

ANNUAL REPORT 2016–2017





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What the report contains

The Department of Transport and Main Roads (TMR) Annual Report 2016–17 describes the department's operations for the financial year from 1 July 2016 to 30 June 2017.

Content in the 'Our Performance' section of the report is divided into five objectives, as stated in the *Transport and Main Roads Strategic Plan 2016–2020*. The report also presents major highlights related to each objective and whole-of-department priorities for 2017–18.

Why we have an Annual Report

As well as meeting the statutory requirement set out in the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*, the Annual Report aims to keep the community, industry, government and organisations informed about our performance and future direction.

Accessing the report

The Annual Report is available on the Department of Transport and Main Roads website at www.tmr.qld.gov.au or in hard copy on request.

Additional annual reporting requirements have been published on the Queensland Government Open Data ([see glossary page 230](#)) portal at www.qld.gov.au/data.

This includes:

- consultancies
- overseas travel
- school transport operator payments
- Queensland Language Services Policy measures.



The Queensland Government is committed to providing accessible services to Queenslanders from all culturally and linguistically diverse backgrounds. If you have difficulty in understanding the Annual Report, you can contact us on 13 23 80* and we will arrange an interpreter to effectively communicate the report to you.

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You can provide feedback on the annual report at the Queensland Government Get Involved website: www.qld.gov.au/annualreportfeedback

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The State of Queensland
(Department of Transport and Main Roads)
Annual report 2016–17.

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Letter of compliance

27 September 2017

The Honourable Jackie Trad MP
Deputy Premier
Minister for Transport and
Minister for Infrastructure and Planning
1 William Street, Brisbane Queensland 4000

The Honourable Mark Bailey MP
Minister for Main Roads, Road Safety and Ports and
Minister for Energy, Biofuels and Water Supply
1 William Street, Brisbane Queensland 4000

Dear Deputy Premier and Minister

I am pleased to submit for presentation to the Parliament the Annual Report 2016–17 and financial statement 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*, and
- the detailed requirements set out in the *Annual report requirements for Queensland Government agencies*.

A checklist outlining the annual reporting requirements can be found at [page 239](#) of this annual report.

Yours sincerely



Neil Scales OBE
Director-General
Department of Transport and Main Roads

ONC (Eng), HNC (EEng), DMS, BSc (Eng), MSc (Control Engineering and Computer Systems), MBA, CEng (UK), FIET, FIMechE, FICE, FIEAust, FCILT, FLJMU, FRSA, FSOE, FIRTE, MAICD

About us

Our role

Formed in March 2009 when the former Queensland Transport and Department of Main Roads merged, the Department of Transport and Main Roads moves and connects people, places, goods and services safely, efficiently and effectively across Queensland.

We plan, manage and deliver Queensland's integrated transport environment to achieve sustainable transport solutions for road, rail, air and sea.

In 2016–17, the department administered an operating budget of \$6.021 billion, a capital budget of \$3.133 billion and managed assets worth \$57.458 billion.

This funding enables us to deliver public transport and transport infrastructure to connect Queensland and to ensure the infrastructure we build and maintain is efficient, reliable and safe.

The department operates under the *Administrative Arrangements Order (No.2) 2017* and *The Public Service Departmental Arrangements Notice (No.1) 2015*. It discharges its statutory obligations under 23 acts listed in Appendix 1 ([see page 215](#)). Progress in achieving these obligations is outlined throughout the report.

Where further information is available, links to websites are included throughout the report.

Our purpose

We bring Queensland closer together.

Our vision

Creating a single integrated transport network accessible to everyone.

Our priorities

- **Our customers:** Create a customer-centric culture that meets our customers’ needs first time every time.
- **Contemporary workforce:** Skill our people to provide excellent customer service and deliver the transport network of the future.
- **Sustainable funding:** Ensure our funding model is equitable, serves our customers’ needs and is responsive to our future network.
- **Regulation:** Build with our customers a regulatory framework that is fair and reasonable.
- **Liveable regions and active cities:** Deliver a single, integrated transport network that promotes prosperity in our cities and regions.
- **Innovation:** Lead emerging technologies so our transport network meets the needs of customers now and into the future.



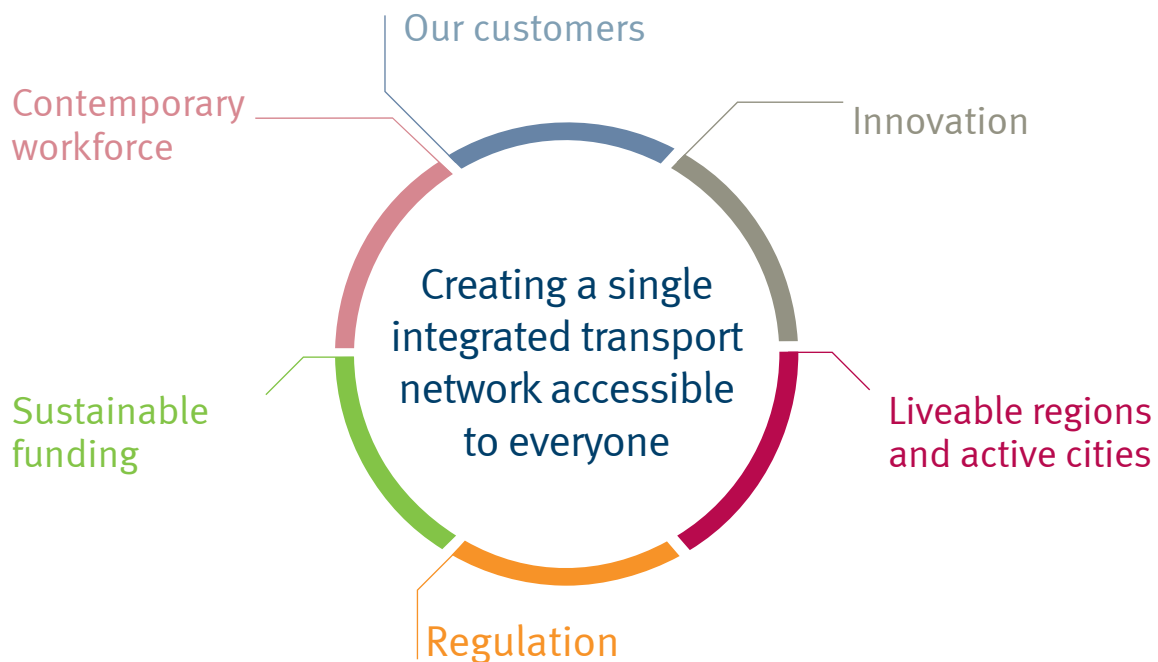
Check out our innovative initiatives, labelled with our innovation symbol.

Our service areas

We deliver our core business through five services areas, and one commercialised business unit:

- **Transport system investment planning and programming** – to develop long term transport policies and plans for future development of the integrated transport system and to plan and prioritise strategic investment in effective, efficient and sustainable infrastructure, systems and services.
- **Transport infrastructure management and delivery** – to construct, maintain and operate an integrated transport network accessible to all.
- **Transport safety and regulation** – to regulate the transport system safety, economically and sustainably without imposing unnecessary red tape.
- **Customer experience** – to put customers at the centre of the delivery of the department’s products and services to understand their expectations, improve their experience and reduce rework.
- **Passenger transport services** – to lead and shape Queensland’s passenger transport system by providing an integrated passenger transport network that allows fair access to all.
- **Transport Infrastructure Construction and Maintenance** – RoadTek ([see glossary page 232](#)) provides transport infrastructure solutions, including construction and maintenance services to enable the department to deliver on government priorities and community outcomes.

Performance against service area measures are reported in Appendix 2 ([see page 216](#)).



How we plan

The Department of *Transport and Main Roads Strategic Plan 2016–2020* represented a significant shift in planning from previous years to show how the department is responding to future challenges. It outlined six strategic priorities for the department to focus its initiatives over the plan period.

Development of our Strategic Plan ([see glossary page 232](#)) is always guided by the Queensland Government’s Objectives for the Community.

Our plan links and contributes to the achievement of these objectives:

- Building safe, caring and connected communities
- Creating jobs and a diverse economy
- Delivering quality frontline services
- Protecting the environment.

We do this through the delivery of our projects, services and initiatives. Within the business, our Strategic Plan underpins and guides our day to day business through the alignment of our branch business plans.

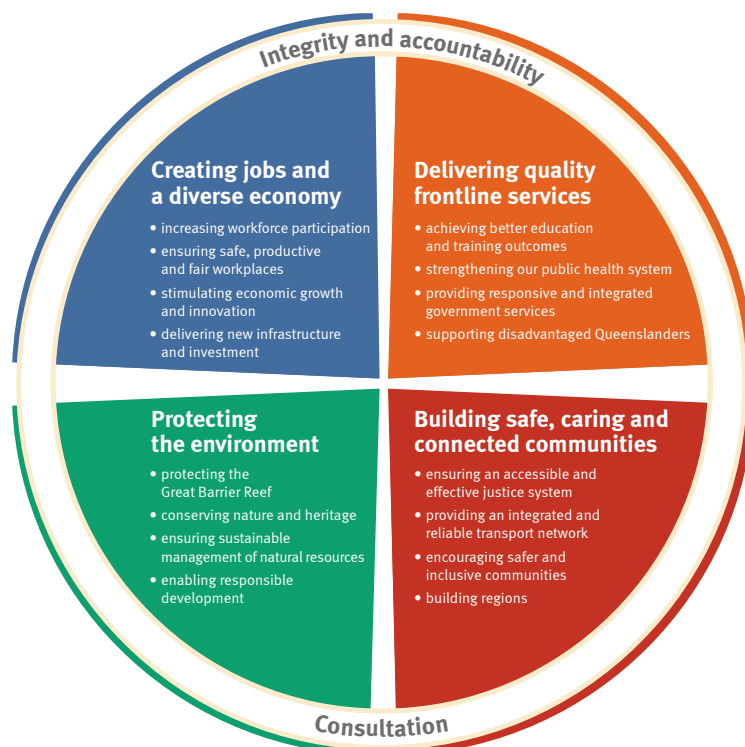
We ensure delivery of these by organising our department to effectively and efficiently deliver the five core objectives outlined in our Strategic Plan. We also closely align service areas with business objectives to maximise service delivery.

The five core objectives are:

1. Customer-centric services that deliver a quality customer experience.
2. An integrated transport network that supports economic prosperity and is sustainable into the future.
3. Safety and regulatory services that improve community safety and efficiency.
4. A sustainable, cost-effective transport network accessible to everyone.
5. An integrated passenger transport network that allows fair access to all.

We measure progress on each objective quarterly through reporting to our Executive Leadership Team and in the Annual Report.

Our performance against the strategic objectives are reported in the body of this report and the service standards described in the department’s 2016–17 Service Delivery Statements which are reported and presented in Appendix 2 ([see page 216](#)).



Government’s Objectives for the Community.

Key objectives and outcomes

Below is a summary of how the department delivers on its objectives matched with some example projects. Table 1 below shows how our key projects align with the *Strategic Plan 2016–2020*.

Table 1: Key objectives and outcomes for 2016–17

Objective	Key projects	Strategic Plan priority linkages
Objective 1 Customer-centric services that deliver a quality customer experience.	<ul style="list-style-type: none"> • Delivery of a \$160.7 million Commonwealth Games Upgrade package, as well as planning for passenger transport and security considerations. • Introduced innovative technologies to enhance the customer experience (see page 30 and 31) and enhanced information available online via QLD<i>Traffic</i> (see page 33). • Transitioned more services to be available for our customers online (see page 29) including Disability Parking Permits (see page 30). • Worked with stakeholders to modernise the written road rules test (see page 31). • Opened new licensing services in regional areas in partnership with Department of Justice and Attorney General (see page 31). • Worked to ensure TMR remains committed to a customer-centric approach including obtaining Customer Service accreditation (see page 26), Customer Experience Lab (see page 27) and Cultural Change project (see page 26). 	 <p>Customer Focus Innovation Contemporary workforce</p>
Objective 2 An integrated transport network that supports economic prosperity and is sustainable into the future.	<ul style="list-style-type: none"> • Coordination and delivery of a range of transport strategies and plans for a united approach to the transport needs of the future. See a sample of strategies, what was delivered and funding sources (see pages 38-47). • Progressed a range of freight and heavy vehicle initiatives. The wide range of projects are featured on pages 47-52 and include efficiencies, improved access, safety and future capacity planning for rail, ports and roads. • Our initiatives are informed by a range of industry, community and research partnerships which are summarised where required (see pages 53-55). 	 <p>Innovation Liveable Regions and Cities Regulation Sustainable Funding</p>



Tracy O'Bryan (Deputy Director-General, Corporate) opens staff information forum.

**Strategic Plan
priority linkages**



Customer Focus
Liveable Regions
and Cities
Regulation



Innovation
Liveable Regions
and Cities
Sustainable Funding



Customer Focus
Innovation
Liveable Regions
and Cities

Objective

Key projects

Objective 3

Safety and regulatory services that improve community safety and efficiency.

- Significant recovery efforts were completed this year across a large portion of the state following Ex-Tropical Cyclone Debbie. A summary of activities is presented ([see pages 18-21](#)). TMR's preparation processes for destructive events are also included ([see pages 78-79](#)).
- Continued our efforts to raise awareness of safe road behaviour addressing key issue areas ([see pages 58-60](#)).
- Engaged with Queensland communities around road safety initiatives ([see page 60](#)) as well as providing funding support via grants programs ([see page 62](#)) and for school crossing supervision ([see page 62](#)).
- Implemented safety improvements in target areas including school zones ([see page 62](#)), level crossings ([see page 67](#)), motorcyclist licensing ([see page 72](#)) and initiatives for vulnerable road users such as pedestrian and bicycle infrastructure.
- Speed and red light camera fines were utilised to fund safety improvements across the state ([see page 62](#)).
- New formats for maritime safety messages were implemented and updates were made to maritime support systems and tools for vessel movements ([see page 64](#)).
- Environmental and heritage considerations are documented ([see pages 74-77](#)), including our response to oil spills and bridge restoration projects this year.
- Regulation and licensing achievements of the year are noted ([see pages 70-73](#)).

Objective 4

A sustainable, cost-effective transport network accessible to everyone.

- Invested in significant infrastructure projects across Queensland including upgrades right along the Bruce Highway ([see page 82](#)), Toowoomba Second Range Crossing and Eton Range realignment ([see page 87](#)).
- Worked to improved access to the regional areas of the state, with projects such as the Mornington Island runway reseal ([see page 97](#)).
- Invested in new road design technology including Australia's first Diverging Diamond Interchange at Caloundra Road ([see page 84](#)).
- In partnership with local government we constructed and planned for new and improved cycling ([see page 96](#)) and marine infrastructure ([see pages 93-95](#)).
- Introduced innovative and best practice solutions across our transport network for example, read about the Emergency Vehicle Priority approach ([see page 99](#)), drone bridge inspections and 3D printers in bridge designs ([see page 100](#)) and Mobile Laser Scanning and 3D Visualisation ([see page 100](#)).

Objective 5

An integrated passenger transport network that allows fair access to all.

- Invested in the rail network with major projects this year including Gold Coast Light Rail ([see page 108](#)), Redcliffe Peninsula Line ([see page 109](#)) and procuring Next Generation Rollingstock ([see page 105](#)).
- Completed a major fare review ([see page 106](#)).
- Expanded the TransLink brand into Mackay and Toowoomba ([see page 104](#)).
- Built more park 'n' ride facilities ([see page 113](#)) moving towards Accessible Public Transport Standards ([see page 112](#)).
- Continued to invest in innovative ticketing solutions, improvements to the MyTransLink App ([see page 110](#)) and improved arrival/departure information for passengers at some stations ([see page 106](#)).
- Continued to provide affordable and accessible transport allowing fair access through targeted initiatives such as the Taxi Subsidy Scheme ([see page 107](#)), Demand Responsive Transport ([see page 104](#)), Sunshine Coast University Hospital Network ([see page 105](#)) and the Local Fares Scheme ([see on page 113](#)).

Figure 1

FAST FACTS

Population of
Queensland
4,883,700

Shaping the system



\$4,295,458,893
total investment in transport
infrastructure program



3078
bridges maintained of which
309
are timber bridges



\$892,668,347
maintenance and operation
state transport network

Building the network



33,353 km
state-controlled roads
4991 km
national network



11
boating facilities built
this year costing
\$11.5 M



\$37,617,681
Cost for National Disaster
Relief and Recovery
Arrangements (NDRRA)
works for the year



31 km
cycling infrastructure
built this year
444 km
cycling infrastructure
in Queensland

Serving our industry stakeholders



75,107
driver authorisations
4913
transport operating
accreditations



3259
taxi licences
592
limousine service
licences



We helped our
customers move
337 M
tonnes of cargo through
our
20
declared ports



Over 19,000
ship movements in
Queensland ports
Over 11,000
ship movements in the
ReefVTS monitored region

Serving our customers



Across our
59
Customer Service Centres
we provided face-to-
face services to
3.39 M
customers
Our customers conducted
7.2 M
transactions using online
service channels



Through our traffic and
travel information services,
our customers made
367,500
phone calls
3.38 M
website visits
43,697
twitter posts



5,147,380
vehicles registered
232,901
recreational boats
registered
24,832
personal watercraft
registered



3,580,836
driver licences
866,194
recreational boat licences
170,045
personal watercraft licences

Providing passenger services



We provided our customers with nearly
178 M
passenger trips on buses, rail, ferry and tram
made within south east Queensland



11,862,563
passenger trips on buses, rail, and air are
made outside south east Queensland



Over 485,000
passengers travel on the
south east Queensland
network on average each day



We have over
194,887
My TransLink app
active monthly users

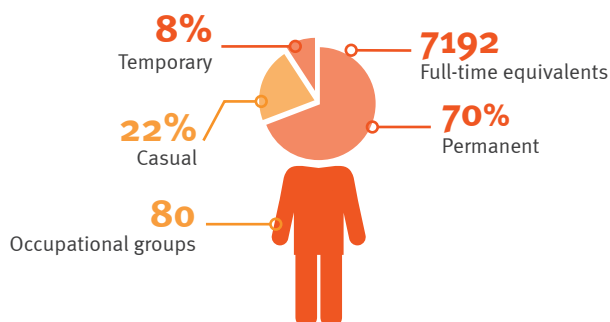


2.6 M
go cards used in
south east Queensland



We provided over
1,819,649
passenger trips through
the Taxi Subsidy Scheme

Our people



30%
SES/50 women



Average length
of service
9.8yrs

DIRECTOR-GENERAL'S MESSAGE



The past year has been one of challenge and rapid change for TMR and I was really pleased with the way our people reacted. Whether they were confronted by the destruction wrought by Ex-Tropical Cyclone Debbie, had to adapt to new work practices, or were faced with the introduction of new technology, our people rose to the challenge and delivered for our customers.

Ex-Tropical Cyclone Debbie, battered the state in March/April and was undoubtedly the biggest single event we had to contend with this year. The high winds, heavy rainfall and widespread flooding caused extensive disruption to Queensland's transport network. I am always immensely proud of the way TMR comes together at a time of crisis and works tirelessly to restore the network for our customers. The department's response to Ex-Tropical Cyclone Debbie was a showcase of our values in action. By working collaboratively with emergency services, local councils, private contractors and the community, we got the majority of the network back up and running again in a very short space of time. You can read more about our response on [page 18](#) of this report.

Faced with the unpredictability of Queensland's weather and a working environment which is always changing, it's important we retain great people and attract the best and brightest to meet new transport challenges as they appear. During the year we launched our new employer brand, *Drive the Journey*, to showcase what it's like to work for TMR and the many career opportunities and benefits we offer. *Drive the Journey* showed the diversity of our people, the broad range of job opportunities we have to offer, the regions we operate in and the many reasons people think TMR is a great place to work.

Building a single integrated transport network accessible to everyone

My department's vision is to create a single integrated transport network accessible to everyone. This year we have taken great strides to achieving this by delivering major infrastructure projects that are key to developing Queensland's economy. Both the Toowoomba Second Range Crossing and the Gateway Upgrade North projects remain on track to open in late 2018, while work has commenced on the delivery of the Mackay Ring

Road as well as major upgrades to the Ipswich Motorway and the Bruce Highway and the extension of Light Rail to Helensvale, Gold Coast. Improving the Bruce Highway is an ongoing Yeppen Floodplains Project and a notable success this year was the completion of the project to flood-proof a section of this major arterial road south of Rockhampton. Completed in time for cyclone season, this piece of infrastructure enabled a key section of the Bruce Highway to remain open when widespread flooding in the wake of Ex-Tropical Cyclone Debbie inundated the area.

Creating a customer-centric culture

In last year's Annual Report I mentioned the significant achievements made in creating a customer-centric culture in TMR. This remains central to my vision for the department and a major priority in our Strategic Plan.

To equip our people to better understand their customers and recognise changing customer needs, we have established the Customer Experience Transformation Program. Earlier this year its first initiative, the 'Customer First Program', was implemented to embed customer-centric ways of working in everything we do. More than 90 per cent of our people have already attended the Customer First Program and it has helped make us leaders in government customer service.

In February the hard work of our Customer Experience team was rewarded with International Customer Service Standard (ICSS) certification. This is a great way to gauge the effectiveness of the service we provide customers and has helped us identify areas to address before we seek recertification in 2018. ICSS certification is a significant development for TMR, which you can read more about in the Customer Experience section of the report ([see page 26](#)).

Positive steps to tackle domestic and family violence

I am a passionate advocate for the prevention of domestic and family violence (DFV). For more than three years, we have been raising awareness of DFV and addressing this serious issue with our workforce. We provide support and counselling for

those experiencing domestic and family violence, and have been working to empower and educate our people to speak out against all forms of violence. I was encouraged to hear that in July last year, our efforts in this area had been rewarded with White Ribbon Accreditation, which recognises workplaces taking active steps to stop violence against women.

In June I attended the ‘In Her Shoes’ domestic and family violence awareness event in Brisbane. The main speaker was former TMR employee and domestic and family violence survivor Simone O’Brien, who bravely shared her personal story with the audience. Simone’s story made me more determined to make a difference for all those who are impacted by this scourge on a daily basis. During 2017, for the third time, I am proud to be taking part in the CEO Challenge Race, which both raises awareness of domestic and family violence, and generates much needed funds to help those affected.

Connecting communities and making lives better

In our Strategic Plan we have made creating liveable regions and active cities a key priority. This highlights the improvements to the quality of life better transport links can bring, particularly for people living in remote communities.

