

For details on other enhancements to the public transport system in south-east Queensland, refer to the *TransLink Transit Authority Annual Report 2011–12*, available at www.translink.com.au.

Queensland Taxi Strategic Plan 2010–2015 implementation

We continued to work with the Queensland taxi industry to implement priority initiatives outlined in the *Queensland Taxi Strategic Plan 2010–2015*. Achievements in 2011–12 included:

- new laws requiring taxi service bailment agreements to be in writing, signed and to specify how income and expenses will be shared
- a new requirement for all new applicants for taxi driver authorisation who intend to drive in major contracted taxi service areas to successfully complete taxi driver training in seven nationally endorsed competency units delivered by a registered training organisation
- a new taxi service licence model to ensure the right balance between the number and mix of taxi service licences in an area and passenger demand.

Taxi Subsidy Scheme

In 2011–12, the department spent more than \$14.2 million in taxi subsidies to provide an affordable and accessible transport option for people with disability who experience profound difficulties using other modes of public transport. Taxi Subsidy Scheme members receive a 50 per cent subsidy for taxi fares up to a maximum subsidy of \$25 per trip. More than 51 000 Queenslanders have been able to improve their mobility and quality of life this year as a result of their membership of this scheme.

Upgrading regional airports

In 2011–12, a total of \$4.4 million in funding was allocated toward major construction works at Mornington Island, Aurukun, Pomppuraaw, Murray, Darnley and Coconut Island airports in the outer Torres Strait region and to another 21 regional airports to upgrade lighting, reseal runways and construct animal-proof fencing. Of these latter projects, construction was completed, except at Windorah and Jericho where work is expected to continue in 2012–13 as a result of the extended wet season. These refurbished airports will ensure remote residents have all-weather access to essential services, including Royal Flying Doctor Service evacuations.

Future priorities

Our priorities for 2012–13 include:

- working with the Queensland taxi industry to continue implementing actions in the *Queensland Taxi Strategic Plan 2010–2015*
- developing further electronic services for customers through our *Electronic Service Delivery Strategy*
- completing two new mobile customer service centres to enhance frontline services.

Objective 4

Transport-related impacts on the natural, cultural and built environments managed for the community

We aim to progress toward a sustainable transport system. We do this by minimising the impacts of the transport system on the natural, cultural and built environments.

Highlights

- Implemented initiatives to reduce transport sector greenhouse gas emissions
- Delivered a coordinated program of works to manage high fire risk in the road reserve

Reducing transport sector emissions

Improving vehicle emission standards

The department contributes to work undertaken by the Australian Government to introduce new Australian design rules to improve vehicle emission standards. In 2011–12, we worked with other state and territory governments and industry on an initiative to introduce mandatory carbon dioxide (CO₂) standards for light vehicles. This included attending workshops and roundtable discussions to design the methodology and establish a strong and effective target that warrants the costs of regulation. CO₂ standards are a cost-effective way to reduce emissions and have been introduced in the United States and many countries in Europe. The Australian standards will come into effect in 2015.

Minimising emissions from heavy vehicles

Transport and Main Roads highlights the benefits of fuel efficiency to the heavy vehicle fleet and engages industry at relevant events. In April 2012, we produced fact sheets to promote inexpensive technology changes and simple driving techniques, known as eco-driving, which have been shown to improve fuel efficiency by 10 to 20 per cent. These fuel savings not only reduce costs to operators, but translate directly to emission savings. The department will launch an eco-drive program developed specifically for heavy vehicle drivers in late 2012.

Aircare Vehicle Emissions Program

Our Aircare Program to reduce vehicle emissions achieved a consistent result for 2011–12 compared to the previous four years. Our transport inspectors conduct vehicle emission tests using a mobile four-gas analyser, which measures levels of carbon monoxide and hydrocarbons. High levels of these gases may indicate a car is poorly tuned and emitting unnecessary air pollution. Transport inspectors compare test results to recommended emission levels and then give each car a report card with a 'good', 'fair' or 'poor' rating. Motorists receiving a 'fair' or 'poor' result are encouraged to take their vehicle to a mechanic for a check and, if necessary, a service. Operations are part of a statewide campaign to educate motorists on the importance of vehicle safety in the lead-up to major school holidays.

Figure 24 – Objective 4 Corporate plan performance measures

Corporate plan performance measures	2011–12 result	Status	Notes
Performance indicator: Transport greenhouse emissions			
Road transport greenhouse gas emissions (CO ₂ eq. tonnes per capita)	3.67	▲	
Performance indicator: Transport-related environmental incidents			
Number of significant environmental incidents at road projects investigated by regulatory agencies	11	▼	1
Officer hours preparing for ship-sourced pollution incidents	11 125	▲	

▲ On track ● Slight variance ▼ Significant variance

Note:

1. Incident categories were: illegal clearing (3), clearing of endangered cycads (1), non-compliance with *Koala Site Based Management Plan* conditions approved by the former Department of Environment, Resources and Mines (1), illegal take of water (1), unapproved works on a heritage structure (1), disposal of truck waste while using the road network (1), fuel tank rupture (1), fish kill (1) and truck rollover causing land contamination (1). None of the incidents resulted in further action by any of the investigating agencies.

Figure 25 details results of the Aircare Program during the past five years.

Figure 25 – Aircare testing results

Financial year	Number of vehicles tested	Poor rating (%)	Fair rating (%)	Good rating (%)
2007–08	7510	9.5	*	90.5
2008–09	9618	11	*	89
2009–10	5244	5.4	6.7	87.9
2010–11	6892	4.7	4.8	90.5
2011–12	11 433	4.8	3.6	91.6

Data source: Data Analysis Reporting Centre (Service Delivery System and Program Office, Transport Services Division)

Notes: * Statistics unavailable

For pre-1986 vehicles, the percentage volume of carbon monoxide should not exceed 4.5 per cent carbon monoxide and 400 parts per million (ppm) hydrocarbons. For post-1986 vehicles, emissions should not exceed 2 per cent carbon monoxide and 250 ppm hydrocarbons.

In the first years of the program, a target of 20 000 vehicle tests per year was set. However, due to the declining numbers of target vehicles manufactured pre-1992, this target has not been achieved for a number of years.

Data subject to review as more results become available. This may lead to variations in historical data which has previously been published.

Reducing impacts on the marine environment

Preventing marine pollution

We conducted a pollution prevention initiative in November 2011 through Operation Canyon, a pollution and safety compliance audit of commercially registered ships in the Port of Gladstone. During the operation, 43 ships were inspected and the masters of 26 (60 per cent) given directions to correct deficiencies in paperwork, operating procedures, design or equipment installation. Operation Canyon was successful in ensuring compliance with pollution standards and sent a clear message to the maritime industry about the high standards of compliance we expect.

Also in 2011–12, as part of our regular compliance activity, we conducted sewage compliance audits on 41 declared ships, which are commercially registered passenger-carrying ships with a fixed toilet. Of these, nine ships (22 per cent) were found to be non-compliant and were issued with directions to rectify identified deficiencies.

Oil Spill Response Atlas updated

In 2011–12, we updated Queensland’s *Oil Spill Response Atlas* to assist response planners to identify priority areas for protection during marine pollution incidents. Funding of \$80 000 sourced under *National Plan to Combat Pollution of the Sea by Oil and Other Noxious and Hazardous Substances* arrangements was used to acquire data on critical intertidal habitats near Princess Charlotte Bay in Far North Queensland. A helicopter survey of coastal and island areas near the inner shipping route was used to map and quantify habitats at high risk from shipping accidents and oil or chemical spills. This information was added to the atlas.

Responding to marine pollution

In 2011–12, we responded to 56 marine pollution incidents in Queensland waters, an increase of 33 per cent on last year. About 41 per cent of these required only minor or limited response or monitoring. Of the remainder, most were cleaned up within one day. Only three significant marine pollution incidents occurred in 2011–12. The first was a spill of approximately 5000 litres of heavy fuel oil from the cattle carrier *GL Lan Xiu* in the Hamilton Reach of the Brisbane River on 23 January 2012. The second was a land-sourced spill of petrol from a stormwater drain into Breakfast Creek in Brisbane on 3 May 2012. The third significant incident was a land-sourced spill of heating oil into a tidal creek in Townsville on 29 June 2012.

Response to Brisbane River oil spill

The department managed the response to a spill of approximately 5000 litres of fuel oil from the livestock carrier *GL Lan Xiu* in the Brisbane River on 23 January 2012. The oil spill had the potential to cause serious harm to both natural and built environments along the Brisbane River from Breakfast Creek to the Gateway Bridge. However, these adverse effects were mitigated by fast and efficient clean-up action of Transport and Main Roads, the Department of Environment and Heritage Protection and the Port of Brisbane Limited.

During the response, more than 26 000 litres of oily water was recovered and three oiled pelicans taken to a rehabilitation centre at Manly in Brisbane. The pelicans were successfully released on 10 February 2012.

On 25 February 2012 the owners of the ship, along with the Master and Chief Engineer, were charged under Section 26 of the *Transport Operations (Marine Pollution) Act 1995* with discharging oil into Queensland coastal waters and were subsequently released on bail to appear in court at a later date.

Other environmental initiatives

TravelSmart Program

In 2011–12, we continued our TravelSmart Program to encourage people to use active and sustainable travel options such as public transport, walking, cycling and carpooling to save money and improve their health while reducing traffic congestion and pollution. We worked with Queensland schools and local governments to encourage participation in TravelSmart projects.

Reducing the environmental impact of our operations

Transport and Main Roads is committed to reducing the environmental impact of our operations in accordance with the *Strategic Energy Efficiency Policy for Government Buildings* and our *Strategic Energy Management Plan (SEMP)*. Our activities in 2011–12 included:

- undertaking a joint scheme with the Department of Housing and Public Works to retrofit lights at selected departmental facilities to achieve a 50 per cent energy saving
- developing the *Transport and Main Roads Central Business District Strategy*, which incorporates major green provisions in the lease terms of new tenancy agreements, such as Green Star fit-outs and 13 dual electric car outlets in the 313 Adelaide Street carpark
- commencing development of a SEMF action plan to target cost-effective management of resources for facilities, including an energy register for our buildings
- commencing implementation of the Environmental Management System in our operational divisions, which has resulted in improved consistency in environmental assessment and increased reporting of incidents.

For information about our progress in waste management, recycling and managing carbon emissions, see the *Transport and Main Roads Annual Report 2011–12 Additional Published Information*.

Fire threat management

In 2011–12, we continued to deliver fire threat management across Queensland. All regions have operational fire management plans, which identify measures to responsibly manage vegetation within state-controlled road reserves. From August 2011, weekly and monthly fire risk management reporting was implemented to capture progress and better manage fire risk in the road reserve. We also installed 93 Queensland Fire and Rescue Service manual fire danger rating signs across Queensland to keep the community informed about fire risk.

A new method to assess fire hazard was developed for implementation in the 2012–13 fire season. We also trialled different delivery methodologies, from private contractors to volunteers, to examine the costs and benefits, and ensure delivery suits local circumstances.

Restoring heritage assets

In 2011–12, we delivered urgent works on two heritage assets to ensure they remain operable as both transport and heritage infrastructure.

- Springbrook Road, Gold Coast – Built in the Springbrook area in the mid-1920s, this was the first road in Queensland to be successfully constructed using a steep gradient of 1:12 and, in parts, 1:10. In March 2012, we replaced the bridge corbels on Unnamed Bridge No.3 at a cost of \$506 062 to ensure the heritage values were maintained.
- Little Crystal Creek Bridge on Mount Spec Road, 61km north of Townsville – Constructed under the Unemployment Relief Scheme during the Great Depression, this is the only concrete arch bridge dressed in stone that remains in service in Queensland. At a cost of \$59 470, in June 2012 we completed work to re-point the bridge's stone masonry, re-line a concrete culvert pipe and train our bridge maintenance crew in the specialist skills required to undertake future minor repairs on this Queensland Heritage Register-listed asset.

Future priorities

Our priorities for 2012–13 include:

- reviewing specifications to promote the reuse and recycling of materials during construction to minimise waste to landfill
- identifying new products, technologies and behaviour change initiatives to minimise emissions
- developing new policies and guidelines for pest and fire management
- continuing to implement the *Transport and Main Roads Sustainability Framework*
- developing a new environmental legislation register
- expanding use of the Environmental Management System within the department
- implementing a regulatory simplification project to replace the 120 statutory instruments used to assess projects with a single regime
- implementing our *Strategic Energy Management Action Plan* to minimise energy consumption
- developing integrated utility consumption systems and strategies for all Transport and Main Roads-owned buildings and housing
- developing coordinated fire hazard and risk plans for the road reserve.

Objective 5

Enhanced capability of people involved in the transport, logistics and supply chain industry

We work in partnership with the transport, logistics and supply chain industry to optimise job opportunities to support Queensland's economy.

Highlights

- Supported more than 1200 transport, logistics and supply chain industry businesses and individuals through our workforce capability initiatives
- Supported women to pursue a career in the transport, logistics and supply chain industry through our award-winning Women Take The Wheel program

We continued our award-winning Women Take the Wheel Program, which is helping to address industry skill shortages and provide employment opportunities for women in the transport, logistics and supply chain industry. In 2011–12, the program:

- supported mentoring of more than 250 Queensland women in the transport, logistics and supply chain industry
- upskilled more than 40 Queensland women with a nationally recognised qualification
- provided training and employment pathways into industry for more than 60 unemployed and under-employed Queensland women
- engaged more than 500 young women in industry awareness and school-to-work programs.

Supporting industry capability

Transport and Main Roads continues to develop, promote and support capability opportunities for the industry through our statewide industry framework, *Workforce Futures 2012*. Our work is led by the Transport and Logistics Workforce Advisory Group Queensland. Achievements for 2011–12 included:

- completing the Transition 2011 training and employment program, which provided training to 100 people and skilled them for driving roles across Queensland
- commencing Transition 2012, with funding from Skills Queensland, to deliver training and licence outcomes to up to 400 new entrants and existing workers in passenger and road freight transport
- launching the *Workforce Gauge* industry survey results, which provided a benchmark for businesses to compare and understand their workforce capability performance.

Jobs generated by QTRIP projects

Our program of works, the *Queensland Transport and Roads Investment Program* (QTRIP), is a key component of the Queensland Government's building program, with an investment of more than \$5.9 billion in transport and roads infrastructure in 2011–12. This sustained 58 000 jobs throughout Queensland.

Figure 26 – Objective 5 Corporate plan performance measures

Corporate plan performance measures	2011–12 result	Status	Notes
Performance indicator: Capability and capacity of transport, logistics and supply chain industries			
Number of transport and logistics-related industry partners involved in programs and initiatives to meet skills and labour challenges	>1200	▲	
Construction training on departmental civil infrastructure projects (percentage)	N/A		1

▲ On track ● Slight variance ▼ Significant variance

Note:

1. Result data is supplied by an external organisation and is no longer able to be sourced. This measure is to be reviewed for the future.

Delivering training courses

We engage with industry partners in a program of training and knowledge sharing to enhance technical capability, provide updates on specifications, standards and practices, and improve the quality of project outcomes.

In 2011–12, we:

- held 15 road planning and designing training courses for 250 departmental road design professionals and industry partners, covering topics including reading engineering drawings, geometric road design, road drainage and road design modelling
- delivered seven training courses to the Australian Asphalt Pavement Association
- held a Spatial Science Symposium in June 2012, with 150 participants from government agencies, councils and private enterprise
- delivered flood-affected pavements training to 260 staff involved in recovery work for our Transport Network Reconstruction Program
- delivered traffic management courses for 800 participants and traffic control courses for 67 people as part of the Traffic Management Registration Scheme, which aims to improve the safety of roadworkers on Queensland roads
- delivered Certificate III in Civil Construction-related programs for 45 participants.

Future priorities

Our priorities for 2012–13 include:

- continuing to implement our *Workforce Futures* strategy to build workforce capability in the transport, logistics and supply chain industry
- supporting the government's unemployment target of four per cent through delivering QTRIP projects.

Objective 6

Enhanced leadership and stakeholder relationships, improving transport outcomes for Queensland

We work directly with local, state and federal governments to lead and influence state and national transport policy. We also work closely with industry and the community to deliver on our vision of *Connecting Queensland*.

Highlights

- Queensland signed intergovernmental agreements governing national transport reforms to establish national regulators for maritime safety, rail safety and heavy vehicles
- Worked with government owned port corporations, stakeholders in the maritime industry and other state and Australian Government agencies to facilitate delivery of vital port infrastructure

Implementing national transport reforms

As part of the Council of Australian Governments' reform agenda to create a seamless national economy, Queensland is working with the Australian Government and other states and territories to implement regulatory reforms in the transport sector. Intergovernmental agreements governing national transport reforms covering the maritime, rail and heavy vehicle sectors were signed at the Council of Australian Governments (COAG) meeting on 19 August 2011.

Establishing a National Heavy Vehicle Regulator

In 2011–12, we continued to implement COAG's decision to establish a national heavy vehicle regulator and consolidate 12 existing heavy vehicle model laws into a single *Heavy Vehicle National Law* by 1 January 2013. Queensland is host jurisdiction of the regulator. This will remove inefficiencies arising from inconsistent state and territory regulatory arrangements and reduce the compliance burden and transport costs on business. It will also enable better risk assessment and more effective compliance and enforcement activities to improve safety. The *Heavy Vehicle National Law Bill No.1* was introduced into the Queensland Parliament in July 2012.

Progressing national rail safety reform

We continued to meet our commitment to implement COAG's decision to establish the Office of the National Rail Safety Regulator, implement a *Rail Safety National Law* and support establishment of a national rail safety investigator. The reforms will remove inefficiencies arising from inconsistent jurisdictional requirements, streamline regulatory arrangements and reduce transport costs generally.

Figure 27 – Objective 6 Corporate plan performance measures

Corporate plan performance measures	2011–12 result	Status	Notes
Performance indicator: Transport and Main Roads' influence over national transport-related policy			
This indicator has no current performance measures.	Performance statement	–	1
Performance indicator: Transport and Main Roads' leadership of state transport-related policy			
This indicator has no current performance measures.	Performance statement	–	2
Performance indicator: Stakeholder relationships			
This indicator has no current performance measures.	Performance statement	–	3

▲ On track • Slight variance ▼ Significant variance

Notes:

1. Details of our performance are outlined on pages 42–43.
2. Details of our performance are outlined on pages 42–43.
3. Details of our performance are outlined on pages 43–44.

Implementing national maritime safety reform

In August 2011, we established a dedicated Single National Jurisdiction Branch in our Maritime Safety Queensland Division to coordinate Queensland's participation in the Australian Maritime Safety Authority's (AMSA's) National Maritime Reform Implementation Project. This will transition commercial vessel safety management in Queensland to a national maritime safety regulatory framework. We created an inter-agency working group for national maritime reform and held monthly meetings from March 2012.

The *Marine Safety (Domestic Commercial Vessel) National Law Bill 2012*, jointly developed by AMSA and all jurisdictions, was introduced into the Australian Parliament in May 2012. We are continuing to provide input to the revised *National Standards for Commercial Vessels* and *National Standards for the Administration of Marine Safety*, coordinated by the National Marine Safety Committee and AMSA.

Progressing the COAG Road Reform Plan

In 2011–12, Transport and Main Roads actively contributed to the *COAG Road Reform Plan* process. This phased reform program aims to promote a more efficient, productive and sustainable Australian road freight sector. The plan examines road freight infrastructure and how heavy vehicle freight operators are charged for their use of the system.

Throughout the process, we worked with other jurisdictions to facilitate the research and preparation necessary to advance regulatory reform for the transport sector. A feasibility study submitted to COAG for consideration in December 2011 identified that a mass-distance-location-based charging model for heavy vehicles, coupled with governance and funding reform, would promote more productive freight movements and better infrastructure investment decisions.

The feasibility study was approved by COAG in July 2012. Next steps for this reform include delivering a national framework agreement by the end of 2012 and a Regulatory Impact Statement by the end of 2013. It was also agreed that the program would be renamed Heavy Vehicle Charging and Investment Reform to better reflect the reform's objectives.

Leading Indigenous licensing improvements

Queensland chairs the National Driver Licensing Indigenous Working Group. In addition, we are managing two projects on behalf of Austroads to help close the gap between Indigenous and non-Indigenous driver licensing rates. In March 2012, the first project delivered a sample education toolkit about road rules and safe driving practices. The second project will design and deliver a culturally appropriate way to assess learning outcomes for obtaining a learner licence. This project is expected to be completed in March 2013.

Enhancing stakeholder relationships

Working with local governments

Transport and Main Roads works with the Local Government Association of Queensland and local councils through the Roads Alliance to continually improve management of Queensland's regional roads and provide maximum benefit for communities.

Milestones for 2011–12 included:

- completing road condition data collection and delivering condition assessment reports to local government to assist in addressing road safety risks
- allocating \$2 million to members of the North West, Outback and South West Regional Road Groups in August 2011 to target flood and safety works in the western Queensland road network
- finalising the *Joint Purchasing and Resource Sharing Toolkit* in August 2011 to promote new and innovative methods of purchasing, sharing resources, project scheduling and improving contractual arrangements across local governments and our regions
- extending Transport Infrastructure Development Scheme cycleways funding to councils outside south-east Queensland in June 2012, with \$4 million in matched funding provided to deliver 32 local government cycle-friendly infrastructure projects across the state.

