



## Introduction

Cyclist on the new Princess Alexandra Hospital Bikeway  
Brisbane, October 2009



# Background of the QTRIP

In March 2009, the new department Transport and Main Roads (TMR) was created, combining the former two departments Queensland Transport and Main Roads. The new department is responsible for planning, managing and delivering Queensland's integrated transport environment to achieve sustainable transport solutions for road, rail, air and sea.

The *Queensland Transport and Roads Investment Program 2010-11 to 2013-14* (QTRIP) is the flagship document for the new department, and brings together the program of works for transport and road projects for the first time.

The QTRIP details the projects TMR plans to deliver over the next four years, and replaces the *Roads Implementation Program*, which was published annually by the former department, Main Roads.

The continued collaboration of transport and road specialists across the new department will mean an increased focus on developing integrated transport solutions. Benefits include:

- ensuring project delivery progresses smoothly by enabling workforce planning across all industry sectors
- providing transparency about transport and road projects
- ensuring strategies and policies are integrated across jurisdictional boundaries and with the private sector
- coordinating infrastructure and services across various transport modes
- integrating transport planning and land use planning so that development has an appropriate level of accessibility, and land use structures support sustainable transport options.

## Purpose

The QTRIP enables TMR to:

- comply with legislative requirements

- provide stakeholders with information to make more informed business and workforce planning decisions
- provide stakeholders with information to be able to influence future transport and road investment decisions
- build on and inform other transport strategies and plans
- demonstrate the support provided to local government and Indigenous communities for local road upgrades.

## Content

The QTRIP identifies firm funding commitments for the first two years for Queensland Government funded road projects, and for the first year for Australian Government funded road projects, and transport projects. It identifies indicative funding for the remaining years of the four-year program.

Publishing a four year program of works, rather than the five year program as published previously, ensures there is consistency with the Queensland Government's forward estimates time frames.

*The Roads Alliance: Addendum to the Queensland Transport and Roads Investment Program 2010-11 to 2013-14* identifies firm commitments for works on Local Roads of Regional Significance for the first two years, and indicative funding for the last two years.

The program of works published in the QTRIP is developed in line with Australian Government and Queensland Government funding allocations in their respective annual budgets.

The QTRIP complies with Queensland Government and Australian Government policy objectives and TMR's business direction as set out in the *Transport and Main Roads Corporate Plan 2010-2014*. It includes government commitments for transport and road projects.

Expenditure and allocation figures in the QTRIP do not include commercial works delivered by Queensland Motorways Limited, Queensland Port Authorities, or Queensland Rail.

## Legislative requirements

Under the *Transport Infrastructure Act 1994*, the Director-General is required to produce an annually-published program. The Minister's approval of the QTRIP equates to approval for individual road projects, and the transport program will also be incorporated into this publication from 2010-11 onwards.

According to the *Transport Infrastructure Act 1994*, the QTRIP must be publicly available and include details of funding for the upcoming year, and one or more later years.

The QTRIP is TMR's investment plan for infrastructure assets, as required by the *Financial Performance and Management Standard 2009*.

Legislation requires an integrated approach to transport and related land-use planning across all levels of government. To enable this integration, the *Transport Planning and Coordination Act 1994*, *Transport Infrastructure Act 1994* and *Sustainable Planning Act 2009* require the following documents to be prepared, in addition to the QTRIP:

- the *Transport Coordination Plan*, which provides policy coordination and consistency of direction across the various modes of transport (for example, road and rail)
- the *South East Queensland Regional Plan* and the *South East Queensland Infrastructure Plan and Program*
- individual modal strategies, such as *Roads Connecting Queenslanders*
- integrated regional transport plans for all modes of transport, which take into account land use and long-term regional transport requirements
- documents to assist each local government to integrate land and infrastructure use.

## Stakeholder engagement

Queensland's transport and road system is an integral part of community life – connecting people, business and industry, markets, employment and social networks. Transport infrastructure must meet community needs while keeping pace with changes in the global economy, population growth, industry dynamics, changing travel patterns, the changing nature of work, and social and environmental trends. TMR is committed to managing and operating a safe and efficient transport system that will provide a sustainable legacy for future generations of Queenslanders.

Connecting with stakeholders is an essential part of TMR's business. TMR is committed to understanding and responding to the needs and expectations of stakeholders to achieve the best transport and road outcomes for Queensland.

### Key stakeholders

TMR connects directly with a broad range of stakeholders through a wide range of engagement activities including one-on-one engagement, community engagement, industry briefings, and establishing alliances and partnerships with external organisations.