Having been the Queensland Government’s champion for the Woorabinda Aboriginal community, 170 kilometres south west of Rockhampton, since 2014 I am particularly passionate about improving transport links for Aboriginal and Torres Strait Islander people. During the year we have made great progress with the Cape York Region Package, a \$260.5 million project in association with the federal government, to seal roads on Cape York. This project will improve communication to remote communities on the Cape such as Aurukun, Lockhart River and Hope Vale and when complete the package will dramatically improve liveability of these communities.

For more information [\(see page 86\)](#).

Looking ahead

Getting set for the Commonwealth Games

With the 2018 Gold Coast Commonwealth Games (GC2018) now less than a year away, we are limbering up to tackle this major sporting event. An estimated 700,000 people are expected to descend on the Gold Coast for the duration of the Games, placing added pressure on the transport network. TMR is working with GC2018 organisers and the City of Gold Coast Council to develop a transport plan.

Our focus is to ensure athletes, spectators and officials can get to and from venues safely and in good time. This involves delivery of a major package of works including completion of stage two of the Gold Coast Light Rail, linking the existing light rail system to the south east’s rail network at Helensvale. There are also significant upgrades to Gold Coast roads which will improve access to venues and the athletes’ village.

Fostering innovation and embracing new technology

I have already mentioned the rapidly changing transport environment in which we operate. Innovation is another strategic priority key to the department’s continuing success. The transport sector is going through a period of unprecedented technological development. It is important we actively embrace new technology to deliver improved efficiencies for the organisation, benefit Queensland economically and improve transport safety. Some of the significant advancements this year are in the areas of autonomous vehicles, shared mobility, 3D printer design, drones and big data. I am particularly excited that through the Cooperative and Automated Vehicle Initiative (CAVI), TMR will be conducting Australia’s largest on-road testing trial of cooperative vehicles.

Innovation is more than just introducing new technology. It’s also about embracing new and different ways of working across the organisation. We need to foster a culture of innovation more broadly across the department and during the year we supported a range of initiatives to do this including TMR’s MIXr and TMR Hack. The MIXr connects our people with leading industry professionals and academics to share ideas and explore opportunities for partnership, collaboration and problem-solving. TMR Hack is a new initiative challenging our people to put forward ideas to do things differently and better. I look forward to seeing the results of these initiatives over the coming year.

An exciting time for TMR

Whilst we undoubtedly face challenges, this is an incredibly exciting time to be involved in the transport industry and TMR in particular. The work we do everyday plays a central role in the lives of every Queenslanders while making a vital contribution to the state’s economy. We connect Queenslanders to education, employment, healthcare and tourism.

I would like to sincerely thank all our people for their contribution to the department’s continued success over the past year. I would particularly like to thank my senior and executive leadership teams whose hard work and dedication is key to us delivering a safe, integrated, reliable and efficient transport network accessible to everyone. You can find out more about the exciting challenges TMR will face over the coming year in ‘The Year Ahead’ section of this report [\(see page 22\)](#).

Neil Scales

Neil Scales OBE

ONC (Eng), HNC (EEng), DMS, BSc (Eng), MSc (Control Engineering and Computer Systems), MBA, CEng (UK), FIET, FIMechE, FICE, FIEAust, FCILT, FLJMU, FRSA, FSOE, FIRTE, MAICD

Shadow the CEO program wraps up for third year

TMR’s Shadow the CEO program has wrapped up for its third year in a row, with Infrastructure Management Delivery (IMD) Project Engineer Zoe Eather learning valuable lessons in leadership from our Director-General Neil Scales.

The Shadow the CEO program was established in 2015 as a way to build leadership capability across TMR and support the Queensland Government’s commitment to a more balanced gender representation at senior leadership levels. The program is a key initiative under *TMR’s Capability Strategy 2016–2020*, providing invaluable on-the-job learning and the opportunity to build broader professional relationships and networks.

This year Zoe Eather followed in the footsteps of Sara Gaffney, Manager of Infrastructure Delivery, TransLink, and Michelle Connolly, Director of Government Partnerships, Policy, Planning and Investments (PPI), who shadowed Director-General Neil Scales in previous years.

Zoe said she felt extremely fortunate to be given the opportunity to gain such valuable insight into the inner workings of TMR.

‘It’s not an easy thing to share your entire work life for a day a week, particularly when you are as busy as a Director-General,’ Zoe said.

‘I have definitely learnt a lot and I know I will continue to reflect on this time throughout my career.’



Neil with present and past Shadow the CEO program participants, (L-R) Michelle Connolly, Zoe Eather and Sara Gaffney.

Queensland Public Service Values

Our ambition is to be a high performing, impartial and productive workforce that puts the people of Queensland first.

We are committed to a way of working where:

- leaders and employees make decisions based on the values
- leaders demonstrate the values as role models for employees
- we prioritise quality, inclusion, diversity, creativity and collaboration every day.



CUSTOMERS FIRST

- Know your customers
- Take calculated risks
- Act with transparency



UNLEASH POTENTIAL

- Expect greatness
- Lead and set clear expectations
- Seek, provide and act on feedback



BE COURAGEOUS

- Own your actions, successes and mistakes
- Deliver what matters
- Make decisions with empathy



IDEAS INTO ACTION

- Challenge the norm and suggest solutions
- Encourage and embrace new ideas
- Work across boundaries



EMPOWER PEOPLE

- Lead, empower and trust
- Play to everyone’s strengths
- Develop yourself and those around you

You can read about how TMR embraces and celebrates our staff achievements in the CUBIE Awards ([see page 128](#)).

Chief Finance Officer's Report



Chief Finance Officer, Nick Shaw

Summary

This financial summary provides an overview of the department's financial results for 2016–17. A comprehensive set of financial statements covering all of the department's activities is provided in this report ([see page 162](#)).

The department recorded an operating surplus of \$179 million for the 2016–17 financial year. Table 2 summarises the financial results of the department's operations for 2016–17 and 2015–16.

Financial performance

Table 2: Summary of financial results of the department's operations

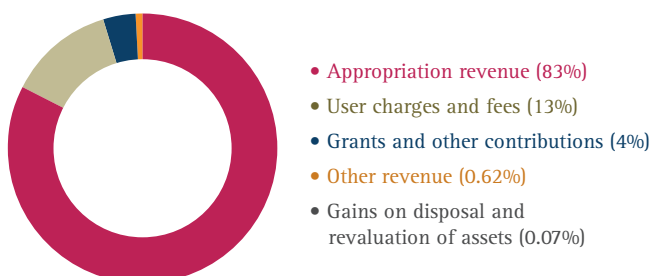
Category	2016–17 \$'000	2015–16 \$'000
Total income	5,776,159	7,565,994
Total expenses	5,596,725	5,548,281
Operating result for the year	179,434	2,017,713

Income

Total income for the year was \$5.776 billion. This included appropriation revenue from the Queensland Government of \$4.772 billion, user charges of \$732 million and grants and contributions of \$233 million.

The department's total income and operating result have decreased in 2016–17, mainly due to a reduction in asset revaluation increments of \$1.790 billion.

Figure 2: Income by category for the year ended 30 June 2017

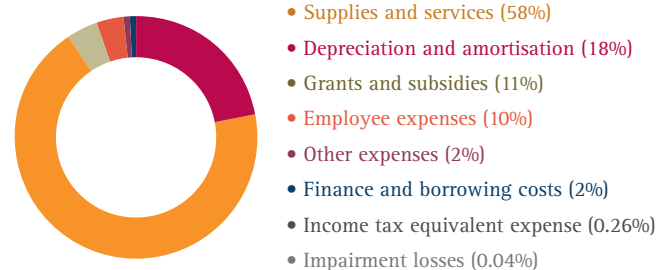


Expenses

Total expenses for the department were \$5.597 billion and were higher than 2015–16 by \$48 million. Supplies and services is our largest spend category accounting for 58 per cent of total expenditure. Payments to operators of rail, bus, air and ferry services represents approximately 41 per cent of total spend.

Total capital expenditure in 2016–17 was \$2.40 billion.

Figure 3: Expenses by category for the year ended 30 June 2017



Financial position

The net assets position reported in the financial statements shows the net worth of the department. At 30 June 2017, this was \$65.540 billion. Table 3 summarises the department's financial position for 2016–17 and 2015–16.

Table 3: Summary of financial position – Assets and liabilities

Category	2016–17 \$'000	2015–16 \$'000
Total assets	67,731,350	69,443,798
Total liabilities	2,191,415	2,135,749
Total equity	65,539,935	67,308,049

As at 30 June 2017, the department held assets totalling \$67.731 billion, representing a decrease of \$1.712 billion compared to the previous year. This is mainly due to a decrease in the value of the department's road infrastructure assets following a change to the valuation methodology in 2016–17. The department's infrastructure assets consist of \$46.154 billion in roads, \$11.138 billion in structures and \$597 million in other assets.

As at 30 June 2017, the department held liabilities totalling \$2.191 billion which comprises mainly of payables, provisions and interest bearing liabilities.

Strategic opportunities and challenges

Transport in Queensland will experience significant change over the next few decades.

In this period of unprecedented change, it is critical we scan and monitor both global and local trends so we can anticipate future changes ahead of us and respond appropriately.

The following opportunities and challenges are five of the key trends the department believes we will need to respond to in the medium to longer term. Our ability to manage our future opportunities and challenges will be the key to our success in providing a single integrated transport network accessible to everyone.

Meeting increasing customer expectations

Customer needs and expectations of the transport system are changing.

In our increasingly digital world, shaped by high smartphone penetration and online connectivity, technology has the potential to offer customers a better transport experience than ever before. As a result, our customers now have higher expectations of the transport system.

Customers today expect more personalised, seamless and agile services which are tailored to their needs, at the time and place they need them. They expect more options, and more choice. They expect the right information at the right time through their preferred channel, and for their feedback to be heard, acted on and responded to promptly.

Providing a good customer experience is one of TMR's most important strategic priorities. The department is endeavouring to ensure the customer is at the centre of all we do, delivering a good customer experience underpinned by world-class transport system performance.

Keeping pace with technological change

Technological change in transport is unprecedented and global. Technologies such as connected, electric and autonomous vehicles and drones, smart, digital and connected infrastructure, big data and innovative business models such as ride sharing and on-demand mobility provided as a service, will transform how people travel, how freight moves, customer choices and future land use patterns.

There will be challenges for government in keeping abreast of rapidly emerging technologies, determining which technologies provide the right outcomes for customers and ensuring new technologies are carefully planned and introduced.

We have the chance to make transport safer, more affordable and efficient and enhance the liveability of our communities by successfully embracing new technologies. With transport being a key facilitator of the Queensland economy, embracing technology will support the productivity and competitiveness of our industries and boost Queensland's knowledge economy. If not well planned for, new technologies could result in impacts such as increased congestion, increased freight and industry costs, urban sprawl and in turn poor customer outcomes.

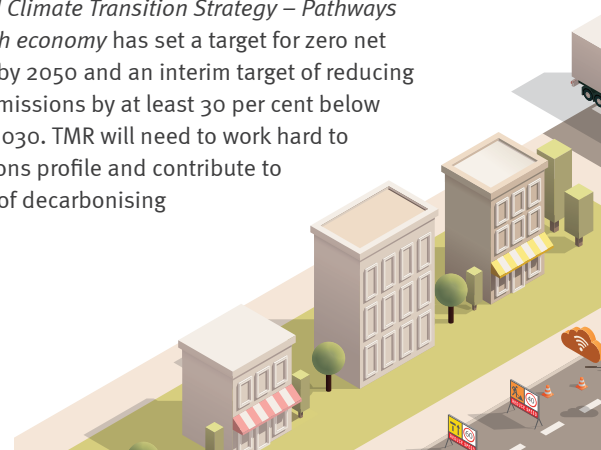
Mitigating and adapting to climate change

Over the next 30 years, Queensland will experience significant challenges as a result of a changing climate. TMR needs to respond to this, by both lowering transport greenhouse gas (GHG) emissions and adapting transport infrastructure and services to address the inevitable impacts of climate change.

The impact of climate change, including more frequent and severe weather such as cyclones and flooding, does have serious impacts on Queensland's economy and transport network. In 2017, Ex-Tropical Cyclone Debbie was estimated to have cost the Queensland economy approximately \$2 billion due to disruptions of key industries such as agriculture, mining and tourism¹.

The transport sector is a major contributor to GHG emissions, currently producing approximately 14 per cent of Queensland's total². Without any intervention, by 2030 the transport sector is projected to experience one of the largest proportional growths in emissions in Queensland, as other sectors decarbonise.

The *Queensland Climate Transition Strategy – Pathways to a clean growth economy* has set a target for zero net GHG emissions by 2050 and an interim target of reducing Queensland's emissions by at least 30 per cent below 2005 levels by 2030. TMR will need to work hard to lower its emissions profile and contribute to the overall task of decarbonising the economy.



Funding transport for the future

Like most other jurisdictions worldwide, Queensland faces significant challenges to sustainably fund the transport system into the future. Population growth, economic growth and urbanisation are resulting in increased demand for more infrastructure. As we build more transport infrastructure, we also need to increase spending to maintain our growing infrastructure asset.

These funding challenges are made worse by the decline in many existing transport revenue sources such as fuel excise and vehicle registration. Technological innovations offer the potential to deliver more cost-effective infrastructure. However, to sustainably fund the level of infrastructure needed will require innovations in how transport is funded so we can meet future demand.

Responding to increasing change and uncertainty

Unlike previous decades which were largely stable and predictable, the next few decades in the transport sector are likely to be more uncertain. While technological change and innovations offer great potential, the pace of change will continue to increase, making it more difficult to predict the consequences of technology, how consumers will react and what future demand will be. This makes planning for the next few decades challenging.

We will increasingly rely on strategic foresight tools such as scenario planning and environmental scanning, innovation, and adopt workforce planning and practices to ensure TMR continues to be well positioned for future change.

1. Budget Strategy and Outlook 2017–18. Budget Paper No.2 Queensland government 2017 (page 4).
2. National Greenhouse Gas Inventory. Note this only includes GHG emissions from fuel combustion.



Stakeholder engagement

Stakeholder engagement continues to be essential for us to understand and best meet our customers' needs and deliver liveable regions and active cities. Therefore engagement with our customers, community and business stakeholders ([see glossary page 232](#)) is a key priority for TMR.

Engagement activities facilitate a gathering of diverse perspectives that can contribute to developing innovative and collaborative solutions. A sample of some of our major engagement work this year is outlined below.

Consultation

In 2016–17, informed by consultation with the public, we made transport easier and more accessible through personalised transport and Fairer Fares public transport zone reforms. We also conducted public consultation and gathered feedback on initiatives to prevent drink driving and road safety education programs. At a regional level, we partnered with local government and engaged early with communities to plan a connected and accessible transport network through the development of our Regional Transport Plans.

To ensure road safety is kept top of mind, we engaged with the Queensland community using a variety of touchpoints. Importantly, we continued to monitor community attitudes towards unsafe behaviour and infringements and used these results to inform the focus of upcoming activities. We looked for opportunities to support initiatives and convey messages that road safety is everyone's responsibility and continued to support community engagement events such as Fatality Free Friday and Queensland Road Safety Week.

We also facilitated road safety discussions online via the Join the Drive website and our social media channels. For example in 2016–17 on our combined social channels we achieved 126,784,338 impressions – that is the number of times our page's content was displayed on Facebook.

The innovative Co-Lab Youth Road Safety Challenge is an example of how the department has used community engagement for best results. The initiative brings creative young people together to design road safety messages that cut-through to their peers. Over 12 months, this program has generated two engaging behaviour change campaigns 'Settle down stallion' and 'Chin up, phone down'.

The campaigns performed above expectations and serve as an excellent example of how co-designing solutions with our stakeholders achieves maximum impact. For more information ([see page 61](#)).

The fourth *Safer Roads, Safer Queensland* Forum, held in December 2016, prompted discussion among stakeholders and outcomes will inform infrastructure and safety initiatives in development.

Following the success of the 2015 Queensland Transport and Roads Investment Program (QTRIP) industry briefing, TMR held informative industry briefings with hundreds of contractors, sub-contractors and suppliers. Positively engaging with stakeholders, the QTRIP briefing highlights key regional projects and provides details on the department's plans for the financial year ahead. This is necessary for industry to inform statewide project delivery and workforce planning.

Customer insights

Another milestone this year was the official opening of the department's Customer Experience Lab. This state-of-the-art, digital meeting and workshop facility provides a space for TMR to conduct qualitative research, engage and interact with our customers and to trial new ideas. So far, 140 focus groups have utilised The Lab.



Neil Scales presents at the Customer Experience Lab official opening.

Priority partnerships

TMR continues to be an active contributor to the *Indigenous Partnerships and Government Champion Program*. Informing the development of key Indigenous strategies and government policies ([see page 32](#)), TMR also supports the Director-General in his role as Government Champion for the Woorabinda community, progressing community priorities and addressing barriers to effective service delivery.

The Director-General works closely with key stakeholders through the Stakeholder Consultative Committee. These quarterly meetings bring together a diverse mix of representatives, identified as being key stakeholders across the broad body of work undertaken by TMR, including construction and transport industries, academia and community advocacy groups.

TMR is committed to being an ‘outside-in’ organisation and these meetings are a valuable opportunity for the department to engage with community and industry and share organisational priorities and challenges.

The federal government is a key funding partner of QTRIP 2017–18 to 2020–21 which outlines close to \$21 billion of investment in transport and road infrastructure ([see glossary page 232](#)) over the next four years. TMR continues to engage and collaborate with the federal government, through the Department of Infrastructure and Regional Development, to deliver upgrades across the state-controlled road network.

Through the mature and well established Roads and Transport Alliance, TMR works closely with local government and the Local Government Association of Queensland (LGAQ) to invest in and regionally manage the Queensland road and transport network.

Additionally, TMR participates in a range of councils and associations to improve collaboration around transport initiatives and planning, such as the Transport and Infrastructure Council ([see glossary page 233](#)), the Transport and Infrastructure Senior Officials Committee ([see glossary page 233](#)) and Austroads/World Road Association. Read about these initiatives in detail ([see page 53](#)).

TMR worked with Building Queensland (BQ) this year to support BQ’s role in providing independent advice to the government on infrastructure priorities for the state. This includes BQ’s role in developing business cases for transport infrastructure projects and developing an Infrastructure Pipeline for priority infrastructure projects. This positive relationship allows us to continue to promote essential transport projects that drive positive economic and social benefits to the state.

Informed by industry

TMR maintains relationships with a variety of road safety stakeholders including RACQ and the Centre for Accident Road Safety Research – Queensland. These road safety stakeholders are consulted periodically for initiatives that are being developed to gather their input or when outcomes are expected to impact the group or their representatives.

To enable innovative research and knowledge transfer between the department, the Motor Accident Insurance Commission and Queensland universities, the Transport Academic Partnership was formed. The partnership focusses on addressing transport challenges of the future and ensuring informed departmental decisions. For more information ([see page 55](#)).

Innovation still plays a vital role for the department, as we continue to embrace change and adapt to our external influences to minimise the impact of disruption. This year, TMR hosted a second MIXr event in March 2017. In the spirit of innovation and diverse thought, the one-day transport event connected our people with industry and other government areas to foster opportunities for collaboration, partnerships and problem solving ([see page 133](#)).

Solution-based discussions were themed around resolving transport issues and improving research and development outcomes for the department and Queenslanders.

Through major events, such as the delivery of our 20th Engineering Technology Forum and representation at the 2016 ITS World Congress with other key Queensland partners, we are keeping ahead of emerging technology and looking for opportunities to partner with industry and learn from each other, while exploring and developing innovative ideas. Our TMR experts take opportunities to share their knowledge by presenting at these events and also via the Tech Talk series.



MIXr event in March 2017.

One TMR response to extreme weather

Queensland's transport network must be resilient to disruptions and damage must be addressed quickly and thoroughly. This year, the impacts of Ex-Tropical Cyclone Debbie (known as Ex-TC Debbie) challenged a large part of the state and many improvement projects were put in place to address known risk areas.

Ex-TC Debbie crossed the Whitsunday coast as a Category 4 on 28 March 2017. The Mackay/Whitsunday district, including Hamilton and Daydream Islands, Airlie Beach, Proserpine, Bowen and Collinsville, received significant damage.

About 2575 kilometres or 8 per cent of state-controlled roads (see glossary page 232) were closed or had restricted access during the event. Five ports were affected, 97 vessels were stranded and 95 maritime aids to navigation (AtoN) were damaged or moved.

Pavement surfaces, road shoulders and drainage infrastructure on many major roads and highways, including the Capricorn and Bruce Highways, were severely damaged and significant risks to motorists were caused by minor land slips and fallen power lines.

Flooding affected more than 29 local government areas across Queensland, including:

- severe flooding in Rockhampton, Isaac, Livingstone, Mackay, Whitsundays, Logan, Scenic Rim and the Gold Coast
- flooding of major cities including Ipswich, Caboolture and Brisbane.

CASE STUDY

Bruce Highway Yeppen South

The high-level Bruce Highway bridges crossing the Yeppen Floodplain was tested for the first time in March 2017 when Ex-TC Debbie caused major flooding of the Fitzroy River and Yeppen Floodplain in Rockhampton. For a period of five days, all Bruce Highway traffic was diverted onto the high-level Yeppen South Bridges crossing the floodplain, maintaining connectivity for the Bruce Highway and overcoming the historic isolation of the Rockhampton community during natural disaster events.

The \$170 million projects primary objective was to minimise isolation during moderate and major flood events. It has set a new benchmark for local industry participation in Queensland, delivering a world-class outcome for the community, commuters and freight users.

The Yeppen Floodplain bridge in central Queensland is the state's second longest bridge at 1.64 kilometres.

Watch the footage here:

www.facebook.com/TMRQLD/videos/1380716535304559



Yeppen Floodplain Crossing following Ex-Tropical Cyclone Debbie.

Response

Working from the State Disaster Coordination Centre (SDCC) at Kedron in Brisbane, Maritime Safety Queensland (MSQ) (see glossary page 231) and Transport Network Security and Resilience staff liaised with all impacted regions. The team collected and disseminated information on the status of the transport network in partnership with our Disruptive Event Leadership Team, who coordinated operational activities and response across the business.

Our staff worked as part of a whole-of-government Community Recovery 'Ready Reserve' team alongside a range of government and non-government agencies to provide services such as triage services, applying for financial assistance and logistics planning to assist the regions in managing community recovery operations.

TMR's first priority was the safety of the people who use our road, rail and port networks. We swiftly initiated temporary repairs to have these essential transport links reopened as soon as possible.



Severe landslips closed the Sarina Range on Marlborough-Sarina Road.