Our Transport Infrastructure Development Scheme (TIDS) provides financial assistance, via grants to local governments, for developing and upgrading local government-controlled roads and other transport-related infrastructure. The 2011–12, the state-funded TIDS base funding budget was \$63.3 million and was comprised of:

- Roads Alliance TIDS – \$40 million
- Regional Road Group capability development – \$1 million
- TIDS cycleways – \$4 million
- Aboriginal and Torres Strait Islander community assistance – \$13 million
- Safe School Travel – \$5.3 million.

In addition to infrastructure improvements, the program benefits local communities through employment opportunities and improved capacity for local councils to hire staff.

Working with port stakeholders

In 2011–12, we made a significant contribution on port development and Great Barrier Reef ship management measures as part of Queensland's input to the Australian Government's *State Party Report on the State of Conservation of the Great Barrier Reef World Heritage Area (Australia)*. This report responded to the United Nations Educational, Scientific and Cultural Organisation's (UNESCO's) concerns about the impact of development, including port developments, on the reef. We also hosted UNESCO's reactive monitoring mission to the Great Barrier Reef in March 2012.

We also worked with government owned port corporations, stakeholders in the maritime industry and other state and Australian Government agencies to facilitate delivery of vital port infrastructure (see page 20).

Enhancing regional partnerships

We develop integrated regional transport plans (IRTPs) to meet transport challenges throughout the state and worked with regional and industry partners to ensure the plans align with community needs. In 2011–12 we:

- engaged with stakeholders in the North Queensland, North West Queensland and Mackay, Isaac and Whitsunday regions to develop a draft vision for the IRTPs and discuss transport issues. Continued consultation will further help to deliver draft IRTPs, which are expected to be available for public consultation in late 2013
- finalised the draft *Wide Bay/Burnett IRTP* to address the impact of future changes in demographics and economic growth on the regional transport system to 2031. The draft plan will be released for public consultation in late 2012
- finalised the draft *Far North Queensland IRTP* to provide an overarching strategic transport framework addressing the region's surface transport modes (private vehicles, buses, trucks, trains, pedestrians and bicycles). The draft plan is expected to be released for public consultation in late 2012.

Future priorities

Our priorities for 2012–13 include:

- progressing implementation of national regulatory reforms for heavy vehicles, rail safety and maritime safety
- broadening the scope of the Roads Alliance framework and commencing a review of the Roads Alliance
- broadening ASTRA's collaborative research activities and building sustainable funding capability by recruiting other transport agency partners into the alliance
- working with national transport authorities to facilitate a national Intelligent Transport Systems (ITS) platform and traffic signal systems
- releasing the draft *Far North Queensland, North Queensland, North West Queensland, Mackay Isaac and Whitsunday and Wide Bay/Burnett Integrated Regional Transport Plans (IRTPs)* for public consultation and commencing the draft *Gulf Savannah and Cape York/Torres Strait IRTPs*
- working with stakeholders to finalise and implement the *Queensland Ports Strategy*
- refining the transport security program to reflect contemporary strategies that help organisations adopt good security practices in a competitive environment
- developing a single electronic road use permits management system for joint agency use.

Objective 7

Contemporary people, processes and systems, enabling us to achieve our corporate objectives

We focus on continuously enhancing the safety and capabilities of our people and systems. We aim to be a safe, healthy, highly capable organisation that continues to reward performance and innovation.

Highlights

- Implemented procurement reforms to identify savings and ensure value for money
- Migrated all of the department's employees to a single financial, human resources and payroll system, SAP

Ensuring value for money

Procurement reform

In 2011–12, we continued working on reforms to measure and improve the value we achieve through procurement activities across Queensland. This will ensure we can:

- measure procurement performance to identify savings and other benefits through improved procurement activities
- improve organisational procurement capability
- improve procurement data quality
- improve transparency to provide better reporting
- manage departmental risks
- implement category management to align with better practice procurement.

In November 2011, we began to capture and report procurement activity on a quarterly basis. This includes identifying new contracts, high-risk activities, savings and benefits achieved, capability and trends. This data is used to improve processes, identify opportunities and issues, report against whole-of-government commitments and inform the strategic direction of procurement in the department.

In December 2011, we moved our goods requisitioning and receipting process to SAP to manage risks associated with a legacy system.

Work to develop a procurement and category management operating model commenced in February 2012. This work included:

- recommending a procurement category structure for the department
- recommending a centre-led procurement operating model
- developing procurement-specific competencies and targeted organisational capabilities.

In May 2012, we commenced developing a 100-working day implementation strategy for establishing a dedicated centre-led procurement function. The strategy will identify future stages and a program of activities required to embed the new procurement model. We will commence implementing the strategy in 2012–13.

Financial Accountability Program

In 2011–12, we developed a Financial Accountability Program to further enhance the procurement and financial management capabilities of our officers. This program forms an integral part of our financial governance framework and ensures that internal controls are efficient and effective. The program will be progressively delivered across the department during 2012–13.

Procurement activities to assist in delivering QTRIP

To support delivery of the *Queensland Transport and Roads Investment Program* (QTRIP) and Transport Network Reconstruction Program (TNRP) and manage risk, we identify and undertake analysis to match demand with capability and industry capacity. This enables us to establish supply arrangements and streamline processes, aggregate spending and implement innovative procurement strategies, which in 2011–12 resulted in savings of \$5.147 million.

For example, a new procurement arrangement for supplying cement for pavement stabilisation realised a \$0.92 million saving in 2011–12. This saving resulted from removing the risk for the department and suppliers associated with transportation costs. Similarly, the procurement arrangement and related forecasting report for bituminous products resulted in a saving of \$3.7 million for 2011–12.

Improving project cost estimating

In April 2012, we published an updated *Transport and Main Roads Project Cost Estimating Manual* to ensure better practices in project cost estimating. This manual provides rules and standards for preparing cost estimates for transport infrastructure projects and covers all project phases.

Amendments included in the manual are:

- the *Federal Best Practice Cost Estimation Standard for Publicly Funded Road and Rail Construction*
- the Nation Building Program, including revised 'Notes on Administration'
- the *Risk Management – Principles and Guidelines Standard AS/NZS ISO 31000:2009*
- reference to our business management framework, transport system manager and TNRP.

Figure 28 – Objective 7 Corporate plan performance measures

Corporate plan performance measures	2011–12 result	Status	Notes
Performance indicator: Workplace health and safety			
Number of lost time injury claims of five working days or more	90	▼	1
Number of work days lost due to injury	3505	▼	2
Performance indicator: Capability and capacity of our people			
Employee turnover (percentage)	15.86	●	3
Performance indicator: Reliability and effectiveness of our business systems			
ICT system availability (percentage of time the system is available to use)	99.99	▲	

▲ On track ● Slight variance ▼ Significant variance

Notes:

1. The target for this measure was set by Workplace Health and Safety Queensland as part of their Safer and Healthier Workplaces 2007–2012 initiatives. Commencing in 2007, each year the measure target reduces by 10 per cent from the starting figure for the department of 107 claims.
2. The target for this measure was set by Workplace Health and Safety Queensland as part of their Safer and Healthier Workplaces 2007–2012 initiatives. Commencing in 2007, each year the measure target reduces by 10 per cent from the starting figure for the department of 4565 days lost.
3. In general, organisations should aim for separation results of 5–10 per cent. The 2011–12 result is above this range due mainly to the Voluntary Separation Program.

New project management policy

In June 2012, we implemented a new policy mandating a single project management framework approach across the department for non-ICT projects. The policy provides rigour and consistency through standardising project management processes for employees and suppliers, while maintaining interoperability with whole-of-government requirements. It facilitates improved project scoping, scheduling and estimating.

Enhancing workplace health and safety

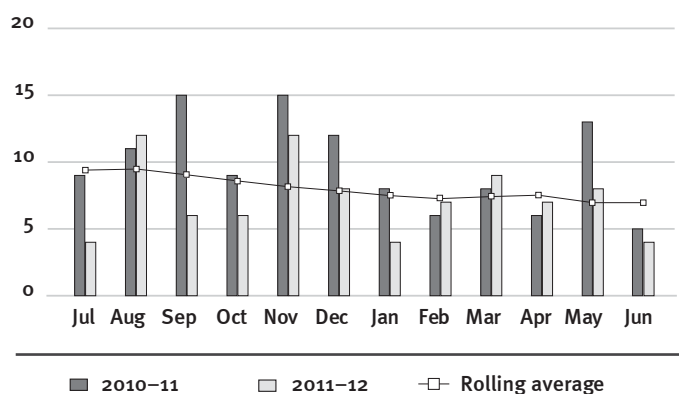
Aiming for Zero Harm

The department's Zero Harm framework outlines what we need to do to achieve a work environment with zero incidents and accidents, zero injuries and zero work-related illness. The framework provides the foundations for managing workplace health and safety (WHS) within the department. Our Zero Harm initiatives also support implementation of the whole-of-government *Safer and Healthier Workplaces Strategy 2007–2012*. To provide added direction and governance for WHS, our WHS Governance Committee developed the *WHS Strategic Direction 2011–15* and *WHS Improvement Plan 2011–12*, released in November 2011.

The *WHS Strategic Direction 2011–15* provides an overview of our Zero Harm framework, the main elements of our safety program and targets we are striving to achieve by 2015. The *WHS Safety Improvement Plan 2011–12* provided an overview of what we have achieved so far, along with performance indicators and an action plan to achieve the 2011–12 target.

We are committed to reducing the number of lost time injury compensation claims by 10 per cent each year. See Figures 29, 30 and 31 for our results in 2011–12.

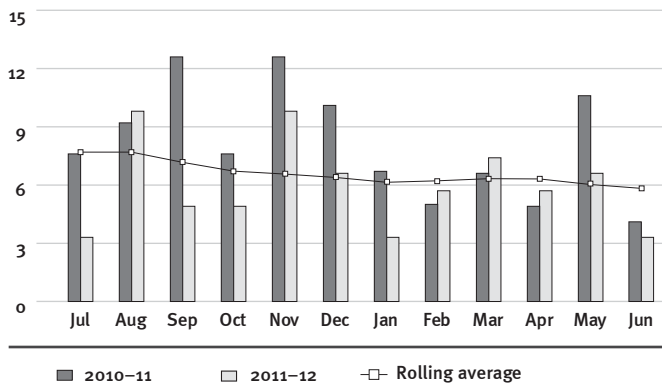
Figure 29 – Lost Time Injuries (LTIs)



During 2011–12, Transport and Main Roads recorded 87 LTIs compared to 117 for 2010–11. The number of working days lost for 2011–12 was 919, a 35.8 per cent decrease from the 2010–11 figure of 1431. These figures can be attributed to the improved safety attitudes and leadership behaviours of our managers and supervisors by accepting their accountability towards safety and the conscious recognition of the department's objective of Zero Harm.

Data source: Transport and Main Roads SHE database

Figure 30 – Lost Time Injury Frequency Rate (LTIFR)

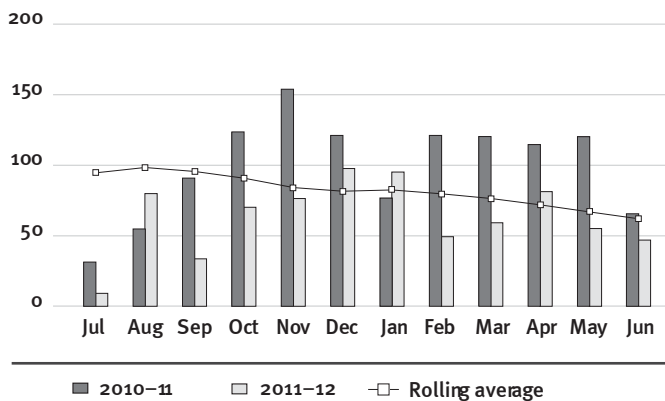


During 2011-12, Transport and Main Roads recorded an LTIFR of 5.9, a decrease from 8.1 in 2010-11. This was attributed to our employees being made aware of their roles and responsibilities to safety and our managers and supervisors implementing safe systems.

Data source: Transport and Main Roads SHE database

Notes: The Transport and Main Roads LTIFR is a measure of safety performance and is the number of lost time injuries per million hours worked.

Figure 31 – Lost Time Injury Severity Rate



In 2011-12, the severity rate was 62.6, compared to 99.4 in 2010-11. This was attributed to the improved rehabilitation services across Transport and Main Roads that have assisted injured workers to an early and safe return to their pre-injury employment.

Data source: Transport and Main Roads SHE database

Notes: The severity rate is calculated by comparing the number of days lost due to lost time injuries per million hours worked. It gives a measure of the seriousness of the injuries suffered and the impact of rehabilitation and return-to-work initiatives.

Stop Think Go rollout

Since introducing the WHS risk management tool Stop Think Go in October 2011, there has been a noted improvement in the safety attitudes and leadership behaviours of our managers and supervisors. This is reflected in a 25.6 per cent reduction in lost time injuries in the past 12 months. Stop Think Go supports our vision of Zero Harm and is a reminder that safety must underpin everything we do. The traffic light symbol associated with the Stop Think Go message provides an effective visual reminder for improving and managing personal risk and individual behaviour.

New safety management system

In June 2012, we implemented a single safety management system to replace the multiple systems that were in use throughout the department. The system is accredited in accordance with *Safety Management Systems Standard AS/NZS 4801:2001* and has delivered more efficient WHS reporting and monitoring.

WHS incident hotline

We established the WHS Connect Hotline in February 2012. The service provides a central point of contact for all employees to report workplace incidents. This has improved the quality and accuracy of WHS reporting and significantly decreased reporting times for WHS incidents from 23 days to 1.5 days, enabling us to promptly investigate, assess and control risks. Early notification of incidents has also allowed us to begin rehabilitating injured workers sooner, decreasing the total days lost resulting from workplace injuries.

Safe and efficient accommodation solutions

We continued to implement our Brisbane CBD office accommodation plan to rationalise our portfolio and increase operational and organisational efficiency. In 2011-12, the number of building leases was reduced from 17 to 14, with a further reduction of three buildings planned within the next 12 months.

We are committed to reducing energy consumption within our buildings, in accordance with the *Strategic Energy Efficiency Policy for Government Buildings*. For information about our achievements in 2011-12, see page 38.

In 2011-12, we developed and delivered a statewide asbestos identification, containment and removal program that minimises the risk of asbestos contamination at departmental facilities. The program audited 99 sites and identified 54 high-risk asbestos-containing items that have been included in the Asbestos Removal Program for 2012-13. All identified asbestos is being managed within current safety practices and removed consistent with legislative guidelines.

Ensuring a sustainable workforce

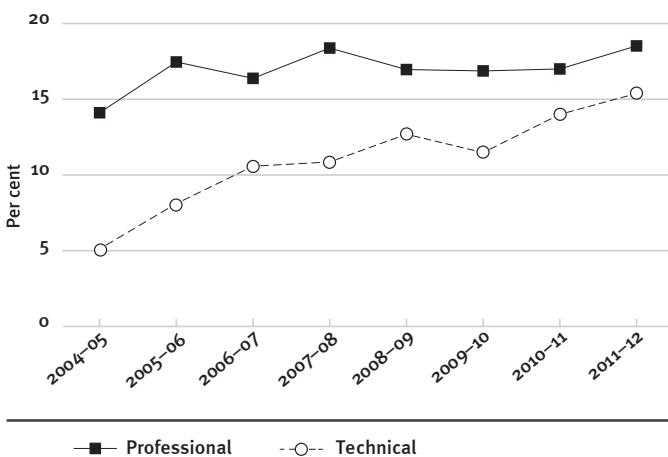
Equity and diversity

A diverse workforce improves our capability to deliver quality services to the Queensland community. In 2011–12, we continued to encourage workplace diversity, employing people with differences in age, culture, race, religion, marital status, education, language, abilities and gender.

Since 2004–05, Transport and Main Roads has seen an increase in the proportion of women in professional and technical roles. In 2011–12, women made up 18.52 per cent of employees within the professional stream and 15.38 per cent of the technical stream. Figure 32 shows an increase of 31.24 per cent and 200.48 per cent respectively since 2004–05.

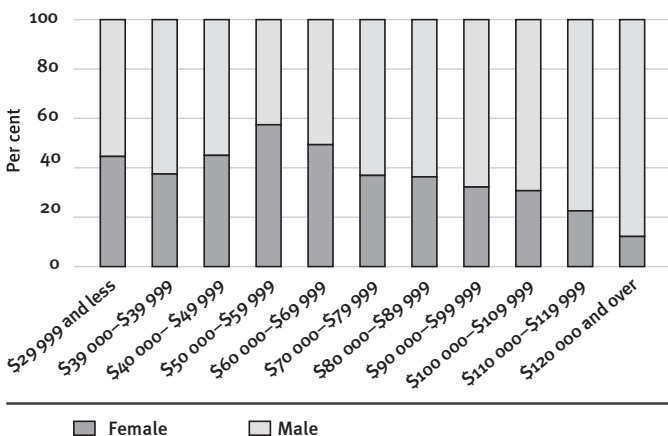
The proportion of women in management has also steadily increased, with women representing 34.87 per cent of employees at managerial level (A06, or equivalent, and above) at 30 June 2012.

Figure 32 – Women in professional and technical streams



Data source: SAP

Figure 33 – Annual earnings (FTE) by gender 2011–12



Data source: MOHRI

Figure 33 compares the annual earnings of our women and men across the department.

Further information on our initiatives for women is outlined in the *Transport and Main Roads Annual Report 2011–12 Additional Published Information*.

Ethics training

We continued to provide ethics and leadership presentations to assist staff in making informed decisions. Staff can also use the ethics material available on *insideHR* and our online learning system, *LearnZone*, to reinforce their understanding of the *Code of Conduct* and ethical decision-making. During 2011–12, approximately 9500 staff undertook online and/or face-to-face ethics training. For information on public sector ethics, see page 54.

Complaints management training

In 2011–12, in-house complaints management training was completed by 333 staff. We also developed an online complaints investigation training course, which supplements the existing managing complaints internal online training course. For more information about managing complaints, see the *Transport and Main Roads Annual Report 2011–12 Additional Published Information*.

Industrial relations

Our primary industrial relations objective in 2011–12 has been integrating remuneration and conditions of employees of the former Departments of Transport and Main Roads. The need to replace the *Main Roads Enterprise Development Agreement 7 (2008) Certified Agreement* in July 2011 provided the opportunity to pursue a fundamental restructuring of the department's industrial relations and enterprise bargaining arrangements. A two-agreement structure (excluding Maritime Safety Queensland) has been pursued to establish separate agreements for operational and non-operational employment groups.

The *Transport and Main Roads Operational Employees Certified Agreement 2011* was established for employees employed under the *Civil Construction, Operations and Maintenance General Award – State 2003*, *Engineering Award – State 2002* and *Building Trades Public Sector Award – State 2002*. The agreement provides updated and relevant conditions for these employees while providing the operational flexibility required for effective service delivery.

The *Transport and Main Roads Certified Agreement 2011* is to be established for employees under the *Queensland Public Service Award – State 2003* and the *Employees of Queensland Government Departments (Other than Public Servants) Award – State 2003*. Despite intensive negotiations resulting in substantial agreement with unions on the vast majority of conditions, the issues of wage outcome, allowances and Administrative Officer progression will ultimately be subject to arbitration in the Queensland Industrial Relations Commission in 2012–13.

Upon completion of these enterprise bargaining processes, the department will have industrial relations and enterprise bargaining arrangements that reflect the department's present and future needs.

Enhancing our systems

Divisional alignment project

In June 2012, we completed a project to migrate all Transport and Main Roads employees to a single financial, human resources and payroll system, SAP. The Divisional Alignment Project has enabled us to achieve:

- a unified business system
- more reliable information for planning and reporting
- greater capability for managing workflow through improved estimating and scheduling.

Embracing new technologies to improve our business

In 2011–12, we began a program of work to embrace current and emerging technologies to improve customer service and our transport system. The Productivity and Collaboration Improvement Program will:

- improve workforce mobility
- provide increased functionality through latest software versions
- allow seamless government integration and reduce costs through aligning with other agencies, including whole-of-government direction in technologies
- reduce the ownership cost of technology solutions through Information and Communication Technology (ICT) rationalisation.

In March 2012, we commenced assessing the department's Lotus Notes-based business applications, including email, calendar, Document Management System, DocTrak correspondence management system and Briefing Notes Database. Work is in progress to transition or rationalise these applications.

Migration to Voice over Internet Protocol (VoIP)

We deployed VoIP telephony technology to 450 users at our 313 Adelaide Street site in March 2012. The rollout of this technology to remaining desk phones and call centre phones by December 2014 will simplify our internal communications and position the department to adapt to new methods of communication and collaboration.