The department's key stakeholders include individuals, groups and organisations from across the community and government such as Queensland Police; Department of Infrastructure and Planning; local government; the Local Government Association of Queensland; the Australian Government; RACQ; Queensland Trucking Association; Bicycle Queensland; and AgForce Queensland.

Major industry partners and suppliers include Queensland Major Contractors Association; Civil Contractors Federation; Aboriginal Areas Protection Agency; Consult Australia; Engineers Australia; the Australian Asphalt Pavement Association; and universities.

These stakeholders are vital partners in TMR's business. They provide a level of critical analysis, input and advice that helps the department refine its policies, programs, investment decisions and services. TMR remains committed to nurturing these relationships into the future.

As part of this dialogue, TMR asks its key stakeholders to rate the quality of relationships with them, rating TMR's performance against the elements of trust, commitment, recognition and inclusiveness. TMR uses this information to continue to improve interactions with stakeholders and ensure these relationships are strong, long-lasting and mutually beneficial.

### Benefits of stakeholder engagement

Stakeholder engagement helps TMR stay attuned to the changing preferences, needs and expectations of stakeholders. It helps the department understand what its stakeholders value, and means that these values can be considered during decision-making and planning processes. This ensures TMR's delivery and management of the transport and road system is more effective and reliable, safety targets are improved, and the overall transport network is better preserved and managed. This enables TMR to continue to deliver improved transport and road infrastructure for Queensland.

Community and stakeholder participation makes a real difference in helping TMR develop and implement sustainable policies, programs and services to deliver longer-term benefits for communities. It enables the department to get a better understanding and appreciation of stakeholders needs, and has proven to be highly effective in helping ensure the services that are delivered are better aligned with these needs.

The benefits of effective stakeholder relationships include:

- transparency of decision making processes
- improved coordination of strategies and activities
- working with local government to develop "one network" that recognises the function of strategic local government roads
- a transport network that is integrated, more efficient and effective
- better coordination of planning across the state.

### Stakeholder involvement in planning

TMR works with key stakeholders to plan and deliver:

- integrated regional transport plans for many regions across Queensland
- rail network strategies and intermodal facilities to improve rail and road integration
- road planning and construction works to provide a safe network to meet the community's needs
- port strategies to focus investments where additional capacity is required
- air and rail community service obligations to provide population centres with access during floods
- public transport, cycling and walking plans to help provide convenient and safe travel opportunities.

### Working with communities

The decentralised nature of TMR's operations has provided a strong local presence in Queensland communities for many years. This ensures the department has built and sustained strong relationships with stakeholders, primarily through engagement with the community on infrastructure projects.

An overarching engagement policy, accompanied by standards and guidelines, has been in place since 1996. Staff are also supported by a resource kit, tool box and planner. The department also conducts two-day, in-house engagement training, aimed at building engagement skills. These resources guide staff in undertaking the department's broader community engagement activities.

## Working with local government

TMR, the Local Government Association of Queensland (LGAQ) and local governments collaborate in the Roads Alliance to manage Queensland's road network, irrespective of ownership.

The Roads Alliance was established in 2002 to address state and local road network challenges and manage Local Roads of Regional Significance (LRRS). The LRRS network is approximately 33,600km in length and comprises lower-order state-controlled roads and higher-order local government-controlled roads.

Since the inception of the Roads Alliance, the Queensland Government has increased investment in the LRRS network from \$307 million per annum in 2005-06 to \$478 million per annum in 2010-11. The four-year program of works detailed in *The Roads Alliance: Addendum to the Queensland Transport and Roads Investment Program 2010-11 to 2013-14* reflects this funding.

In addition to the current Transport Infrastructure Development Scheme (TIDS) funding, \$30 million per annum for the next four years was announced in March 2010, for the Regional Safety and Development Program. This funding is available to Regional Road Groups (RRGs) in western, rural and remote areas of Queensland. The funding will improve rural roads and help secure the future of these regions by promoting economic prosperity and employment.

Investment in the LRRS network is managed by 19 RRGs. RRGs are voluntarily formed by regional groupings of mayors and TMR regional representatives and have substantial decision making authority under the Roads Alliance.

RRGs determine the expenditure priorities for the development, management and delivery of regional road programs. These programs are derived from RRG regional investment strategies, which outline:

- the long-term vision for each segment of the LRRS network, providing the foundation for the RRG program development process
- the short-term priorities that guide the selection of projects to be included in the program of works.