To keep communities connected and travellers safe, we worked around the clock to:

- provide a significant and ongoing presence at the SDCC, helping to coordinate the response effort and working closely with all agencies relying on the transport network
- maintain communication with District Disaster Liaison Officers across the state for information and response requirements to support disaster management arrangements
- relocate teams and stations across Queensland to ensure support in the hardest-hit areas
- assess all state-controlled roads and infrastructure to determine safety and emergency remediation required
- assist maritime customers to conduct transactions through the TMR Albert app while MSQ's offices and computer systems were out of action
- ensure residents had access to our services by setting up mobile Customer Service Centres (CSCs) to replace the ones that sustained severe damage
- work with bus, coach, taxi, ferry and air service operators to move people to safety.

TMR was represented by staff at the SDCC for 14 days during the preparation for and response to Ex-Tropical Cyclone Debbie. Across that time 16 staff worked over 744 employee hours, providing over 51 updates to the SDCC to increase situational awareness.

CASE STUDY

Social media engagement

As the holder of vital information about the current situation across the state's road network, TMR responded to the catastrophic weather event by dramatically scaling up its presence on Facebook and Twitter ([see glossary page 233](#)). The public demonstrated the value of this avenue of engagement as they accessed information across these channels in unprecedented numbers.

In the days leading up to Ex-TC Debbie, we used social media to warn Queenslanders of the approaching weather event. Content on Facebook and Twitter shifted to reinforcing flood safety messaging and educating the public about driving conditions. Boat owners, skippers and operators were reminded of their Cyclone Contingency Plans and told to prepare for severe weather. The prevailing themes for this period were making smart decisions and looking out for one another.

During the event, social media became a round-the-clock nexus for statewide emergency response information, QLDTraffic updates and communication received from staff and crowd-sourced from the public. Content posted on Facebook and Twitter shifted to critical safety alerts and up-to-date traffic and travel information.

TMR social media was widely shared and cited as an authority by local councils, ABC Emergency, the Bureau of Meteorology, Queensland Police Service and Queensland Fire and Emergency Service. In turn, we shared other departments' content and ensured terminology and hashtags were consistent among departments.

We responded to hundreds of individual requests for travel advice and heavily promoted QLDTraffic as a practical utility for Queenslanders. The heightened profile boosted the recently launched QLDTraffic's name recognition around the state and directly contributed to 137,577 referrals to the website from 24 to 31 March.

Targeted paid promotion was used for the first time on TMR's Facebook page, ensuring information reached the people to whom it was most critical. By accurately predicting the audience's location and interests, TMR achieved exceptionally cost effective results – as little as three cents per post engagement.

In the aftermath of the event, TMR used social media to highlight the department's recovery effort and the remarkable turnaround on important repairs to the network. Public comments during this period became noticeably more supportive and appreciative, marking a turning point in the prevailing sentiment toward the department that continues to this day.

Our social media achieved strong results in the month following 24 March. During that 30-day period TMR Facebook posted or shared 94 times, achieved 3,828,469 reach and increased its followers by 28 per cent (10,874 people). TMR Twitter tweeted or retweeted 666 times, achieved approximately 239,000 reach and increased its followers by approximately five per cent (568 people).

TMR's social media was a small part of the department's phenomenal response to Ex-TC Debbie, but it had an appreciable affect on a large number of Queenslanders and signalled that social media has an important role to play in the future of how TMR engages with the public, especially in times of crisis.

Follow us:  

The *QLDTraffic* app was downloaded about 30,000 times and the website had one million unique page views between 28 March and 2 April 2017. The Android app became the #1 trending navigational app in Australia on 30 March.



Recovery

As a part of the cyclone recovery phase, TMR's focus was on fully reopening the road network for safe operation and restoring other critical infrastructure and services.

To minimise the impact on the community, transport industry and Queensland economy, we worked with all levels of government on:

- working with local port authorities to survey affected waterways, clear dangerous underwater debris and get shipping operations up and running
- assisting TransLink ([see glossary page 232](#)) and Queensland Rail Limited to ensure that passenger and freight transport services resumed as quickly as possible, allowing people and vital supplies to move around the state.

CASE STUDY

Cyclone contingency plans

Maritime Safety Queensland's well-established cyclone contingency plans slipped into gear prior to Ex-TC Debbie's arrival ensuring our ports and harbours, ships and boats were as well-prepared as possible to ride out the storm. The unpredictability of a cyclone's movements saw it cross the coast at Airlie Beach before swinging south after landfall and drenching virtually the entire central and south east Queensland coastlines.

Ports from Townsville to the Gold Coast were affected, with shipping movements suspended. While smaller vessels and infrastructure suffered some damage, especially around the Whitsundays which took the brunt of the cyclonic winds, the ports, harbours and ships survived relatively unscathed.

As soon as the cyclone had passed, our staff worked tirelessly to make essential repairs, including restoring radio communication and AtoNs to ensure maritime safety and support for the marine tourism sector in the area. It will be some time before all services are fully restored and all stranded vessels recovered. However, the well-established cyclone contingency plans certainly proved themselves.



Sunken vessel at Bowen Boat Harbour Mooring following Ex-Tropical Cyclone Debbie.

Restoration

The flooding and cyclonic weather across Queensland during Ex-TC Debbie caused significant damage to our roads and infrastructure. 36 local government areas have been activated to receive funding through National Disaster Relief and Recovery Arrangements (NDRRA) ([see glossary page 231](#)), a joint federal/state government initiative to restore state government assets damaged by flooding. This is the biggest activation since Ex-Tropical Cyclone Yasi.

The state government's Queensland Reconstruction Authority released a two-year State Recovery Plan, called Operation Queensland Recovery. The plan will support communities affected by the impacts of the cyclone and provide the essential framework of the statewide recovery effort, including restoring essential infrastructure and functionality and economic recovery for local communities.

Disaster repairs and long-term reconstruction works will be performed and completed by 30 June 2019.

For more information:

- Recording Asset Damage and Restoration (RADAR) app – damaged infrastructure tracker ([see page 91](#))
- Foamed bitumen pavements ([see page 134](#))
- Preparedness Program ([see page 78](#))
- QLDTraffic app ([see page 33](#))
- Flood Recovery Road Access Group (FRRAG) ([see page 50](#))
- National Disaster Relief and Recovery Arrangements ([see page 91](#))
- TMR Albert app ([see page 31](#))
- Granite Creek bridge restoration ([see page 85](#))

The year ahead

Key programs continuing in 2017–18 and beyond include:

- developing key strategies in order to shape the transport system for Queensland including *Queensland's Long-Term Transport Strategy*, *Regional Transport Plans*, *Queensland Cycle Strategy and Action Plan* and *Rail Strategy and Investment Plan*
- continuing to deliver initiatives in the *Queensland Road Safety Action Plan 2017–19*
- completing the \$100.4 million Boundary Road Interchange Upgrade
- progressing delivery of the \$160.7 million Commonwealth Games Upgrade Package for major road upgrades on the Gold Coast in the lead-up to the 2018 Commonwealth Games
- continuing work on the \$929.3 million Bruce Highway Upgrade – Caloundra Road to Sunshine Motorway project
- continuing works on the \$1.143 billion state and federal government funded Gateway Upgrade North (GUN)
- commencing construction on the \$497.8 million Mackay Ring Road (Stage 1) project
- progressing the \$152 million Smithfield bypass in Cairns, the 3.8 kilometre road will run parallel with the Captain Cook Highway, providing an alternative route
- commencing construction on the \$400 million Ipswich Motorway Upgrade – Rocklea to Darra (Stage 1)
- ongoing development of the QLDTraffic website and smartphone app to provide dynamic and real-time travel information to our customers
- improving traffic signal coordination on major arterial roads and management of motorways to ensure they flow consistently
- delivering over \$150 million in safety treatments through the *Target Road Safety Program*
- contributing to the development and planning of Queensland waters through the implementation of the *Reef 2050 Plan*
- continuing to improve maritime safety and community satisfaction by managing the movement of commercial and recreational vessels in Queensland waters
- delivering the *Mobile Compliance Information System* providing Compliance Officers with integrated access to registration and licensing information in the field on mobile devices like tablets
- continuing works on the \$1.6 billion state and federal government funded Toowoomba Second Range Crossing (TSRC)
- continuing works on the \$515 million Haughton River Floodplain upgrade project
- continuing works on the \$635 million Warrego Highway Upgrade Program
- introducing additional online customer services such as:
 - expanding our ability to email notices to our customers
 - expanding our ability to provide electronic reminders to our customers
 - enabling customers to apply for their disability parking permit online
- develop and implement a Customer Charter that succinctly communicates our commitment to our customers and outlines the level of service they can expect
- implementing the *Strategic Plan for Personalised Transport Services 2016–2021*
- implementing Demand Responsive Transport trials to provide further public transport options to our customers
- delivering additional public transport infrastructure including Murarrie park 'n' ride, Helensvale bus station and Mains Road transit way stops
- implementing mobile technology solutions to enable real time field data collection to aid in the assessment and monitoring of the performance of the transport system.



MSQ staff ensuring all is ship shape at Airlie Beach, Whitsunday Coast.

OUR PERFORMANCE

Objective 1–5

Our performance against each objective below including 2016–17 highlights:

// Customer-centric services that deliver a quality customer experience

// An integrated transport network that supports economic prosperity and is sustainable into the future

// Safety and regulatory services that improve community safety and efficiency

// A sustainable, cost-effective transport network accessible to everyone

// An integrated passenger transport network that allows fair access to all

OBJECTIVE 1

CUSTOMER-CENTRIC SERVICES
THAT DELIVER A QUALITY
CUSTOMER EXPERIENCE



OUR highlights

// Strategies

- 1.1 Shape deliverables and services with a customer focus
- 1.2 Deliver solutions that embrace the future and create value for customers
- 1.3 Communicate effectively and meaningfully with customers

// Performance areas

- Customer experience improves

In 2016–17, we delivered innovative new services for customers, making their interactions with us more streamlined and improving how we serve our customers. Some of our achievements are listed below.

☑ IMPROVING HOW WE SERVE OUR CUSTOMERS

Received accreditation and are now a Certified Customer Service organisation ([see page 26](#)).

☑ CUSTOMER EXPERIENCE

Held more than 140 focus groups using the Customer Experience Lab to explore ways of working that place the customer at the centre of how TMR does business ([see page 26](#)).

☑ ONLINE SERVICES

Made more services available online or via an app – 50 and counting ([see page 29](#)).

☑ LIVE CHAT

Our call centre launched a Live Chat service pilot on the TMR and qld.gov.au websites in December 2016 ([see page 30](#)).

☑ MODERNISING THE WRITTEN ROAD RULES TEST

Developing an online booking and assessment program to replace the written roads rules test ([see page 31](#)).

☑ SOCIAL MEDIA

Social media has been a significant focus for TMR this year, resulting in a dramatic increase in followers, impressions and engagement ([see page 32](#)).

We shape our services with a customer focus

Serving our customers is a key priority for us. Interacting with thousands of customers daily provides us with many challenges and also many opportunities to innovate, utilise new technologies and strive to reach best practice standards.

Deliver customer-centric cultural change program

The TMR Customer First Program has introduced customer-centric ways of working across the entire department and promotes a shared understanding of what it means to be 'Customer First' at TMR. The Customer Experience Transformation Program has identified and developed a strategy that continues to build a customer-driven department, a highly engaged leadership team and motivated workforce at TMR. A cross functional network of Customer First Champions allows people, systems and processes to provide 'voice of the customer' information that directly informs and impacts our customers' expectations first time, every time.

Embed customer experience approach in TMR

The department has a specialist Customer Experience (CE) unit to provide customer research and design consultancy support.

Assisting us in accessing the voice of the customer, the unit has supported a number of teams across the department with advice and guidance, developing research briefs and procuring external research, supporting project teams with research and design expertise and collaborating to make TMR a fully customer-centric business.

The team has developed a set of robust Whole-of-TMR personas ([see glossary page 233](#)) that represent archetypal customer characteristics, needs and expectations of Queensland's transport and infrastructure products and services. These personas enable business units and staff across TMR to establish a shared understanding of the diversity of our customers at a broad level.

The personas encompass citizens, organisations, community and government and provide a valuable foundation for considering the full range of customer touch points across the department's functions in a way that reflects the goals that customers are pursuing and transcends any of the particular products or services involved.

Communicating our customer experience vision

The CE unit is focused on aiding the department with understanding customer needs whilst enabling us to meet these needs. The marketing and communication strategy builds on this to inform on progress and achievements associated with the Customer Experience Transformation Program.

The strategy is focussed on departmental collaboration designed to grow and develop customer experience specific skills such as journey mapping, customer research and project support that integrates the voice of the customer.

Customer service accreditation

As part of the Customer Experience Transformation Program, the department sought accreditation against the ICSS which is administered in Australia by the Customer Service Institute of Australia (CSIA). This allowed us to benchmark our quality of customer service and engagement against companies and other government agencies across Australia.

We received accreditation in February 2017 and are now a *Certified Customer Service organisation*. We will seek recertification in 2018 where we will be required to show that we have actioned any recommendations suggested by the CSIA as they relate to the ICSS. Continued certification against the standard will remain a key focus for us.



Toowong Customer Service Centre.

Customer Experience Lab

The Customer Experience Lab (The Lab) is a flagship initiative for the department and demonstrates our continuing commitment to our customers. It is a modern, well equipped and digitally supported physical space in the Brisbane CBD dedicated to addressing customer problems and developing solutions for customer needs, expectations, and aspirations.

The Lab has been host to many varied projects and activities throughout the past year including:

- eLearner Driver customer research
- journey mapping workshops
- cross government collaboration
- usability testing of the QLD *Traffic* mobile app.

Since opening in May 2016, more than 140 groups have used The Lab to explore ways of working that place the customer at the centre of how TMR does business. The Lab has been an invaluable resource and a catalyst for influencing how we think about solving problems and the benefits of involving their customers and end-users. The Lab is available for whole-of-government use, the principal criteria for access being that intended activities aim to address customer problems, facilitate collaboration across the sector and that customer research insights are shared.

Customer focus groups

The Lab provides a creative, innovative environment where staff can co-design and co-create products, services and infrastructure with customers. The Lab is the perfect space to hold customer focus groups including journey mapping exercises and usability testing. In 2016–17, these interactive customer activities was held an average of once a month. To illustrate the benefits of this approach, the two projects listed below benefitted from customer focus group-related engagement activities.

- Engineering and Technology's Traffic and Travel Information Team identified a need to review the existing 13 19 40 phone service and the associated Interactive Voice Response (IVR) program. As part of this project, the team sought to understand what the experience was like for customers using the service and, in turn, identify opportunities to improve it. The results of this customer research will be used to build improvements into the redesigned 13 19 40 phone service.
- TransLink has mapped the end-to-end public transport customer journey to understand the moments that matter and identify any customer pain points. A range of quantitative customer insights were collated from this initial research and using these as sign-posts, co-design sessions were conducted with customers in The Lab. These insights are being actively used to continue to improve the customer experience on passenger transport.

On two occasions throughout the year the facility was made available to run focus group activities to address customer problems in the broader customer experience context across the sector.

An example of one of these inter-agency collaborations includes the State Penalties Enforcement Registry (SPER) correspondence review:

- We assisted SPER with testing customer correspondence. The testing aimed to develop a deeper understanding of customer needs and expectations in relation to letters SPER sends to customers. The review of customer correspondence is part of a wider move to improve customer experience, increase debt recovery and reduce escalation in penalties.
- Based on issuing volume and customer impact, SPER identified multiple correspondence to test for usability in ten individual interviews. These interviews were facilitated by the CE unit and were designed to capture a range of individual responses to correspondence scenarios. The CE unit then facilitated two focus groups to tap into influences on customer responses that go beyond correspondence, particularly cultural and social influences. As a result of the research conducted by TMR, the correspondence is being redesigned to provide additional clarity in the information provided and enhance the layout.

Importantly, the findings of this customer insight will contribute to improved debt recovery across agencies, including the customer experience with the TMR fines and escalation process.

Customer service enhancements

A 10 Year Roadmap has been developed that outlines our vision for the future of government customer services, by putting the customer at the centre of everything we do. The roadmap outlines the steps we will take to achieve our vision and uses customer insights, research and segmentation to inform the future of our products, services and channels.

In order to meet the objectives outlined in the Roadmap, a number of new enhancements have been introduced in our Customer Service Centres (CSC) to help improve the customer experience.

Counter improvements

Removal of glass from the service counters allows customers to interact directly with staff, creating a more comfortable, welcoming and friendly service environment.

Uniforms

Customer facing staff have been issued with mandatory uniforms. The introduction of such branding shows we are invested in our customers' experience by providing a professional image that the customer readily recognises.

Refurbishment

Extensive refurbishment of the CSC located at Garbutt was completed in November 2016 to improve the fit out of the centre and make it more accessible to all customers. The new centre has a modern feel, a relaxed atmosphere and a warm friendly environment with staff able to serve customers more efficiently and create a positive experience for all.

Driver Assessment Centre

Trialling a new way to deliver light vehicle driver assessments began in December 2016 with the introduction of the Carseldine Driver Assessment Centre (DAC), situated next to the Carseldine Customer Service Centre (532 Beams Road, Carseldine).

The Carseldine DAC is a contemporary centre which is an open, inviting space with modular furniture and lots of new features including:

- dedicated space customer waiting areas with tea and coffee
- Wi-fi throughout the centre that can be accessed by customers
- counters for driver licence issuing
- Driving Examiner work spaces
- a self-service kiosk (computer and printer)
- road safety educational material (brochures, banner and mural)
- work space for driver trainers and customer associates
- a 'selfie' driver licence stand where the successful driver can take a photograph celebrating their milestone.

Evaluation activities based upon customer feedback, staff feedback and operational data will be undertaken after a trial period to inform decisions on future centres across south east Queensland.

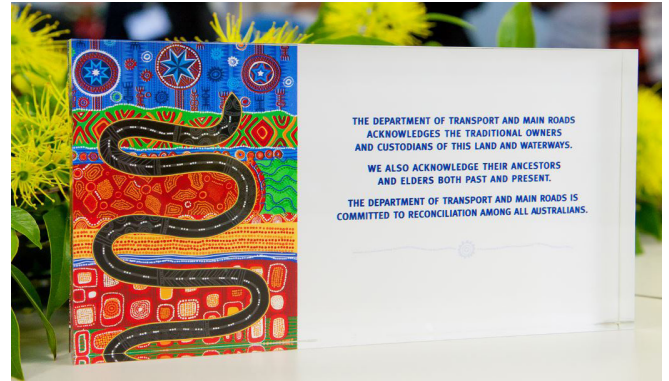
Service centre acknowledgement plaques

In May 2017, the department introduced Aboriginal and Torres Strait Islander Acknowledgement Plaques and stickers in our CSCs and offices, with the first being launched at the Logan centre.

The initiative is a part of our recognition of National Reconciliation Week's (27 May to 3 June) two major milestones in 2017: 50 years since the 1967 Referendum and 25 years since the historic Mabo decision.

The artwork featured on the plaques, 'Travelling', was designed by Indigenous creative company Gilimbaa and represents a road map of Queensland. The artwork has also been featured on uniforms for CSC staff and TMR pull-up banners.

Over 60 plaques have been installed in TMR CSCs, buildings and offices.



Acknowledgement plaques have been placed at CSCs as part of Reconciliation Week.

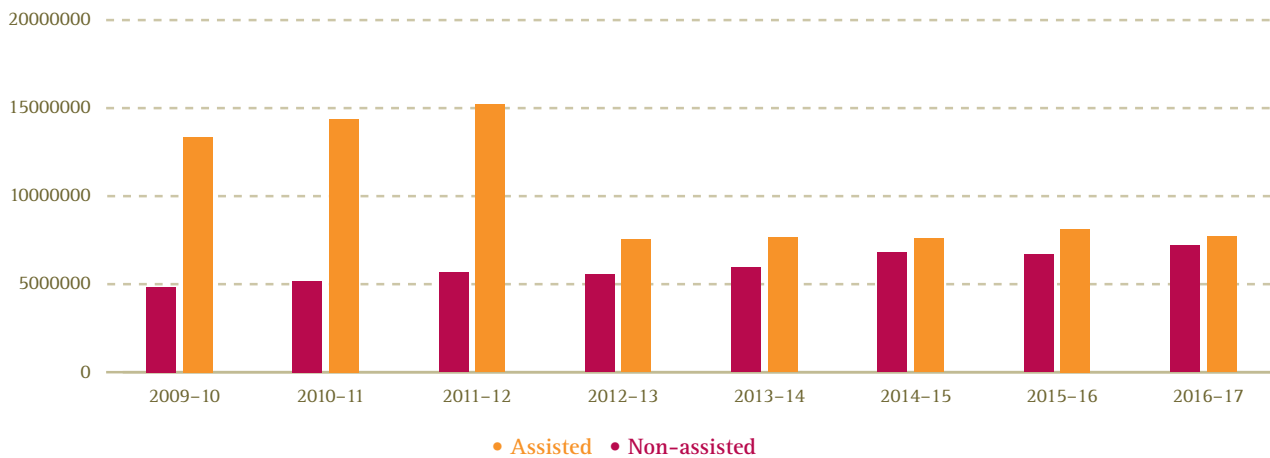
We deliver solutions that embrace the future and create value for customers

Customer service is continually evolving as new channels become available, particularly in the online environment. Below are some of the areas we are investigating and introducing to help serve our customers better now and into the future.

Electronic services for customers

In addition to the Customer Service Centre enhancements, TMR have made improvements for our customers using self-service channels (online services, BPay, direct debit, phone).

Figure 4: Customer service transactions – assisted versus non-assisted demonstrates the steady uptake of online services and supports the business need to continue to develop and improve our online services using customer insights.



Data sources: Data Analysis Reporting Centre (Research, Planning and Performance, Customer Services Branch)

Notes: From the 2012–13 Financial year onwards, the data has been refined to include transactions for which a customer interacts with Transport and Main Roads. Prior to this date, the data includes ancillary and system generated transactions which aren't a true representation of customer interactions.

There are now over 50 online services available. New and improved services in 2016–17 include:

- ability to elect for electronic correspondence to receive notices and reminders via email (launched June 2016, over 112,000 customers subscribed in 2016–17 with over 256,000 emails sent)
- registration online service and electronic app which allows the customer to check more information about their registration online (over 15 million checks in 2016–17)
- electronic logbook for learners to record and submit their 100 driving hours electronically (launched May 2016, 54,800 downloads in 2016–17)
- direct debit registrations allowing customers to sign-up to pay, which includes the choice of shorter three month terms (with 74,822 registrations subscribed in 2016–17 compared to 45,216 in 2015–16).

Other new services launched in 2016–17 include services for motorcycle learners and trainers that allow customers to upgrade their motorcycle licence online and also check eligibility to undertake a QRide course and find an approved inspection station. Customers can now also apply for a disability parking permit online and choose their security level for access to online services.