Future priorities

Our priorities for 2012–13 include:

- implementing health and safety programs including the Home Safety Program, the Health and Wellbeing Program and the WHS Induction Program
- developing a career management model to assist employees manage and drive their careers in the department
- negotiating Maritime Safety Queensland industrial agreements
- developing and implementing an integrated employee performance management framework
- implementing the Enterprise Resource Planning Program to manage business processes consistently in SAP to reduce costs and improve the quality and availability of information
- continuing to enhance internal procurement controls
- implementing a contingency management framework for transport and road infrastructure projects to effectively use project savings
- achieving cost efficiencies in delivering ICT services
- developing ICT architecture to enhance registration and licensing customer service, particularly through emerging online and mobile technologies
- establishing a framework and tools to manage the department's information as a strategic asset and improve enterprise-wide data and related processes, governance and monitoring
- leveraging existing processes across multiple asset classes (marine, road and rail) to develop an agreed and sustainable asset management framework and supporting systems to more effectively manage transport infrastructure asset information.

Corporate governance

In this section

Our organisational structure

Our Board of Management

Accountability structure

Corporate Governance Framework

Public sector ethics

Internal audit

Risk management

External scrutiny

Corporate planning and performance management

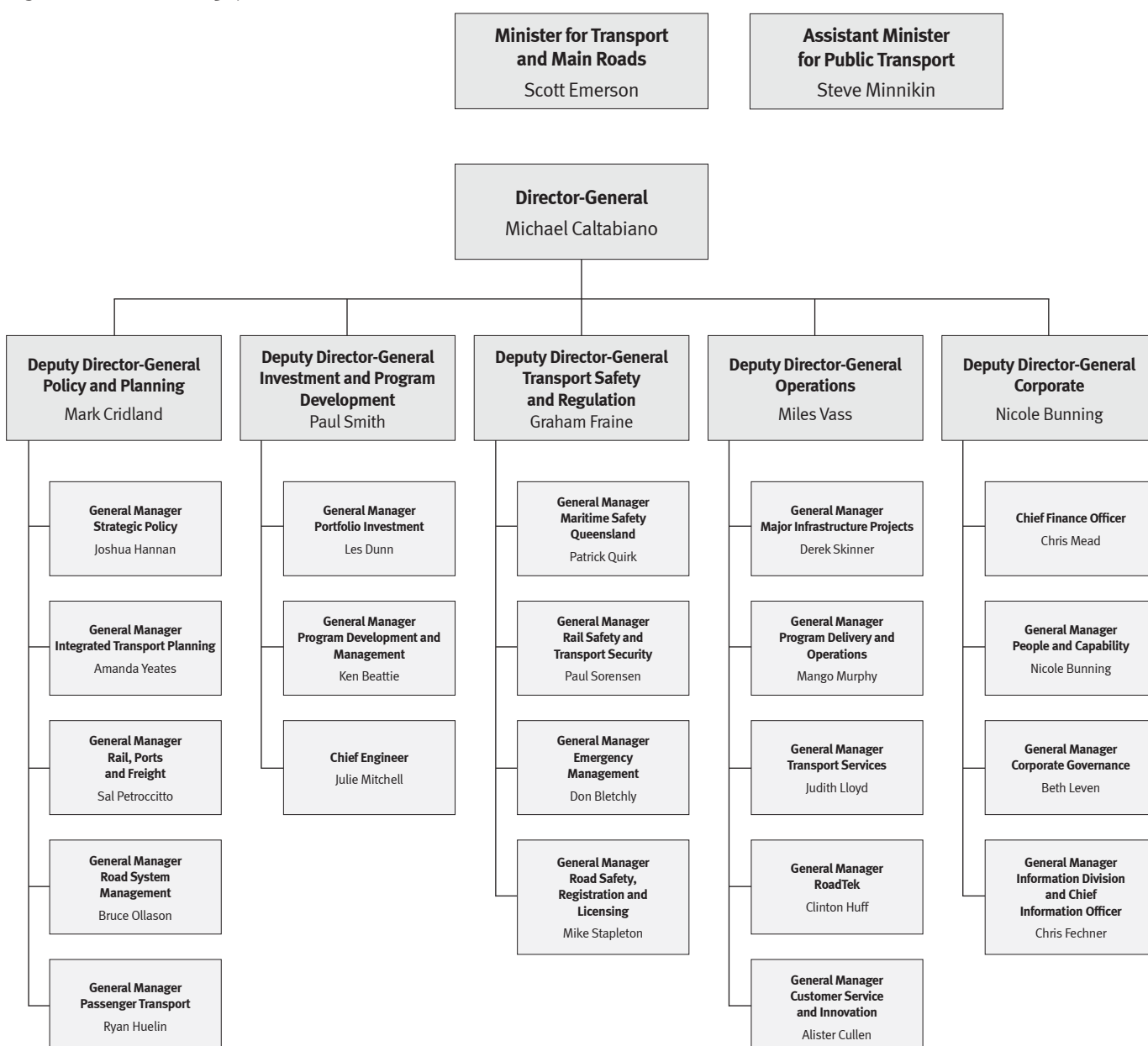
Corporate governance

Our organisational structure

In 2011–12, Transport and Main Roads was comprised of five functional groups:

- policy and planning
- investment and program development
- transport safety and regulation
- operations
- corporate.

Organisational structure at 30 June 2012



Machinery of Government changes

On 1 September 2011, Queensland Boating and Fisheries Patrol (QBFP) transferred from the former Department of Employment, Economic Development and Innovation to become a branch in our Maritime Safety Queensland Division. Following the 2012 state election, QBFP moved to the Department of Agriculture, Fisheries and Forestry.

Other organisational structure changes

In 2011–12, the department made organisational structure changes to increase efficiency and enable integrated project and service delivery, including:

- in July 2011, Facilities and Accommodation Solutions Branch moved from our People and Capability Division to Finance Division to improve synergies between strategic and operational asset management and procurement
- in August 2011, our former Assets and Operations Division was renamed Program Delivery and Operations Division to reflect its broader delivery role
- in November 2011, our Road Safety, Registration and Licensing Division and Road System Management Division were created from the former Road Safety and System Management Division – this brought together our safety and regulation teams to help support delivery of our objectives connected with national reforms
- in November 2011, our TRANSform Branch which supports workforce capability in the transport, logistics and supply chain industry moved from Corporate Governance Division to Rail, Ports and Freight Division to improve synergies with related initiatives.

Our Board of Management (at 30 June 2012)

Michael Caltabiano

Director-General

Commenced March 2012

Michael is responsible to the Minister for Transport and Main Roads and the Premier of Queensland for the efficient, effective and financially responsible performance of the department.

Michael started his distinguished engineering career with the former Department of Main Roads in Queensland in 1986. While working for the department delivering road projects across south-east Queensland, he also gained a Masters degree at Nottingham University (UK) specialising in asphalt technology.

Michael has spent time in the private sector working on some of Australia's biggest infrastructure projects and also spent 11 years as an elected representative in Brisbane City Council and

the Queensland Parliament. After this period he ran his own consulting engineering firm for seven years.

Michael holds a Bachelor of Engineering (with Honours), Master of Philosophy and Graduate Diploma of Business Administration. He is a Fellow of the Institution of Engineers Australia, Fellow of the Institute of Company Directors, Registered Professional Engineer in Queensland and a Member of the Institute of Arbitrators and Mediators Australia.

Mark Cridland

Deputy Director-General (Policy and Planning)

Commenced November 2011

Mark is responsible for strategic policy, integrated transport planning, road system management, rail, ports and freight, and passenger transport.

Mark has worked in the transport sector for more than 20 years for state and local government, and in the private sector. Since joining the Queensland public sector in 2007, he has held executive roles as Deputy Director-General (Policy and Planning) in Transport and Main Roads, Executive Director of Integrated Transport Planning in the former Queensland Transport, and head of TransLink Transit Authority's Planning and Infrastructure Group.

Mark is a Non-executive Director of CNI Pty Ltd, responsible for managing the procurement of AirportlinkM7 and Northern Busway – Australia's largest road project.

He is the department's Champion for Cycling, chairs the Queensland Bicycle Council and is a Board Member of the Australian Bicycle Council.

Mark holds a Bachelor of Commerce (Legal) and is a Member of the Australian Institute of Company Directors.

Nicole Bunning

Deputy Director-General (Corporate)

Commenced March 2012

Nicole is responsible for corporate finance, strategic procurement, human resources, workplace health and safety, corporate governance, legal services, information technology and facilities management.

Central to Nicole's role is coordinating the department's implementation of the Public Sector Renewal Program and leading the corporate approach to significant organisational change.

Nicole has 13 years' Queensland Government experience, which spans human resources, strategic planning and development, organisational development, business improvement and service delivery. She has a strong history with the department, having worked across different functional areas. She re-joined Transport and Main Roads as General Manager (People and Capability) in July 2011.

Prior to this appointment, Nicole was the Executive Director (People and Culture) for the Gold Coast Health Service, Queensland Health, where she led the functions of workforce capacity, capability, employee relations, organisational development, and safety and wellbeing.

Nicole holds a Master of Business Administration, a Graduate Diploma of Psychology and a Bachelor of Behavioural Science.

Paul Smith

*Deputy Director-General
(Investment and Program Development)
Commenced April 2009*

Paul is responsible for prioritisation of investment, development and management of the department's integrated program of works, and the engineering and technology needed to provide affordable technical solutions for transport infrastructure projects and sustained performance of the transport system. As part of his role, Paul is responsible for several high-level projects and decision-making groups including the Gold Coast Rapid Transit Project and the Infrastructure Investment Committee.

Prior to appointment to this position, Paul was the General Manager (Statewide Planning) for the former Department of Main Roads. He was responsible for strategic planning of the state-controlled road network and for developing a framework for affordable investment decision-making across the network.

Paul has 42 years of experience with roads and community issues, having worked in remote western areas as well as the rapidly developing urban areas of Mackay, Townsville, the Sunshine Coast and the Gold Coast.

Paul holds a Bachelor of Engineering (Civil), a Graduate Diploma in Business Management and is a Member of the Australian Institute of Company Directors. He is a Chartered Professional Engineer with membership of Engineers Australia.

Graham Fraine

*Deputy Director-General
(Transport Safety and Regulation)
Commenced November 2011*

Graham is responsible for the four areas of the agency charged with ensuring the welfare of our transport system and of the people, vehicles and vessels that use it every day:

- Emergency Management
- Maritime Safety Queensland
- Road Safety, Registration and Licensing
- Rail Safety and Transport Security.

Graham has worked in transport policy over 19 years, including in the fields of road safety, behaviour change and program

evaluation, and national transport policy reform. Graham has an active and respected national profile in transport policy and sits on a range of national committees on behalf of the department.

Graham holds a PhD in Psychology based in the field of transport psychology. He is a visiting fellow at the Centre for Accident Research and Road Safety at the Queensland University of Technology.

Miles Vass

*Deputy Director-General (Operations)
Commenced May 2012*

Miles is responsible for the statewide delivery of road projects, asset management, operations, civil works and transport services while providing the department's regional representation across Queensland.

Miles has worked within the transport civil infrastructure industry for more than 25 years, with a primary focus on the roads sector of state and local government. Over the past decade, he has held several senior roles within the department, including Director of Commercial Construction and Maintenance for the southern half of Queensland, Regional Director South Coast Region (Gold Coast) and Regional Director Metropolitan Region (Brisbane).

In 2011, Miles led Transport and Main Roads' Transport Network Reconstruction Program to restore the transport network following devastating weather events.

During his career, Miles has achieved a proven track record in developing and implementing improved and sustainable business practices focused on timely delivery and value-for-money transport systems outcomes.

Miles holds a Bachelor of Technology (Civil), Diploma of Company Directorship, Advanced Diploma of Project Management and is an Associate Fellow of the Australian Institute of Management.

Accountability structure

The department has internal accountability mechanisms to ensure we operate effectively and transparently. In 2011–12, this included the Board of Management, the Senior Leadership Team and five governance committees.

Board of Management

- Director-General (chair)
- Deputy Directors-General

The board meets weekly and enables the Director-General to set strategic direction, prioritise and proactively manage issues and ensure responsible financial management.

Senior Leadership Team

- Director-General (chair)
- Deputy Directors-General
- Chief Finance Officer
- Chief Engineer
- Chief Information Officer
- All General Managers

The Senior Leadership Team is responsible for developing, implementing and reviewing key initiatives. They provide support and advice to the board by elevating information and issues required to shape strategic thinking and inform decision-making.

Governance committees

The department's Board of Management is supported by five governance committees:

- Finance and Resources Committee
- Infrastructure Investment Committee
- Information and Systems Committee
- People and Capability Committee
- Audit and Risk Committee.

Finance and Resources Committee (membership at 30 June 2012)

- Director-General (chair)
- Deputy Director-General (Policy and Planning)
- Deputy Director-General (Investment and Program Development)
- Deputy Director-General (Transport Safety and Regulation)
- Deputy Director-General (Operations)
- Deputy Director-General (Corporate)
- Chief Finance Officer

The committee meets twice a year to ensure the department operates within budget parameters specified by Queensland Treasury and achieves value for money in accordance with the *Financial Accountability Act 2009* and *Financial and Performance Management Standard 2009*. It also provides advice on the effective acquisition and allocation of all financial resources available over the four-year forward estimate period, and oversight of the department's building and accommodation program.

Infrastructure Investment Committee (membership at 30 June 2012)

- Deputy Director-General (Investment and Program Development) (chair)
- Director-General
- Deputy Director-General (Policy and Planning)
- Deputy Director-General (Transport Safety and Regulation)
- Deputy Director-General (Operations)
- Chief Finance Officer
- General Manager (Portfolio Investment)
- General Manager (Program Development and Management)

The committee meets fortnightly (or more frequently as required) to oversee and endorse the development, prioritisation and approval of the department's infrastructure investment strategies, enabling the delivery of an integrated transport system.

Information and Systems Committee (membership at 30 June 2012)

- Deputy Director-General (Corporate) (chair)
- Deputy Director-General (Operations)
- Chief Information Officer
- General Manager (Corporate Governance)
- Chief Finance Officer
- General Manager (Road Safety, Registration and Licensing)
- General Manager (Transport Services)
- General Manager (Program Delivery and Operations)
- General Manager (Program Development and Management)
- Executive Director (Road System Operations)
- External member – Executive Director (Telecommunications Broadband), Department of Housing and Public Works

The committee meets bi-monthly (or more frequently as determined by the chair) to oversee the strategic direction, proactively manage investments in information management and information and communication technology (ICT) and manage ICT risk within the department.

People and Capability Committee (membership at 30 June 2012)

- Deputy Director-General (Corporate) (chair)
- Deputy Director-General (Policy and Planning)
- Deputy Director-General (Investment and Program Development)
- Deputy Director-General (Operations)
- Chief Financial Officer
- General Manager (People and Capability)
- General Manager (Maritime Safety Queensland)

The committee meets monthly (or more frequently as determined by the chair) to provide strategic advice to the Director-General and Board of Management on human resource management policy and practice, and other initiatives such as the government's decentralisation and regionalisation strategies.

Audit and Risk Committee (membership at 30 June 2012)

- Peter Dowling – external (chair)
- Ian Rodin – external
- Nicole Bunning
- Beth Leven
- Miles Vass
- Judith Lloyd
- Ken Beattie
- Ryan Huelin

The committee performs an advisory role to the Director-General and works in accordance with its charter and Queensland Treasury's *Audit Committee Guidelines*. Consistent with the guidelines, committee members are appointed based on their individual skills and experience. It met seven times in 2011–12 to assist in overseeing:

- integrity of the financial statements and internal controls
- compliance with legislative and regulatory requirements, including ethical standards and policies
- processes relating to internal risk management and control systems
- performance of the internal audit function.

The committee also considered all audit recommendations by Internal Audit Branch and the Queensland Audit Office, including reports about the status of implementing recommendations.

Costs associated with external committee members' fees totalled \$48 280 (including GST).

Corporate governance framework

The department's corporate governance framework strengthens our capacity to:

- understand our roles and responsibilities
- continuously improve our performance and minimise risks
- enhance stakeholder and public confidence in the department
- meet our legal, ethical and public service obligations.

The corporate governance principles and practices outlined in the framework are based on the *Public Sector Ethics Act 1994*, the *Financial and Performance Management Standard 2009* and the *Code of Conduct for the Queensland Public Service*. Our practices are guided by the principles of integrity and impartiality, promoting the public good, commitment to the system of government, accountability and transparency, and public defensibility.

Information regarding our corporate governance framework can be found on our website.

Public sector ethics

The principles in the *Code of Conduct for the Queensland Public Service* provide direction and guidance to our people in shaping an ethical workplace and help staff to make better decisions to achieve our objectives.

We continue to enhance an ethical workplace culture through designing, developing and implementing relevant policies, processes and procedural systems to raise ethical awareness and prevent misconduct. For more information about our activities in 2011–12 to inform staff about the *Code of Conduct*, see page 47.

The *Transport and Main Roads Employee Performance Management Procedure* requires managers and supervisors to develop performance management plans with employees, and set performance and conduct expectations that align with our corporate plan and principles of approach, the *Code of Conduct* and local business planning documents.

In addition to responding to and investigating alleged misconduct and overseeing the management of public interest disclosures, the Ethical Standards Unit in Corporate Governance Division prepares and delivers misconduct prevention strategies and materials. The unit liaises with the Crime and Misconduct Commission and the Queensland Ombudsman, and prepares regular status reports to the Audit and Risk Committee about suspected ethical breaches. Outcomes of investigations are analysed to identify potential systemic breakdowns and risks.

Internal audit

Our internal audit function is a key component of our corporate governance, promoting effective and efficient management and assisting in risk management. The function operates under a charter consistent with the Institute of Internal Auditors' standards and approved by the Director-General.

The Chief Auditor reports directly to the Director-General and is a member of the Corporate Governance Division leadership team. In addition, the Chief Auditor reports regularly to the Audit and Risk Committee, which reviews the work of the internal audit function, including its effective, efficient and economical operation. The relationship with the committee is based on Queensland Treasury's *Audit Committee Guidelines*.

Our Internal Audit Branch has a central role in improving operational processes and financial practices by:

- assessing the effectiveness and efficiency of departmental financial and operating systems, reporting processes and activities
- identifying operational deficiencies and non-compliance with legislation or prescribed requirements
- assisting in risk management and identifying deficiencies in risk management
- bringing a broad range of issues to management's attention, including performance, efficiency and economy
- monitoring whether agreed remedial actions have been undertaken.

Internal Audit works in accordance with its strategic and annual audit plans, endorsed by the Audit and Risk Committee and approved by the Director General. A risk-based planning approach is used to develop audit plans, including considering departmental risk registers and consulting with internal stakeholders and the Queensland Audit Office. Audit reports include recommendations to address deficiencies in risk treatment and all audit reports are reviewed by the Audit and Risk Committee.

Our achievements for 2011–12 included:

- substantively implementing recommendations from the 2010–11 Ernst and Young review of internal audit to enhance the function's value to the department
- delivering the risk-based annual plan of audits approved by the Director-General, covering compliance, systems, project management and operations
- completing 46 audit reports focused on providing assurance about, and improving the effectiveness of, operations and risk management
- facilitating enhancement of existing control self assessment within the department

- providing advice and assistance on key projects and initiatives, including the recovery and reconstruction program following the natural disaster events across the state
- monitoring implementation of agreed audit recommendations.

Risk management

We take a proactive approach to monitoring and improving risk management practices across the department. Our risk management framework lays the foundation for undertaking appropriate, effective and efficient risk management. It incorporates seven distinct aspects – strategic, departmental, portfolio, divisional, program, project and operational – and aligns with *Risk Management – Principles and Guidelines Standard AS/NZS ISO 31000:2009*.

Our *Risk Management Organisational Policy* requires all employees to apply risk management practices. Our *Guide to Risk Management* assists employees and relevant stakeholders to identify, prioritise, record and treat risks in order to improve business operations.

The department's risks are reported to the Board of Management and the Audit and Risk Committee on a regular basis. Corporate Governance Division leads risk management by providing expert advice and support to enhance our capability, performance and resilience. Implementation of risk management practices across the department is supported by the Risk Management Reference Group, which comprises a representative from each division and is coordinated by the Risk Advisory Unit in Corporate Governance Division. The unit also coordinates implementation of the risk management framework; develops appropriate risk tools, methods and processes; and carries out specialist risk evaluation and analysis.

External scrutiny

The department's operations are subject to regular scrutiny from external oversight bodies.

Auditor-General reports

In addition to his audit of Transport and Main Roads' financial statements, during 2011–12 the Auditor-General conducted a review on the progress of implementation of recommendations in *Auditor-General of Queensland Report to Parliament No.3 for 2009 – Transport network management and urban congestion in South East Queensland*.

This audit was included in the *Auditor-General of Queensland Report to Parliament No.8 for 2011* and is available at http://www.qao.qld.gov.au/files/file/Reports/2011_Report_No.8.pdf

Recommendations addressed to the department were accepted and we have management plans in place to implement the recommendations. Progress in implementing all Auditor-General recommendations is reviewed by the Audit and Risk Committee.

Coronial inquests

In 2011–12, six recommendations were directed to the department from three inquests. At 30 June 2012, two recommendations had been fully implemented, three have been partially implemented and one recommendation is currently under consideration.