The formation of the Roads Alliance has led to increased collaboration, capability building and engagement in the regions. Collaboration based on regional priorities for community outcomes, rather than road ownership will continue as the key driver of the Roads Alliance. Through this collaborative approach, the Roads Alliance focuses on:

- coordinated road network planning
- improved sharing of resources and information, resulting in increased capacity and capability
- improved road delivery efficiency
- improved road stewardship practice, with a particular emphasis on road safety.

Looking to the future, continued improvement and greater innovation will remain a priority of the Roads Alliance. The Roads Alliance will also seek to capitalise on the amalgamation of Queensland Transport and Main Roads, and will identify and investigate opportunities to address broader transport issues.

## Working with national stakeholders

TMR represents Queensland's interests on a national level by engaging with the peak Australian transport and road bodies, including the Australian Transport Council; the Standing Committee on Transport; Austroads; the Australian Road Forum; and ARRB Group Ltd. Through this representation, the department is recognised nationally and internationally for its contribution to the roads agenda and for its willingness to learn from others.

These associations enable the department to participate in both the World Road Association and the International Road Federation, and position Queensland as the Smart State.

TMR is working with the transport industry and other agencies to implement the national Intelligent Access Program. This innovative approach provides heavy vehicles with access, or improved access, to the Australian road network. In return, heavy vehicles are remotely monitored by satellite-based telemetry services to ensure compliance with specific access conditions. This benefits the transport industry by increasing vehicle efficiency and productivity, providing for better preservation of the road network, and improving safety conditions.

TMR's involvement with Austroads, the association of Australian and New Zealand road transport and traffic authorities, helps shape the development of national transport policies, standards and guidelines to ensure that transport challenges unique to Queensland are highlighted and given due consideration.

## Policy and planning

Transport and Main Roads (TMR) sets its strategic policy direction to enable it to plan, manage and oversee the delivery of a safe, efficient and integrated transport system that supports sustainable economic, social and environmental outcomes in Queensland.

The department ensures its strategic policy direction contributes to the Queensland Government's five ambitions for the state: strong, green, smart, healthy and fair as part of *Toward Q2: Tomorrow's Queensland*.

### The planning cycle

TMR uses a transport system management cycle to provide a broad framework that supports clear decision making for TMR's policy, planning and investment. This cycle is consistent with the Australian Transport Council's *National Guidelines for Transport System Management in Australia*.

The *Transport Planning and Coordination Act 1994* sets the requirement for TMR to develop the *Transport Coordination Plan* (TCP). The TCP provides a framework for strategic planning and management of transport resources in Queensland, and sets the long term objectives for the Queensland transport system.

Implementing these objectives occurs through various transport system modal strategies; integrated regional transport plans; infrastructure delivery plans such as the *Queensland Transport and Roads Investment Program 2010-11 to 2013-14*; and corridor, route and link plans. At an operational level the TCP influences the actions taken through input to the *Transport and Main Roads Corporate Plan 2010-2014* and subsequent business plans followed throughout the department.

From these strategies, plans and programs TMR makes strategic investment choices and operational budget allocations to best meet the strategic objectives of TMR's transport system strategies and plans. Progress against these strategic objectives is evaluated on an ongoing basis and results are reported through the department's *Annual Report* and the *Transport and Main Roads Service Delivery Statement*.

TMR uses a range of external scanning mechanisms to inform future adjustments to the long term direction and subsequent transport system strategies and plans for Queensland.

### Transport and Main Roads Corporate Plan 2010-2014

The *Transport and Main Roads Corporate Plan 2010-2014* shown in **Figure 1** provides the direction and priorities for the department over the four-year period. It also provides direction for the development of divisional business plans. This document is updated annually to ensure it is always current.

TMR's strategic priorities for 2010-2014 have been identified, and are represented in **Figure 1** as follows:

- ensure safety underpins everything we do
- improve investment decisions to make the best use of available resources to support Queensland's economic development and quality of life
- engage community and stakeholders about choices to be made within the transport system
- increase the climate change preparedness and energy resilience of the transport system

- embrace current and emerging technologies to improve the transport system and customer service
- create an organisation and workplace that leads transportation into the future.

The department's strategic objectives for 2010-2014 have also been identified, and are represented in **Figure 1** as follows:

- a sustainable transport system which promotes economic growth and enhances liveability
- a safe transport system leading to improved health and wellbeing for Queenslanders
- an accessible transport system linking people to employment, education, services and social networks
- transport-related impacts on the natural, cultural and built environments managed for the community
- enhanced capability and capacity of the transport and logistics-related industries
- enhanced leadership and stakeholder relationships, improving transport outcomes for Queensland
- capable people and contemporary processes and systems enabling us to achieve our corporate objectives.