Customer satisfaction with TMR's website remains high, achieving eight (out of ten) in the April 2017 round of customer satisfaction surveys.

In comparison to customer experience with other service providers, TMR's performance ranks among the highest at 8.2 (for all service channels), as compared to the following (out of 10); respondent's city council (8.1), insurance companies (7.9), Australia Post (7.7) and banks (7.6). The city council relates specifically to the council area the respondent lives in.

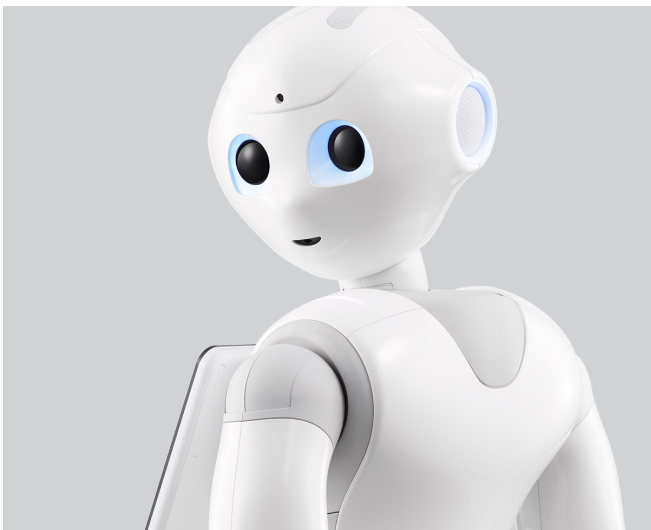
Pepper the robot helps out in Customer Service Centres

In an exciting step for TMR, SoftBank Robotics' humanoid robot 'Pepper' commenced working alongside our colleagues in the Elizabeth Street, Brisbane City CSC. This was the first opportunity to interact with a humanoid robot for many of our customers. This service will be introduced into the Chermside CSC in July 2017.

Pepper joined the team as part of a larger Queensland Government initiative to advance Queensland's robotics capabilities through a two-year Proof of Concept (POC) activity in partnership with ST Solutions Australia, a subsidiary of SoftBank Corp. The initiative aims to explore the potential for humanoid robotics in customer service and education, and increase research and development in this field within the state. The partnership offers Queensland an exciting and unique opportunity to position itself as a leader in innovative commercial collaborations and industry development, and create a strong business ecosystem to secure jobs of the future in this emerging field.

TMR has developed applications for Pepper. The first, the concierge application, helps customers prepare for their transaction. Pepper will provide advice on the correct forms, the evidence of identification requirements and other items they may need to take to a counter in order to seamlessly conduct their business with our staff. The second application, the feedback application, seeks feedback from customers about their experience in the centre to help improve future services.

TMR puts our customer first and continually look for innovative ways to enhance our customer's experience. Piloting this technology now will allow us to play a key role in shaping the direction for adoption and integration of robotic technology within our future workplaces and communities.



*'Pepper' is a trademark of SoftBank Robotics.
Image © SoftBank Robotics*

Live chat service pilot

We launched a 'live chat' service pilot on the TMR and qld.gov.au websites in December 2016. The pilot allows a customer on our website to live chat online with a customer service staff member on a select number of services and information pages offered on the websites. These services have been identified through analytics on customer behaviour where difficulty in completing online transactions is being experienced.

During the pilot, live chat was accessible on the following services offered on our website between 7am to 5pm and 6pm to 9pm on weekdays:

- Authentication
- Drivers licence transactions (including change of address, paying a fine and demerit point enquiries)
- Enrolling in direct debit
- Renewing registration.

Disability Parking Permits Scheme

TMR continues to administer the Disability Parking Permit Scheme in Queensland. The scheme assists people with severe mobility impairment to retain independence by making it easier to access vital services, visit friends and family, seek work or education. As at 30 June 2017, there were approximately 158,900 parking permits in use in Queensland.

Local governments and the Queensland Police Service provide a vital role in the ongoing enforcement of disability parking spaces.

In late June 2017, we also launched a new online service for disability parking permit applications to provide eligible customers or their carers with more choice and convenience when applying for, reapplying for or replacing a disability parking permit. Customers can still opt to complete an application form and lodge it by post or at one of our TMR customer service centres if preferred.

For more information visit:

www.qld.gov.au/disability/out-and-about/parking-permits

Modernise written road rules test

We are developing an innovative online learning and assessment program to replace the written road rules test that has been in place for decades. The new program has the potential to make Queensland roads safer by improving learning outcomes for young drivers, who are one of Queensland's most at risk road user groups.

Over the last 12 months, TMR has been collaborating with a Queensland-based e-learning development company to design the course. Ongoing feedback from users has been sought to ensure we develop a program that is robust, effective and that learners can relate to. Consideration of a pilot will occur in the second half of 2017.

TMR Albert app

In February 2017, we partnered with the Commonwealth Bank of Australia to launch the TMR app for the Albert EFTPOS device. The mobile payment device provides our State Boat Harbour customers the option for convenient, cashless transactions with the same stringent security standards as card payment terminals.

Albert is able to process casual boat mooring fees, landing fees, maintenance berths and provide customers with an email receipt.

Following heavy damage sustained to a local Maritime Safety Queensland (MSQ) office during Ex-Tropical Cyclone Debbie, the Albert app was loaded with MSQ products and deployed to assist with business operations.

Our Albert app also underwent internal trials for self-service registration payments at Customer Service Centres in April 2017.

Design Thinking Week

We held our inaugural Design Thinking Week from 5–9 June 2017. The aim of the week was to promote design thinking as a creative, customer-centric approach to problem identification and innovative solution design, with the theme being 'Change the way you think to change the way you work'.

The Design Thinking Week closely aligns with the department's 'Customer First' Program ([see page 26](#)).

Natural Disaster Assistance Package

Following Ex-TC Debbie and associated rainfall and flooding in 2017, the department activated its Natural Disaster Assistance Package (NDAP).

The NDAP provides assistance for Queenslanders impacted by Ex-TC Debbie by waiving some fees for a number of TMR

products such as driver licences and identity cards, registration, industry authority cards, disability parking permits, books of certificates of inspection and heavy vehicle work diaries.

The NDAP is available to TMR customers located within an area where the Personal Hardship Assistance Scheme has been activated for a natural disaster under the National Disaster Relief and Recovery Arrangements, or the State Disaster Recovery Arrangements.

Between 30 March and 6 June 2017, TMR provided vehicle registration concessions to 54,001 customers impacted by a natural disaster.

For more information visit: www.tmr.qld.gov.au/Community-and-environment/Community-engagement/Natural-disaster-and-drought-assistance

New regional services outlets

Queensland Police Service (QPS) stations throughout regional Queensland do a great job providing driver licensing services to Queenslanders. TMR is working in partnership with the Department of Justice and Attorney-General (DJAG) to relieve 21 QPS stations from delivering over 13,900 licensing transactions each year. Licensing services for these communities will now be extended and made available to customers during standard business hours.

When this was piloted in Ayr and Ingham, average wait times for licensing dropped by over 15 minutes and QPS reported massive improvements to station environments. As part of this initiative, Childers, Toogoolawah, Oakey, Moranbah, Chinchilla and Tully courthouse outlets have started delivering licensing services. Work continues on the remaining sites.

Childers and Toogoolawah were delivered in December 2016, Moranbah and Oakey in February 2017, Chinchilla in March 2017 and Tully in April 2017.

Over 200 participants were involved in the five events, including:

- digital advocate session (problem framing and solving with design thinking)
- industry expert and academia presentation and panel
- full-day workshop
- an online Yammer ([see glossary page 233](#)) campaign (#fleaming)
- an interactive session introducing agile sprints and prototyping.

Communicate effectively and meaningfully with customers

TMR's customer focus is highlighted by our strategic objective to create a customer-centric culture that meets our customers' needs first time, every time. To deliver on this promise, our customers' needs are continually reviewed and service delivery touchpoints improved. Many customer-driven initiatives have been progressed this year and are outlined in this section.

Indigenous Partnerships and the Government Champion Program

As the central point of contact in TMR, Government Partnerships develops and co-ordinates input to inform the development of key Indigenous strategies and policies being progressed by government.

We continue to provide policy and stakeholder support for the Director-General in his role as Government Champion for the Woorabinda community. TMR has been an active participant in progressing community priorities and helping to address barriers to effective service delivery.

For more information visit: www.tmr.qld.gov.au/Community-and-environment/Indigenous-programs

Austrroads/World Road Association

TMR continued its active involvement in Austrroads ([see glossary page 230](#)), the peak organisation of Australasian road transport and traffic agencies. Our Director-General was elected Chair of the Austrroads Board in July 2016 for a two-year term.

The work undertaken with other jurisdictions in Austrroads' work programs ensures knowledge sharing and increased consistency across Australasian road transport agencies.

TMR representatives played an active role in the publication of numerous research reports and technical guides which are in high demand by road authorities and industry.

The Director-General is the Australian First Delegate to the World Road Association where he contributes to valuable international cooperation on road transport matters, contributing to the transfer of road transport sector knowledge and expertise globally.

Customer focussed digital engagement

Social media has been a significant focus this year, with a recent social media audit in May 2017 describing TMR's Facebook performance as 'phenomenal', showing that Facebook impressions ([see glossary page 231](#)) have increased by 166 per cent year over year and Facebook engagement ([see glossary page 230](#)) has increased by 675 per cent year over year.

During the year, TMR's Facebook page increased its followers (or 'likes') by 194 per cent and achieved 31,349,375 impressions.

TMR's contact centre monitors Facebook from 8am to 9pm AEST (excluding weekends and public holidays in Brisbane) and during the year received a total of 3492 customer enquiries with an average response rate of approximately 97 per cent.

TMR's LinkedIn page has increased in both followers and engagement over the past year. Far more than just a platform for advertising jobs, LinkedIn offers us the opportunity to promote TMR as a sought-after employer for talented professionals who are united in their drive to make a difference for Queensland. It is a channel for engaging with members of the transport industry, and sharing stories of the diverse individuals and projects that are making our vision a reality.

Social media is becoming an increasingly important communication channel during severe weather events and crises, where there is a potential loss of power and where misinformation or a lack of information is more likely to lead to accident or injury.

During Tropical Cyclone Debbie, TMR's social media assets became a critical source of information for many Queenslanders. TMR was widely shared on Facebook and Twitter and dispensed valuable communication to keep the public apprised of unfolding events ([see page 18](#)).

The Sensis annual social media report states nearly 80 per cent of Australians now use social media.

Data source:
www.sensis.com.au/about/our-reports/sensis-social-media-report

QLDTraffic app

Changing the branding of our traffic and travel information services from 13 19 40 to QLD*Traffic* was only one element of a major IT initiative, the Next Generation Travel and Traffic Information (TTI). This project enabled the replacement of the 131940.qld.gov.au road condition website – which included a newly developed customer focussed website, supporting mobile application and sophisticated new back-end system to improve data accuracy for our state-wide traffic service

Following customer feedback, we decided to change the name from 131940 (website) to something more meaningful for our customers – QLD*Traffic* (website). The tag line ‘Check. Plan. Go with QLD*Traffic*’ was developed to help increase customer recognition of the service.

The Next Generation TTI project saw the introduction of the new QLD*Traffic* website, mobile app and new Twitter handles. The QLD*Traffic* app was developed in response to continuing growth in smartphone access to traffic and travel information through the QLD*Traffic* website and its predecessor, 131940.qld.gov.au.

The new QLD*Traffic* app and website provides our customers with journey planning services and an interactive map detailing where incidents are on Queensland roads. Customers can now plan their journey by address or landmark and select their preferred route and transport mode from multiple options, as well as view estimated arrival times.

The new sophisticated back-end system – Event Publishing System (EPS) – will provide efficiencies through new functions and a more intuitive interface for operators. For our customers, this means more accurate and timely travel and traffic information. Working with local government agencies and external stakeholders, EPS creates a more reliable single point of truth for traffic information across Queensland. With a statewide operational span, the new system even allows operators to lend a hand to other districts during critical events such as natural disasters, improving information relay to our customers.

QLD*Traffic*’s website features include:

- easier filtering of traffic information – a customer can select an event type such as crash, flooding, roadworks ([see glossary page 232](#)) or hazard, or pick a date to see future planned events
- ability to view the latest images from available traffic camera feeds using images of the road network
- using ‘Map View’ to display nearby public transport stops and accessing service status information for TransLink services
- ability to view points of interest such as rest areas and dump points
- displaying alerts and warning messages about incidents impacting a particular road, area or region.

Figures 5 and 6 (next page) demonstrate how calls to 13 14 90 or app/website visits peak during incidents.

QLD*Traffic* smartphone app features:

- save your favourite route and receive notifications for traffic events
- see how long it will take to drive from A to B
- view and select alternative routes
- select your mode of transport (car and public transport)
- receive notifications about important traffic events on your route
- view traffic camera feeds to see what’s happening on the roads.

New QLD*Traffic* Twitter handles:

- @QLDTrafficMetro
(Metropolitan Brisbane)
- @QLDTrafficNCSC
(Sunshine Coast and Gold Coast)
- @QLDTrafficDDSW
(Darling Downs and South West Queensland)
- @QLDTrafficMFWFB
(Mackay, Whitsunday, Fitzroy and Wide Bay Burnett)
- @QLDTrafficCWNW
(Central and North West Queensland)
- @QLDTrafficFNNQ
(Far North and North Queensland)

Check. Plan. Go by visiting QLDTraffic.qld.gov.au, downloading the app, phoning 13 14 90 or following us on Twitter.



Check QLD*Traffic* when planning your next journey.

2018 Commonwealth Games preparation

Road upgrades

Significant progress has been made on the \$160.7 million road network upgrades for the 2018 Commonwealth Games being held on the Gold Coast (GC2018), with 75 per cent of the package completed. Delivering these projects ensures Gold Coast motorists benefit sooner from the improvements with three of the six projects already completed.

A new signalised intersection, completed three months ahead of schedule, has removed traffic queues for up to 45,000 motorists daily through the Ross Street and Ashmore Road intersection.

An extra westbound lane is now open to traffic on Nerang - Broadbeach Road near Bermuda Street and the Kumbari Avenue intersection now has a free-left acceleration lane to Smith Street to improve traffic flows around the Athletes' Village in Parkwood.

Southport-Burleigh Road (North) was completed in June 2017. The southern section was opened to traffic in October 2016, while the final (Central) section of the eight kilometre upgrade, which includes the Australian-first Continuous Flow Intersection, is on track to finish by late 2017.

Widening Olsen Avenue is expected to be complete by September 2017, and the final project in the package, upgrading the Gooding Drive roundabout, started in May 2017 and is expected to be completed by late 2017.

Commonwealth Games security preparation

TMR partnered with Queensland Police Service, Gold Coast 2018 Commonwealth Games Corporation (GOLDOC), local councils and other stakeholders in planning counter-terrorism security provisions for the 2018 Commonwealth Games. Key locations were assessed using the Queensland Comparative Risk Assessment Methodology (QCRAM).

The department provides members to the Security Executive Steering Committee (SESC) and chairs and secretariats the Transport Safety and Security Working Group (TSSWG) (a subordinate working group to the SESC).

The TSSWG membership includes federal, state and local government agency representatives and is responsible for the coordination of a safe and secure Games.

Commonwealth Games passenger transport network planning

We are working towards creating a transport system that runs smoothly for Gold Coast residents and businesses during the 2018 Commonwealth Games. We are in the mobilisation phase of transport operations for the Games and the team is growing rapidly.

The program addresses:

- passenger transport service planning
- enhancing and strengthening transport coordination across roads and public transport
- delivering a network of new temporary park 'n' ride [\(see glossary page 231\)](#) facilities
- improving the road network
- informing the public about changes on the network
- developing detailed plans for how transport networks, services and management systems will operate during the Games.

For more information visit: blog.tmr.qld.gov.au/blog/2016/12/21/tmr-2018-gold-coast-commonwealth-games-program-team-expands-mobilisation



Artist's impression of the Gold Coast during the Commonwealth Games.

OBJECTIVE 2

AN INTEGRATED TRANSPORT NETWORK THAT SUPPORTS ECONOMIC PROSPERITY AND IS SUSTAINABLE INTO THE FUTURE




 A vertical graphic element on the left side of the page. It features the word "OUR" in a small white box above the word "highlights" in a large, white, lowercase sans-serif font. The background is a dark purple gradient with a grid of white dots.

// Strategies

- 2.1 Maximise the benefits from our investments through long-term (10 year) planning and prioritisation
- 2.2 Deliver best value investment in the transport system of the future, creating opportunities for innovation
- 2.3 Prepare for the freight tasks of tomorrow
- 2.4 Connect and partner with industry and community to design for the future

// Performance areas

- Transport network performance improves

In 2016–17, we developed strategies, policies and plans for an integrated transport system that safely and efficiently moves people and goods and delivers value to the community. Some of our achievements are listed below.

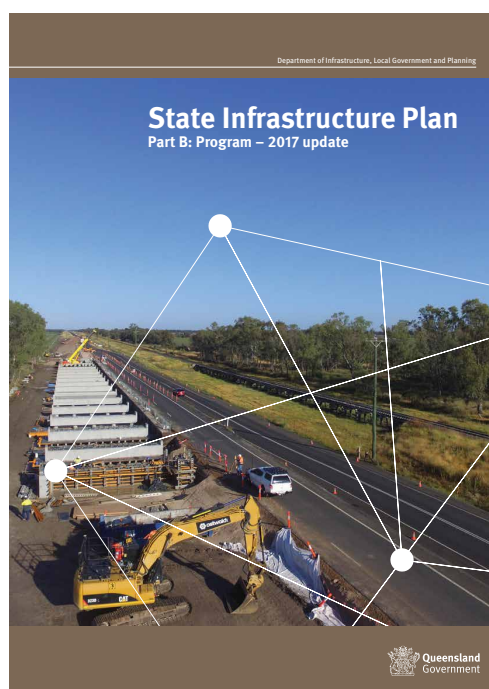
- QUEENSLAND CYCLE STRATEGY**
 Allocated \$162 million for high-priority cycle infrastructure over the next four years, including on the state-controlled network ([see page 54](#)).
- TRANSPORT INFRASTRUCTURE PORTFOLIO PLAN AND SCHEDULE**
 Updated and finalised the 10-year *Transport Infrastructure Portfolio Plan and Schedule 2016–26* (TIPPS) which serves to communicate strategic transport infrastructure investment choices and decisions ([see page 41](#)).
- QUEENSLAND TRANSPORT AND ROADS INVESTMENT PROGRAM (QTRIP)**
 Developed and published the \$21 billion *QTRIP 2017–18 to 2020–21* program that identifies key priority programs, packages and projects ([see page 42](#)).
- PRINCIPAL CYCLE NETWORK PLANS**
 Identified over 10,200 km of network covering 48 local governments and 98.9 per cent of the Queensland population ([see page 55](#)).
- TRANSIT ORIENTED DEVELOPMENTS**
 Commenced construction on Coorparoo Square at Coorparoo Junction including 350 units in three towers with cinemas and retail below ([see page 44](#)).
- AUTONOMOUS VEHICLE MODELLING**
 Undertook two rounds of scenario modelling to determine the impact of wide-scale uptake of autonomous vehicles ([see page 46](#)).
- MOVING FREIGHT**
 Conducted a review under the direction of the Queensland Ministerial Freight Council in consultation with key industry stakeholders and internal and external government agencies to ensure we continue to keep pace with the state's economic growth ([see page 47](#)).
- MAINTENANCE DREDGING STRATEGY**
 Released the *Maintenance Dredging Strategy for Great Barrier Reef World Heritage Area Ports* in November 2016 ([see page 40](#)).

We maximise the benefits from our investments through long-term (10 year) planning and prioritisation

TMR produces and updates a range of long and medium-term transport planning strategies and plans for integrated planning across the state, designing the transport needs of the future.

State Infrastructure Plan

In March 2016, the *State Infrastructure Plan*, comprising of two parts – Strategy and Program, was released by the state government. In 2017, Part B: Program was updated to outline the program of investment over the next four years (alignment with *QTRIP 2017–18 to 2020–21*) and future opportunities over the next five to 15 years (transport proposals categorised into short, medium and long-term projects).



Cover of the *State Infrastructure Plan Part B Program – 2017 update*.

We worked closely with the Department of Infrastructure, Local Government and Planning (DILGP) to update the transport sector component.

The 2016–17 State Budget confirmed funding for a range of transport projects through the State Infrastructure Fund (SIF) to implement the *State Infrastructure Plan*.

The Bill Fulton Bridge project on the Cairns Western Arterial Road was funded through the Significant Regional Infrastructure Projects Program.

Through the Priority Economic Works and Productivity Program, \$300 million was committed to help deliver targeted, productivity lifting transport infrastructure including:

- Ipswich Motorway Upgrade – Darra to Rocklea (Stage 1)
- Pacific Motorway-Gateway Motorway Merge Upgrade (southbound lanes)
- North Coast Line Capacity Improvement Project
- Dawson Highway – Gladstone to Biloela timber bridge replacement package
- Rockhampton Road Train Access, Stage 1
- Kawana and Nicklin Way – Sunshine Coast University Hospital intersection upgrades package
- Riverway Drive duplication, Townsville (Gollogly Lane – Allambie Lane).

For more information visit: www.dilgp.qld.gov.au/SIP

Queensland Transport Policy Long-term Transport Strategy

During the year, the department conducted extensive analysis to understand and develop responses to emerging trends that could potentially transform the transport system. These trends include the development of electric and driverless vehicle technology, a range of communication and digital technologies, and shared business models such as ride and car-sharing.

The department is now developing long-term strategic responses to the challenges and opportunities that the emerging trends pose for transport. These responses will form the core of the *Queensland Transport Policy (QTP)*, which will be the department's long term strategy for the Queensland transport system.

The QTP will provide direction for transport over a 30 year horizon and guide more detailed transport policies, plans and funding decisions over the short, medium and long term.

It will assist in responding to strategic challenges, such as:

- enabling new technologies to help provide solutions to increasing transport demand and the changing travel needs of a diverse population
- utilising big data to gain a deeper understanding of our customers' transport needs
- developing more sustainable funding options for the transportation network.

The department will continue to engage with a number of stakeholders, including the DILGP, to ensure the QTP aligns with the *State Infrastructure Plan* and shapes other key initiatives, such as the *Regional Transport Plans*.

For more information visit: www.qld.gov.au/transportpolicy

Transport Coordination Plan 2017–2027

TMR is updating the *Transport Coordination Plan 2017–2027* (TCP 2017) to set the strategic direction for the transport network in Queensland.