The Department of Justice and Attorney-General publishes the Queensland Government's Response to Coronial Recommendations each year on their website at www.justice.qld.gov.au. At 30 June 2012, the response report had not been issued.

Queensland Ombudsman reports

The Queensland Ombudsman undertook an audit of the department's complaints management system. The audit commenced in November 2010 and the audit report was received on 29 August 2011.

The audit report found that overall the department's complaints management system complies with *Public Service Commission Directive 13/06 Complaints Management Systems* and incorporates other indicators of good practice complaints management. A total of 54 recommendations were made to enhance the department's complaints management system.

The department accepted or partially accepted 48 recommendations for improvement. A number of recommendations have been progressed including introduction of a 'compliments and complaints' page on the departmental website, changes to our website complaints form and mandated complaints management training for all relevant officers.

Crime and Misconduct Commission reports

In July 2011, the Crime and Misconduct Commission provided the department with an interim report, including a notional rating of satisfactory against the commission's Integrity Index used as part of the Commission's Building Integrity Program. The Integrity Index uses 374 measures against which the commission scores an agency.

During 2011–12, we used the interim report to assess our policies and processes, and worked to address gaps. Additional information was provided to the commission to assist them in finalising their assessment of the department's integrity rating. The commission is expected to issue its final report to the department in 2012–13.

Parliamentary committees

In 2011–12, the former Transport and Local Government Committee sought advice from the Department of Transport and Main Roads regarding fundamental legislative principles for:

- *Report No.5 – Transport Infrastructure (Public Marine Facilities) Regulation 2011*
- *Report No.6 – Transport Operations (Passenger Transport) Amendment Regulation (No.2) 2011.*

The committee recommended that the Queensland Legislative Assembly note the issues identified in the reports following receipt of the department's advice.

The newly formed Transport, Housing and Local Government Committee sought advice from the department on the lawfulness of the *Transport Infrastructure (Ports) Amendment Regulation (No.1) 2011 (Report No.1)*. Following advice from the Minister for Transport and Main Roads, the Transport, Housing and Local Government Committee advised that no further action was required.

The committee's reports and responses to the reports are available at www.parliament.qld.gov.au.

Corporate planning and performance management

Our Corporate Performance Management Framework and supporting organisational policy and procedures provide guidance to:

- management who are accountable for our corporate performance
- managers and staff who are responsible for the management, measurement and monitoring of our performance
- managers and staff to improve corporate performance and strengthen accountability through relevant and meaningful performance reporting.

Corporate planning

Our corporate plan sets our direction for the next four years and informs the prioritisation of our resources. By achieving our objectives, we contribute to the Queensland Government's objectives for the community.

We review the corporate plan annually for progress towards achieving the objectives and identify whether changes in the external environment require any adjustments to the plan. Our progress in achieving our objectives for 2011–12 is detailed in the performance section of this report on pages 14–48.

Each of our divisions prepares an annual business plan that aligns with relevant strategies in our corporate plan. Divisional business plans state the divisions' business direction and the products, activities or initiatives that contribute to relevant strategies in the corporate plan.

Business continuity planning

As we continue to evolve our continuity process, all divisions now undertake business continuity planning integrated within their business planning activity cycles. The next step will be to introduce a business continuity management system, aimed at streamlining business continuity activities. This approach will ensure we continue to improve management of disruption-related risks in order to prevent against, prepare for, respond to and recover from events that threaten or disrupt the department's business.

ICT strategic planning

The department's information and communication technology (ICT) strategic planning combines the department's objectives, technology directions and information governance within the constraints of capability and finance to produce a roadmap of technology and information outcomes to support future needs and business priorities. Requirements identified through our business planning processes enable us to develop appropriate ICT plans and support whole-of-government ICT direction, including the Queensland Government ICT Audit.

The *Financial and Performance Management Standard 2009* and *Information Standard 2 (IS2)* mandate business technology planning. The following deliverables are submitted to the Queensland Government Chief Information Office at the end of June each year:

- *Transport and Main Roads ICT Strategic Plan*
- ICT work plan
- ICT baseline report, which includes assessments of the department's business strategies, information, applications and technologies
- Queensland Government enterprise architecture self-assessment alignment report.

Governance for this process is provided at a whole-of-department level by the Information and Systems Committee.

Corporate procurement planning

The corporate procurement plan is a one-year plan outlining what we have achieved and identifying our future opportunities to improve the value realised through our procurement. Each division completes an annual procurement plan, which is then consolidated in a corporate procurement plan approved by the Director-General and referred to the Queensland Government Chief Procurement Office by June each year.

Organisational performance systems

We use financial and non-financial organisational performance systems to monitor our effectiveness in terms of our objectives. The major systems for monitoring and reporting our performance are:

- our SAP system, which is used to manage finance, human resources, products and assets
- the Corporate Reporting System, which is used to facilitate reporting on the implementation of the corporate plan and divisional business plans
- the Corporate Measures database, which is used to facilitate reporting on corporate plan performance measures, service standards and business plan performance measures.

Organisational reporting

The Board of Management receives a quarterly performance report in relation to:

- progress against our corporate plan
- performance against our service standards (published in the *Service Delivery Statements*)
- complaints management.

The Board of Management also receives a quarterly report on our performance against our monthly financial reports, quarterly capital works reports, quarterly risk management profile and workforce reports.

Appendices

The following appendices provide further information about our activities and performance in 2011–12.

Appendix 1 – Performance statements

Appendix 2 – Legislation administered by the department

Appendix 3 – Related entities

Appendix 4 – Schedule of statutory authorities and instrumentalities

Appendix 5 – Boards and committees

Appendix 6 – Camera Detected Offence Program

Appendix 7 – Transport payments

Appendices

Appendix 1 – Performance statements

Transport system planning

The objective of this service area is to plan the effective, efficient and sustainable delivery of integrated transport infrastructure, systems and services. Responsible transport system planning ensures that Queensland's long-term road, rail, maritime and air transport needs are met and that other development impacts are managed. Transport and Main Roads' activities under this service support:

- growing communities and the rapidly increasing freight task
- continued economic development opportunities across the state
- appropriate responses to long-term demand drivers relevant to the transport system.

Figure 34 – Service area: Transport system planning

Service standards and other measures	Note	2007–08 Actual	2008–09 Actual	2009–10 Actual	2010–11 Actual	2011–12 Target/ Estimate	2011–12 Actual
Percentage of integrated transport planning projects meeting milestones	1	75	71	73	90	90	73

Note:

1. Significant re-prioritisation of planning projects has led to the 2011–12 result falling below the target.

Investment and program development

The objective of this service area is to ensure balanced investment between enhancement work and funding for maintenance, preservation and operations. This is done through the development of the Transport Infrastructure Portfolio Strategy (TIPS) that identifies and prioritises transport system investments and ensures that predicted investment benefits are delivered. Based on the TIPS, a four-year forward program of works covering all infrastructure investment, the Queensland Transport and Roads Investment Program, is developed and managed.

Figure 35 – Service area: Investment and program development

Service standards and other measures	Note	2007–08 Actual	2008–09 Actual	2009–10 Actual	2010–11 Actual	2011–12 Target/ Estimate	2011–12 Actual
Road system seal age (percentage of the state-controlled road network exceeding the optimal seal age)	1	16.2	18.8	18.8	20	20	23.24
Road system condition (percentage of urban and rural state-controlled roads with condition better than the specified benchmark)							
- urban		98	98	99	98	98	97.99
- rural		95	95	95	95	95	95.84

Note:

1. The 2011–12 result shows that the resealing program was well down on previous years, with priority directed to restoration work following severe flood events across the state.

Transport infrastructure delivery

The objective of this service area is to deliver transport infrastructure projects that provide a safe, efficient and reliable transport system while ensuring value for money. It includes delivery of infrastructure maintenance activities and the four-year program of overall works outlined in the Queensland Transport and Roads Investment Program.

Figure 36 – Service area: Transport infrastructure delivery

Service standards and other measures	Note	2007–08 Actual	2008–09 Actual	2009–10 Actual	2010–11 Actual	2011–12 Target/ Estimate	2011–12 Actual
Percentage of major construction projects (road):		91	94	70	69	90	90
- for which construction commenced no later than four months after the programmed commencement date	1	84	86	67	62	90	80
- completed no more than 10% after the programmed construction period							
- costing less than 10% over the programmed estimate		87	91	93	92	90	90
Number of significant environmental incidents at road projects investigated by regulatory agencies	2	4	19	5	7	0	11
Bikeways (kilometres completed)	3	104*	55	36	18.4	45	20.09

Notes:

1. Program of works construction has been affected by the prioritisation of restoration works resulting from wet weather and flooding events.
2. Incident categories were: illegal clearing (3), clearing of endangered cycads (1), non-compliance with Koala Site Based Management Plan conditions approved by the former Department of Environment, Resources and Mines (1), illegal take of water (1), unapproved works on a heritage structure (1), disposal of truck waste while using the road network (1), fuel tank rupture (1), fish kill (1) and truck rollover causing land contamination (1). None of the incidents resulted in further action by any of the investigating agencies.
3. The Transport Infrastructure Development Scheme provides subsidies to local governments to improve the cycle network. Weather events during 2011 and 2012 diverted resources of local governments to restoration works rather than bikeway construction.

* Estimated actual.

Transport system management, operation and regulation

The objective of this service area is to improve public transport and to manage the transport system safely and sustainably by:

- regulating transport providers and markets
- delivering licensing, registration and accreditation services
- providing subsidies for fair access to public transport
- supporting increasing public transport patronage
- managing the movement of vessels using Queensland's waterways
- managing traffic operations, traffic and traveller information, traffic incidents, heavy vehicles, third party road corridor access, and the environment in the road corridor.

Figure 37 – Service area: Transport system management, operation and regulation

Service standards and other measures	Note	2007–08 Actual	2008–09 Actual	2009–10 Actual	2010–11 Actual	2011–12 Target/ Estimate	2011–12 Actual
Road transport greenhouse gas emissions (CO ₂ eq. tonnes per capita)		3.88	3.85	3.77	3.77	3.85	3.67
Road network performance – efficiency (travel time – minutes per 10km)	1						
- AM peak		New measure	New measure	New measure	11.4	11.2	10.9
- Off peak		New measure	New measure	New measure	9.8	9.7	9.5
- PM peak		New measure	New measure	New measure	11.6	11.5	11.2
Road network performance – reliability (travel speed – percentage)	1, 2						
- AM peak		New measure	New measure	New measure	81	83	85
- Off peak		New measure	New measure	New measure	95	97	96
- PM peak		New measure	New measure	New measure	77	80	82
Road network performance – productivity (travel speed and flow – percentage)	1						
- AM peak		New measure	New measure	New measure	71	76	73
- Off peak		New measure	New measure	New measure	77	82	79
- PM peak		New measure	New measure	New measure	69	74	72
Percentage of vessel movements without serious incidents							
- pilotage areas		New measure	100	99.9	99.99	99.8	100
- REEFVTS area		New measure	99.95	100	100	99.8	100
Wheelchair accessible taxi response times compared to conventional taxi fleet response times (percentage)	3						
Peak							
- within 18 minutes - conventional		New measure	New measure	New measure	95	85	95
- within 18 minutes - wheelchair accessible		New measure	New measure	New measure	83	85	82
- within 30 minutes - conventional		New measure	New measure	New measure	99	95	98
- within 30 minutes - wheelchair accessible		New measure	New measure	New measure	92	95	94
Off peak							
- within 10 minutes - conventional		New measure	New measure	New measure	85	85	89
- within 10 minutes - wheelchair accessible		New measure	New measure	New measure	69	85	71
- within 20 minutes - conventional		New measure	New measure	New measure	98	95	98
- within 20 minutes - wheelchair accessible		New measure	New measure	New measure	89	95	90
Average subsidy (\$) per trip provided through the Taxi Subsidy Scheme		New measure	New measure	New measure	7.76	8.23	8.20
User satisfaction ratings for public transport by service type (on a 1–100 scale)	4						
- regional urban bus (government-contracted)		3.43	66	73	73	70	72
- taxi	5	3.39	66	63	63	70	63

Service standards and other measures	Note	2007–08 Actual	2008–09 Actual	2009–10 Actual	2010–11 Actual	2011–12 Target/ Estimate	2011–12 Actual
Average subsidy (\$) per passenger on government-contracted:							
- regional air services	6	New measure	New measure	New measure	31.71	32.02	25.06
- long-distance bus services	6	New measure	New measure	New measure	31.96	30.00	25.01
- regional urban bus services	7, 8	New measure	New measure	New measure	2.50	2.43	2.77
- Traveltrain services	9, 10, 11	New measure	New measure	334.09	345.03	325.20	365.06
Average wait time in customer service centres (minutes)	12	10.51	10.85	8.46	10.27	10	11 min 38 secs
Percentage of call centre calls answered within three minutes	13	85.9	79.9	80.0	61.6	80	50.08
Officer hours preparing for ship-sourced pollution incidents		10 581	8500	9890	8106	10 000	11 125
Number of compliance actions taken for maritime breaches	14	3245	12 565	10 595	9555	11 000	8543
Percentage of time international standards for Aids to Navigation are met	15	98	98	96	91	95	92.75
Percentage of commercial and fishing ship applications responded to within statutory requirement	16						
- licensing		91	83	81	91	100	91.2
- registration		90	77	86	93	100	95.4
Percentage of vessels rated in need of very high monitoring priority	17	New measure	New measure	New measure	0.46	0.5	0.6
Patronage on government-contracted							
- regional air services		217 889	235 520	243 483	282 043	288 500	332 328
- long-distance bus services		New measure	New measure	New measure	100 797	114 000	135 582
- regional urban bus services	7, 18	11 451 350	11 963 046	12 035 802	12 113 693	12 700 000	11 808 212
- Traveltrain services	9, 10	440 726	446 579	434 012	410 000	435 000	449 187

Notes:

- Road network refers to a representative set of state-controlled roads in the built-up areas of Brisbane, Redland and Logan.
- Travel on a specified road section is considered reliable if time taken for most trips (95% of trips) is no more than 20% greater than the average travel time.
- The Queensland taxi fleet consists of 3257 taxis of which 635 (19%) are wheelchair accessible taxis. Response times for wheelchair accessible jobs are typically longer than response times for conventional taxis, particularly during off-peak periods. This may be due to fewer wheelchair accessible taxis being on the road, drivers not prioritising wheelchair work or because they are engaged providing services for school students, veterans or others under contract with other entities. Note that all results are reported three months in arrears due to the inherent time lag in obtaining data.
- Survey scoring methodology changed from 1–5 scale to 1–100 scale (with a high score being desirable) in 2008–09.
- The 2011–12 target/estimate for the user satisfaction rating of taxis was overestimated. The result of 63 is consistent with the result in 2010–11.
- The 2011–12 subsidy decrease is due to increased patronage on services.
- The 2011–12 result is an estimate due to the inherent time lag in obtaining results from operators.
- The 2011–12 subsidy increase is as a result of the phased introduction of 3G contracts combined with lower than anticipated patronage growth. Results are subject to change based on periodic operator reviews as prescribed under the terms and conditions of the 3G service contract.
- The 2010–11 figure reported in the 2010–11 annual report was an estimate. This has been updated to show the actual figure.
- The 2011–12 result is an estimate based on preliminary information provided by Queensland Rail to Transport and Main Roads and is subject to change on completion of end-of-year reconciliation.
- The 2011–12 result can be attributed to an increase in the number of Traveltrain services compared to the previous year, plus a revised and improved capital program.
- This result, previously reported as a decimal, is now shown in minutes and seconds. The average wait time in customer service centres increased in 2011–12 primarily as a result of the implementation of new systems and processes. A number of strategies were implemented across the service delivery network throughout the year to address increases in wait time. These actions have resulted in a steady drop each quarter, from more than 15 minutes in quarter one to less than nine minutes in quarter four.
- The 2011–12 result is primarily due to the implementation of new systems and processes. A number of strategies were implemented across the department's call centres to address the decrease in the proportion of customers served within the target wait time. This action resulted in significant performance improvement over the last two quarters of 2011–12.
- A reduction in inspections of recreational vessels by agencies not controlled by Transport and Main Roads has had a corresponding impact on the number of compliance actions taken. This measure will be discontinued in 2012–13.
- Prioritisation of regional resources has resulted in a reduced capacity to satisfy established Aids to Navigation maintenance service levels.
- Commitment of resources to the Queensland Reconstruction Authority and Gladstone Liquefied Natural Gas Project has seen the 2011–12 result fall below target.
- The department is in the process of introducing a new risk rating tool in the commercial ship registration system that will automatically elevate a ship's risk rating to urgent or very high when a ship has not been monitored within the required timeframes.
- The 2011–12 target was over-estimated as it was based on trend data. This trend data was forecasting continued significant growth in patronage as a result of *qconnect* fare equalisations where fares were reduced in regional networks. Patronage has subsequently stabilised and the 2011–12 estimated actual now reflects patronage on the regional urban bus network.

Transport safety

The objective of this service area is to provide policies, education programs, compliance activity, engineering treatments and funding support that promote and influence safe, efficient and sustainable use of the transport system.

Figure 38 – Service area: Transport safety

Service standards and other measures	Note	2007–08 Actual	2008–09 Actual	2009–10 Actual	2010–11 Actual	2011–12 Target/ Estimate	2011–12 Actual
Marine fatalities per 100 000 registered vessels		New measure	New measure	New measure	6.59	6.06	3.25
Rail fatalities per 100 000 population	1	0.14	0.12	0.07	0.09	0.10	0.18
Hospitalised rail casualties per 100 000 population	2	0.35	0.43	0.33	0.33	0.40	0.53
Number of level crossing collision occurrences per 1 000 000 train kilometres travelled		0.37	0.41	0.26	0.27	0.45	0.33
Fatalities per 100 000 population on state-controlled roads		5.00	4.86	3.53	3.30	3.54	3.66
Number of fatal crashes on state-controlled roads per 100 million vehicle kilometres travelled where the road condition was likely to be a contributing factor	3	New measure	New measure	New measure	0.037	0.05	0.048
Road fatalities per 100 000 population		7.85	8.09	6.04	5.52	6.25	6.16
Hospitalised road casualties per 100 000 population	4	153.87	154.36	144.47	142.22	150	137.89
Percentage of people in target audience who have high-level awareness of road safety campaigns	5	96	93	91	95	90	N/A

Notes:

1. There were eight rail fatalities reported in 2011–12.
2. There were 24 serious injuries requiring hospitalisation in 2011–12.
3. Figures are for the 12-month period to March due to a time lag in obtaining data from other agencies.
4. The 2011–12 result is an estimated actual, due to delays in receiving data sets from other agencies' reporting systems.
5. The target audience survey was not conducted in 2011–12 pending work prioritisation deliberations. It is intended that the road safety campaign awareness survey will recommence in 2012–13.

RoadTek

RoadTek is a major provider of transport infrastructure solutions throughout Queensland, providing civil construction and maintenance works and related services with a turnover in excess of \$680 million per year. It has a workforce of 1800 employees and operates from 29 locations throughout Queensland. In delivering a large, diverse program of works, RoadTek is focused on community needs, delivering best value outcomes in a safe and efficient manner, and improving safety for both roadworkers and road users.

Figure 39 – Commercialised business unit: RoadTek

Service standards and other measures	Note	2007–08 Actual	2008–09 Actual	2009–10 Actual	2010–11 Actual	2011–12 Target/ Estimate	2011–12 Actual
Long term debt/equity (percentage)		29.0	25.0	24.2	16.0	16.2	14.6
Long term debt/total assets (percentage)		15.9*	14.4	13.1	9.5	11.3	9.4
Return on equity (percentage)		20.1	23.9	29.5	28.7	20.5	29.4
Return on revenue (after tax) – percentage		4.5	5.1	6.2	6.2	5.0	5.7
Profit margin (earnings before income tax/user charges) – percentage		6.5	7.3	8.9	8.8	7.1	8.1
Lost time injury frequency rate	1	23	14	18	13.7	<20	8
Customers' and stakeholders' value of RoadTek (on scale of 1 to 5)		New measure	New measure	New measure	4.09	>4	4.15
Plant utilisation (Plant Hire Services) – percentage		80	75	82	86	80	88

Notes:

* Estimated actual.

1. In accordance with *Australian Standard 1885.1 – Workplace Injury and Disease Recording Standard*, Lost Time Injury Frequency is the number of lost time injuries, multiplied by one million and divided by the number of person-hours actually worked. An incident is defined as an injury that results in the loss of a shift (usually eight hours).