## Integrated Transport Planning Framework

The *Integrated Transport Planning Framework* sets out a collaborative, consistent and sustainable approach to transport planning in Queensland. It considers all transport modes including road, rail, port and air. It considers a region's transport system as a whole, taking into account land use and long-term regional transport requirements to develop strategies that are contestable.

The integrated regional transport planning process provides a sound basis for decision making to ensure the highest priority projects are progressed. This feeds directly into programs of works such as the QTRIP.

## State Planning Program

The *State Planning Program* (SPP) represents the body of strategic transport planning investigations undertaken by TMR. The SPP is also a mechanism to achieve integrated transport outcomes through the appropriate selection, management and monitoring of planning investigations.

The SPP is a rolling program of planning investigations that apply to all modes of transport, at all levels. The program balances high level strategic imperatives with regional and local demands for robust planning investigations that provide a gateway for investment decision making.

The SPP is a balanced program covering the hierarchy of planning types. High level planning, such as integrated regional transport plans, translate the desired broad direction of the transport system into a regional context, consistent with the strategic direction provided by the TCP and identify the priorities for more detailed planning needs. Planning at a more detailed level provides a bottom-up feedback loop to inform planning at a higher level, and is used to develop programs of investment.

A state-wide planning approach is required to address the diversity of regional needs, and develops a strategic outlook on how the transport network should develop over the next 20 years. The long term planning approach seeks to maximise the benefits from the program to improve safety and the level of service. Planning is undertaken within a framework to ensure consistency, relativity and transparency of recommendations.

Figure 1: Transport and Main Roads Corporate Plan 2010-2014

<b>Our vision</b>	<b>Connecting Queensland</b>
<b>Our purpose</b>	<b>Plan, deliver and manage a transport system that connects Queensland</b>
<b>We value</b>	<b>Our customers, our people and our reputation</b>

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



Objectives and strategies aligned with Queensland Government objectives in *Toward Q2: Tomorrow's Queensland*

Government objectives	Corporate objectives	Key performance indicators	Corporate strategies
<b>Strong</b> Creating a diverse economy powered by bright ideas	1 A sustainable transport system which promotes economic growth and enhances liveability	<ul style="list-style-type: none"> <li>Travel time reliability</li> <li>Major transport projects completed on time and within budget</li> <li>Transport system assets which meet agreed standards</li> </ul>	<p>1.1 Develop and implement integrated transport system policies and plans</p> <p>1.2 Plan and make balanced investments in cost-effective transport infrastructure and services</p> <p>1.3 Deliver cost-effective transport infrastructure</p> <p>1.4 Maintain and protect transport system assets</p> <p>1.5 Achieve efficient use and operation of the transport system</p> <p>1.6 Lead transport technologies, improvement and innovation</p>
<b>Healthy</b> Making Queenslanders Australia's healthiest people	2 A safe transport system leading to improved health and wellbeing for Queenslanders	<ul style="list-style-type: none"> <li>Road, rail and marine fatality rates</li> <li>Perception of public transport safety</li> <li>Use of active transport (walking and cycling)</li> </ul>	<p>2.1 Manage safe access to the transport system</p> <p>2.2 Ensure the safety of vehicles, vessels and trains and their operation</p> <p>2.3 Maintain a safe and secure transport environment</p> <p>2.4 Encourage more cycling and walking</p>
<b>Fair</b> Supporting safe and caring communities	3 An accessible transport system linking people to employment, education, services and social networks	<ul style="list-style-type: none"> <li>Satisfaction with public transport services</li> <li>Customer service responsiveness</li> <li>Transport services for Aboriginal and Torres Strait Islander peoples</li> </ul>	<p>3.1 Plan and provide appropriate, accessible and reliable public transport services to all Queenslanders</p> <p>3.2 Provide accessible and efficient customer services</p> <p>3.3 Provide transport-related opportunities to help close the gap in disadvantage for Aboriginal and Torres Strait Islander peoples</p>
<b>Green</b> Protecting our lifestyle and environment	4 Transport-related impacts on the natural, cultural and built environments managed for the community	<ul style="list-style-type: none"> <li>Transport greenhouse gas emissions</li> <li>Transport-related environmental incidents</li> </ul>	<p>4.1 Develop and share knowledge about the potential impacts of climate change on the transport system</p> <p>4.2 Facilitate increased use of transport options that minimise impacts on the environment</p> <p>4.3 Conduct regulatory and compliance activities and our own operations to reduce transport-related impacts on the environment</p>
<b>Smart</b> Delivering world-class education and training	5 Enhanced capability and capacity of the transport and logistics-related industries	<ul style="list-style-type: none"> <li>Capability and capacity of transport and logistics-related industries</li> </ul>	<p>5.1 Support the capability and capacity of Queensland's transport and logistics-related industries</p>
<b>Enabling</b>	6 Enhanced leadership and stakeholder relationships, improving transport outcomes for Queensland	<ul style="list-style-type: none"> <li>Transport leadership</li> <li>Stakeholder relationships</li> </ul>	<p>6.1 Lead and influence state and national transport-related policy reform</p> <p>6.2 Build partnerships, alliances, networks and knowledge-sharing with government, industry and the community</p>
	7 Capable people and contemporary processes and systems, enabling us to achieve our corporate objectives	<ul style="list-style-type: none"> <li>Workplace health and safety</li> <li>Capability and capacity of our people</li> <li>Reliability and effectiveness of our business systems</li> </ul>	<p>7.1 Provide safe, healthy and secure workplaces that support organisational outcomes</p> <p>7.2 Continuously improve departmental planning, management, governance and ethical standards</p> <p>7.3 Ensure a sustainable, agile and robust workforce</p> <p>7.4 Implement effective business systems, processes and practices</p>