The TCP 2017 will help ensure our transport network:

- meets the needs of all Queenslanders, now and in the future
- connects communities to employment and vital services
- facilitates the efficient movement of people and freight to grow Queensland's economy
- is safe and secure for customers and goods
- contributes to a cleaner, healthier and more liveable environment and is resilient to Queensland's weather extremes.

The TCP 2017 will help drive value for money outcomes by providing clear criteria for spending on transport. It will improve transparency by setting out principles for decision making.

The plan places a greater emphasis on customer experience and technology and includes Key Performance Indicators (KPIs) for tracking and monitoring progress against the objectives. It is intended that performance against the KPIs will be reported every two years via the department's website.

The TCP 2017 will focus on broad objectives for the transport system over the short to medium term (10 years). This will be complemented with the Queensland Transport Policy, which will be a long-term (30 year) strategy that focuses on responding to the challenges and opportunities posed by emerging technologies and trends.

For more information visit: www.tmr.qld.gov.au/About-us/Corporate-information/Publications/Transport-Coordination-Plan-2017-2027

Regional Transport Plans

We are developing *Regional Transport Plans* (RTPs) for each of TMR's 12 districts. RTPs will play a critical role in defining the strategic direction of transport planning over the next 15 years. RTPs are being developed collaboratively with local governments, state government agencies, business, industry and targeted stakeholders.

RTPs consider regional demographic and industry changes, local government land use and transport planning and respond to relevant regional plans and the *State Infrastructure Plan*.

RTPs define the priorities for developing the transport system in each district based on identifying problems and opportunities for improvement, identifying short and long term opportunities for action to inform future planning and help guide network investment.

The draft *Mackay Isaac Whitsunday RTP* has been released for consultation.

For more information visit: www.tmr.qld.gov.au/regionaltransportplans

South East Queensland Regional Plan (ShapingSEQ)

The *South East Queensland Regional Plan (ShapingSEQ)* is the state government's new regional planning framework to sustainably manage change and growth in south east Queensland.

ShapingSEQ has been developed with a 50-year vision to manage this expected growth and capitalise on our economic strengths. It will provide a focus on integrated land use and transport outcomes. The plan seeks to maximise the use of existing transport infrastructure, place greater emphasis on public and active transport, encourage infill development around existing transport infrastructure and services and support the protection of freight corridors to serve the economy.

DILGP has led the preparation of *ShapingSEQ*, the updated regional land use plan for south east Queensland. The department has provided significant support to develop the plans, including advice on strategic public transport networks, road networks and freight elements and key regional infrastructure.

The department provided a senior officer to the DILGP team during the initial development of the plan to provide transport planning advice, analysis and modelling to ensure integrated land use and transport outcomes.

For more information visit: www.shapingseq.com.au

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Transport System Planning Program

The *Transport System Planning Program* (TSPP) (see [glossary page 233](#)) is a ‘one integrated system’ program of planning activities that collectively plan for the future transport network.

The TSPP is an annually reviewed, four-year rolling program of planning studies and investment projects coordinated across all modes, right across Queensland. Planning from the TSPP develops future projects to be designed and constructed through QTRIP (see [glossary page 231](#)).

The 2016–17 TSPP invested over \$72 million in planning studies to further develop the transport system. Key signature projects included:

- planning to support the delivery of the 2018 Commonwealth Games
- continued development of Regional Transport Plans
- continued planning for the Bruce Highway and Pacific Motorway.

Queensland Road System Performance Plan

The *Queensland Road System Performance Plan* (QRSP) guides road performance planning by determining priority projects and four year performance milestones with detailed funding allocations. This \$500 million roads package for Queensland covers 2017–18 and 2020–21.

Performance against previous plans is reported in the annual TMR State of the Asset Report.

Reef 2050 Long-Term Sustainability Plan Actions

The *Reef 2050 Plan* is a long term strategy to turn around the health of the Great Barrier Reef (GBR). The *Reef 2050 Plan* was endorsed by the state and federal governments in March 2015 in response to recommendations from the United Nations World Heritage Committee. TMR is responsible for leading the implementation of six actions from the plan.

In 2016–17 the focus has been on implementation of:

- **WQA16** – develop a statewide coordinated maintenance dredging strategy - this action has now been completed
- **WQA21** – Department of Environment, Heritage Protection (DEHP) are now leading this commitment as it was determined that the matter is best regulated under DEHP’s existing environmental regulatory activity framework. Maritime Safety Queensland has offered to provide maritime/shipping expertise and advice as required.

Actions to be progressed in 2017–18 are:

- **WQA15** – develop and implement a dredging management strategy (including capital dredging)
- **EBA7** – consider development of a new vessel class which ensures bulk goods carriers travelling in the World Heritage Area meet stringent safety standards
- **EBA8** – fully vet 100 per cent of bulk carriers traversing the GBR to an appropriate standard
- **EBA9** – encourage industry adoption of vessel assessment activities and approval processes.

Maintenance Dredging Strategy

The department released the *Maintenance Dredging Strategy for Great Barrier Reef World Heritage Area Ports*, an action (WQA17) from the *Reef 2050 Long-Term Sustainability Plan* in November 2016.

Following extensive consultation with key industry, environmental and regulatory stakeholders the plan focusses on 17 key guiding principles and associated actions on the way maintenance dredging at ports is planned, coordinated and regulated to ensure minimal impact on the GBR World Heritage Area.

This provides the ports industry and wider community with certainty that the economic and social contribution of ports is maintained and the environment protected.

For more information visit:

www.tmr.qld.gov.au/business-industry/Transport-sectors/Ports/Maintenance-dredging-strategy



Maintenance Dredging Strategy will ensure the ongoing protection of the reef's values and the continued operating efficiency of ports within the GBRWHA.

North East Shipping Management Plan

The *North East Shipping Management Plan* is focussed on mitigating the potential effects of large commercial trading ships and details the actions planned to enhance navigation, safety and environment protection in the north east region.

We have progressed a number of key action items in the plan, including:

- keeping pace with advances in vessel traffic systems (VTS), sensors and communications
- implementing systems to enable future Reef VTS operations to be delivered from two vessel traffic centres
- developed papers on jurisdictional responsibility for anchorages and anchorage management guidelines
- broadcast warning information to ships during the cetacean migration season
- reviewed the adequacy of the marine incident management and oil spill response arrangements in the Torres Strait including engagement with Indigenous communities on the pollution response arrangements
- completed the annual program of oil spill response equipment refurbishment
- completed the annual pollution response training program.



Facilities such as Reef VTS play a vital role with coastal navigation.

We deliver best value investment in the transport system of the future, creating opportunities for innovation

Maximising deliverables from available funding by chasing continual improvement while investing in our future. Significant strategic planning for transport needs was continued in 2016–17. Some examples of the plans developed or executed are found below.

Transport Infrastructure Portfolio Plan and Schedule (TIPPS) 2015–2025

The annual TIPPS provides a strategic framework for transport infrastructure investment. TIPPS strongly aligns to our Strategic Plan vision of creating a single, integrated transport network accessible to everyone.

In defining the 10 year direction of the transport infrastructure portfolio, TIPPS provides guidance for the *Queensland Transport and Roads Investment Program* (QTRIP) development (the published four year sub-set of the portfolio) and also input into external agency planning such as the *State Infrastructure Plan* developed by the DILGP.

TIPPS outlines the choices TMR has made on transport infrastructure investments, taking account of the need for operation, maintenance and upgrade of the transport infrastructure assets, within an affordable funding program. The TIPPS informs TMR and Queensland Treasury discussions on an agreed funding position for the transport infrastructure portfolio.

Queensland Transport and Roads Investment Program (QTRIP)

We developed and published *QTRIP 2017–18 to 2020–21*, in line with the TIPPS. QTRIP outlines approximately \$21 billion of investment in roads and transport infrastructure, funded by the federal and state governments and other funding sources, such as local government and developer contributions.



Front cover of Queensland Transport and Roads Investment Program.

Key priority programs, packages and projects include:

- \$8.5 billion program for Bruce Highway upgrades over 10 years (2013–14 to 2022–23), including:
 - \$929.3 million Bruce Highway – Caloundra Road to Sunshine Motorway upgrade
 - \$497.8 million Mackay Ring Road (Stage 1)
 - \$384.2 million Bruce Highway – Cooroy to Curra (Section C) project
- \$635 million Warrego Highway Upgrade Program over five years (2014–15 to 2018–19)
- \$260.5 million Cape York Region Package over five years (2014–15 to 2018–19)
- \$160.7 million towards Commonwealth Games package of transport infrastructure works (2015–16 to 2017–18)
- \$4.156 billion New Generation Rollingstock project
- \$1.606 billion Toowoomba Second Range Crossing project
- \$1.143 billion Gateway Upgrade North project
- \$400 million Ipswich Motorway – Rocklea to Darra (Stage 1) project
- \$420 million Gold Coast Light Rail (Stage 2) project.

In addition, the federal and state governments have committed to a half a billion dollar roads package for Queensland, which includes:

- the six-laning of the Pacific Motorway between Mudgeeraba and Varsity Lakes
- a major upgrade of the Pacific Motorway/Gateway Motorway merge (southbound lanes) at Eight Mile Plains
- construction of the Walkerston Bypass near Mackay
- upgrades of the Mount Lindesay Highway.

Further, an additional \$30 million was allocated in 2020–21 for the *Transport Infrastructure Development Scheme* that sees an increase to the ongoing base investment across the QTRIP four-year period maintained at \$70 million per annum.

For more information visit: www.publications.qld.gov.au/dataset/queensland-transport-and-roads-investment-program-qtrip-2017-18-to-2020-21



Bruce Highway – Cooroy to Curra (Section C) Traveston Bridge Girder placement.

Infrastructure investment – National Partnership Agreement (NPA)

The NPA on Land Transport Infrastructure Projects sets out the federal and state government investment priorities. This agreement is a joint responsibility to ensure that infrastructure investments effectively address the objectives of the Infrastructure Investment Programme (the Programme), as set out in the NPA.

For more information visit:

www.investment.infrastructure.gov.au/funding/projects

The objective of the NPA is to aspire to a safe, sustainable national transport system that enhances the interconnectivity of corridors (networks) of significant economic opportunity across Australia.

The current NPA formalises federal funding commitments and agreed state government contributions until 30 June 2019.

In 2016–17, \$1.57 billion of committed federal funding under the NPA has been received by Queensland. Key projects progressed included:

- Gateway Upgrade North
- Toowoomba Second Range Crossing
- Bruce Highway – Caloundra Road to Sunshine Motorway upgrade
- Gold Coast Light Rail (Stage 2)
- Bruce Highway – Cooroy to Curra (Section C).

The Queensland Programme of Works, as a Schedule to the NPA, is amended each year by the federal government with agreed projects and funding reflected in the Federal Budget.

In the 2017–18 Federal Budget, the Queensland Programme of Works outlined \$18.1 billion in federal funding commitments over the life of the agreement to Queensland projects (including funding paid directly to local councils).



Gateway Upgrade North – Deagon Deviation widening.

Corridor Management Action Plan (CMAP)

The CMAP is an internal document detailing a program of work to facilitate and support management of third-party, non-transport use of the road corridor ([see glossary page 232](#)) for the next five years.

Implementation of the CMAP is ongoing and the plan itself is updated annually. Completed projects this year include:

- executing a Memoranda of Understanding with a number of major public utility providers
- completing the investigation of the costs of public utility relocations in road corridors
- completion of a new Guide to Powers in state-controlled roads.

Significant progress has been made on a range of projects including:

- engagement with public utility providers
- development of a revised cost sharing agreement with the Local Government Association of Queensland
- reviewed the Roadside Advertising Guide
- supported the development of the *Stock Route Management Bill 2016*
- leading the review of the stock route network on state-controlled roads
- supported the transition of SunWater irrigation schemes to local management including providing approvals for irrigation assets located in state-controlled roads
- development of a new roadside fuel facilities policy
- development of an online permitting system for activities in state-controlled road corridors.



Road Operations Portfolio Strategy (ROPS) and Action Plan (ROAP)

The ROPS is an internal document provides a strategic view of the road operations business, drivers and key initiatives, and how we deliver innovative solutions for proactive and effective operation of the road transport network.

The ROAP identifies key initiatives for enhancing road operations capabilities, supporting the Portfolio Strategy and the department's vision of creating a single integrated transport network accessible to everyone.

Both documents are updated regularly to address the dynamic nature of the industry. Initiatives completed or progressed this year include:

- redeveloping and launching the QLDTraffic suite of services, helping Queenslanders making informed travel decisions
- enhancing our intelligent transport systems, including further rollout of the Emergency Vehicle Priority capability
- progressing the Event Traffic Marshal policy and framework, supporting sporting and community events
- type approval of remote-controlled portable traffic signal devices at roadworks, supporting improved safety at roadworks
- further developing tools to quantify excessive congestion and the causes of congestion
- progressing investigation into a next generation traffic signal controller
- supporting departmental and government initiatives including the Gold Coast Commonwealth Games, and the Cooperative and Automated Vehicle Initiative.

Securing land for the future

The department acquires and disposes of properties for road and transport infrastructure projects. Properties retained by the department for existing and future infrastructure projects are leased, where possible, to derive an income for the state. This includes rail corridors and boat harbours. We are also responsible for developing strategic land opportunities, including Transit Oriented Developments (TODs) and realising commercial opportunities for the road corridor and passenger network.

Recognising the national significance of preserving transport corridors, Infrastructure Australia's Infrastructure Priority List update, released in February 2017, included a priority initiative to preserve the corridor for Salisbury to Beaudesert connection.

Transit Oriented Developments (TOD)

The department is responsible for TOD projects across south east Queensland. TODs are human-scale, urban communities focused around transit stations and include a mix of residential, retail, commercial and community uses while providing high accessibility to a transit station.

We are designing innovative solutions that deliver effective land use and transport integration while maximising the development potential of the sites. Significant progress on the construction of several TOD projects has been made in 2016–17.

Current TODs

- **Coorparoo Junction**
Coorparoo Square is currently under construction and is due for completion in 2018. We undertook an open market process to identify a developer to purchase the land and deliver a TOD along with public transport infrastructure on the site. The development comprises 350 units in three towers with cinemas and retail below.
- **Buranda TOD**
Stage 1 of the Buranda TOD is currently under construction, with Stage 2 and 3 to follow in the subsequent future. The Buranda TOD is a private sector development adjacent to the Buranda busway and train station and will integrate the development with the existing public transport infrastructure. The development is a mix of residential and student accommodation with retail and commercial offices. Stage 1 is expected to be completed in mid-2018.



Buranda transit oriented development, Stage 1 under construction in April 2017

- **Cleveland TOD**
A mixed use development located at the Cleveland train station. The proposed development will consist of residential and short term tourist accommodation, and a retail outlet servicing commuters and residents to deliver a development and additional car parking. We have entered into a development agreement with the proponent. The proponent is awaiting development approval for the project.

Upcoming TODs

- **Mango Hill TOD Project**
As a part of the Moreton Bay Rail Link (MBRL) project, we have acquired three vacant parcels of land in Mango Hill providing an opportunity to deliver a TOD to benefit the MBRL by providing increased density and facilities around the station and to promote patronage. We will soon be seeking interest from suitably qualified and experienced proponents for the design and construction for the project.
- **Varsity Lakes Station Precinct**
Negotiations with the preferred developer are currently ongoing to deliver a TOD adjacent to the Varsity Lakes train station. The project will include additional permanent

park 'n' ride facilities at the Varsity Lakes train station, in addition to temporary park 'n' ride facilities required for the 2018 Commonwealth Games.

- **Albion Train Station Precinct Redevelopment Opportunity**
We are seeking a proponent to improve access to the Albion train station, consolidate commuter park 'n' ride infrastructure and take on redevelopment opportunities presented by approximately three hectares of surplus and under-utilised departmental property. The development agreement is currently being finalised with the preferred proponent.
- **Ferny Grove Station Precinct TOD**
The department has progressed a proposal for private industry to construct a new, integrated TOD at the Ferny Grove train station. The department has entered into a Development Agreement with the preferred proponent to develop a significant end of line precinct at Ferny Grove train station, which will include approximately 250 additional car spaces for existing rail commuters, subject to detailed design.

We are also identifying and facilitating other development opportunities on underutilised or surplus land.

Commercial roadside facilities

A commercial roadside facility provides goods and services (such as fuel, food, beverages and rest facilities) to travellers in a convenient location. Due to the facilities being in convenient locations and providing consumables for drivers while on their journey, they also encourage drivers to stop and take a break, which improves fatigue management and delivers better road safety outcomes across the state's roads.

Traveston Road Interchange, Bruce Highway – Traveston Commercial Roadside Facility

The department is evaluating offers from parties with demonstrated experience in owning and operating Commercial Roadside Facilities (CRF) and Driver Rest Areas (DRAs) to design and construct a CRF and DRA on an approximately six hectare parcel of land near the Bruce Highway and Traveston Road interchange. TMR is investigating other commercial roadside facility opportunities.

For more information visit: www.tmr.qld.gov.au/Community-and-environment/Planning-and-development/Transit-oriented-developments/About-transit-oriented-developments

Building our Regions

During the year, we administered the delivery of four projects under the state government's *Building our Regions* program (see glossary page 230) on behalf of the Department of State Development (DSD):

- Steger Road Upgrade, Toowoomba Regional Council
- Donoghue Highway Upgrade, Boulia Shire Council
- Carnarvon Gorge Road Upgrade, Central Highlands Regional Council
- Collins Avenue Bridge Renewal, Cairns Regional Council.

The *Building our Regions* program has committed \$225 million for 2015–16 to 2017–18 to a targeted regional infrastructure program for local government projects. The primary purpose of the *Building our Regions* program is to provide funding for critical infrastructure in regional areas of the state, while also generating jobs, fostering economic development and improving the liveability of regional communities.

The department administers the delivery and reports progress on roads related council projects for DSD.

For more information visit: www.statedevelopment.qld.gov.au/regional-development/building-our-regions.html

Cross River Rail business case

In June 2016 it was announced the state government would invest \$50 million in 2016–17, part of which is to fund the establishment of the Cross River Rail Delivery Authority (CRRDA) to oversee the planning and delivery of the project. Project-specific legislation to establish the CRRDA is being progressed and until then the project will operate within the DILGP. In October 2016 the project and team transitioned to DILGP.

For more information visit: www.crossriverrail.qld.gov.au



3PCM – contract management

During the year, the 3PCM Project has replaced a number of legacy systems with a Commercial Off The Shelf (COTS) solution that can adapt to the changing needs of the department.

When fully implemented, the 3PCM solution will improve the planning, management and delivery of TMR's transport infrastructure by:

- defining and implementing standards, consistently applied processes for planning, managing and delivering the *Transport Infrastructure Portfolio* across the domains of *Portfolio, Program, Project and Contract Management (3PCM)*
- sourcing and implementing an integrated, strategic ICT solution that supports the business processes and rules and enables a transition away from existing legacy systems.

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Autonomous vehicle modelling

The department has undertaken two rounds of Autonomous Vehicle (AV) Scenario Modelling through a Brisbane firm. The first modelling work package investigated the possible AV uptake rates and impacts on the south east Queensland road network of these vehicles in 2026, 2036 and 2046. The south east Queensland road network was considered best suited for the initial run of this modelling work due to its relative complexity, and the availability of data to support model development.

This modelling showed that it is likely that the wide scale uptake of AVs would detrimentally impact the level of congestion on the road network in south east Queensland unless a higher level of car sharing is adopted.

In the second round, the department is considering six scenarios to assess the interaction of AVs and public transport across south east Queensland. This modelling is nearing completion and is expected to be released in early 2017–18.

This work provides the state government with analysis to better understand the potential impacts of AVs on the transport network and travel behaviour change. It will help TMR to establish policies, strategies and actions to actively manage the risks and maximise the benefits associated with the introduction of AVs.

We are also planning to undertake additional modelling on the impacts on freight networks of the introduction of AVs including outside south east Queensland’s extended urban area. This work will be finalised in early 2018.

Cooperative and Automotive Vehicle Initiative (CAVI)

We’re delivering the CAVI with the purpose of helping the department prepare for the emergence of advanced vehicle technologies with safety, mobility and environmental benefits on Queensland roads.

These might include cooperative vehicles (similar to connected) and vehicles with automated capabilities.

The Initiative incorporates four components:

- the Cooperative Intelligent Transport Systems (C-ITS) pilot, including the largest on-road testing trial in Australia of cooperative vehicles and infrastructure
- the Cooperative and Highly Automated Driving (CHAD) pilot, including testing of a small number of vehicles with cooperative and automated technologies

- a proof of concept pilot looking at how new technology applications can benefit vulnerable road user safety including pedestrians and bicycle riders
- a change management process for the department to consider the capabilities and resources required to support widespread deployment of these vehicles on our roads.

The Initiative will be delivered collaboratively by the department’s Land Transport Safety and Engineering and Technology Branches, with specialist support provided by external consultants and equipment suppliers.

Whilst the department is not involved in manufacturing vehicles, it is preparing for the deployment of cooperative and automated vehicles.

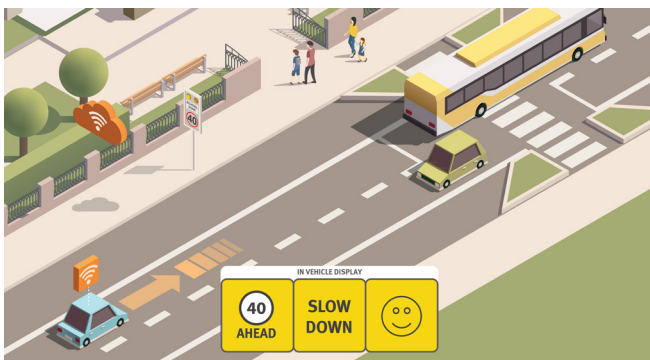
This includes work focussing on:

- developing policy to support positive outcomes
- supporting regulation, legislation, licensing and possible certification and testing
- managing infrastructure, data and system integration
- conducting pilot projects and feasibility studies.

The goal of CAVI is to pilot cooperative and automated vehicle technologies that make roads safer and contribute towards the Queensland Government’s vision of zero road deaths and serious injuries on the state’s roads. The project will run from 2017 to 2021.

The project has commenced engagement with market providers to undertake high level design and requirements definition with implementation schedule to occur from 2018–19 financial year.

**We will recruit around
500 Ipswich motorists who will
have their vehicles retrofitted
with C-ITS technology to
take part in the pilot.**



Example use cases to be trialled in the C-ITS pilot.