Appendix 2 – Legislation administered by the department

The Minister for Transport and Main Roads is responsible for the following Acts, which are administered by the Director-General:

Adult Proof of Age Card Act 2008

Air Navigation Act 1937

Australian Shipping Commission Authorization Act 1977

Brisbane River Tidal Lands Improvement Act 1927

Central Queensland Coal Associates Agreement Act 1968 (Schedule parts IV–IVC)

Century Zinc Project Act 1997 (ss 5(2) – (7), 11, 12, 13, 21)

Civil Aviation (Carriers' Liability) Act 1964

Maritime Safety Queensland Act 2002

Queensland Nickel Agreement Act 1970 (Schedule parts IV–V)

State Transport Act 1938

State Transport (People Movers) Act 1989

Thiess Peabody Mitsui Coal Pty Ltd Agreements Act 1965

Tow Truck Act 1973

Transport Infrastructure Act 1994

Transport Operations (Marine Pollution) Act 1995

Transport Operations (Marine Safety) Act 1994

Transport Operations (Passenger Transport) Act 1994

Transport Operations (Road Use Management) Act 1995

Transport Operations (TransLink Transit Authority) Act 2008

Transport Planning and Coordination Act 1994

Transport Security (Counter-Terrorism) Act 2008

Transport (Rail Safety) Act 2010

Transport (South Bank Corporation Area Land) Act 1999.

Appendix 3 – Related entities

Figure 40 outlines other bodies controlled by the department.

Figure 40 – Related entities				
Name	Functions and responsibilities	Achievements in 2011–12	Financial reporting arrangements	Costs
Transport Holdings Queensland Pty Ltd (THQ) incorporating Transmax Pty Ltd	<ul style="list-style-type: none"> Established by the Queensland Government for the purpose of jointly owning with Queensland Treasury Holdings Pty Ltd, the company DBCT Holdings Pty Ltd. DBCT Holdings acted as a lessor of the Dalrymple Bay Coal Terminal assets, on behalf of the Queensland Government. THQ also held the shareholdings in Queensland Motorways Limited. These interests were transferred to Queensland Treasury Holdings Pty Ltd in December 2010. These holdings have now been transferred out of THQ, which is now a holding company for the shareholder's shares in Transmax. Transmax Pty Ltd designs, develops and supports Intelligent Transport Systems (ITS) products and services, primarily using a propriety range of in-house developed systems known as STREAMS. These ITS products and services increase the capacity of existing and new road infrastructure by providing a means to operate road networks more efficiently, enhance road safety and collect necessary traffic information to improve future road network performance. STREAMS integrates the following functions within one system: <ul style="list-style-type: none"> motorway management incident and event management traffic signal management real-time passenger information parking guidance. 	<ul style="list-style-type: none"> A new constitution is being developed to reflect the revised nature of THQ. THQ did not make any significant financial results through operations. This is the reason for minimal costs being reported. Transport and Main Roads' shareholding in Transmax Pty Ltd was transferred to Transport Holdings Queensland Pty Ltd on 1 July 2011. For the 1 July 2011 to 30 June 2012 financial year, Transmax achieved a net profit (loss) before income tax of (\$70 758). Transmax revenue has increased since 2004 (the establishment of the company) as shown below: <ul style="list-style-type: none"> 2004 revenue \$2 992 962 2012 revenue \$12 152 796 The Transmax client base continues to grow with most Australian states now using features of STREAMS (Queensland, Victoria, South Australia and Tasmania). Discussions are under way with Western Australia. A new board was appointed from September 2011 to reform the company, re-focus on Queensland priorities and assist the department in developing a national ITS. Other major achievements during the year included: developing a new strategic plan to align with the department's 2020 ITS road map, winning the 2011 National iAward for e-Government, improved corporate governance and resolving a number of issues identified by the shareholder (the Director-General is the shareholder) by building better relationships and working in close partnership with the new board. Activities occurred during the year to promote the advantages of STREAMS internationally, including entering into a Software Distribution Agreement (non-exclusive) with TRL Limited (UK) London to market and sell STREAMS software in the Northern Hemisphere. Transmax formed partnerships with a number of major international companies as a consortium member bidding for a tender for a major ITS contract in Scotland. 	<p>An Annual Financial Report to Parliament will be provided to the shareholder and will be published on the Transmax website.</p> <p>This report details all major costs.</p>	<p>THQ costs: minimal</p> <p>Transmax Board costs: \$104 325.00</p>

Appendix 4 – Schedule of statutory bodies and instrumentalities

Figure 41 outlines reporting arrangements for relevant statutory bodies.

Figure 41 – Schedule of statutory bodies and instrumentalities				
Name	Function	Type of statutory authority or instrumentality	Legislation under which the body was established	Annual reporting arrangement
Far North Queensland Ports Corporation Limited	To manage and operate the ports of Cairns, Burketown, Cape Flattery, Cooktown, Karumba, Mourilyan, Port Kennedy (Thursday Island), Quintell Beach and Skardon River. As a port authority, its responsibilities include strategic port planning, port business development, port infrastructure development, environmental management and marine pollution (within its port limits), port security and safety, port efficiency, and maintaining navigable port depths for shipping.	Company, government owned corporation	<i>Government Owned Corporations Act 1993</i>	Annual Report to Parliament and Parliamentary Statement of Corporate Intent
Gladstone Ports Corporation Limited	To manage and operate the ports of Gladstone, Rockhampton and Bundaberg. As a port authority, its responsibilities include strategic port planning, port business development, port infrastructure development, environmental management and marine pollution (within its port limits), port security and safety, port efficiency, and maintaining navigable port depths for shipping.	Company, government owned corporation	<i>Government Owned Corporations Act 1993</i>	Annual Report to Parliament and Parliamentary Statement of Corporate Intent
North Queensland Bulk Ports Corporation Limited	To manage and operate the ports of Abbot Point, Hay Point, Weipa, Mackay and Maryborough. As a port authority, its responsibilities include strategic port planning, port business development, port infrastructure development, environmental management and marine pollution (within its port limits), port security and safety, port efficiency, and maintaining navigable port depths for shipping.	Company, government owned corporation	<i>Government Owned Corporations Act 1993</i>	Annual Report to Parliament and Parliamentary Statement of Corporate Intent
Port of Townsville Limited	To manage and operate the ports of Townsville and Lucinda. As a port authority, its responsibilities include strategic port planning, port business development, port infrastructure development, environmental management and marine pollution (within its port limits), port security and safety, port efficiency, and maintaining navigable port depths for shipping.	Company, government owned corporation	<i>Government Owned Corporations Act 1993</i>	Annual Report to Parliament and Parliamentary Statement of Corporate Intent
Queensland Rail Limited	To provide passenger transport services (above and below rail) and below rail freight network, including contracts with the Department of Transport and Main Roads and TransLink Transit Authority.	Company, government owned corporation	<i>Government Owned Corporations Act 1993</i>	Annual Report to Parliament and Parliamentary Statement of Corporate Intent
Maritime Safety Queensland	To protect Queensland's waterways and the people who use them.	A division of Transport and Main Roads	<i>Maritime Safety Queensland Act 2002</i>	Included in Transport and Main Roads' annual report

Appendix 5 – Boards and committees

Figure 42 outlines the 2011–12 performance of boards and committees controlled by the department.

Figure 42 – Boards and committees			
Name	Functions and responsibilities	Achievements in 2011–12	Costs
Academic Strategic Transport Research Alliance (ASTRA) Program Management Group	<ul style="list-style-type: none"> Provides program oversight and discussion on transport research needs and developments for ASTRA, a collaborative agreement between Transport and Main Roads, the University of Queensland, Queensland University of Technology and Griffith University, TransLink Transit Authority, Queensland Motorways Limited and the Motor Accident Insurance Commission 	<ul style="list-style-type: none"> Facilitated a safety seminar in collaboration with Transport and Main Roads Revised and drafted the ASTRA annual report, following partner consultation Developed and circulated a proposal for revising the current ASTRA research themes Coordinated university and agency partner meetings to effect collaboration 	NIL
Academic Strategic Transport Research Alliance (ASTRA) Strategic Management Committee	<ul style="list-style-type: none"> Provides strategic direction for, and approval of, the universities' work programs, and reviews the programs' benefits, execution and outcomes 	<ul style="list-style-type: none"> Endorsed the following initiatives: <ul style="list-style-type: none"> Visits by international transport experts bringing cutting edge knowledge to Queensland Investigation of pathways for undergraduate and postgraduate students into Transport and Main Roads to build transport capability across transport disciplines Opportunities for the department to collaborate with Griffith University in the Australian Urban Research Infrastructure Network to develop a data portal to improve data access for transport modelling and planning 	NIL
Driver Training Industry Working Group	<ul style="list-style-type: none"> Established for Queensland accredited driver trainers as an advisory and consultation forum for the department 	<ul style="list-style-type: none"> Considered statewide strategic and operational policy issues affecting the industry and its relationship with government 	\$1800.00
Gold Coast Waterways Steering Committee	<ul style="list-style-type: none"> Identifies infrastructure priorities and value-for-money opportunities Improves accessibility throughout Gold Coast waterways and to adjacent inland waterways and coastal waters Recognises environmental values, coastal processes and amenity Contributes to a sustainable community and healthy lifestyle by providing waterway access to natural open space areas and recreational facilities Contributes to continued economic prosperity of the Gold Coast and Queensland by supporting employment within the marine, tourism, and development sectors 	<ul style="list-style-type: none"> Completed dredging of: <ul style="list-style-type: none"> Seaway entrance North Channel west of Crab Island Main Channel near Jacobs Well West Crab Island Channel Progressed approvals and procurement for dredging in 2012–13 of the Coomera River and North, South and South Wave Break Island channels Investigated possible future dredging of Biggera Creek, Loders Creek and Nerang River Progressed the <i>Sand Management Plan</i> Completed the <i>Gold Coast Seaway Diver Access Study</i> Participated in the Gold Coast City Council <i>Commercial Operator Demand Study</i> and the <i>Transport and Main Roads Recreational Boating Demand Forecast</i> Commenced the <i>Broadwater Master Plan</i> as a separately funded joint state/council initiative 	
Queensland Motorcycle Safety Advisory Group	<ul style="list-style-type: none"> Provides a forum for consultation between representatives of Queensland's on-road motorcycling community, rider training organisations and the department Supports the goals, actions and initiatives in the <i>Queensland Motorcycle Safety Strategy 2009–2012</i> 	<ul style="list-style-type: none"> Assisted in developing the <i>Queensland Road Safety Strategy</i> 	\$350.00
Queensland Transport Logistics Council	<ul style="list-style-type: none"> Provides advice, research and pursue productivity, environmental and safety reform for the transport and logistics sector Facilitates the improved efficiency and integration of all freight transport modes in support of local, state and national objectives 	<ul style="list-style-type: none"> Provided advice to stakeholders on specific project, planning studies and regulatory issues, including: <ul style="list-style-type: none"> <i>Connecting SEQ 2031</i> National Safety Rail Regulator <i>Cross River Rail Environmental Impact Study</i> Kingsford Smith Drive National Heavy Vehicle Regulator Supported implementation of the <i>Integrated Freight Strategy for Queensland</i> through its working groups Appointed Dr Rebecca Michael to the position of Chief Executive Officer, which will provide additional leverage for the council to drive positive freight outcomes Developed a <i>Strategic Plan/Operational Plan 2012–2014</i> to guide activities and outcomes for the next three years Secured additional matched funding of \$200 000 from the Queensland and Australian Governments for the next three years 	\$134000.00

Name	Functions and responsibilities	Achievements in 2011–12	Costs
Regional Traffic Incident Management Coordination Group	<ul style="list-style-type: none"> Forms a multi-agency response and performance measures to traffic incidents, which provides maximum coordination in deploying resources to expedite safe and effective flow of traffic on roads 	<ul style="list-style-type: none"> Created and actively participated in multi-agency regional traffic incident management coordination groups across south-east Queensland, including South Coast, North Coast and the greater Brisbane area and Darling Downs Improved inter-agency coordination and cooperation Reduced incident duration and clearance times, improving safety for agency responders and motorists 	NIL
Road Accident Action Group	<ul style="list-style-type: none"> Provides community programs that predominately address driver fatigue 	<ul style="list-style-type: none"> Progressed major infrastructure improvements in the Bowen Basin region Delivered regional road safety educational campaigns, primarily targeting driver fatigue Commenced an applied research project to identify sites for new rest areas and stopping places, and upgrades to existing rest areas and stopping places in the Bowen Basin region 	NIL
Road Freight Industry Council	<ul style="list-style-type: none"> Established as a Ministerial Council in 1983 to establish a closer liaison between the Queensland Government and the road transport industry 	<ul style="list-style-type: none"> Helped shape input into development of the National Heavy Vehicle Regulator, road pricing initiatives and A-trailer charges Assisted with distributing flood recovery information to the transport sector 	NIL
Road Operations Coordination Group	<ul style="list-style-type: none"> Inter-agency committee for traffic incident management Cooperatively progresses issues as directed by the State Road Operations Steering Committee (SROSC) Identifies issues that impede collaboration between agencies Supports multi-agency pilot projects for traffic incident management 	<ul style="list-style-type: none"> Formalised and standardised incident performance reporting for Brisbane Metropolitan, North Coast and South Coast regions Developed and executed inter-agency traffic incident management plans for the department's North and South Coast regions Delivered actions from SROSC, including: <ul style="list-style-type: none"> identifying and working towards greater inter-agency system integration to detect and report on incidents continuing to evaluate and improve data collection, traffic incident response and clearance times 	NIL
Roads Alliance Board	<ul style="list-style-type: none"> Includes representatives from Transport and Main Roads and the Local Government Association of Queensland Sets the strategic direction of the alliance and oversees implementation of strategies and initiatives 	<ul style="list-style-type: none"> Oversaw the revision of the <i>Roads Alliance Operational Guidelines</i> Approved allocation of \$2 million as part of the Flood Resilience and Safety Program for the western Queensland regional road network Facilitated innovative programs to improve alliance process including finalising the Joint Purchasing and Resource Sharing Toolkit and expenditure reporting to allow Regional Road Groups to monitor their financial performance Supported extending Transport Infrastructure Development Scheme cycleways funding to councils outside south-east Queensland Oversaw the annual \$63 million Transport Infrastructure Development Scheme allocation to local government, which includes \$1 million per year from the Statewide Capability Development Fund for developing initiatives targeted at increasing the capability and capacity of Regional Road Groups 	NIL
Roads and Transport Infrastructure Reconstruction Committee	<ul style="list-style-type: none"> Supports the work of the Queensland Reconstruction Authority to manage the reconstruction of Queensland's integrated transport system, following the natural disasters of 2010–11 Provides an effective interface between stakeholders, the community and government interests, and ensures member organisations' perspectives are considered in the reconstruction program 	<ul style="list-style-type: none"> Met five times to engage and advise on the roads and transport reconstruction of Queensland Monitored progress of the department's Transport Network Reconstruction Program Provided updates to the Queensland Reconstruction Authority Considered ways to improve preparation for the wet season, including providing information to the community via the 13 19 40 website and phone number, and enforcing road closures 	NIL
Significant Environmental Areas Steering Committee	<ul style="list-style-type: none"> Assesses areas of the government-supported transport infrastructure corridors and assets that are considered to have the highest ecological or conservation value to determine if they should be designated as Significant Environmental Areas Includes members from Transport and Main Roads, Department of National Parks, Recreation, Sport and Racing, and Department of Science, Information Technology, Innovation and the Arts 	<ul style="list-style-type: none"> Commenced in December 2011 Assessed and designated two sites in the Yerlabon Desert and eastern Darling Downs 	NIL
State Road Operations Steering Committee	<ul style="list-style-type: none"> Senior inter-agency committee for traffic incident management chaired by the Director-General of Transport and Main Roads Steers the State Road Operations Coordination Group Responsible for overseeing and delivering ongoing work to improve traffic incident management in Queensland 	<ul style="list-style-type: none"> Developed and implemented the Traffic Incident Performance Measurement Framework to assess inter-agency performance in traffic incident management Escalated traffic incidents that impact on the network through exception reporting, which is provided on the duration of significant traffic crashes that impact on the reliability and efficiency of the network Promoted the rapid, well organised and coordinated clearance of incidents both across and within respective agency responsibilities 	NIL
Transport and Logistics Workforce Advisory Group – Queensland (TLWAG-Q)	<ul style="list-style-type: none"> Supports the Queensland Government and industry in identifying workforce capability issues and developing sustainable solutions 	<ul style="list-style-type: none"> Continued to develop, promote and support capability opportunities for the transport, logistics and supply chain industry through a statewide industry framework, <i>Workforce Futures 2012</i> Provided leadership to the department in developing strategies for connectivity, diversity, industry awareness and skilling workforce development Continued delivering the award-winning gender diversity program Women Take the Wheel, youth engagement and driver licensing programs such as Skilling Queenslanders for Work and Transition 2011 and 2012 Hosted the second National Transport and Logistics Workforce Planning and Skills Forum in September 2011, with 30 delegates from state and territory Transport and Logistics Workforce Advisory Groups 	NIL

Note: Costs include remuneration for the chair and members, and on-costs including travel, accommodation, motor vehicle allowance, consultancy fees, airfares and motor vehicle hire.

Appendix 6 – Camera Detected Offence Program

Figure 43 provides the Camera Detected Offence Program financial overview for 2011–12.

Figure 43 – Camera Detected Offence Program financial overview for 2011–12	
Revenue	\$'000
Department of Transport and Main Roads	\$65 474
Department of Treasury and Trade (State Penalties Enforcement Registry)	\$28 627
Total revenue	\$94 101
Administrative/operational costs	
Department of Transport and Main Roads	\$5662
Queensland Police Service – operating (including road safety enforcement initiatives)	\$29 175
Department of Treasury and Trade (State Penalties Enforcement Registry)	\$5025
Total administrative/operational costs	\$39 862
Expenditure of remaining revenue	
<i>Road safety education and awareness</i> Department of Transport and Main Roads	\$3831
<i>Road accident injury rehabilitation programs</i> Queensland Health – blood and blood products	\$4500
<i>Improvements to the safety of state-controlled roads</i> Department of Transport and Main Roads	\$22 367
<i>Digital platform and digital camera technology</i> Queensland Police Service	\$1422
<i>Queensland Motorbike Safety Strategy 2009–2012</i> Department of Transport and Main Roads	\$466
<i>Heavy vehicle rest areas</i> Department of Transport and Main Roads	\$766
<i>Intelligent traffic analysis system</i> Queensland Police Service	\$1253
Total expenditure of remaining revenue	\$34 605
Equity expenditure	
Queensland Police Service	\$5690
Total equity expenditure	\$5690
Balance of 2011–12 revenue	\$13 944

Transport and Main Roads and the Queensland Police Service incurred additional expenditure in 2011–12 that was paid out of prior year surpluses.

Community attitudes

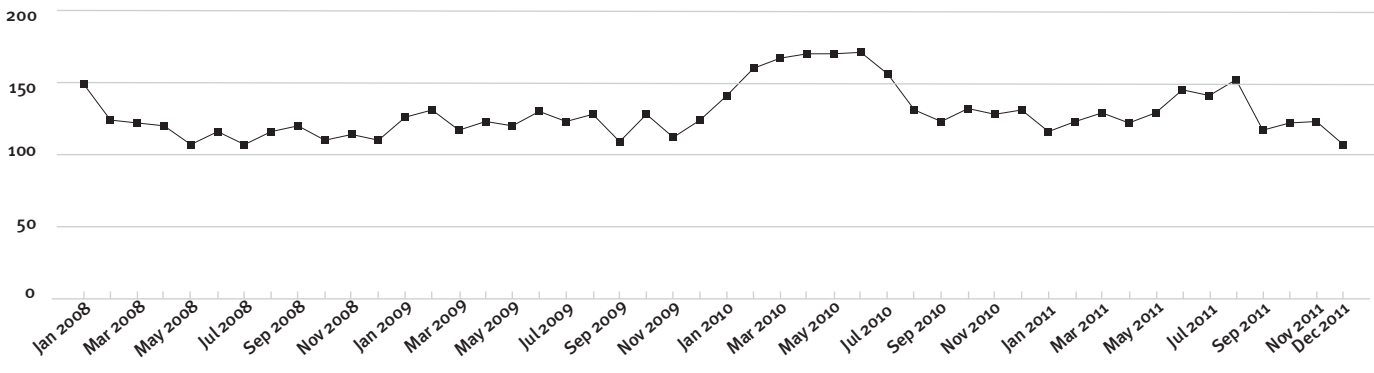
The following results from recent research[^] indicate the community regards speeding as a dangerous and unacceptable behaviour. Of those drivers surveyed:

- 84 per cent agreed with the statement 'I think speeding is a major contributor to crashes'
- 78 per cent agreed with the statement 'It's time the community took a stand against speeding'
- 54 per cent felt that speeding is as dangerous as drink driving
- 73 per cent supported the use of fixed speed cameras in Queensland
- 78 per cent supported the use of red light cameras that can also photograph vehicles that speed through the intersection
- 56 per cent supported the use of point-to-point (or average) speed camera systems
- 63 per cent supported the use of unmarked speed camera vehicles.

[^] Each year Transport and Main Roads commissions a *Road Safety Attitudes Tracking Study* by an independent market research company, Marketing and Communications Research. The most recent survey (August 2011) asked transport-related questions of a sample of 600 Queensland drivers/riders. A number of the questions were specific to the Camera Detected Offence Program.

Figure 44 shows the average number of vehicles that were monitored for every mobile speed camera notice that was issued between January 2008 and December 2011.