## Opportunities and challenges

### Managing growth

The core responsibility of Transport and Main Roads (TMR) is to efficiently manage the movement of people and goods safely around Queensland. To ensure the economic, social and environmental sustainability of Queensland's transport system, the department must consider today's infrastructure needs, while planning for tomorrow.

A 2008 study by the Queensland Office of Economic and Statistical Research predicts the state's population of four million people could double in 50 years through overseas and interstate migration and natural increases. The Queensland government is working to manage the impact of this growth, harness the opportunities it brings and mitigate the risks which come with it.

Such increases present significant challenges for TMR including:

- meeting the transport needs of Queensland's diverse population
- competing stakeholder expectations
- travel demand exceeding transport system capacity
- uncertain economic environment
- skills and capability of transport industries.

New technologies will play a significant role in managing traffic demand and increasing the efficiency of current assets.

To help tackle this problem, the government held the Queensland Growth Management Summit in late March 2010, providing a unique opportunity for the government to listen to Queenslanders about how they thought future growth should be managed across the state.

In May 2010, the Premier released the government's comprehensive response to issues raised at the summit in a landmark document -*Shaping Tomorrow's Queensland*.

This document outlines 47 key actions to manage growth in the state. The actions are built around a focus on six priority areas: shaping the future; strengthening our regions; promoting liveable and affordable communities; delivering infrastructure; protecting our lifestyle and environment; and connecting communities.

Some of the first actions undertaken included the creation of Growth Management Queensland within the Department of Infrastructure and Planning.

Coordinated policy and planning is also achieved through input from industry and government stakeholders to determine what future needs will be and how they can be accommodated. Understanding the complexity of the transport network, offering the best mix of transport choices for people and goods, and informing road and transport users of these choices can increase the system's overall efficiency.

### Safety

The Australian Government's *National Road Safety Strategy 2001-2010* aims to significantly reduce the number of road fatalities in Australia.

In line with this national strategy, TMR is committed to improving safety on the state-controlled road network, as outlined in the *Queensland Road Safety Strategy 2004-2011*. This strategy aims to prevent crashes from occurring, to minimise crash severity, and reduce the long-term consequences of injuries, through various initiatives.

Business support systems such as the Road Safety Risk Manager tool have been rolled out across Queensland, as part of the Roads Alliance NetRisk arrangement, to help TMR identify, understand and more effectively prioritise risks and treatments relating to safety. The award-winning Road Safety Partnership Project is also being undertaken through the Roads Alliance.

A number of programs are in place to improve transport and road safety. These are detailed in **Appendix 3: Program descriptions**, and include Safer Roads Sooner, Black Spot Program, Safe School Travel (SafeST) initiatives, the School Bus Upgrade Scheme and Maritime Safety Minor Works.

Safety at roadworks sites, for motorists and construction workers, is also a high priority. This issue is being addressed through:

- a public awareness campaign, *Please slow down – roadwork safety is your responsibility too*, which is being delivered through multiple media channels, asking motorists to look out, watch out and be aware
- supporting the Department of Justice and Attorney-General to deliver awareness training for Queensland's *Traffic Management for Construction or Maintenance Work Code of Practice 2008*, which is expected to result in greater consistency in roadwork signage practices in Queensland
- providing more information about signage and safety at roadworks on the TMR website at [www.tmr.qld.gov.au](http://www.tmr.qld.gov.au).