We're preparing for the freight tasks of tomorrow

Movement of freight is vital in supporting many aspects of the Queensland economy. TMR has a continued focus on maintaining freight channels and expanding these to ensure we are equipped for Queensland's freight needs now and in the future for land, port and rail. Our involvement in the many aspects of freight planning and channel development are outlined below. This includes aspects such as safety, moving services online and activities to gain efficiencies.

Moving Freight

Moving Freight has continued to receive strong support from industry and government stakeholders since its release in 2013. However, with advances in technology and an evolving strategic freight environment, a review was conducted to ensure we continue to keep pace with the state's economic growth.

The review was conducted under the direction of the Queensland Ministerial Freight Council in consultation with key industry stakeholders and internal and external government agencies. The strategy is in draft for public consultation. The outcome of the review, *Queensland Freight Strategy* (QFS) is a high level strategic document which links to existing government strategies. The strategy has a multi-modal focus providing strategic freight policy direction across all modes in road, rail, sea and air.

The QFS outlines five key themes and 19 policy statements which provide renewed direction over the next ten years for the management of the freight network. Throughout the development of QFS we are continuing to implement actions from *Moving Freight* with 28 freight system actions commenced covering the first four years (2014–18) and 10 ongoing actions which extend beyond the 2014–16 delivery timeframe.

Key actions implemented in the 2016–17 year include:

- Expand the use of rail freight**
 Completed Charlton-Wellcamp and other Centres Multi-Modal Strategy. Finalised the report providing a guide for the development of efficient multi-modal linkages as well as providing direction for future intermodal planning including the Melbourne - Brisbane Inland Rail (incorporating Gowrie Grandchester) and the Toowoomba Second Range Crossing.

- **Facilitate greater freight infrastructure investment**

Under the guidance of the Heavy Vehicle Steering Committee commenced the *Heavy Vehicle Network Plan* which will identify the future vision for the freight network to enable high productivity vehicle access and identify priority corridor investigations to address specific infrastructure needs.

- **Support future freight growth**

Established an Inland Rail Interdepartmental Committee, chaired by the Director-General, Department of Transport and Main Roads to negotiate an intergovernmental agreement with the federal government.

Key activities in progress:

- **Increase road freight network access**

Commenced refinement of mobile laser scanning data for use in automated crash detection analysis, with development of a workable version of an automated crash detection tool.

South East Queensland's Rail Horizon Strategy

The *South East Queensland's Rail Horizon Strategy* identifies future expansion of the network to Flagstone (40 kilometres south of the Brisbane CBD) and Caloundra, as well as extensions to the Ipswich and Springfield lines, the Gold Coast line and a possible future North West Transport Corridor, approximately nine kilometres north west of the Brisbane CBD. Two projects are currently being progressed to corridor planning.

Ipswich to Springfield Corridor Land Requirement Review (Stage 1)

We are working collaboratively with stakeholders to identify two potential master planning options for the road and rail configuration in Augustine Heights (west of Springfield Lakes). These options will be further refined in upcoming workshops with a preferred configuration to be presented to stakeholders prior to preservation of the confirmed land requirement.

The *South East Queensland Rail Horizon* identifies a number of initiatives to optimise the network including New Generation Rollingstock (NGR) ([see glossary page 231](#)), European Train Control System Level 2 ([see glossary page 230](#)), Cross River Rail, Coomera to Helensvale, Beerburrum to Nambour and Outer Network Stabling. The NGR project will deliver six-car trains and a purpose-built maintenance centre at Wulkuraka, including 30 years of maintenance. The trains will be progressively rolled out onto the south east Queensland passenger rail network for late 2017.

The European Train Control System Level 2 project involves a complete overhaul (replacement of existing trackside signalling equipment) of the inner-city rail signalling and communications system with new, state-of-the-art equipment ([see glossary page 230](#)).

Queensland Rail is currently duplicating the final section of single track on the Gold Coast between Coomera and Helensvale stations and is due for completion in late 2017. The project will deliver capacity and reliability improvements to the Gold Coast line, prior to the 2018 Commonwealth Games.

A business case for the Beerburrum to Nambour rail upgrade project was completed in December 2016. The detailed business case investigated the duplication of the North Coast line between Beerburrum and Landsborough, with upgrades to the existing infrastructure between Landsborough and Nambour.

The Outer Network Stabling project will provide additional stabling facilities to support the NGR, reduce dead running and improve network operations. Sites at Robina, Woombye, Banyo and Elimbah are currently being delivered by Queensland Rail.

For more information visit:

www.queenslandrail.com.au/Community/Projects/Pages/QueenslandRailStablingProgram.aspx

Inland Rail Project engagement

Inland Rail provides a strategic opportunity in the capacity, capability and interoperability of the national freight rail system. It will strategically build the backbone of the national freight rail network creating a direct standard gauge rail connection between Queensland, Victoria and rural New South Wales.

The Reference Design Phase of the proposed standard gauge rail line of approximately 1700 kilometres is currently underway.

The 2017–18 Federal Budget announced the federal government will provide an additional equity investment of \$8.4 billion over seven years from 2017–18 to the Australian Rail Track Corporation (ARTC) for the delivery of the Inland Rail project. Under the measure, the ARTC will leverage greater debt and enter into a public private partnership for the Gowrie to Kagaru section.

Other work includes the preparation of environmental impact statements ensuring Queensland's interests in the project, including stakeholder and community feedback, are assessed and properly managed.

For more information visit:

ARTC Inland Rail website: www.inlandrail.artc.com.au

Queensland Coordinator-General Coordinated Projects website: www.statedevelopment.qld.gov.au/assessments-and-approvals/current-eis-projects.html

North Coast Line Action Plan

The department is currently developing a preliminary *North Coast Line Action Plan* which will propose a 10 year program of infrastructure and service initiatives to address corridor deficiencies, improve the reliability and resiliency of the corridor, increase rail capacity, and improve the overall efficiency of rail operations.

The plan builds on the *Moving Freight Strategy* and other previous studies, investigating upgrades that will improve safety and efficiency on the vital north-south rail line. Projects in the *North Coast Line Action Plan* will improve the reliability for both passenger and freight services on the corridor, and is anticipated to facilitate growth in rail freight between the key distribution centres in the south east to major population centres in central and northern Queensland. The plan is due to be completed in late-2017.

Following completion of the action plan, the department will commence implementation planning and the development of more detailed designs and costings for proposed initiatives.

Heavy Vehicle Safety and Productivity Programme (HVSPP)

The HVSPP is a federal government initiative to improve productivity and safety outcomes of heavy vehicle operations across Australia, through funding infrastructure projects.

The HVSPP will provide \$40 million per year from 2021–22 onwards, building on the current \$328 million investment from 2013–14 to 2020–21. HVSPP projects are jointly funded by the federal government and proponent (either state government, or Local Government Association of Queensland).

Some projects delivered on the state-controlled network through the initiative in 2016–17 include:

- Gregory Highway between Emerald and Clermont – road enhancement works
- Carnarvon Highway – Injune to Rolleston – pavement widening
- Carnarvon Highway – St George to Surat – pavement widening.

Heavy vehicle rest area audits

In 2016, we undertook a heavy vehicle rest area audit across all state controlled roads within Queensland. The audit was completed in order to determine whether rest areas were meeting the fatigue management needs of the trucking industry and the travelling public. The audit assessed all established rest areas, and informal stopping places.

The provision of rest areas on the Queensland road network is integral to ensuring that drivers of heavy vehicles have appropriate locations and facilities to meet their fatigue management obligations, and to reduce the incidence of fatigue related road trauma.

Nearly 3000 sites on the state-controlled road network were audited as part of the first phase of a heavy vehicle rest area planning strategy. The data collected during the audit is now being used to progress the expansion and improvement of rest areas to ensure drivers can meet their fatigue management obligations under the *National Heavy Vehicle Law* (NHVL).

Dangerous goods route – greater Brisbane

An update of the preferred route system for transporting dangerous goods by road in metropolitan Brisbane was undertaken by TMR in 2016 and published in February 2017.

Using crash statistics of vehicles transporting dangerous goods by road in Queensland in the previous five years, TMR combined this analysis with on road audits and identification of any high risk environmental, infrastructure, community and other factors on the proposed routes for dangerous goods transport in metropolitan Brisbane.

To ensure sensitive infrastructure such as tunnels prohibiting the transport of dangerous goods, could be clearly identified by the dangerous goods transport industry, TMR produced the *Metropolitan Brisbane Area – Transport of Dangerous Goods by Road – Restrictions* brochure.



A Transport Inspector checking the dangerous goods load of a heavy vehicle.

Routes were determined in cooperation with stakeholders including Queensland Emergency Services, Brisbane City Council, the Operational Industry Sub Committee of the Queensland Ministerial Freight Council, and the Australian Institute of Petroleum and their industry members who transport petroleum throughout Queensland.

For more information visit: www.business.qld.gov.au/industries/manufacturing-retail-distribution/transport/dangerous-goods/road

Enhancing heavy vehicle access

We have been working with Queensland's road freight industry and the National Heavy Vehicle Regulator (NHVR) to continue to provide safe opportunities for enhancing heavy vehicle road access.

These activities included:

- providing for repeat trips on over-mass Single Trip permits when the type and weight of a load does not change
- increasing the duration of Single Trip permits from 14 days to 30 days
- increasing the duration of Period Permits for heavy mobile cranes from 12 months to three years, on the basis of mandatory enrolment in the Intelligent Access Program
- including Queensland in a National Notice to increase mass limits on two axle buses to 18 tonnes, from 16 tonnes
- working with the NHVR to develop a National Notice for Performance Based Standards for A-double vehicles
- working with the NHVR on harmonisation of National Notices to provide industry with similar road operating conditions across jurisdictions
- actively working with industry to identify and overcome road access bottlenecks, such as identification of alternative routes, due to the impact of natural disasters on the road network.

For more information on freight industry initiatives: [\(see Tolling project and priorities page 71\)](#).

Flood Recovery Road Access Group (FRRAG)

On 27 March 2017, the FRRAG was activated to manage Tropical Cyclone Debbie emergency and disaster recovery heavy vehicle access.

From 27 March to 13 April 2017, FRRAG responded to approximately 250 enquiries and assessed 55 applications, issuing 39 emergency permits.

Examples of permits issued:

- seven permits issued to Ergon which included 78 vehicles required for power restoration
- Education Queensland to build temporary school buildings
- various operators to transport food and water
- various operators to transport machinery and generators
- Aurizon to transport equipment to repair rail lines
- agricultural operator to effect emergency cotton crop harvest operations before flooding and total crop loss
- exemption from Federal Interstate Registration Scheme registration requirements.

National Heavy Vehicle Regulator (NHVR)

Throughout the year we have continued to work with the NHVR to further the development of national heavy vehicle policy reform projects, including the access management NHVR Portal, the *National Heavy Vehicle Registration Scheme*, the Heavy Vehicle Roadworthiness Program, the *NHVR Cost Recovery Project* and National Compliance Information System.

A key initiative completed this year was the National Roadworthiness Baseline Survey, which provides a comprehensive, point in time, snapshot of the mechanical condition of the Australian heavy vehicle fleet.

In conjunction with the National Transport Commission, we facilitated passage of the *Heavy Vehicle National Law and Other Legislation Amendment Act 2016*, which amends the national legislation that applies to all participating jurisdictions and governs the NHVR.

For more information visit: www.nhvr.gov.au

Heavy Vehicle Safety Working Group (HVSWG)

TMR administers an industry-led HVSWG. The HVSWG is responsible for monitoring the progress of the *Heavy Vehicle Safety Action Plan 2016–18*, with the chair representing the HVSWG at the Ministerial Freight Council.

The HVSWG has facilitated the investigation of a mobile platform solution to deliver rest area audit information to the heavy vehicle industry.

A mobile platform solution will make rest area information widely available and assist the industry's fatigue management obligations. This will also assist with improving the health and wellbeing of heavy vehicle drivers which will contribute to reducing the crash risk and crash frequency involving heavy vehicles.

Heavy Vehicle Safety Action Plan

The *Heavy Vehicle Safety Action Plan 2016–18* includes 31 actions across six key areas:

- safer roads
- safer vehicles
- fatigue management
- safer speeds
- seatbelts
- impaired driving and driver distraction.

The *Heavy Vehicle Telematics Strategy 2016* was developed in collaboration with industry and government stakeholders to set the vision for the use of telematics to assist the department to manage road infrastructure risk, facilitate access and better understand network use.

As part of the department's commitment to upgrading rest areas, two rest areas along the Capricorn Highway have been upgraded and an additional two rest areas located along the Leichhardt and Peak Downs Highways are due to be operational by the end of July 2017.

The department will continue to work closely with industry in implementing the *Heavy Vehicle Safety Action Plan 2016–18*.

Queensland Ministerial Freight Council

The Queensland Ministerial Freight Council is an advisory body, established under Ministerial direction, to facilitate communication and consultation between freight industry peak bodies representing stakeholders in Queensland's significant economic supply chains and TMR. The council is a single multi-modal and multi-sectorial group which focusses on the growing demands of the freight task and works towards gaining efficiencies through strategic and holistic approaches to managing the movement of freight which supports economic prosperity and jobs growth in a sustainable manner.

The council has met twice in the last 12 months. The council has received industry and government updates about the Ex-Tropical Cyclone Debbie recovery, federal government budget announcements for Queensland, Transport and Infrastructure Senior Officials' Committee, and Transport and Infrastructure Council. The key outcome for the Queensland Ministerial Freight Council was overseeing the development of the draft *Queensland Freight Strategy* in 2017.

Remote Area Consultative Group

The Remote Areas Consultative Group (RACG) consists of the four remote jurisdictions, Queensland, Northern Territory, South Australia and Western Australia and is sponsored by the Chief Executives of the respective jurisdictions. Membership includes representatives from state and territory governments, National Transport Commission, National Heavy Vehicle Regulator, peak bodies associations and industry representatives.

The purpose of the RACG is to act as an advisory body to provide a remote areas' perspective on proposed and existing road freight reforms. The forum provides an excellent platform for the exchange of highly valuable information across government, government agencies, and industry representatives.

Queensland had hosting and chairing responsibilities for the RACG for the 2014–16 period.

The following are examples that were undertaken during that period:

National Remote and Regional Transport Strategy Action Plan

- the RACG developed a cross border harmonisation project, which involved extensive consultation with industry
- examining issues associated with automation in heavy vehicles for regional and remote areas of Australia
- heavy vehicle truck steer axle mass limits and tri-drive prime mover operations, and the industry and road manager challenges for these
- input into the Northern Australia Beef Roads Programme.



Aerial view of Bruce Highway in far north Queensland.

Agricultural Vehicle Notice

We have been working with Queensland's agricultural sector on a number of key initiatives to improve safety and efficiency of road access for oversized agricultural equipment.

These activities included:

- sending a specialist taskforce to Mackay to assist the cane industry to manage the late harvest by providing access over the Christmas oversize load road restriction curfew period. This action facilitated the harvest and delivery of an additional 100,000 tonnes to sugar mills
- developing a National Notice to increase the width limit from 3.5 metres to 5 metres wide for agricultural vehicles on lower trafficked roads north of Rockhampton
- a National Notice allowing cotton harvesters and other agricultural equipment associated with cotton harvesting to travel during the restricted Easter period for the next five years

- the development of a simplified traffic management plan template for the agricultural industry to use when applying for permits, reducing the administrative burden
- working closely with the NHVR and the agricultural industry bodies to develop a national harmonised Agricultural Notice.

The department is aware of issues the agricultural sector faces with accessing the road network. We have consulted extensively with peak bodies and operators to not only improve the level of access, but also to simplify the process of applying for access. The challenge is to balance economic efficiency with the safety of other road users.



Cattle crate replacement project

The state government has demonstrated a commitment to regional Queensland by investing in improved livestock transportation by rail. The department conducted extensive research to develop a world leading innovative solution to efficiently load and transport livestock with animal welfare as the prime consideration.

The majority of existing dedicated livestock rail rollingstock fleet is in excess of 40 years old and drawing to the end of its economic life. As part of the revitalisation of the *Livestock Transport Services Contract* (LTSC) arrangement, we funded the construction of specialised containers designed for the transport of cattle.

The new cattle crates are designed so they can be transported on standard flat-bed rollingstock ([see glossary page 232](#)), thus alleviating the requirement for rail operators to purchase specialised livestock rollingstock.

The department has procured 321 cattle crates at a cost of \$9 million which have been introduced into service in regional Queensland. The benefit of the TMR owned cattle crates is the assets can be used by any rail operator using standard wagons who may be awarded any future LTSC equivalent.



New specialised cattle transportation containers designed for flat-bed rollingstock.

Type 1 road train access to abattoirs

In March 2016, the state Government committed \$10 million through the State Infrastructure Plan to facilitate access for Type 1 road train access from Central Queensland Livestock Exchange (CQLX) to North Rockhampton abattoirs in Central Queensland.

This funding commitment will deliver Stage 1 of the infrastructure upgrades required to facilitate access between CQLX and the abattoirs in North Rockhampton.

Stage 1 infrastructure works include:

- Moores Creek Road/Musgrave Street intersection upgrade (completed February 2017)
- Queen Elizabeth Drive/Lakes Creek Road intersection upgrade (completed February 2017)
- Rockhampton-Emu Park Road/St Christopher's Chapel Road intersection upgrade (completion June 2017).

Permit controlled access of Type 1 Road Train vehicles to the Rockhampton abattoirs commenced on 1 July 2017. Type 1 road train operators require a permit from the NHVR to travel directly between CQLX and Rockhampton abattoirs. The conditions of the permit, including operating hours and route restrictions, have been established by TMR.

Intelligent Access Program - crane compliance analysis automation

The Intelligent Access Program (IAP) uses satellite tracking and telematics to remotely monitor heavy mobile cranes to establish route compliance and identify whether vulnerable bridges and culverts are crossed. TMR conducts analysis and appropriate compliance activities relating to data that is provided in relation to this activity.

Prior to November 2016, manual analysis of data was carried out using mapping software by visually interpreting confirmed non-compliance events near to, or on, vulnerable structures of interest to establish whether they were indeed non-compliant.

A new initiative to automate the manual analysis was established in early 2017 with a new software capability utilising Alteryx and Tableau software. The new tools and methodology has introduced a more efficient, accurate and precise analysis method that decreases error rates attributed to human error and interpretation. This activity took around one month to undertake and can now be completed in two weeks, resulting in a 50 per cent staff productivity gain. Further efficiency enhancements are anticipated.

We connect and partner with industry and community to design for the future

We engage with industry, community and local councils to shape a range of transport strategies and plans. The department's approach to stakeholder engagement is covered in an earlier section (see page 16). Outlined below are the major alliances, partnerships and projects with significant customer engagement over the last 12 months.

Working with local government through the Roads and Transport Alliance

In a partnership spanning over 15 years, we continue to work closely with the LGAQ (see glossary page 231) on behalf of local government in the Roads and Transport Alliance (see glossary page 232). This long-standing partnership targets investment in local government transport infrastructure.

Under the alliance, local governments voluntarily collaborate with our district staff to make local transport infrastructure investment decisions based on regional priorities.

The 17 Regional Roads and Transport Groups (see glossary page 231) work to prioritise a two-year fixed and two-year indicative work program funded by the Transport Infrastructure Development Scheme (TIDS) (see glossary page 233).

This year, TIDS funding subsidised 256 transport infrastructure projects, such as:

- installed culverts at Age of Dinosaur Road, Winton
- installed a supervised crossing at Upper Mount Gravatt State School
- applied asphalt treatment overlay to Red Rover Road, Gladstone.

The alliance promotes increased collaboration between the department and local governments, with a focus on building capacity and capability in each region.

For more information visit:

www.tmr.qld.gov.au/business-industry/Business-with-us/Alliances/The-Roads-and-Transport-Alliance

Transport and Infrastructure Council

Members of the Transport and Infrastructure Council met in Perth in November 2016 and in Brisbane in May 2017. The council delivers national reforms to improve the efficiency and productivity of Australia's infrastructure and transport systems, and ensures these systems drive economic growth, increase employment opportunities, support social connectivity, and enhance quality of life for Australians.

Participating in national agenda setting enables Queensland to progress its interests in areas such as land transport market reform, heavy vehicle reform, road safety, freight efficiency, maritime and rail safety, and innovation and technology.

The council is supported by the Transport and Infrastructure and Senior Officials' Committee (TISOC) which also met twice during the year. TISOC provides advice and assistance to the council via TMR's Director-General. Our participation in the Council and TISOC help us to ensure TMR's vision, to create a single integrated transport network accessible to everyone, is on the national agenda.

How Queenslanders travel

Results from previous travel surveys conducted by the department indicate travel patterns are becoming increasingly complex, with mobility rapidly evolving in line with changing household structures. These shifts, along with advances in technology, are disrupting traditional approaches for collecting personal travel data.

As such, for the latest Queensland Travel Survey (QTS), a new approach to data collection has been developed and a web-first methodology introduced, the first of its kind in Australia.

The use of an online platform and innovative web-first approach will improve the respondent experience, collect better quality data, reduce the cost per household to conduct the survey, and deliver data sooner.

By mid-2018, using the new approach, we plan to survey 10,000 households across south east Queensland, providing valuable information to inform our transport investment decisions.

A general description of the QTS and the previous survey results can be obtained here: www.tmr.qld.gov.au/Community-and-environment/Research-and-education/Queensland-Travel-Survey

CASE STUDY

Using travel survey data

The QTS in different forms, has been conducted by the department since 1976. From 2009 more than 71,000 people have been surveyed across the breadth of Queensland, providing an invaluable snapshot of the travel decisions Queenslanders make every day. The data provides insights into what these decisions mean for transport planning in our towns and regions and helps to develop our economy, strengthen the validity of decisions and even lead to valuable research.

For example, TMR takes data from the ‘How Queensland Travels’ survey and combines it with other large surveys such as the Australian Bureau of Statistics’ *Census of Population and Housing* to help pinpoint in what ways Queensland centres are growing and changing. The combined sets of information are then used to develop strategic travel demand models. These models produce forecasts which can show how, when and why trips are made on the network and how this might change over time.

By understanding these demands, TMR can extrapolate what kind and how much additional transport infrastructure and services might be needed as Queensland’s population changes. TMR has developed travel demand models for all the major towns and cities across Queensland from Cairns in the north to the Gold Coast in the south. The current practice is that these models, among other things, will inform the development of policies, strategies and business cases to guide investment decisions.

Queensland Cycle Strategy

A great deal has been achieved this year as part of the *Queensland Cycle Strategy 2011–21* and its supporting programs as well as thorough consultation for the new cycling strategy.