Figure 44 – Vehicles per mobile speed camera notice issued (number – month)



Data source: Queensland Police Service

Figure 45 – Mobile speed camera penalty brackets for 2011

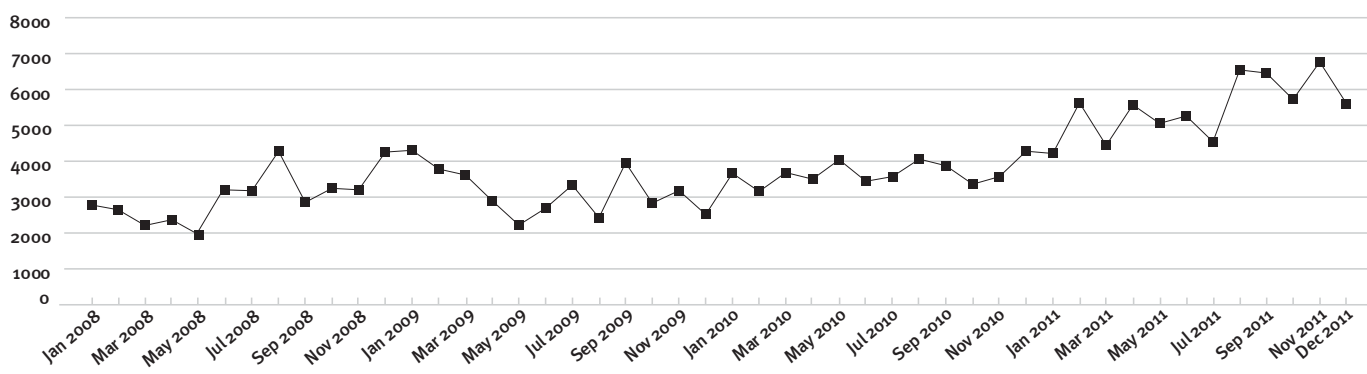
Penalty bracket	Less than 13 km/h	13–20 km/h	21–30 km/h	31–40 km/h	More than 40 km/h	Total
Number of mobile speed camera infringements	187 154	121 820	15 781	1 811	585	327 151
Percentage	57.2%	37.2%	4.8%	0.6%	0.2%	100%

Data source: Transport and Main Roads Data Analysis Team

Note: Penalty bracket is vehicle exceeding the speed limit by this amount.

In the 2011 calendar year, 32 961 red light camera infringement notices were issued. Figure 46 shows the average number of vehicles that were monitored for every red light camera notice that was issued between January 2008 and December 2011.

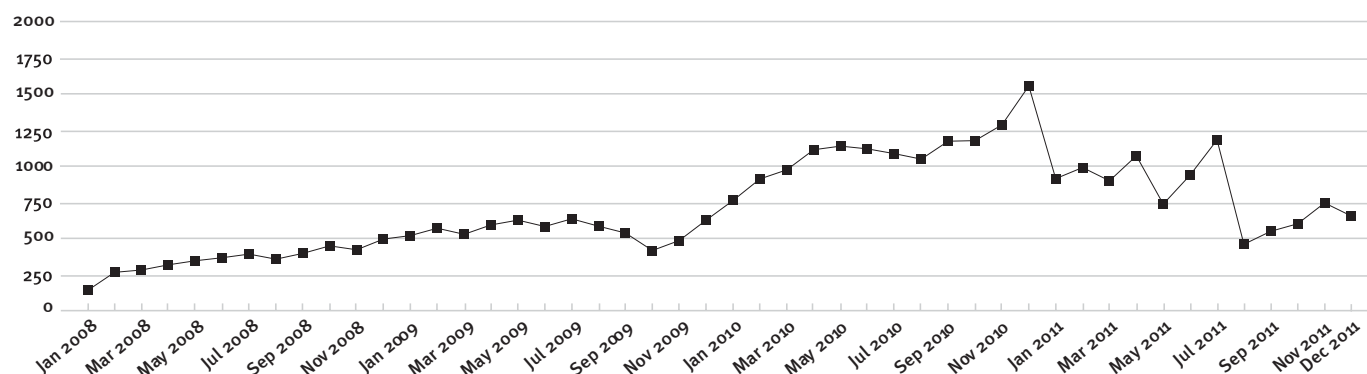
Figure 46 – Vehicles per red light camera notice issued (number – month)



Data source: Queensland Police Service

Figure 47 shows the average number of vehicles that were monitored for every fixed speed camera notice that was issued between January 2008 and December 2011.

Figure 47 – Vehicles per fixed speed camera notice issued (number – month)



Data source: Queensland Police Service

Note: Data for 2011 was captured from 17 fixed camera locations.

Figure 48 – Fixed speed camera penalty brackets for 2011

Penalty bracket	Less than 13 km/h	13–20 km/h	21–30 km/h	31–40 km/h	More than 40 km/h	Total
Number of fixed speed camera infringements	72 122	43 759	5038	746	236	121 901
Percentage	59.2%	35.9%	4.1%	0.6%	0.2%	100%

Data source: Transport and Main Roads Data Analysis Team

Note: Penalty bracket is vehicle exceeding the speed limit by this amount.

The point-to-point speed camera system became operational on 21 December 2011. A point-to-point (or average) speed camera system uses a number of cameras over a length of road to measure a vehicle's average speed between two points. Between 21 and 31 December 2011, there were 4294 vehicles monitored per notice issued by the point-to-point speed camera system where the average speed was calculated and 71 infringements issued (see Figure 49).

Figure 49 – Point-to-point speed camera penalty brackets for 2011

Penalty bracket	Less than 13 km/h	13–20 km/h	21–30 km/h	31–40 km/h	More than 40 km/h	Total
Number of point-to-point camera infringements	28	42	1	0	0	71
Percentage	39.4%	59.2%	1.4%	0.0%	0.0%	100%

Data source: Transport and Main Roads Data Analysis Team

Notes: Penalty bracket is vehicle exceeding the speed limit by this amount.

The point-to-point speed camera system became operational on 21 December 2011.

A point-to-point (or average) speed camera system uses a number of cameras over a length of road to measure a vehicle's average speed. The system uses the time it takes for a vehicle to travel between the two points to calculate the average speed of the vehicle: $\text{Speed} = \text{Distance} \div \text{Time}$.

Appendix 7 – Transport payments

Figure 50 – Passenger transport payments 2011–12

Passenger transport payments are for the period of 1 July 2011 to 30 June 2012 and are GST exclusive.

Name	Amount
Bus	
Bowen Transit	\$121 942.91
Buslink Queensland Pty Ltd	\$901 630.03
Campsie Bus Company Pty Ltd	\$762 377.87
Cavglass Pty Ltd	\$252 706.37
Chillagoe Observatory & Eco Lodge	\$9359.49
Christensen's Bus & Coach	\$266 159.32
Coast & Country Buses	\$13 846.83
Complete Golf Coaching Pty Ltd	\$21 943.33
Duffy's City Buses Pty Ltd	\$1 206 126.11
Gin Gin Mini Coaches	\$2930.45
Haidley's Panoramic Coaches	\$176 816.38
Hubbards Coaches Pty Ltd	\$9627.27
Loves Bus Service Qld	\$259 903.32
Mackay Transit Coaches Pty Ltd	\$1 931 179.36
Maryborough Hervey Bay Coaches	\$2 165 596.13
North Stradbroke Island Bus Service	\$102 592.18
Polley's Coaches	\$423 775.13
Stewart & Sons	\$81 887.92
Stradbroke Island Buses Pty Ltd	\$302 204.52
Suncoast Cabs Ltd	\$14 687.72
The Gray-Money Family Trust	\$60 941.61
Toowoomba Transit Pty Ltd	\$3 563 771.12
Trans North Pty Ltd	\$294 539.83
Transit Australia Pty Ltd	\$18 502 391.05
Veolia Transport Brisbane Pty Ltd	\$17 783.72
Yellow Cabs (Queensland) Pty Ltd	\$51 161.79
Young's Bus Service	\$1 325 651.69
Grand total	\$32 843 533.45
Ferry	
BITS Ferry Group Pty Ltd	\$1 329 020.18
Coochiemudlo Island Ferry Service Pty Ltd	\$183 648.26
Peddells Ferry & Tour Bus Service	\$117 243.62
Stradbroke Ferries Pty Ltd	\$51 416.80
Stradbroke Flyer	\$789 363.62
Sealink Queensland Pty Ltd	\$1 196 205.95
Grand total	\$3 666 898.43

Name	Amount
Long-distance rail	
Queensland Rail Limited	\$163 980 859.00
Cairns Kuranda Steam Pty Ltd	\$1 763 299.00
Rail Corporation New South Wales	\$2 578 539.00 (forecast amount)*
Subtotal	\$168 322 697.00
Air	
Skytrans Pty Ltd	\$6 417 406.95
Regional Express Pty Ltd	\$2 904 204.78
West Wing Aviation Pty Ltd	\$287 981.35
Hinterland Aviation Pty Ltd	\$13 040.89
Subtotal	\$9 622 633.97
Long-distance coach	
Greyhound Australia Pty Ltd	\$1 777 868.14
Summock Pty Ltd	\$365 156.69
Toowoomba Transit Pty Ltd	\$552 498.76
Bowen Coaches Pty Ltd	\$71 507.07
Douglas Family Trust	\$122 379.95
Country Road Coachlines	\$116 014.46
Trans North Pty Ltd	\$168 961.86
Callide Coaches	\$186 935.59
Jena Boran Aboriginal and Torres Strait Island Corporation	\$11 046.98
North Burnett Regional Council	\$11 678.79
G & S Shultz	\$6499.69
Subtotal	\$3 390 547.98
Total subsidy for long-distance services	\$181 335 878.95

Figure 51 – School transport operator payments 2011–12

School transport operator payments are for the period of 1 July 2011 to 30 June 2012 and are GST exclusive.

Contract name	Total payment	Contract name	Total payment
9DORF Pty Ltd (ACN 144832762) as trustee for (ATF) The 9DORF Family Trust	\$83 936.30	Barnes B & C	\$84 801.05
AT & SB Investments Pty Ltd (ACN 101198841)	\$59 219.95	Barr, Brian L & Sinnott, Margaret L	\$255 067.73
Abbott, Darrel Kim & Bernadette Helen	\$75 075.86	Barton, HN & SJ	\$59 110.66
Agostinelli, Laurence P & Lucy	\$39 262.76	Barton, Jeffrey J & Kathleen A	\$844 587.15
Ahrundee Pty Ltd (ACN 106192938)	\$125 916.52	Bauer, Graham L	\$124 436.97
Albeck, Arnold J & Evon J	\$72 014.16	Bauer, Karl C	\$187 884.67
Albeck, William H & Norma A	\$83 061.56	Baumann, Peter W & Colleen G	\$49 746.39
Aljamata Pty Ltd (ACN 099715867)	\$268 876.69	Bean, Sharyn Leanne	\$70 396.08
Allan, Warren J & Janice E	\$78 007.26	Beazley, Cheryl M & Lewis J	\$47 129.37
Allen, Julie-Ann	\$101 123.75	Bellingham, Peter T & Robyn N	\$89 909.25
Allen, Raymond & Ann-Maree	\$251 429.75	Bennett, Charles TE & Sharlee C	\$54 734.88
Alston, RJ & Talboys, DJ	\$11 318.30	Bennett, Raymond J & Daphne C	\$273 166.85
Althaus, Desmond P & Sandra J	\$75 991.62	Benson, Ian James Scott	\$60 285.03
Amberley–Rosewood Bus Co Pty Ltd (ACN 009668151)	\$175 881.69	Bentroy Pty Ltd trading as (T/A) Scifleet School Bus Service	\$290 295.88
Anaru, Susan Maree	\$107 345.37	Bergamay Pty Ltd ATF Berguard Asset Trust T/A Bergabus	\$45 265.75
Anderson, SJ	\$69 953.53	Bewick, Lincoln J & Roxanne C	\$45 672.71
Anderson, Steven & Jacqueline ATF The S&J Anderson Family Trust	\$50 252.37	Bidgood, Lindsay & Carolyn	\$64 544.31
Anscombe, Robin James & Christine Lynette	\$119 483.65	Biloela Coaches Pty Ltd (ACN 060320783)	\$100 947.53
Antonio, Michael L	\$185 439.40	Birch, MG & BL	\$88 395.32
Ardrey, Colin F & Noela	\$362 126.27	BITS Ferry Group Pty Ltd (ACN 108664848) ATF The BITS Trust	\$497 848.72
Armstrong, David B & Braun, Marianne I	\$96 194.19	Black & White Cabs Pty Ltd (ACN 054497353)	\$1 858 335.28
Arnold Buses Pty Ltd (ACN 099920966) ATF The Arnold Family Trust	\$244 497.43	Black and White Taxis Maryborough Pty Ltd	\$59 182.99
Atkinson, W & EA and P & CG	\$111 115.40	Blackburn, WJ & Allen, AM	\$256 751.25
Auburn Conveyance Inc	\$57 452.38	Bland, Desmond W & Rhonda K	\$51 566.93
Autism Queensland Inc	\$517 868.67	Blue & White Taxis (Gladstone) Pty Ltd (ACN 010390575)	\$322 305.26
B & C Fleming Pty Ltd (ACN 108522363) ATF BJJ Trust	\$59 907.39	Blue Cattle Dog Pty Ltd ATF The Baxter Family Trust	\$161 057.56
BA Downs Pastoral Pty Ltd (ACN 119780193) ATF Moran Family Trust	\$11 250.63	Blyth, Alan G & Gail P	\$94 349.75
Baker, Roger D & Lynda C	\$164 931.93	Blyth, James S, Janice L & Alan G	\$241 868.51
Baksaj, Michael B & Narelle	\$309 338.41	Bowen Transit Pty Ltd (ACN 105749602)	\$914 856.62
Baldock, Shirley, Neville W & David A	\$57 586.80	Bradfield, William H	\$90 777.60
Ball, Harold E & Karen L	\$93 334.40	Bradley's Buses Pty Ltd (ACN 072364973)	\$682 475.76
Bambino, Domenic & Tiffany M	\$197 752.03	Bradshaw, Kenneth H & Christine C	\$50 589.15
Bange, Brendan K & Kristine M	\$110 117.63	Brasminaco Pty Ltd (ACN 142072044) ATF M & B Panetta Family Trust	\$370 343.53
Bannerhive Pty Ltd (ACN 063747875)	\$58 536.79	Brauer, Owen R & Tracey L	\$310 192.76
Bardside Pty Ltd ATF The Wayne Campbell Trust	\$715 500.39	Brigalow Park Pty Ltd (ACN 113906979)	\$78 728.43
Barker, Eric W	\$113 073.45	Brisbane Bus Lines Pty Ltd (ACN 009739593)	\$2 646 611.73
Barker, John E & Glenda A	\$43 629.92	Brischetto, Charlie M & Colleen M	\$8 086.93
Barnard, Conway	\$67 180.47	Brizac Pty Ltd (ACN 120921539)	\$266 680.07
Barnard, Ian C	\$60 581.32	Broomhall, Robyn S	\$37 978.02

Contract name	Total payment
Brown, Rex W, Beverley A & Chris W	\$66 754.96
Bruce Neville Otto ATF The Otto Property Trust	\$105 595.09
Bryson Swan ATF Swann Family Trust No.2	\$18 268.60
Bundaberg Cab Co Pty Ltd	\$286 931.18
Burgess, James M & Maryann	\$95 464.34
Burloch Pty Ltd (ACN 116508420)	\$83 546.56
Burns, Dudley R & Sharyn J	\$243 068.56
Burnside Pty Ltd (ACN 054160977)	\$76 461.76
Burawong Bus Service Pty Ltd (ACN 141689983)	\$83 745.68
Bus Fox Pty Ltd ATF Fox Family Trust	\$938 434.04
Bus It Mackay Pty Ltd (ACN 109166583)	\$163 377.11
Bus Queensland (Lockyer Valley) Pty Ltd (ACN 140535888)	\$1 803 793.65
Bus Queensland Pty Ltd (ACN 010516757)	\$1 149 825.69
Buslink Queensland Pty Ltd (ACN 085000693)	\$1 276 324.77
Butler, Patrick G, Gloria A & Barry J	\$125 617.04
Cahill, Paul F	\$57 880.63
Carins Regional Council	\$6 060.00
Cairns Taxis Limited	\$160 580.08
Cairns, Richard G & Monica	\$83 775.81
Caitash Pty Ltd (ACN 075780942)	\$188 523.44
Caldwell, David S & Lisa J	\$84 743.62
Callide Coaches Pty Ltd (ACN 106306307) ATF MJ Moschioni Family Trust	\$615 528.35
Calypso Coaches Pty Ltd (ACN 101605289)	\$6 405.18
Campbell, Bruce G & Forrester, Vicki L	\$232 687.54
Campbell, Robert W	\$27 811.60
Campsie Bus Co Pty Ltd (ACN 000953328)	\$1 776 630.31
Capricorn Coast Taxi Services Pty Ltd (ACN 010999827)	\$67 774.74
Carbrook Coaches Pty Ltd (ACN 121677709) ATF Ryan Family Trust	\$19 868.82
Carney, David Robert & Rita Janelle	\$103 701.34
Casey, Francis & Gloria G	\$78 309.41
Cauley, Mark O & Margaret A	\$189 476.15
Caust, Gregory Paul	\$105 382.79
Cavanagh, Graham Norman	\$37 324.39
Cavanough, Evon Elizabeth	\$46 684.69
Cavbus Pty Ltd (ACN 096924677)	\$3 658 523.19
Cavglass Pty Ltd (ACN 124444711)	\$1 092 500.81
Chadwick, Daniel P & Karen L	\$73 522.96
Champion, Steven W & Shirley M	\$247 410.78
Chapman, Peter & Julie-Anne	\$161 229.25
Chatfield Kevin A & Kathleen	\$256 047.89
Christensen, Graham J & Lenore E	\$1 318 182.16
Christensen, Meryn R	\$57 786.23
Clark, Frederick F	\$164 719.74

Contract name	Total payment
Clarris, Philip J & Kaylene L	\$143 687.14
Clifford, Dennis & Stewart, Adele Lesley	\$71 415.51
Cochrane, Robert Scott & Judith Betty	\$549 533.28
Cogency Holdings Pty Ltd (ACN 133839880)	\$6 060.56
Coleman, Trevor J & Valarie M	\$406 380.38
Coles, Graham W & Lynette M	\$39 407.80
Complete Golf Coaching Pty Ltd (ACN 101380116)	\$79 786.23
Connolly, Trevor J & Paula M	\$31 518.25
Coochiemudlo Island Ferry Service Pty Ltd (ACN 109277376)	\$30 884.50
Cooktown Connections Pty Ltd (ACN 120945379) ATF Coventry Family Trust	\$323 123.45
Coolum Coaches Pty Ltd (ACN 087303964) ATF The Ross Family Trust	\$691 887.95
Coral Reef Coaches Pty Ltd (ACN 101829243) ATF Teppinel Trust	\$289 313.07
Corkill, Owen & Janelle	\$110 179.68
Cox, Michael & Gillian	\$13 345.96
Cox, Tibor, Alexander	\$17 442.39
Creevey, DJ & LJ	\$81 644.00
Crisp, GD, LM & TH	\$762 008.03
Croyberg Pty Ltd (ACN 050492923) ATF The EJ Hill Family Trust	\$372 959.86
Cunningham, Andrew	\$102 213.24
Curcio, De Gaspari Oreste	\$65 711.43
Curcio, Joseph F & Marcella M	\$48 045.16
Curd, KH & BD	\$75 633.53
D & S Porter Transport Pty Ltd (ACN 074464752)	\$164 599.53
Dairy Brokers Australia Pty Ltd	\$30 551.01
Dalby Courtesy Cabs	\$213.27
Dalby Courtesy Transport Pty Ltd (ACN 104017469)	\$3391.27
Dale, Donna Leanne	\$60 083.44
Dale, John M	\$78 327.09
Dalton, Beth Iona	\$126 582.63
Danes, Amanda Jane	\$29 515.70
Dascombe, Harvy K, Marianne F & Andrew K	\$1 715 066.32
Davison, Lynn	\$67 960.05
Day, Barry & Shona	\$62 026.14
De Iacovo, Gianfranco Claudio & Rosina	\$69 930.66
Denman, Jennifer Gaye	\$6919.80
Dentyl Pty Ltd (ACN 128836224) ATF Ray Penny Family Trust	\$7673.65
Dextapoly Pty Ltd (ACN 094908157)	\$88 381.22
Dionysius, John & Helen	\$145 792.11
Dodd Painting Pty Ltd ATF Dodd Family Discretionary Trust	\$53 332.62
Doherty, Edward Patrick	\$38 936.78