### Freight needs

Transportation of goods and services is vital to economic development and growth. The freight task in Queensland is expected to continue to grow, driven by strong population growth and economic activity. This is likely to place increasing pressure on the transport system, particularly key interregional and urban links, and connections supporting major industrial areas, commercial business parks and major retail centres. Enhancing freight movement is critical to Queensland's competitiveness and economic performance.

Queensland has a diverse economic base largely comprising production oriented industries such as mining and agriculture; and consumption driven industries such as building and construction, hospitality and retail, accommodation and business services.

These types of industries present varying transport movement demands. The challenge is to continue to deliver an integrated transport system that supports broad community and industry freight needs, and is safe, efficient and environmentally sustainable. This includes:

- exploring opportunities for integrated transport solutions that effectively use transport modes to facilitate efficient freight movement
- optimising the existing transport system capacity and performance for freight
- planning and positioning the transport system to accommodate and exploit future freight opportunities
- supporting freight movement through cost-effective and affordable investment
- developing a more cohesive freight environment with local government, the Australian Government, industry and the community.

## Environment and climate change

Queensland's environment is under increasing pressure because of the state's growing population and associated industrial and residential development.

TMR is working to reduce greenhouse gas emissions by ensuring its policies and practices contribute to the targets in *Toward Q2: Tomorrow's Queensland*. TMR is also implementing several initiatives within the Queensland Government's climate change strategy, *Climate Q: toward a greener Queensland*, and has established the Office of Sustainable Transport within its Strategic Policy Division to progress these initiatives.

The department is committed to the Queensland Government's environmental offsets policy, and is working with the Department of Environment and Resource Management (DERM) to develop strategies and policies that define the department's future responsibilities in offsetting residual negative environmental impacts.

Environmental sustainability is being addressed by several different programs. The impact that transport and road projects can have on the environment during the planning and design stages is being analysed, and environmental management plans are being applied during project construction.

TMR is improving the condition of the road reserve by investing in nature conservation, fire risk management, road landscape, road traffic noise barriers, and heritage management. The department is also investing in reducing the number of contaminated areas, degraded areas, and declared pests and weeds.

Procurement practices also reflect TMR's commitment to sustainability, in line with the Queensland Government's *State Procurement Policy 2008*. The department continues to ensure that its procurement activities achieve value for money, with minimal damage to the environment. This is achieved by setting, measuring and reporting on sustainable procurement targets.

Strategies and policies are being developed to further define TMR's contribution to environmental management, to reduce Queensland's dependency on oil and to strengthen relationships with DERM and other regulatory agencies.

## Employment and economic development

The Queensland Government has committed to creating a state where knowledge, creativity and innovation drive a diverse economy. This will provide a stronger, more enduring, environmentally responsible and globally competitive economy for all Queenslanders.

To support economic growth, TMR has implemented workforce strategies to provide long-term sustainable transport-related employment opportunities throughout Queensland. These strategies ensure a highly skilled and motivated workforce is attracted and retained, and the department is equipped to effectively manage current and future challenges.

Strategies include:

- building future transport-related capability and expertise by providing opportunities for apprentices, trainees and cadets
- collaborating with local government and other Queensland Government agencies to support cross-agency employment and training programs
- providing local opportunities where practicable
- actively encourage positive relationships among diverse cultural groups
- working within local areas, including Aboriginal and Torres Strait Islander communities, to build effective pathways to education, training and employment
- conduct workforce planning activities to identify our current and future workforce requirements
- actively support opportunities to partner with educational institutions and private sector agencies for transport-related joint ventures in training and research and development.

## Finance and funding

Funding to build, maintain and operate the transport system in Queensland comes from many sources, primarily from the Queensland Government and Australian Government.

The state-funded component includes revenue from motor vehicle registration and proceeds from fines (such as camera-detected offences), as well as other sources. Some projects are partly funded by local government and developer contributions. Others are jointly funded by the Queensland Government and Australian Government through Natural Disaster Relief and Recovery Arrangements.

This intricate system has become even more complex as a result of global economic uncertainty and an environment of constrained resources. As TMR is responsible for Queensland's transport and road network, the challenge will be to manage current and future infrastructure under these uncertain circumstances.