The government remains strongly committed to cycling infrastructure ([see glossary page 230](#)) with over \$160.2 million allocated for high-priority cycle infrastructure over the next four years between 2016–17 and 2019–20, including more than \$84 million in cycle infrastructure on the state-controlled network.

In August 2016, a forum was held to help shape and develop a new cycling strategy and complementary two-year action plan for Queensland.

The forum allowed cycling stakeholders from across Queensland to have their say, and for us to hear first-hand what Queenslanders want for their cycling future.

The *Cycling Infrastructure Policy* is currently being updated and the revised version will be publicly available in mid-2017.

There have been wins from the current policy with the shared path along the Moreton Bay Rail Link now open. Fitzroy District is progressing a shared path and active transport bridge over Limestone Creek as part of the Rockhampton Northern Access upgrade. In Mackay shared paths and centre median pedestrian-refuges are being included in the Vines Creek Bridge replacement. Bicycle lanes were also incorporated as part of the Eungella Rd/Kennys Rd intersection upgrade.

Some of the priority cycling projects completed this financial year include:

- North Brisbane Bikeway – Stage 1 (TMR project)
- Captain Cook Highway, Cycleway, Kewarra Beach to Smithfield, Cairns (TMR project)
- Eudlo Creek Bridge and approaches, Sunshine Coast (TMR and council grant project)
- Angus Smith Drive Shared Path Stage 3 Design and Construction, Townsville (grant project).

For more information visit:

www.tmr.qld.gov.au/travel-and-transport/cycling

National Ride2work Day

Throughout the year TMR has worked closely with Bicycle Queensland to inform our activities and consultation. We supported the National Ride2Work Day - the largest celebration of commuter riding in Australia. It encourages people who have never ridden to work before to give it a go and it allows frequent riders to stay motivated and encourage their workmates to get involved.



Jenny McMillan and Gavin Massingham joining the cycling revolution.

Principal Cycle Network Plans

We have developed *Principal Cycle Network Plans* (PCNPs) identifying over 10,200 kilometres of network, covering 48 local governments, 11 TMR districts and 98.9 per cent of the Queensland population. PCNPs provide a vision for the principal cycle network to support, guide and inform the planning, design and construction of the transport network.

We have also worked with local governments to develop Priority Route Maps (PRMs) to support delivery of the principal cycle network. PCNPs and PRMs are published on the TMR website.

During the year, we added 31 kilometres of cycle routes to the network across the state. Over \$37.3 million in capital funding was spent during the year on cycling infrastructure, \$21.9 million expended on the state-controlled network and \$15.4 million in grants to local governments.

Significant cycling projects on the state controlled network are listed ([see page 96](#)).

For more information visit: www.tmr.qld.gov.au/Travel-and-transport/Cycling/Principal-Cycle-Network-Plans



Research Partnerships – Australian Road and Research Board (ARRB)

In December 2016 the department re-signed the Memorandum of Understanding with the ARRB ([see glossary page 230](#)). Through this agreement, the department has committed ongoing support for the delivery of the National Asset Centre of Excellence (NACoE), a research and development body led by the department and ARRB.

NACoE undertakes a rolling three year program of research and innovation development projects aiming to assist the department to stay at the forefront of international best practice while driving sustainable and cost effective outcomes.

The following achievements have been delivered through the 2016–17 program:

EME2

We are leading the drive to introduce high modulus asphalt to Australia for major cost savings. High modulus asphalt, or EME2, offers a reduction in asphalt base thicknesses of at least 20 per cent, representing a huge potential saving on asphalt spend and construction time. We are the first road agency in Australia to publish both a pavement design methodology and a technical specification for this asphalt. In 2016, we successfully conducted the first trial of EME2 in Australia, and in March this year more than 10,000 tonnes was successfully placed on the Deagon Deviation – the largest use in Australia.

Crumb rubber (from waste tyres)

The success of the research and subsequent trials is indicating the use of Crumb Rubber Modifier (CRM) will deliver:

- Reduced waste – increased use of CRM binder provides a potential long-term alternative to this wastage
- Cost savings – sprayed seals that contain CRM binder are no more expensive than sprayed seals that contain an equivalent polymer modified binder (for more information [see page 134](#))
- Better performing pavements – asphalt and sprayed seals that contain CRM binder may last longer and perform better than those using conventional bituminous binders, lengthening the life of pavements through improved binder durability and waterproofing.

Use of crumb rubber on TMR projects has increased significantly since the commencement of the research project. Across the last two years, approximately 200,000 tyres were incorporated into road surfacings constructed as part of our road resurfacing program.

Improved line marking

Improved line marking project involving a trial of different line marking treatment to assess performance through reflectivity and longevity. The learnings from the project will be implemented through the department's statewide line marking program with the aim to deliver improved value for money.

Transport Academic Partnership

The Transport Academic Partnership is an agreement between our department, the Motor Accident Insurance Commission, Griffith University, Queensland University of Technology and the University of Queensland.

The partnership enables university partners to undertake innovative research and development to advance strategic transport capability and knowledge transfer between government, industry and the academic sectors, to help address future transport challenges. Research and development partnership outcomes are expected to help inform departmental policy and investment decisions.

Some research project examples include:

- developing a real time incident prediction tool to improve network management and incident response on the transport system
- modelling the timing and spatial patterns of property value uplift from recent investments in rail, busways and ferries.

Collaborating with universities enables departmental staff to enhance their skills and knowledge about emerging trends and expose them to best practice and international research.

The partnership will help to create employment opportunities for university transport researchers and assist in developing 'job ready' students for the transport sector.

OBJECTIVE 3

SAFETY AND REGULATORY SERVICES
THAT IMPROVE COMMUNITY SAFETY
AND EFFICIENCY



OUR highlights

// Strategies

- 3.1 Review the regulatory framework to embrace flexibility, enhance safety and improve productivity through innovation
- 3.2 Protect, maintain and operate our network to ensure resilience and safety

// Performance areas

- Transport network performance improves

In 2016–17, we delivered innovative new services for customers, improved safety and resilience across our networks and reduced regulatory burden. Some of our key achievements are listed below.

- TOW TRUCK REVIEW**

Launched an independent towing industry investigation following community discontent ([see page 71](#)).
- BUSINESS HIGH-POWERED VEHICLE (HPV) EXEMPTION SCHEMES**

Introduced new HPV exemptions for P1 or P2 provisional, probationary or restricted driver licence holders ([see page 71](#)).
- ASSISTED TRANSPORT OPERATORS**

Engaged with at-risk surface transport operators to ensure contemporary risk management plans are in place ([see page 79](#)).
- DOMESTIC AND FAMILY VIOLENCE (DFV) REFORMS**

Reviewed registration and licensing polices to support customers who are victims of DFV ([see page 71](#)).
- COLLECTION OF NATIONAL INJURY INSURANCE SCHEME QLD LEVY**

Commenced collection of the *National Injury Insurance Scheme – Queensland* levy as part of vehicle registration payments ([see page 70](#)).
- USING NEW METHODS FOR BOATING SAFETY MESSAGES**

Prepared a series of videos and animations that can be used on our existing media platforms to promote boating safety messages whenever needed ([see page 64](#)).
- COORDINATED RESPONSE FOR AREAS AFFECTED BY EX-TROPICAL CYCLONE DEBBIE**

Liaised with Ex-Tropical Cyclone Debbie impacted regions to collect, collate and disseminate information on the status of the transport network in partnership with our Disruptive Event Leadership Team ([see page 78](#)).
- INSPECTION CERTIFICATE ONLINE**

Launched web portal allowing Authorised Inspection Stations (AIS) to electronically generate inspection certificates and automatically lodge them with us, saving our customers time ([see page 73](#)).
- SAFER ROADS, SAFER QUEENSLAND FORUM**

Held the fourth Safer Roads, Safer Queensland forum in Brisbane ([see page 60](#)).
- MAKING SURE OUR INFRASTRUCTURE IS SAFE**

Re-activated the Critical Infrastructure Program to identify and keep essential infrastructure safe ([see page 78](#)).

We review the regulatory framework to embrace flexibility, enhance safety and improve productivity through innovation

During 2016–17 there were 253 fatalities and 6259 hospitalisations as a result of crashes on Queensland roads. The safety of motorists, pedestrians, and particularly vulnerable road users such as cyclists, motorcyclists and those with mobility issues influences all TMR activities and planning. Initiatives for 2016–17 dedicated to safety improvements are outlined in this section.

Road safety action plans

Queensland's Road Safety Strategy 2015–21 and Action Plan

Queensland's Road Safety Strategy 2015–2021 introduced a new vision for our future: zero road deaths and serious injuries. Under the strategy, Queensland's current *Road Safety Action Plan 2015–2017* was developed with input and advice from the 'Safer Roads, Safer Queensland' forum which brought together community, industry and expert stakeholders. The plan's 57 initiatives target key areas of education and engagement, enforcement, technology, infrastructure, research and innovation, and governance and strategy.

Key achievements include:

- allocated over \$500 million through the Targeted Road Safety Program to Safer Roads Sooner ([see glossary page 232](#)), Safety Mass Actions, High Risk Road Route Actions, federal Black Spot projects and motorway treatments
- allocated over \$12 million through Community Road Safety Grants
- launched a drink driving discussion paper
- installed flashing school zone signs in 200 zones
- developed statewide campaigns and social media engagement under the *Join the Drive to Save Lives* program
- in partnership with QPS we implemented recommendations arising from the QAO performance audit into the Camera Detected Offence Program
- worked closely with QPS and our other partners to host over 700 events as part of the Queensland Road Safety Week
- launched the *Queensland Heavy Vehicle Safety Action Plan* for implementation in collaboration with industry
- engaged directly with young drivers in the Co-Lab program.

Road use education and engagement

In 2016–17, we continued to drive a change in the culture and attitude to road safety through *Join the Drive to Save Lives* advertising campaigns, community engagement, online and social media programs.

Around half of all serious speed-related crashes happen at less than 10 kilometres per hour above the speed limit.

Join the Drive to Save Lives

Our *Join the Drive to Save Lives* campaigns tackled key issues like speeding and road safety over the holidays, and targeted high risk groups including motorcycle riders, young drivers and their families.

'Protect your P plater'

The 'Protect your P Plater' campaign targeted the parents of new drivers encouraging them to stay involved beyond the learner phase. The series of online videos featuring real families performed strongly, with more than one million views of the advertisement, more than 900 shares or re-tweets and 1000 comments on social media.

For more information visit: www.jointhedriver.qld.gov.au/parents/protect-your-p-plater

‘Sixth Sense’

Motorcycle riders make up just under five per cent of registered vehicles, but nearly a quarter of our road toll. The ‘Sixth Sense’ campaign included a range of educational online resources for riders featuring champion Mick Doohan. It reached over 3.61 million people through social media and received more than 52,000 comments, shares and likes.

For more information visit: www.jointhedriveride.qld.gov.au/motorcycles/motorcycle-skills



Sixth Sense campaign.

‘Let’s change the way we look at speed’

Speeding is one of the major killers on our roads. ‘Let’s change the way we look at speed’ aims to change drivers’ attitudes towards low level speeding, so it is no longer socially acceptable. The campaign had a strong impact on those who saw it.

Around eight in 10 people said it reminded them about the effect their driving could have on others and they were more aware that speeds just over the limit are enough to kill.

For more information visit: www.jointhedriveride.qld.gov.au/speeding/lets-change-the-way-we-look-at-speed

We were proud to win the gold award for our Dry Driver campaign run over 2015–16 at the International Safety Media Awards, held at the 12th world conference on injury prevention and safety promotion in Finland.

‘My road toll’

We also challenged why the community accepts trauma as just part of everyday life through a series of moving videos, featuring real people. This campaign aimed to put a human face to the road toll figure through a series of online videos sharing the stories of eight Queenslanders who lost their lives on our roads. Their stories, told by their friends and families, are a powerful reminder to stay safe on our roads.

For more information visit: www.jointhedriveride.qld.gov.au/all-drivers/my-road-toll



My Road Toll campaign.

‘Memories’

This campaign tapped into the sense of community and goodwill in the lead up to Christmas and over the holiday periods. The campaign aimed to influence community attitudes by presenting relatable, nostalgic footage to remind road users about the part we all play in road safety. This message clearly got through with eight in 10 people surveyed saying they were more likely to consider road safety since seeing the ads.

We also have a strong virtual community, with more than almost 130,000 fans, who help us keep road safety on the agenda.

For more information visit: www.jointhedriveride.qld.gov.au/all-drivers/memories



Holiday memories campaign.

Targeting high risk behaviours

The department continues to address high risk driving behaviour, particularly those known as the ‘Fatal Five’. These risky behaviours continue to be discouraged through targeted public education campaigns and high visibility police operations including random breath testing and roadside drug testing.

The fatal five and the initiatives this year are listed below:

1. Speeding

Drivers who continue to speed on Queensland roads are being targeted through education by providing facts on the dangers of speeding and through enforcement for those who ignore the dangers of speeding. The speed conversation document was released which details the government’s plans to reduce speed related crashes in the future.

2. Drink and drug driving

TMR released a drink driving discussion paper as part of a review of penalties and sanctions for high risk offenders. The discussion paper included requests for public responses on initiatives such as referring drink drivers to screening and counselling services, and drug drivers to diversionary programs. The public response was excellent with 3052 completed surveys and nine written submissions received.

We are now reviewing the responses and considering a number of changes that together will encourage long term behaviour change in drink driving.

3. Failure to wear a seatbelt

In a 2016 survey, 96 per cent of Queensland motorists indicated that they always wore a seatbelt – an increase from 2015 (94 per cent). For the small group who do not wear seatbelts, positive messages about seatbelts and child restraints regularly appear on the ‘Join the Drive’ Facebook and Instagram accounts.

4. Driving while tired or fatigued

Research and planning was conducted in 2016–17 for the next campaign which will raise awareness of the dangers of driving while tired.

5. Driver distraction or inattention.

In an effort to reduce driver distraction, the government introduced double demerit points if two or more mobile phone offences are committed within one year, and are further investigating what else can be introduced to discourage people from driving distracted.

We have worked with young people to develop messages for young people by young people through our second youth Co-Lab innovation challenge in October, with the winning team creating the ‘Chin Up’ campaign, recently released on social media. For more information ([see page 61](#)).

Further, TMR continues its targeted research to improve understanding of key risk groups and behaviours, this year commencing evaluations of the Queensland graduated licensing system, the alcohol ignition interlock program and studying safety attitudes and perceptions of motorcyclists.

Community engagement

Queensland Road Safety Week

Queensland Road Safety Week (22–28 August 2016) provided an opportunity to prompt conversations about the role we all play in keeping our roads safe. In partnership with the Queensland Police Service, over 700 local activities and events ran across the state with the theme ‘Speak up for road safety’.

Each day was dedicated to a different theme – distractions, speed, fatigue, seatbelts and child restraints, sharing the road, and drink and drug driving.

A range of resources and materials were distributed to local communities including kits for schools and workplaces. A school art competition encouraged primary school students to consider what road safety in their town means to them, with five winners receiving an iPad for them and their school. Extensive publicity and social media yielded strong engagement in the community.

Safer Roads, Safer Queensland Forum

In December 2016, we held the fourth Safer Roads, Safer Queensland forum in Brisbane. This forum built on the success of the three previous forums which shaped the development of the *Queensland Road Safety Strategy 2015–2021* and *Queensland’s Road Safety Action Plan 2015–17*.

A wide range of industry and community leaders attended, drawn from research institutions, transport sector, state government and law enforcement agencies and young people from the community. The focus of this forum was reducing serious road trauma.

Professor Narelle Haworth, panel chair of the Serious Injury Expert Panel presented the roadmap for reducing serious injuries in Queensland, which focussed on the following ‘top five’ areas:

1. Safer Urban Cities and Intersections
2. Safer Roadsides
3. Safer Vehicles
4. Safer Behaviours
5. Data and Research.

As a result of the forum a number of ideas were put forward for consideration in the next *Queensland Road Safety Action Plan 2017–19*.

Engaging with the community on road safety

Strategic partnerships were formed with Queensland Cricket, Brisbane Bullets and V8 Supercars. This enabled us to reach new communities with our road safety messages and engage with the community both online and at sporting events and activities.

TMR once again supported Yellow Ribbon National Road Safety Week (8–14 May 2017) which coincided with UN Global Road Safety Week in 2017. Strong engagement occurred through social media where people were encouraged to make a pledge to drive safely and slow down. Prominent landmarks were lit up in yellow around Australia, including the Story Bridge and Brisbane City Hall.

TMR sponsored the Australian Road Safety Foundation’s Fatality Free Friday. The initiative aims for no road deaths on Friday 26 May. It encourages Queenslanders to keep safety top of mind every time they use the roads. The community was invited to sign TMR’s inflatable cars and make their road safety pledge. Strong engagement was achieved across the community, through online and social media.



As part of Fatality Free Friday, the community was invited to make their safety pledge by signing TMR’s inflatable car in King George Square.

Co-Lab

‘Settle Down Stallion’ was the first campaign produced from the Co-Lab initiative and focussed on the dangers of speeding and risky driving behaviours. The campaign ran from June to August 2016, and has been viewed online more than 2.7 million times and reached over 4.7 million people.

Demonstrating the value in this process, we held the second state government Youth Innovative Challenge – Co-Lab, in October 2016. Around 80 young people joined forces with industry experts to find innovative solutions to make Queensland roads safer.

The winning campaign, ‘Chin Up’ addresses the issue of mobile phone distractions with young drivers using humour. The campaign will commence in July 2017 and will run predominately on digital channels.



Our target audience helped develop ‘Settle Down Stallion’ at our Co-Lab challenge.

Improving safety for vulnerable road users

Motorcyclists, pedestrians and bicycle riders are among Queensland’s most vulnerable road users. TMR has undertaken a number of initiatives to make it safer for these groups.

This has included implementing an enhanced motorcycle licensing system to improve the safety of Queensland riders including an online education campaign.

Over \$20 million was spent in 2016–17 as part of the *Targeted Road Safety Program* for infrastructure projects that included addressing safety for vulnerable users (motorcyclists, bicycle riders and pedestrians).

Over \$12 million has been allocated to date from the Community Road Safety Grant Scheme for local community projects, including pedestrian and bicycle safety education projects, safer bicycle paths and programs targeting motorcyclists’ safety.

Younger pedestrians and their families have also benefitted from the expansion of the flashing school zone signs program, with signs installed in 200 zones over the two years of the *Queensland Road Safety Action Plan 2015–17*.

Targeted Road Safety Program

The *Targeted Road Safety Program* (TRSP) aims to improve safety outcomes for road users and reduce the impacts of road trauma through high-benefit road safety infrastructure interventions and other safety initiatives.

Funding is primarily sourced from the state government (including the Camera Detected Offence Program revenue) and the federal government's Black Spot Programme (see [glossary page 230](#)). The department delivered over \$300 million in TRSP projects over the two-year period of 2015–16 and 2016–17.

In 2016–17, \$169.5 million was expended on projects under the TRSP.

Flashing light program

During the year, TMR continued to implement a program to install flashing school zone signs at risk-assessed school zones. Flashing school zone signs are designed to attract the attention of motorists and prevent speeding around schools.

As at 30 June 2017, the department has successfully installed flashing school zone signs in another 100 Queensland school zones. Since the program began, the department has installed flashing school zone signs at 744 Queensland school zones.

Due to its success, the state government extended the flashing school zone signs program (see [glossary page 230](#)). The program extension will enable the department to install signs at a further 300 school zones from 2018–19 to 2020–21. Sites continue to be selected based on a number of criteria including a detailed risk analysis of school zones, and nominations by schools and communities based on local knowledge of particular problem areas through their local Members of Parliament.

Community Road Safety Grant Scheme

The state government recognises the important role communities play in finding solutions to local road safety problems. To date more than \$12 million has been allocated to community groups for 241 initiatives including bicycle education for primary students, pedestrian and motorcycle safety and also Road Safety Education and Learner Driver Mentor Programs.

The 2017 Community Road Safety Grant funding round closed on 26 May 2017, with 91 applications received on the new online application portal.

For more information visit: www.tmr.qld.gov.au/Safety/Road-safety/Community-road-safety-grants/About-the-grants

School crossing supervisors

The state government approved a significant boost to the School Crossing Supervisor Scheme (SCSS) with 25 new school crossing supervisors employed per year over the financial years 2015–16, 2016–17 and 2017–18.

The SCSS enhances safety for primary school students in the school traffic area by ensuring supervisors are in place to assist with crossing the road.

As at the end of March 2017, there were 678 schools in the scheme and TMR provided funding of 1205 crossings and 1925 School Crossing Supervisors.

Camera Detected Offence Program

The Camera Detected Offence Program (CDOP) (see [glossary page 230](#)) is an important component to improving road safety by reducing vehicle travel speeds on Queensland roads. TMR and the Queensland Police Service work cooperatively to manage the CDOP to ensure the best road safety outcomes for all road users.

The CDOP consists of mobile speed cameras, fixed speed cameras, red light cameras, combined red light/speed cameras, point to point speed camera systems and trailer-mounted speed cameras. During 2016–17, five new red light/speed cameras and two new point to point speed camera systems were installed at the highest risk locations across the state.

An evaluation of the program by Monash University Accident Research Centre estimated that the CDOP was associated with saving nearly 3900 police reported crashes each year between 2012 and 2015, along with savings to the community of approximately \$1.6 billion.

For more information (see [page 224](#)).

**SPEEDING KILLS
OR INJURES
19 people
every week**



Rail Safety

Rail safety in Queensland

There is a strong rail safety culture in Queensland. As Queensland's Rail Safety Regulator we have provided a strong focus on informing the rail industry about appropriate safety standards, helping them to comply with legislation, undertaking investigations and checking safety standards are maintained.

We continued to advance rail safety outcomes in Queensland by leading the *Queensland Level Crossing Safety Strategy 2012–2021*, driving rail research activities through the Australasian Centre for Rail Innovation and other independent rail safety projects.

We continue to see improvements in rail safety.

For example, during 2016–17 there was:

- continued downward trends in derailments, collisions and signals passed at danger (SPADs)
- a 35 per cent reduction in derailments from 2015–16 to 2016–17 (47 per cent decrease compared to the five year average)
- a 20 per cent reduction in collisions from 2015–16 to 2016–17 (16 per cent decrease compared to the five year average)
- a 12 per cent reduction in SPADs from 2015–16 to 2016–17 (18 per cent decrease compared to the five year average).

For more information visit: www.tmr.qld.gov.au/Safety/Rail-safety/Rail-regulator-yearly-report

Queensland rail safety regulator

The department, as the Rail Safety Regulator, discharged its duties prescribed in the *Transport (Rail Safety) Act 2010* through an accreditation scheme, audit and inspection program and investigations.