Contract name	Total payment
Dohle, Kenneth William & Kathryn Eileen May	\$87 287.81
Duffy's City Buses Pty Ltd (ACN 053761023) ATF The Duffy Trust	\$1 399 198.24
Duggan, John M & Michelle M	\$123 939.19
Dwyer, Danny J & Donna S	\$71 069.75
E & S Crocker Pty Ltd ATF Crocker Family Trust	\$356 261.81
Ebbage, Michael J	\$63 901.69
Edenvale Enterprises Pty Ltd	\$682 101.53
Edwards, Barry J & Leanne M	\$46 194.86
Edwards, John & Suzanne M	\$517 507.01
Edyvean, John G & Yvonne L	\$94 010.37
Edyvean, John Graeme	\$1566.04
Emerald Coaches Pty Ltd (ACN 103929371)	\$665 058.86
Emerson Bus Co Pty Ltd (ACN 126275205) ATF Emerson Family Unit Trust	\$835 004.95
Erickson, Christopher Cecil & Sandra	\$379 056.32
Ernestina Bus Co-Op Ltd	\$63 069.28
Espie, Allan Darryl	\$73 141.87
Eurombah Creek School Bus Association Incorporated	\$51 508.45
Evans, Kerry Anne	\$68 527.76
Evetts, Lizl	\$55 239.08
FSG Australia	\$2401.65
F.N.Q. Bus Lines Pty Ltd (ACN 004804808)	\$880 666.01
Farmer, Bradley Jason & Kellie Lorraine	\$60 224.97
Fatigue Management Coaches Pty Ltd (ACN 117944902)	\$62 922.26
Favro, Umberto & Catherine	\$9 436.16
Fermie, Tony J	\$43 152.43
Ferrier, Esmay	\$34 862.02
Fisher, Maurice E & Susan M	\$42 044.99
Fleiter, Adrian J & Sonya L	\$44 294.63
Fleming, E & MD	\$4035.00
Floyd, Mark H & Margaret A	\$28 918.47
Forbes, Glenden James	\$79 208.10
Forsberg, Alf Rene	\$159 795.64
Foster, Allan Robert	\$11 169.69
Fraser, Ann Maree	\$122 562.62
Fredrickson, AB & NG ATF AB & NG Fredrickson Family Trust	\$44 732.88
Frohloff, Sydney Ross & Leanne Marie	\$60 718.54
Fultonlawn Pty Ltd (ACN 010489068)	\$2 241 694.04
G & D Romanello Trust, Gary & Daryl Romanello	\$284 636.72
G & S Jacob & Sons Pty Ltd	\$180 806.31
GJ & G Driver Pty Ltd	\$183 813.92
G&A Holdings Invest Pty Ltd (ACN 146454131) ATF G&A Ravanello Family Trust	\$178 996.57
G.T.M. Pty Ltd (ACN 128633349)	\$68 260.38
Ganly, Kevin J & Lara G	\$125 738.51

Contract name	Total payment
Gary & Chirstine Rowen ATF The Rowen Family Trust	\$117 376.77
Gavanic Pty Ltd (ACN 153742682) ATF The Taylor Family Trust	\$53 449.58
Gavleen Pty Ltd (ACN 125742216) ATF The Donaldson Family Trust	\$121 775.98
Gay, Colin Francis & Bette M	\$245 692.47
Gehrke, Mervyn Charles	\$44 517.66
Geisel, Garry J & Rhonda E	\$124 999.21
George Goold	\$17 483.57
Gibson, Deborah	\$54 308.73
Gibson, Neil J & Karen M	\$43 697.02
Gilbert, Donald J	\$25 112.90
Giles, Barry ATF Giles Family Trust	\$318 316.84
Gilliland, Ian J & Catherine A	\$259 137.49
Glass House Mountains Taxis Pty Ltd (ACN 113853473)	\$15 951.20
Goldsmith, Carolin A & Paora R	\$5225.45
Goltz, Christine A	\$34 525.99
Goodwin, Scott D & Debbie L	\$274 021.32
Goody, Burnett G & Gale M	\$77 246.57
Gotz, Noel S & Lynette A	\$42 966.30
Gray, Clifford H & Barbara C	\$129 768.67
Green, Barry L & Mary E	\$25 982.52
Green, Tina Leanne ATF Shelanna Family Trust	\$120 422.85
Greenwood, David Wesley ATF The Greenwood Family Trust	\$304 957.50
Greg Goddard Motors Pty Ltd (ACN 005331215)	\$602 282.16
Grennan, Tony A & Doris	\$445 950.89
Greyhound Australia Pty Ltd (ACN 104326383)	\$36 463.04
Grimes, Barry & Sharon	\$73 873.06
Gunnis, P F & Wood, K L	\$169 477.38
Gympie Golden City Cabs Pty Ltd (ACN 081468573)	\$123 000.23
Hadley, Donald Noel	\$37 136.55
Haidley, Cameron & Lyndal	\$255 112.31
Haidley, Donald J	\$210 564.63
Hall, Barry David & Linda Joanne	\$18 179.99
Hamblin, Cameron J & Leah M	\$38 678.16
Hamilton, Bronwyn Joan ATF Bronwyn Hamilton Family Trust	\$142 399.53
Hampson, Debra Claudette	\$218 021.74
Hansen, Colin William & Jo-Anne Elizabeth	\$65 215.61
Harlow, Allan Charles Edmund	\$80 912.47
Harris, Diana R	\$53 403.49
Harrison, Alan & Alison M	\$41 122.80
Hartley, Mark James	\$72 159.87
Haslop, KA, AL & JA	\$56 299.11
Hatte, William J & Anne T	\$63 642.69

Contract name	Total payment
Hay, Barbara Anne	\$55 866.19
Hayes, Richard J	\$769 811.07
Hearn, Michael R & Catherine A	\$328 547.38
Heath, Janet Narelle	\$42 341.47
Heaton, Leo G	\$25 366.55
Heidrich, Friedrich & Cheryl J	\$61 164.37
Heir, Paul J & Maree A	\$94 689.19
Henningsen, Graham	\$77 751.36
Herron, Darren J	\$93 326.49
Hervey Bay Taxi Service Pty Ltd (ACN 010670283)	\$115 138.78
Heslin, Matthew J & Tracey R	\$115 717.81
Hickey, SM & Johnson, MS	\$45 437.39
Hilder, B & Hilder, K	\$31 386.51
Hill, Lachlan D & Susan J	\$104 991.30
Hillgrove Bus Inc	\$80 892.47
Hobbs Adams Pty Ltd (ACN 132754673) ATF Hobbs Trust No.1	\$26 304.76
Hodge, Ken G & Desley A ATF The Hodge Family Trust	\$268 851.53
Holzappel, Kevin E & Carol A	\$115 938.11
Homewood, M B & A	\$342 743.92
Hondarosa Enterprises Pty Ltd ATF Crameri Family Trust	\$256 576.43
Hooper Benjamin Allen & Daniel James	\$1672.73
Horn, Rodney J & Antoinette T	\$449 457.56
Hornery, Amanda L	\$27 315.15
Horrocks, Trevor T & Kim L	\$190 777.90
Horton, Colleen May	\$236 144.43
Houston, WP & SJ ATF W & S Houston Family Trust	\$50 289.68
Howe, David	\$1349.73
Hubbard, Leonard G & Joan L	\$114 417.59
Hubbards Coaches Pty Ltd (ACN 076988120) ATF Hubbard Family Trust	\$970 369.54
Humphreys, Brian E & Kathleen M	\$37 810.86
Hunter, Geoffrey Robert	\$58 948.06
Hyland, John Roger	\$108 020.65
IK & AJ Zerbst ATF The IK & AJ Zerbst Family Trust	\$225 485.94
I, A & D Logan Pty Ltd	\$8785.89
Icehaze Pty Ltd (ACN 107421769) ATF The Welsh Family Trust	\$102 904.32
Illeglove Pty Ltd (ACN 010397396)	\$280 682.47
Incenham Pty Ltd (ACN 010724624) ATF The Gray-Money Family Trust	\$5695.85
Ingham Travel Agency Pty Ltd (ACN 009983911)	\$754.66
Irvine, Murray J	\$45 020.36
J & J Waters Enterprises Pty Ltd	\$56 498.88
Jackson, Gregory J & Michelle J ATF Jackson Family Trust	\$73 377.49
Jackson, Lionel & Tania	\$61 655.21

Contract name	Total payment
Jackson, Peter R & Amanda A ATF Jackson Bus Trust	\$72 561.48
Jackson, Raymond C & Kathleen P	\$72 834.04
Jacob, Sandra Jeanette ATF The G & S Jacob Family Trust	\$179 854.07
Jamarla Pty Ltd (ACN 097542624)	\$132 524.98
Jamieson, Charon Ann	\$65 452.80
Jamieson, Raymond B & Shane E	\$136 768.23
Jaradel Pty Ltd (ACN 091033859)	\$112 670.98
Jarman Ace Pty Ltd ATF Stevens Family Trust	\$2 249 421.25
Jasbo Holdings Pty Ltd (ACN 100636002) ATF The Megaw Family Trust	\$173 582.03
JCL Snip Pty Ltd (ACN 102604508)	\$49 100.32
Jensen Mervyn Alexander & Jennifer Clair	\$84 765.68
Jensen, Donald J & Sue A	\$72 424.46
Jensen, RA & AJ	\$133 326.39
Jepsen, John E & Beverley R	\$45 772.96
Jesse, Jack R, Edna M, Richard T & Kathy J	\$893 176.14
Johnson, Shane A & Sonia L	\$64 311.03
Johnston MA & Trustee for the AJ Johnston Estate	\$162 599.72
Jokaye Pty Ltd (ACN 112285542) ATF The Millard Family Trust	\$42 215.84
Jones, Adrian Neil & Janette Marie	\$97 981.19
Jones, Elizabeth P	\$129 325.11
Jones, Leisa M	\$53 015.54
Jones, Robert R & Helen K	\$38 652.23
Justin, Theresa Gay	\$46 853.13
K & D Hills Pty Ltd (ACN 081071374)	\$103 204.01
Kamerling, Steven Gary	\$63 172.90
Keen, Dianne D	\$107 161.83
Keendew Pty Ltd (ACN 011044518)	\$304 102.75
Kellstar Pty Ltd (ACN 073449439)	\$34 022.63
Kelly, Michael Kevin & Patricia Ann	\$128 776.99
Kelso, Noel J & Mariann E	\$6757.15
Kenton 5 Pty Ltd (ACN 141405058) ATF The K & T Brown Family Trust	\$171 115.24
Keon Cargo Stevedoring (AUSTRALIA) Pty Ltd (ACN 075621386)	\$229 968.57
Kerr, William R & Kathryn P	\$48 836.21
Keydale Pty Ltd (ACN 010184353)	\$673 476.95
Killen, MH & KT	\$57 035.80
Kirby, Leslie J & Roslyn G	\$91 448.57
Klayland Pty Ltd (ACN 125840486) ATF Maguire Family Trust	\$184 792.01
Klupfel, Raymond K & Lynette	\$34 019.86
Knight, Stanley G & Patricia A	\$589 812.89
Koala Koaches Pty Ltd (ACN 010200281) ATF Richard Young Family Trust	\$290 610.26
Koch, Geoffrey E & Sherrell M	\$82 183.66

Contract name	Total payment
Krog, Kenneth J & Lillian E	\$69 798.31
Kuhle Pty Ltd (ACN 093136317) ATF Kuhlewein Family Trust	\$2 822 428.60
Kurz, MC & JE	\$207 904.08
LG Stewart Fam Co Pty Ltd (ACN 009971617) ATF LG Stewart Family Trust	\$1 243 047.08
Lahey, Greg Vernon	\$53 939.06
Laifoo, Ron G	\$4254.54
Landsberg, Maxwell N & Barbara S	\$53 802.25
Larard, David	\$74 765.10
Lawrie, David J & Rhondda M	\$397 601.72
Lawrie, DJ, RM, JP & KL	\$304 607.19
Leerentveld, Antonium M H & Nola E	\$72 534.76
Leishman, Leslie R & Kayleen F	\$81 863.26
Lema Investments Pty Ltd (ACN 105057850)	\$173 702.98
Lerch, PW & AM ATF The Lerch Family Trust	\$41 184.56
Loban Marine Pty Ltd (ACN 089166165)	\$178 070.64
Logan, Timothy S & Glenys M	\$97 916.06
Lor-ken Transit Pty Ltd (ACN 090 742 171)	\$103 166.11
Lowe, Phillip & Murray, Kim	\$125 365.80
Loy, Stanley A & Norma J	\$46 271.17
Lynd-Greenvale School Bus Association Inc	\$90 024.79
Lynis-Huffenreuter, JCG & BA	\$106 510.86
MJ Hill T/A Biloela Coaches	\$3474.40
Macait Pty Ltd ATF JJ & JJ Rudd Family Trust	\$110 234.34
Machfive Pty Ltd (ACN 135866205)	\$96 507.39
Mackay Taxi Holdings Pty Ltd	\$291 141.68
Mackay Transit Coaches Pty Ltd (ACN 050416227)	\$2 758 273.34
Mackenzie River Conveyance Inc	\$43 083.32
Mackenzie, JP & RJ	\$67 605.05
Macleay, Clayton & Fiona	\$54 670.64
Madden JM & Madden LM & Madden RE	\$35 928.27
Madin, Noelene Maria	\$86 277.71
Mahoney, Lynette J & John K	\$46 030.87
Maindelta Pty Ltd (ACN 010833324)	\$50 830.30
Markk Investments Pty Ltd (ACN 104399635)	\$398 887.87
Marshall, Edward John & Judith Anne	\$67 601.60
Martin, Clyde Paul & Gail Leanne	\$54 957.95
Marzeke Taxi Service Cunnamulla	\$1554.90
Mauger, David F & Julie M	\$77 401.07
McDonald, Coral C	\$64 572.58
McDowall, Dale RC & Susan M	\$62 493.44
McKenzie, Graham P & Robyn A	\$186 055.59
McCurley, Margaret May	\$45 468.95
McDonald, DC & MM	\$55 830.53
McDonald, Geoffrey John & Katrina Joy	\$36 440.39

Contract name	Total payment
McGowan, Troy A & Suzanne M	\$81 468.32
McInnes, Karen A	\$40 428.82
Mega Holdings Pty Ltd	\$1 786 563.77
Mel-A-Leaf Oils Pty Ltd (ACN 099374697)	\$193 962.82
Metro Coach Pty Ltd (ACN 134218465) ATF Coachtrans Unit Trust No.2	\$2 163 785.57
Meyers, Leslie Lloyd	\$81 692.16
Mickelbourgh, Betty Joan	\$57 497.09
Milburn, Garry M & Maureen P	\$10 289.96
Millard, Leslie R & Frances J	\$53 028.61
Millard, Michael H	\$86 654.27
Miller, Steve & Nancy	\$78 329.66
Minchin, DA & DL ATF The Minchin Family Trust	\$94 824.42
Minikin, Denis J & Lynne	\$123 589.92
Mistake Creek Area Conveyance Association Inc	\$60 890.07
Montgomery, Edgar R	\$120 975.55
Morris, Tonya ATF The Randal & Tonya Morris Family Trust	\$148 235.49
Morris, Barry L & Bronya A	\$416 986.49
Moschioni Investments Pty Ltd (ACN 143620179) ATF BJ Moschioni Family Trust	\$368 966.76
Mueller, Trevor A	\$110 362.14
Musso, GM ATF The Australian Project Trust	\$1 244 537.05
Myella Farm Stay Pty Ltd (ACN 111273057)	\$48 123.38
NE & RM Hughes Pty Ltd (ACN 063 791 113)	\$183 272.03
Nanango Taxi & Delivery Pty Ltd (ACN 143438172)	\$24 442.01
Napranum Aboriginal Council	\$154 416.59
Narwin Pty Ltd (ACN 068643710) ATF Brose Family Trust No.1	\$27 918.96
Nastasi, AB & KF	\$283 550.16
Naylor, Sharon Tammy	\$65 632.99
Nev Morris Transport Pty Ltd ATF The Nev & Deb Family Trust	\$83 633.31
Newman, Robert C & Janette	\$306 064.24
Nichol, W & T	\$55 845.39
Nolan, Rebecca	\$88 375.03
Nolan's Plumbing Pty Ltd (ACN 073222376) ATF The Nolan Family Trust	\$20 403.59
Norman, Kenneth J & Marjorie J	\$161 882.94
North Rolleston Conveyance Committee	\$77 497.10
North, Darryl W	\$230 480.69
Northern Peninsula Area Regional Council	\$87 271.39
Nugent, Brian Montague	\$30 745.16
Oakleigh Park Pty Ltd	\$47 998.64
O'Donnell, Angela	\$43 148.39
O'Leary, Neale J & Lindy K	\$93 214.31
Oliver, Julie Anne	\$50 088.88

Contract name	Total payment
O'Neill, Paul L	\$87 925.40
Oram, Mark L & Sandra M	\$54 075.70
O'Riordan, John Charles & Janet Leanne	\$305 055.24
Oz Lines Aust Pty Ltd (ACN 113049755) ATF The Osbaldiston Family Trust	\$115 275.27
PJ & RJ Selmanovic	\$62 115.02
Pagel, Gary J	\$117 545.50
Pagel, Glenn Desmond & Sheree Elizabeth	\$145 025.98
Pagel, Mark W & Julie A	\$154 804.97
Pago Holdings Pty Ltd (ACN 009315977) ATF Beagley Investment Trust	\$1 022 660.69
Park, JI & MA ATF Charleigh Trust	\$70 204.78
Parker, RP & JW	\$77 954.14
Pasin, Dino Robert & Karol Ulricke	\$33 500.14
Patch, Graham L & Colleen M ATF The Graham Patch Family Trust	\$48 342.07
Pattie, Matthew A & Tracey M	\$38 424.12
Payne, Peter C & Christine J	\$119 725.37
Peacock, John Vivian & CM	\$96 403.75
Peardon, Dale Nicholas	\$38 795.69
Pearson KL & Williams AM	\$451.00
Peebles, Alan R & Teresa M	\$76 414.40
Pelican Buses Pty Ltd ATF Pelican Buses Unit Trust	\$743 564.63
Perkins, Tony A & Toni L ATF T & T Perkins Trust	\$242 903.85
Peter Sinclair Pty Ltd (ACN 010674567) ATF Peter Sinclair Family Trust	\$265 099.23
Petrie, Alexander C	\$64 254.28
Pfeffer, Trevor Ian & Ruth Lynette	\$113 674.57
Philp, HC & Whiley, AC	\$134 720.35
Pickering, Wayne F	\$282 895.88
Pinbarren Transport Pty Ltd (ACN 067 838 742)	\$193 481.35
Pointon, Kim Maree	\$45 339.89
Pokkinghorne, Gary D & Sharon M	\$39 745.08
Polleys Coaches Pty Ltd (ACN 134694992)	\$2 064 249.69
Pugh, Richard A & Janeen M	\$104 004.95
Pukallus, Colin & Christine	\$42 680.93
Purcell, Martin A	\$239 836.28
Queensland Police Citizens Youth Welfare Association	\$56 285.14
Rackham, Jack C & Joanne M	\$74 594.48
Raida Enterprises Pty Ltd (ACN 011075639)	\$138 668.71
Range Charter Coaches Pty Ltd (ACN 118749572) ATF Jakertie Family Trust	\$233 517.73
Rawlinson, GW & SL	\$55 521.46
Rayment, Paul James	\$97 322.08
Reed, Graham L & Pauline D	\$142 578.55
Regent Taxis Ltd (ACN 009705113)	\$619 965.91
Reid, Cheryl Dawn	\$39 089.63

Contract name	Total payment
Reiser, Shane & Lorraine	\$31 978.76
Reiss, Raymond J & Gayleen M	\$76 117.81
Rewan School Bus Committee Inc (ACN IA36346)	\$40 885.90
Richter, Dawn	\$35 077.68
Ridden, RW	\$121 914.10
Rieck, Kerry J	\$220 082.48
Riley, Brent J & Amanda G	\$95 547.83
RK Lyons Pty Ltd ATF Lyons Business Trust	\$589 050.01
Robertson, Graham R	\$153 535.62
Robertson, Roland ATF Robertson Family Trust	\$67 017.99
Roboat Bus Company Pty Ltd (ACN 143382263) ATF Roboat Trust	\$123 646.01
Rockhampton Cab Company Ltd (ACN 009718807)	\$192 421.72
Rod North & Sons Transport (NQ) Pty Ltd (ACN 097916571)	\$61 442.91
Rod North & Sons Transport Pty Ltd (ACN 010818498)	\$453 334.49
Rolleston/Springsure Local Conveyance Group Inc	\$80 819.55
Romaio, Virginia	\$24 920.84
Rose, Lewis Victor	\$11 232.69
Ross Bus Company Pty Ltd (ACN 111712031)	\$509 002.44
Ross Ford Pty Ltd (ACN 070391089)	\$59 424.11
Ross, Gregory K & Donna M	\$522 628.86
Ross, James K & Jodi S	\$121 996.76
Ross, Peter John & Jennifer Mary	\$99 100.87
Rudd, Rebecca M & Tony E	\$35 327.34
Ryan, Mark John	\$39 349.85
SC Wheaton Pty Ltd	\$25 237.00
Sabatino SL & Sabatino MR	\$108 654.29
Sainty's Bus Service Pty Ltd (ACN 094075046)	\$343 038.36
Sandwin Pty Ltd (ACN 010455464)	\$122 747.39
Schimke, Christine Marjorie	\$58 380.53
Schlumpf, GS & KM	\$306 243.15
Schmid, Joseph P	\$134 967.71
Schneider, Jeff	\$54 915.24
Schultz, Daphne J	\$56 992.03
Schultz, Jeffrey Max	\$149 814.54
Scifleet, RE & SM	\$431 044.24
Scott, Darrell G & Janette R	\$69 221.61
Sea Cat Charters Pty Ltd (ACN 010551925)	\$59 038.25
Seccombe, Anthony D	\$283 367.28
Shanks, Ross & Elizabeth	\$107 396.37
Sheppard, Ronald W	\$155 796.14
Shoecraft, Elizabeth Ann	\$219 088.88
Shultz, Gerald A & Susan G	\$107 600.06
Silver Leaf Taxi Service	\$20 672.64
Smallacombe, Roger David & Kylie Louise	\$464 723.50