TMR can maximise its investments by working with stakeholders from across Queensland, and targeting projects that align with the department's priorities and transport and road user needs. Funding provided by Infrastructure Australia, and greater collaboration with the Australian Government, presents major opportunities in delivering Queensland's infrastructure into the future. By engaging with stakeholders to better inform investment decisions, TMR can manage funding for a sustainable transport system.

## Rural, remote and Indigenous communities

Rural, remote and Indigenous communities contribute significantly to Queensland's social and economic landscape. In recognising the importance of these communities to all of Queensland, the Queensland Government is progressively exploring new funding options for transport infrastructure improvements within these communities.

A number of initiatives build upon previous years' work to further improve the surface of roads, improve flood immunity to reduce outages in the wet season, and maintain or upgrade aerodromes and maritime infrastructure.

Employment and training opportunities for local residents remain a top priority, and wherever practical built into project delivery.

## The ageing road network

The majority of the state-controlled road network was constructed in the 1960s and 1970s. The roads of this era were generally constructed with a design life of 20 years. An analysis of Queensland's roads in 2009 indicated that 50% of state-controlled roads were older than 23 years. Queensland also has more than 20,252 lane kilometres of pavement older than 30 years, including more than 8,475 lane kilometres older than 40 years.

The amount of road rehabilitation in the past has not been sufficient to stop the overall ageing of roads in Queensland. Despite this, significant lengths of pavement have performed extremely well, beyond their design life. This is partly due to TMR's maintenance and intervention practices.

Recent floods across large parts of Queensland have exposed the vulnerability of the pavement on the road network, and has demonstrated that intervention at current funding levels will not sustain the network over time. TMR has increased maintenance works, particularly reseals, to further protect the ageing road pavement.

## Ensuring efficient delivery

Transport and Main Roads (TMR) ensures its projects are delivered efficiently by encouraging and fostering healthy competition in the marketplace.

It achieves this by working with industry, local government and RoadTek to ensure there are three viable sectors able to deliver transport and road projects across Queensland.

The most appropriate and efficient method of delivery is determined for each project according to TMR's project delivery framework. Procurement planning processes also take into account available resources, and match demand with the capability and capacity of each sector.

This provides regions with flexible options and value for money, and ensures TMR meets its commitments and obligations to the community.

TMR has also established stockpiles of bulk materials at strategic locations across Queensland, to ensure remote communities have access to the necessary resources to cater for their transport needs.

This process ensures that the provisions detailed in the *Local Industry Policy: A fair go for the local industry* are met, providing local industry with full, fair and reasonable opportunity to tender for infrastructure and resource-based work.

### Open tender and competitive bid

As shown in **Figure 2**, the majority of transport and road projects over \$10 million are delivered by private contractors and developers. This supports regional and industry growth, building capability in construction across Queensland.

Private contractors, developers and RoadTek are invited to submit bids for these projects, and are then engaged in short- to medium-term contracts. All bids are rigorously assessed to ensure value for money will be achieved.

### Sole invitee

Routine maintenance works in TMR are carried out under road maintenance performance contracts.

The predominant method of delivery is through sole invitee arrangements with RoadTek, the department's internal commercial business provider, and local governments across Queensland.

In order to have sole invitee status, contractors are required to offer productivity improvement targets to TMR.

#### Sole invitee RoadTek

Some projects are delivered on a sole invitee basis by RoadTek, as shown in **Figure 2**.

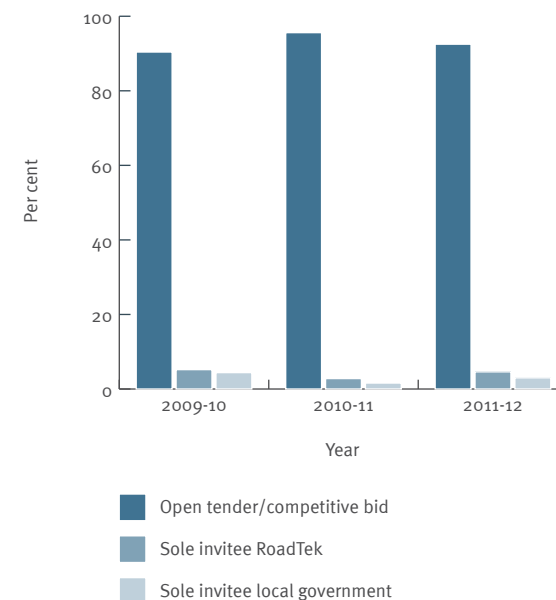
This process is only used after thorough evaluation of key criteria to ensure value for money will be achieved.

#### Sole invitee local government

Local governments also deliver projects on a sole invitee basis, as shown in **Figure 2**. This enables the Queensland Government to meet rural and regional development needs, benefiting rural and regional communities and ensuring continuity of work in these remote areas.

Local governments are required to submit tenders for these projects, which are rigorously assessed to ensure value for money will be achieved.

**Figure 2: Method of delivery for public transport infrastructure and roadworks 2009-10 to 2011-12** <sup>(1) (2)</sup>



*(1) Includes projects in excess of \$10 million only. Transport Programs data is based on the assumptions that rail, cycle, boating and capital grants are open tender or competitive bid.*

*(2) Projects delivered through open tender and competitive bid include works delivered by RoadTek and local governments.*

## Performance

### Measuring performance

Transport and Main Roads (TMR) conducts regular, detailed reviews of physical and financial performance in the delivery of projects. This ensures the works effort can be redirected if unforeseen circumstances cause delays to projects.

TMR's performance target is to have at least 90% of projects delivered on time and within budget, within agreed tolerance limits. Tolerance limits have been set for project estimates, to improve the reliability of estimating over the project life cycle and, specifically, for project approvals in years one and two, to reduce variations in project cost.

Tolerance limits recognise problems associated with construction activities such as re-work due to wet weather; adverse site conditions; changes in scope that become evident during the design or construction phase, resulting in increased project costs; incidents where insufficient allowance for risk has been built into initial cost estimates; and cultural heritage, native title and land acquisition issues.

### Performance measures and indicators

Performance measures for project development and delivery align with the priorities in the *TMR Corporate Plan 2010-2014*. These measures are reported regularly to senior- and upper-level management, and are acted on when variations are identified.

TMR's success in developing and managing transport and roads projects, programs and networks is gauged through performance indicators. Measurement tools and performance targets, which focus on the effectiveness and efficiency of those elements, have been developed and improved in conjunction with Austroads. Queensland-specific indicators have also been developed, consistent with TMR's strategic directions.

### Performance in 2009-10

Gross expenditure for transport and road infrastructure programs funded by the Queensland Government and Australian Government of \$4.5 billion, or 93% of the revised allocation of \$4.7 billion, was achieved in 2009-10, as shown in **Figure 3**.

Construction of 70% of road projects began on schedule, and 67% were completed on schedule.

The 2009-10 result reflects the impacts of severe weather experienced across Queensland in early 2010, which resulted in natural disaster declarations in all but five of the state's 73 local government areas.

This was lower than the target of 90%, as a result of this severe weather and monsoonal flooding from Cyclones Olga, Neville, Ului and Paul.

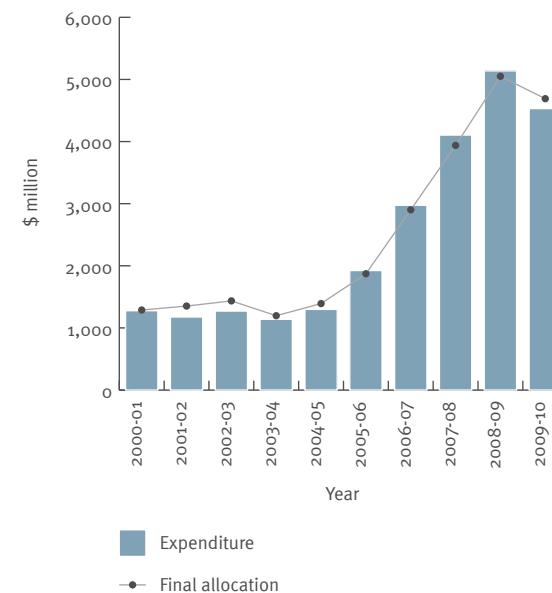
TMR's flexible approach to project management, enabling projects to be accelerated where possible, meant the effect of natural disaster on project delivery could be minimised.

The department continues to focus on improved project and program management, and project estimating processes, to ensure state-wide capability and consistency is increased, particularly in terms of scope, risk and cost across all phases of the life cycle of projects.

Significant regional achievements in project delivery during 2009-10 are detailed under each region's tab, in the **Regional profile** section.

Project cost performance outcomes for the 2009-10 financial year will be included in the *Annual Report 2009-10*.

**Figure 3: Gross expenditure for public transport infrastructure and roadworks 2000-01 to 2009-10<sup>(1)</sup>**



*(1) The 2008-09 allocation reflects significant federal funding as part of the Building Australia Fund.*