Contract name	Total payment
Smith, Colin J & Maree P	\$51 286.84
Smith, KD & JM	\$2923.26
Snell, Tony W	\$66 277.63
Southern Cross Transit (QLD) Pty Ltd	\$2 086 579.39
Southern RK & SM	\$1218.18
Stack, Donald J & Robyn J	\$94 526.68
Stafford, Robert C & Leila E	\$57 805.56
Stainkey, Trevor J & Shirley M	\$286 961.52
Standard White Cabs Ltd (ACN 009743962)	\$415 291.25
Stewart, Gary J & Pamela J	\$64 569.81
Stewart, Gregory J & Georgina A	\$136 358.83
Stewart, Kenneth Raymond	\$414 033.10
Stiles, Phillip Raymond	\$95 277.46
Stiller, RD & C	\$54 971.20
Stonehouse, Clint T & Veronica K	\$49 877.29
Stonestreet's Coaches Pty Ltd (ACN 002738927) ATF Kape Family Trust	\$308 001.46
Stonestreets Investments Pty Ltd (ACN 090 887 111)	\$1 641 817.60
Stormridge Pty Ltd (ACN 062473027)	\$636 310.75
Stradbroke Ferries Pty Ltd (ACN 009725713)	\$9744.20
Stradbroke Island Buses Pty Ltd (ACN 151219420)	\$62 578.29
Stratford, Duggan Leslie	\$306 733.31
Suncoast Cabs Ltd (ACN 010183892)	\$191 713.88
Sunferries Group Pty Ltd (ACN 148811170)	\$257 663.98
Sunshine Buses Pty Ltd	\$6 076 412.81
Surf City Coaches Pty Ltd (ACN 115011937)	\$4099.50
Sutherland, Ian Anderson	\$31 620.74
Sutton, Edward W & Kerry P	\$49 854.62
Swift, Carol A	\$44 881.43
TD & GR Eckel Pty Ltd (ACN 074 098 114)	\$324 178.09
TJL Enterprises Pty Ltd (ACN 092435704)	\$284 766.16
Tabetro Pty Ltd (ACN 010 276 490)	\$50 704.40
Tagai State College	\$3826.98
Tanner, Martin WR ATF The Tanner Family Trust	\$34 199.90
Tarasel Pty Ltd (ACN 010273088) ATF Harris Pollock Unit Trust	\$73 467.93
Tassex Pty Ltd (ACN 010663653)	\$79 117.65
Tate, Robert T	\$151 205.09
Taylor, Beven J & Voll, Norma E	\$91 513.75
Tellene Pty Ltd (ACN 010146237) ATF The Harlow Family Trust	\$60 210.03
Terrence Mark Black ATF TM & VM Black Family Trust	\$327 655.30
Thies, Desmond L & Mary V	\$73 025.93
Thomas, Jean	\$54 611.57
Thompson, JS & BS	\$115 013.55
Thompson, Lawrence M & Hayward, Helen G	\$301 456.43

Contract name	Total payment
Threlkeld Investments Pty Ltd (ACN 095617431)	\$411 014.02
Tigell, Graham R & Marie ATF The Tigell Family Trust	\$52 235.66
Tomkins, Graham L & Pamela J	\$111 284.57
Toonen, Victor Adrianus	\$120 337.10
Toowoomba Transit Pty Ltd (ACN 135249062)	\$3 501 385.69
Topp, Janelle	\$35 480.73
Torrisi, Guiseppe & Carolynne M	\$85 494.44
Torrisi, Salvatore	\$77 933.34
Townsend School Bus Services Pty Ltd (ACN 063956169)	\$9 996 342.99
Trans North Pty Ltd (ACN 074 538 159)	\$6 240 834.89
Transit Australia Pty Ltd (ACN 065794943)	\$2 931 657.98
Translink Transit Authority	\$20 467 621.81
Tritton, Corbett Richard	\$35 101.98
Trustee for AJ Johnston Estate & MA, KJ & RG Johnston	\$80 108.89
Tsakissiris, George & Joan	\$139 789.29
Tully, Malcolm Ross & Judith Ann	\$44 088.66
Turnbull, Geoffrey V & Paula G	\$89 145.06
United Cab Company Pty Ltd	\$58 850.62
Unold, Jaqueline	\$52 078.04
Unverzagt, Arnold A & Helen E	\$6390.76
Van Hoeyen, Stephen Gerard & Helen Mary	\$93 926.88
Vardy, David J & Carolyn K	\$80 599.83
Varta Echo Pty Ltd (ACN 011058361)	\$34 938.72
Vassallo, James & Sandra ATF The J & S Vassallo Family Trust	\$572 544.57
Vecchio-Ruggeri, F, S & V	\$211 137.78
Veivers, Kenneth S & Jeannine E	\$36 740.60
Vella, SJ & TL	\$130 019.55
Veolia Transport Brisbane Pty Ltd	\$510 094.54
Village Tax Cabs Pty Ltd (ACN 092776273)	\$47 899.45
WG & SM Heading Pty Ltd (ACN 010481017) ATF Heading Family Trust	\$280 400.00
Wales, Keith	\$92 775.68
Walker, Robert Earl Martin	\$40 665.56
Wall, JL & MJ ATF The Jim & Margaret Wall Family Trust	\$196 695.95
Wall, Wayne J & Jacqueline A	\$50 804.11
Walsh, Neville J & Narelle G	\$54 368.11
Warner, Anthony James & Tracey Leanne	\$67 156.29
Warrener, Donald William	\$68 970.35
Warwick Charter Coaches Pty Ltd ATF The Rettke Family Trust	\$306 515.10
Watkin, Aaron S & Susan	\$68 062.17
Watson, Noel & Karol Joye	\$34 250.36
Watt, Graham David	\$72 334.84
Watts, John W & Jo-Anne K	\$94 121.55

Contract name	Total payment
Waytee Pty Ltd (ACN 123014924) ATF Dowling Family Trust	\$207 095.54
Webb, Marius P & Julia R	\$118 272.10
Weier, Barry R & Peta M	\$53 171.52
Weier, Russell C & Pamela A	\$11 785.89
Weir, Lyle Joyce & Robert Francis	\$50 505.79
Western Cape College	\$29 039.57
Weston, Michael W & Julie A	\$20 998.15
Wests Transport Enterprises Pty Ltd (ACN 011034923)	\$366 086.73
Wheaton, PJ & AM	\$122 250.67
Wheeler, LW & CJ	\$136 794.73
Whelan, Ross James	\$8640.00
White Horse Coaches Pty Ltd (ACN 149768016)	\$458 008.37
White, Ashley Fotheringham	\$79 791.91
Whitley, Neil & Marilyn A	\$34 737.70
Wickham, Ronald R & Fay V	\$65 649.78
Wickham, Trevor Bruce	\$212 232.19
Wilkins, Colin Maxwell & Patricia A	\$107 074.14
Williams, GT, DA, GC, AT, BJ	\$38 826.76
Willjoy Pty Ltd ATF The Gist Family Trust (ACN 051094369)	\$35 181.13
Wills, David E & Zelma I	\$9349.96
Wills, Stephen C	\$59 128.57
Wilson, Michael & Schmidt, Danielle	\$4650.36
Wilson, Peter CM & Kay E	\$107 229.25
Wombat Wanderers Pty Ltd (ACN 066390955)	\$298 256.68
Wompos Pty Ltd (ACN 135089468)	\$50 980.90
Wondekai Grazing Co Pty Ltd (ACN 075245319) ATF Ross Muirhead Family Trust	\$51 570.77
Worth, Jeffrey J & Julie N	\$311 253.27
Worth, Peter D & Suzanne	\$140 020.01
Wright, Judith A, Gordon G, Heather Y & McBride, Noel A	\$107 740.70
Wyoming Distributors Pty Ltd	\$637 454.06
Yarrabah Aboriginal Council	\$40 926.62
Yarrow, Colleen M	\$53 233.08
Yellow Cabs (Queensland) Pty Ltd (ACN 009662408) ATF Monburn Trust	\$1 175 699.33
Young, David G, Philip J & Phyllis J	\$1 785 060.59
Zamoner Pty Ltd (ACN 003532625)	\$2 599 351.51
Zirbel, Gabriel L & Cubis, Kelly A	\$36 866.48
Zischke, GW & DL	\$855 468.74
Total	\$182 101 382.35

Glossary

Term	Definition
Above rail	activities required to provide and operate train services, including rollingstock provision and fuelling, rollingstock maintenance, non-train control-related communications (for example, train crew to other train crews of other trains), train crewing, terminal provision and services, freight handling, and marketing and administration of those services
Aircare	the department's vehicle emissions testing program
Austroroads	the national association of road transport and traffic authorities in Australia and New Zealand. Austroroads is governed by a council comprising senior executives of Australian Government and state road authorities, the Australian Local Government Association and Transit New Zealand
Below rail	activities associated with providing and managing rail infrastructure, including constructing, maintaining, renewing and upgrading rail infrastructure assets, and the network management services required to safely operate train services including train control and safe working procedures
Black Spot Program	an Australian Government-funded program that is part of the commitment to reduce crashes on Australian roads
BoatSafe	a competency-based training and assessment scheme modelled on national guidelines for the safe operation of recreational boats
B-Double vehicle	an articulated heavy vehicle towing two semi-trailers not in excess of 26 metres
Connecting SEQ 2031	the department's integrated regional transport plan for south-east Queensland
Corbel	a piece of masonry jutting out of a wall to carry any overhanging weight
Corporate plan	a high-level planning document that links long-term planning with operational delivery
Full-time equivalent	calculated by the number of hours worked in a period divided by the full-time hours prescribed by the award or industrial instrument for the person's position
Government Owned Corporation	government-owned trading enterprises that conduct activities and provide services in a commercial environment
Intelligent Transport Systems	information communication technology mechanisms used to manage traffic, such as traffic signals and variable message signs
LearnZone	the department's online learning system for staff
Nation Building Program	an Australian Government program to invest in road and rail infrastructure between 2008–09 and 2013–14
New Queensland Driver Licence	more secure, durable and reliable licences, authorities and proof of age cards to replace the laminated cards and marine licence confirmation reports that have been used in Queensland for the past 20 years
Kiss'n'ride	a drop-off point at a public transport location
qconnect	the department's program to fund public transport services throughout regional, rural and remote Queensland
Q-MATIC	automated ticketing machine used to monitor business transacted in customer service centres and minimise wait times
Queensland Floods Commission of Inquiry	an independent inquiry into the events leading to the 2010–11 Queensland floods, all aspects of the response and the subsequent aftermath
Queensland Rail Limited	a Government Owned Corporation that manages the regional non-coal rail network and the metropolitan rail network, and provides urban and regional passenger rail services

Term	Definition
QR National Limited	a private rail company that manages the dedicated Queensland coal rail network, and operates freight services previously operated by QR Limited prior to the privatisation of its freight operations in November 2010. The freight services operated by QR National comprise coal, bulk, general freight and intermodal rail services (within Queensland and nationally) and general freight road services within Queensland
Q-SAFE	Queensland's current practical driving test, designed to evaluate a person's ability to drive safely and correctly in different driving situations
Rail Safety Regulator	The Director-General of the Department of Transport and Main Roads is the Rail Safety Regulator. The role of the Rail Safety Regulator is to apply the <i>Transport (Rail Safety) Act 2010</i> to ensure rail safety and regulatory efficiency of rail operations in Queensland
Roads Alliance	the department's joint approach with local government to prioritise investment on local roads of regional significance to the road network
Road infrastructure	all physical road-related assets, including roads and pavements, bus and cycling facilities, tunnels, complex bridges, rest areas, signage, landscaping, animal crossings under and over roads, noise barriers, traffic signals and lighting
RoadTek	the commercial business unit in the department and a major provider of transport infrastructure solutions, providing construction and maintenance services across Queensland
Roadworks	planning, designing, building, maintaining, replacing, operating or upgrading any part of the road network, state strategic roads, regional roads and district roads (but not local roads)
State planning instruments	state planning regulatory provisions, regional plans, state planning policies and Queensland planning provisions that provide a clear statement of the government's position on state interests in planning and development-related matters to assist local government, the community and the development industry by providing more certainty and accountability for planning decisions
Safer Roads Sooner	the Queensland Government's targeted program to improve the road safety performance of state-controlled and national road networks. It is funded by revenue from camera-detected offences, and delivers projects to address the road toll and reduce the number of people who sustain serious injuries in road crashes
Stakeholder	anyone or any group that either influences or is affected by our business
State-controlled roads	roads controlled and managed by the Queensland Government. They include the AusLink national road network, state strategic roads, regional roads and district roads (but not local roads)
T2 transit lanes	road lanes set aside for vehicles with two or more passengers, to encourage drivers to carpool and reduce the number of vehicles using a road during peak times
T3 transit lanes	road lanes set aside for vehicles with three or more passengers, public transport buses, tourism and courtesy coaches, taxis and limousines, emergency vehicles, bicycles and motor bikes
TransLink Transit Authority	the authority that coordinates and delivers bus, train and ferry services across south-east Queensland
TravelSmart	the department's voluntary travel behaviour change program that encourages people to use sustainable travel modes such as public transport, walking, cycling and carpooling instead of single occupancy vehicle travel
Veloway	a sealed bikeway that provides a safe, dedicated route for cyclists
Zero Harm	a Workplace Health and Safety vision that aspires to achieve an incident and injury-free work environment where every person comes to work and goes home again safely

Acronyms

Acronyms	Definition
4G	Fourth generation
ABS	Australian Bureau of Statistics
ACN	Australian Company Number
AMSA	Australian Maritime Safety Authority
ASTRA	Academic Strategic Transport Research Alliance
ATF	As Trustee For
CBD	Central Business District
CNI	City North Infrastructure
COAG	Council of Australian Governments
CO ₂	Carbon Dioxide
FTE	Full-time Equivalent
GCWA	Gold Coast Waterways Authority
GPS	Global Positioning System
GST	Goods and Services Tax
GVM	Gross Vehicle Mass
HR	Human Resources
ICT	Information and Communication Technology
IRI	International Roughness Index
IRTPs	Integrated Regional Transport Plans
ISSN	International Standard Serial Number
ITS	Intelligent Transport Systems
LTI	Lost Time Injuries
LTIFR	Lost Time Injury Frequency Rate
MTPA	Million Tonnes Per Annum
NDRRA	National Disaster Relief and Recovery Arrangements
NQDL	New Queensland Driver Licence
POTL	Port of Townsville Limited
PPM	Parts Per Million
QBFP	Queensland Boating and Fisheries Patrol
QR	Queensland Rail
QTRIP	Queensland Transport and Roads Investment Program
REEFVTS	Great Barrier Reef and Torres Strait Vessel Traffic Service
SEMP	<i>Strategic Energy Management Plan</i>
SEQ	South-east Queensland
SPP	State Planning Program
SROSC	State Road Operations Steering Committee
T/A	Trading As

Acronyms	Definition
TCP	<i>Transport Coordination Plan</i>
THQ	Transport Holdings Queensland Pty Ltd
TIDS	Transport Infrastructure Development Scheme
TIPS	<i>Transport Infrastructure Portfolio Strategy</i>
TLWAG	Transport and Logistics Workforce Advisory Group
UNESCO	United Nations Educational, Scientific and Cultural Organisation
VoIP	Voice over Internet Protocol
WHS	Workplace Health and Safety

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Contact information

Customer service centres

Addresses for the department's statewide network of customer service centres are listed in Figure 52. For details about the services we provide, visit our website at www.tmr.qld.gov.au or telephone our call centre on 13 23 80*.

*A local call charge if calling within Australia. Higher rates apply from mobile phones and payphones. For international callers, please phone +61 7 3834 2011.

Figure 52 – Customer service centres

Suburb	Address	Suburb	Address
Atherton	Shop 2, 13B Herberton Road, Atherton Qld 4883	Ipswich	2 Colvin Street, North Ipswich Qld 4305
Barcaldine	74 Ash Street, Barcaldine Qld 4725	Kingaroy	Artie Kerr Building, 130 Kingaroy Street, Kingaroy Qld 4610
Beenleigh	31 Logan River Road, Beenleigh Qld 4207	Logan City	43–45 Jacaranda Avenue, Logan Central Qld 4114
Blackwater	8 Blain Street, Blackwater Qld 4717	Longreach	14 Wonga Street, Longreach Qld 4730
Bowen	6 Herbert Street, Bowen Qld 4805	Macgregor	Kessels Court, 567 Kessels Road, Macgregor Qld 4109
Brisbane City	229 Elizabeth Street, Brisbane Qld 4000	Mackay	Cnr Endeavour Street and Industrial Street, Mackay Qld 4740
Bundaberg	9 Production Street, West Bundaberg Qld 4670	Mareeba	147 Walsh Street, Mareeba Qld 4880
Bundall	30 Upton Street, Bundall Qld 4217	Maroochydore	6 Kelly Court (off Kayleigh Drive), Maroochydore Qld 4558
Burleigh Waters	Burleigh Home Space, 1 Santa Maria Court, Burleigh Waters Qld 4220	Maryborough	Bright Street, Maryborough Qld 4650
Caboolture	Cnr Aerodrome Road and Piper Street, Caboolture Qld 4510	Mount Isa	Shop 1, 29 Simpson Street, Mount Isa Qld 4825
Cairns (Bentley Park)	Shop 18, Bentley Village Shopping Centre, 96 McLaughlin Road, Bentley Park Qld 4869	Nambour	Cnr Stanley Street and Coronation Avenue, Nambour Qld 4560
Cairns (Kenny Street)	82–86 Kenny Street, Portsmith, Cairns Qld 4870	Proserpine	55 Main Street, Proserpine Qld 4800
Caloundra	54 Canberra Terrace, Caloundra Qld 4551	Redbank	Shop 221, Level 2, Redbank Plaza Shopping Centre, 1 Collingwood Drive, Redbank Qld 4301
Charleville	Hood Street, Charleville Qld 4470	Redcliffe (Kippa Ring)	Cnr Beach Street and Bingle Street, Kippa Ring Qld 4021
Charters Towers	11–15 Church Street, Charters Towers Qld 4820	Rockhampton	31 Knight Street, North Rockhampton Qld 4701
Chermside	766 Gympie Road, Chermside Qld 4032	Roma	56–58 Gregory Street, Roma Qld 4455
Cleveland	Ross Court Centre, Cnr Bloomfield Street and Ross Court, Cleveland Qld 4163	Rosalie	109 Beck Street (Cnr Boys Street), Paddington Qld 4064
Cloncurry	16–22 Ramsay Street, Cloncurry Qld 4824	Sherwood	14 Primrose Street, Sherwood Qld 4075
Currumbin Waters	Unit 3, 109 Currumbin Creek Road, Currumbin Waters Qld 4223	Southport	265 Nerang Street, Southport Qld 4215
Dalby	20 Cunningham Street, Dalby Qld 4405	Spring Hill	477 Boundary Street, Spring Hill Qld 4004
Emerald	83 Esmond Street, Emerald Qld 4720	Strathpine	43 Bells Pocket Road, Strathpine Qld 4500
Gladstone	2 Paterson Street, Gladstone Qld 4680	Tewantin	8 Sidoni Street, Tewantin Qld 4565
Goondiwindi	6 Brisbane Street, Goondiwindi Qld 4390	Toowoomba (City)	Cnr Clopton and Phillip Street, Toowoomba Qld 4350
Greenslopes	Greenslopes Shopping Mall, 700 Logan Road (Cnr Plimsoll Street), Greenslopes Qld 4120	Toowoomba (Harristown)	Cnr Yaldwyn Street and Warwick Street, Toowoomba Qld 4350
Gympie	44 Duke Street, Gympie Qld 4570	Townsville (City)	146 Wills Street, Townsville Qld 4814
Helensvale	Helensvale Plaza Shopping Centre, 12 Sir John Overall Drive, Helensvale Qld 4212	Townsville (Garbutt)	21–35 Leyland Street, Garbutt Qld 4814
Hervey Bay	50–54 Main Street, Pialba Qld 4655	Warwick	51 Victoria Street, Warwick Qld 4370
Innisfail	12–14 Clifford Road, Innisfail Qld 4860	Wynnum	139 Tingal Road, Wynnum Qld 4178
		Zillmere	69 Pineapple Street, Zillmere Qld 4034