As of 30 June 2017, 65 railway organisations were accredited as rail transport operators in Queensland. Seven rail safety audits, 70 compliance inspections, and six site visits of railways were undertaken in 2016–17.

The Rail Safety Regulator applied a risk-based approach. In 2016–17, increased regulatory effort was directed toward large railway projects, such as New Generation Rollingstock and Moreton Bay Rail. Where the Rail Safety Regulator found safety issues, railways were required to correct non-compliances. In addition to planned audits and inspections, the department responded to information received from rail safety workers through the Confidential Reporting Scheme.

Upgrading key level crossings

Level crossing incidents have the potential to be catastrophic, but are all ultimately avoidable. Deterring level crossing misuse at Queensland's 1400 public crossings is an ongoing objective of TMR to prevent lives being put at risk, to minimise major delays for passengers and motorists and the high cost to industry and the public through damage and disruption.

Our efforts are guided by the principles and actions in the *Queensland Level Crossing Safety Strategy 2012–2021*. TMR's Director-General also chairs the National Level Crossing Safety Committee and led the update of the recently updated *National Railway Level Crossing Safety Strategy 2017–2020*.

In 2016–17, TMR (in conjunction with Queensland Rail) continued the trial and implementation of an innovative level crossing safety treatment that can upgrade a passive level crossing at a third of the cost of a conventional system.

TMR also provided funding to Queensland Rail for level crossing improvements through the Rail Transport Service Contract. In 2016–17, TMR provided \$15.7 million for level crossing upgrade and renewal projects, which included infrastructure upgrades and CCTV monitoring system upgrades.

National Rail Safety reforms – ensuring alignment

The *Rail Safety National Law (Queensland) Act 2017* was passed by the Queensland Parliament on 28 February 2017 and the associated regulations were made on 1 June 2017, both to commence at the end of 30 June 2017.

TMR's Rail Regulation employees were supported through the transition process with the option to either take up employment with the ONRSR or to be deployed into another position in TMR.

From 1 July 2017, ONRSR became the rail safety regulator in Queensland and the ATSB became the rail safety investigator for no-blame investigations in Queensland.

The practical benefits of national rail safety regulation include a single national accreditation regime for rail transport operators and removing duplication of auditing, monitoring and compliance processes.

Maritime Safety

Refreshing time-honoured safety messages for greater appeal

Key marine safety messages have remained fairly standard reflecting both regulatory requirements and handy hints for the boating public. These messages range from information about safety equipment that is needed, general boating checklists, and a range of rules and regulations.

To make the best use of our available communication channels and existing platforms, we have produced the first set of short videos and animations which have been made available online. This means external marine related organisations and any of our safety partners are able to use these materials for their staff and clients at any time.

One of our animated videos talks about the international navigation rules of the sea. This video was uploaded to Facebook and was shared around the world, provoking great interaction from the public. We will continue to build on this catalogue of material in future years.

Watch the videos here:

www.facebook.com/TMRQld/
www.msq.qld.gov.au/About-us/News-and-stories/Summer-Boating-Safety-Maritime-Minutes

For more information visit: www.msq.qld.gov.au

Vessel traffic services

Maritime Safety Queensland operates five vessel traffic centres that track, monitor and assist the safe movement of ships in Queensland ports. We also operate Reef Vessel Traffic System (ReefVTS), which provides a similar service for the environmentally sensitive waters of the Torres Strait and Great Barrier Reef Marine Park.



Brisbane VTS

Last year there were:

- over 18,000 ship movements in Queensland ports with only two minor incidents where the ships knocked over a channel beacon
- around 12,000 ship movements in the ReefVTS with all movements conducted safely and without a serious incident.

Implement new vessel traffic decision support tool

We have commenced a project to update the systems that provide Decision Support Tool (DST) for the vessel traffic centres to track and monitor vessel movements. The new DST will enhance our actions to protect the safety of life at sea and protection of the marine environments, including the world heritage listed Great Barrier Reef.

The DST solution will be a key enabler in meeting the government's *Reef 2050 Long Term Sustainability Plan* target that shipping within the reef is safe, risks are minimised, and incidents are reduced to as close to zero as possible.

Pilotage entity audit

Annual audits of Responsible Pilotage Entities are conducted in November of each year.

The 2016 audit found there were no major non-compliances with the state's legislative and statutory requirements for safe port pilotage.

The audit process is a thorough investigation of all aspects of the operation of port pilotage services in Queensland.

Some opportunities for improvement were noted and have been acted upon. However, the greatest enhancement to the delivery of safe and reliable port pilotage services in Queensland has been the implementation, from 1 March 2017, of a Continual Professional Development Program for Queensland Port Pilots.

This learning and development scheme provides for the targeted training of pilots, based on identified individual needs and corporate and regulatory requirements, and has been endorsed by the Australasian Marine Pilots Institute.

Transport safety data

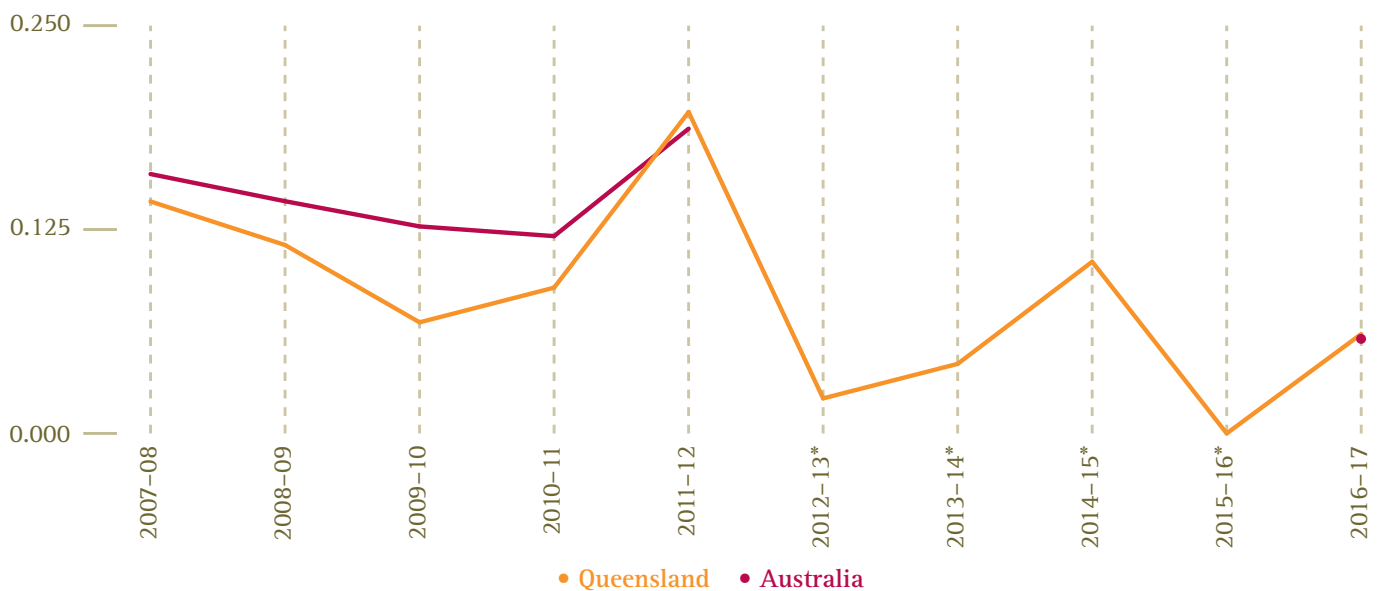
The department is committed to eliminating fatalities and serious injuries through community safety initiatives. Figures 7 to 11 show trend safety data over the previous 10 years.

Rail

In 2016–17 there were three rail-related fatalities (excluding suicides) reported. This compares to zero in 2015–16, five in 2014–15, two in 2013–14 and one fatality in 2012–13.

Fatalities involving railway trespassers (55 per cent) and collisions at level crossings (18 per cent) comprise the majority of all fatalities for the five year period 2012–13 to 2016–17.

Figure 7: Rail fatalities per 100,000 population



Data source: Australian Safety Transport Bureau, Australian Bureau of Statistics and Transport and Main Roads' Land Transport Safety Branch

Note:

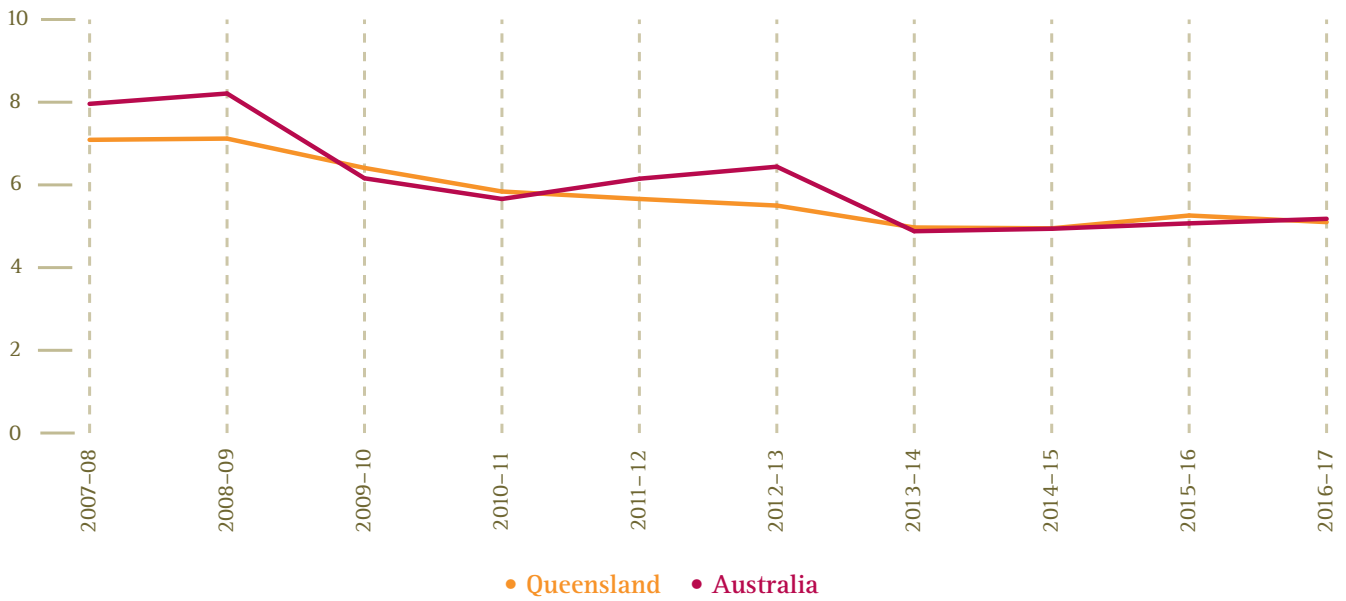
- Data excludes fatalities resulting from suspected suicides, assaults and natural causes.
- *Australian figures for 2012–13 to 2015–16 were not published.
- Rates previously provided may have changed due to the recasting of Queensland population data by the Australian Bureau of Statistics.
- Rail fatality data is subject to review and amendment as additional or more detailed information becomes available. This may result in variations to historical data which have previously been published.

Roads

In 2016–17, there were 253 fatalities as a result of crashes in Queensland, nine (3.7 per cent) greater than the previous year and four (1.4 per cent) fewer fatalities than the previous five year average. The 2016–17 road fatality rate for Queensland was 5.18 per 100,000 population, which is 2.2 per cent higher than the rate for the previous year (5.07). The road toll places Queensland fifth behind the Australian Capital Territory (2.46), Victoria (4.31), New South Wales (4.73) and South Australia (4.89).

During 2016, there were 6259 hospitalised casualties as a result of crashes in Queensland. This is 121 (2.0 per cent) greater than the previous year (6138) and 265 (4.1 per cent) fewer than the previous five year average.

Figure 8: Road fatalities per 100,000 population

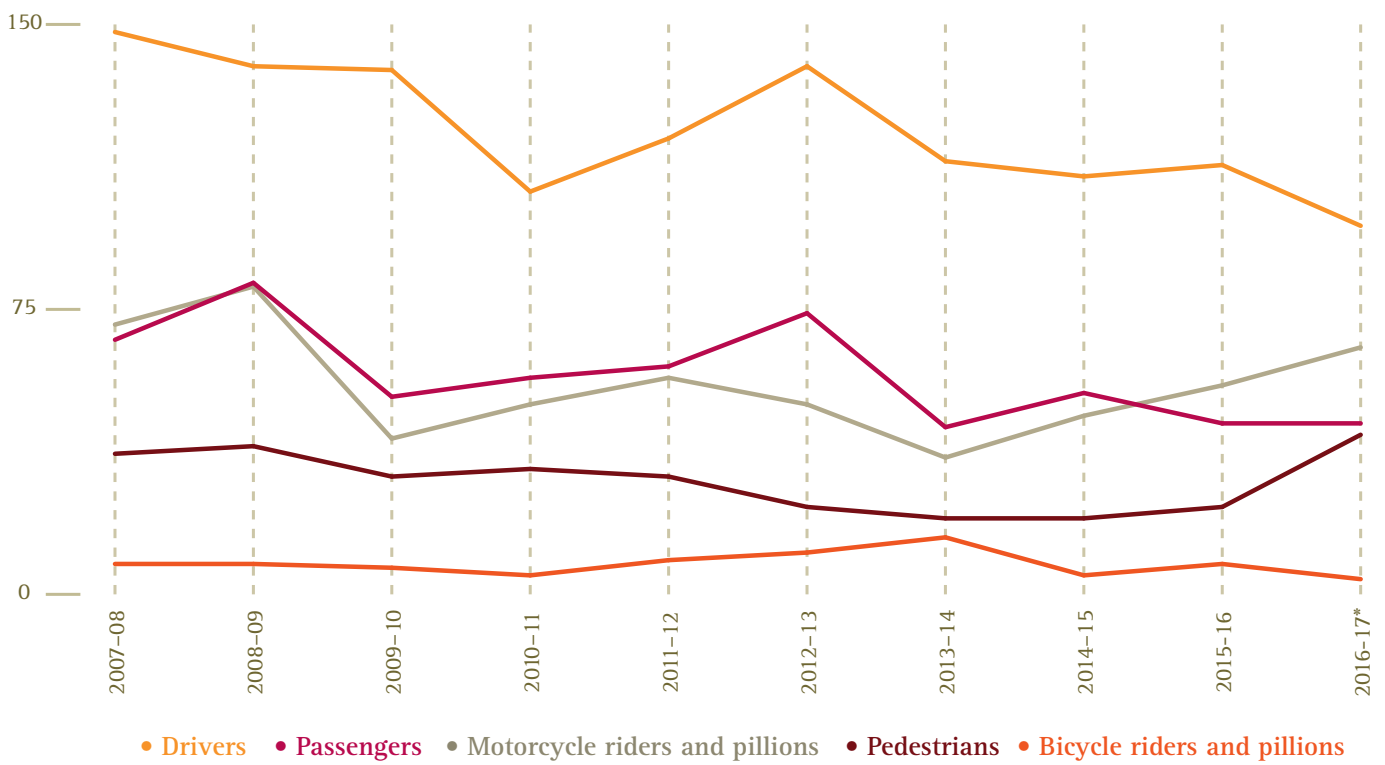


Data source: Transport and Main Roads’ RoadCrash database and relevant interstate authorities. Population figures are from the Australian Bureau of Statistics – Catalogue 3101.0.

Note:

- 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.
- During July 2017, the Australian Bureau of Statistics released revised population estimates figures for 2011 to 2017 and therefore the figures may differ from previous publications.
- 2016–17 figures are preliminary at time of printing.

Figure 9: Road fatalities by road user type (in Queensland)



Data source: Transport and Main Roads' RoadCrash database

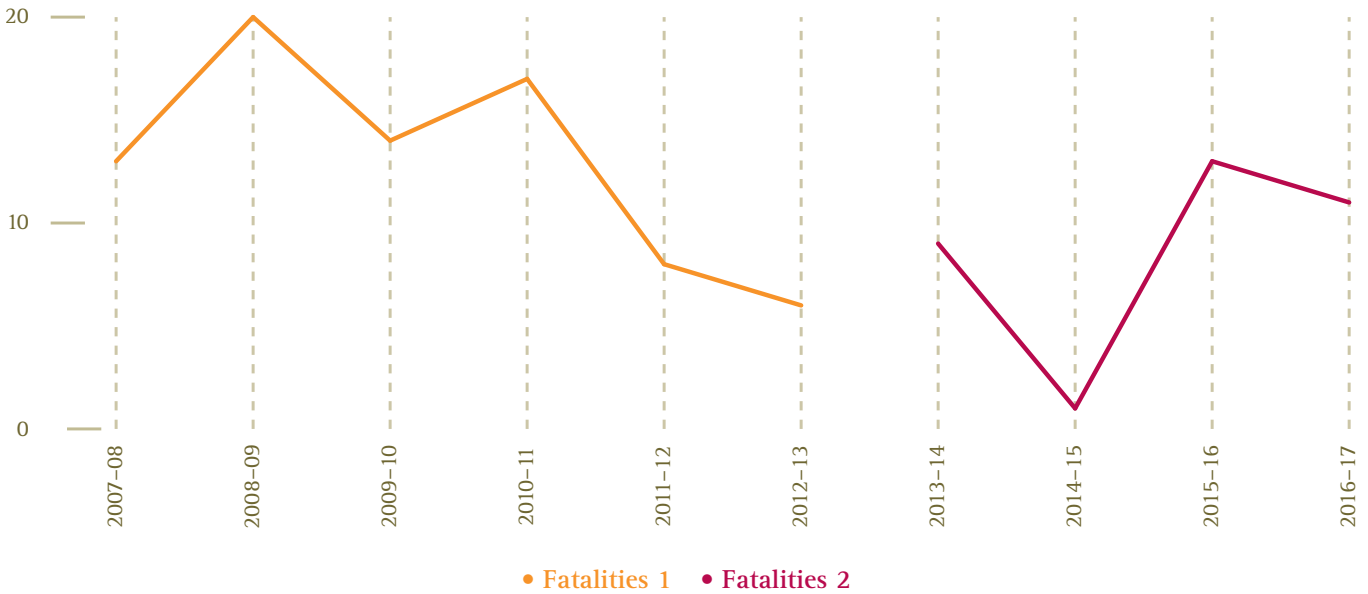
Note:

- *2016–17 figures were preliminary at time of printing.

Marine

In 2016–17, reported marine incidents in Queensland included 11 fatalities (see Figure 10). This equated to 4.24 fatalities per 100,000 registered recreational vessels and is not significantly higher than the 10 year average of 3.46 fatalities per 100,000 registered recreational vessels. There were also 37 injuries resulting in hospital admissions (see Figure 11). This equated to 14.27 hospital admissions per 10,000 registered recreational vessels and is significantly higher than the 10 year average of 11.02 hospital admissions per 100,000 registered vessels.

Figure 10: Marine fatalities (in Queensland)

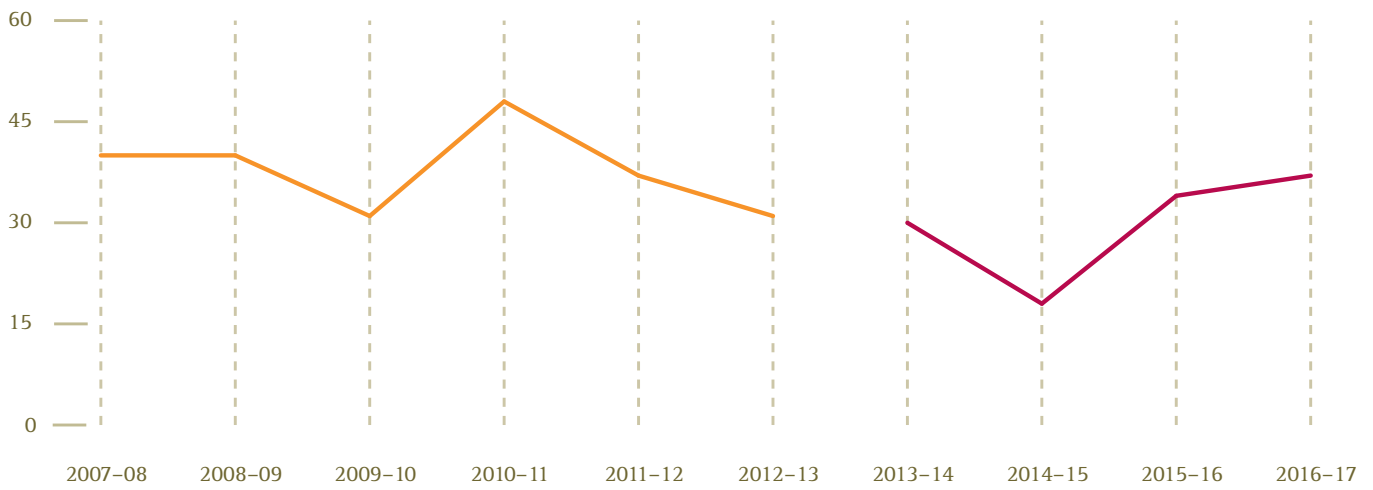


Data source: Caseman Marine Incident Database

Note:

- Marine incident data are subject to review and amendment as additional or more detailed information becomes available. This may result in variations to historical data which have previously been published.
- In July 2013 the Australian Maritime Safety Authority (AMSA) began implementing a new national law which results in all the domestic commercial vessels operating within the Commonwealth of Australia coming under the superintendence of a single national jurisdiction. This results in a structural break in the time series at 30 June 2013. The time series from 1 July 2005 to 30 June 2013 includes all marine fatalities which occurred in Queensland waters. From 1 July 2013 to 30 June 2017 the series includes fatalities which occurred as a result of marine incidents which involved at least one Queensland Regulated Ship.
- Fatalities 1 - All incidents occurring in Queensland waters up to 30 June 2013.
- Fatalities 2 - Incidents involving at least one Queensland Regulated Ship 1 July 2013 to 30 June 2017.

Figure 11: Serious injuries from marine incidents (in Queensland)



- Number of serious injuries from marine incidents 1
- Number of serious injuries from marine incidents 2

Data source: Caseman Marine Incident Database

Note:

- Marine incident data are subject to review and amendment as additional or more detailed information becomes available. This may result in variations to historical data which have previously been published.
- In July 2013 the Australian Maritime Safety Authority (AMSA) began implementing a new national law which results in all the domestic commercial vessels operating within the Commonwealth of Australia coming under the superintendence of a single national jurisdiction. This results in a structural break in the time series at 30 June 2013. The time series from 1 July 2005 to 30 June 2013 includes all reported hospital admissions which occurred in Queensland waters. From 1 July 2013 to 30 June 2017 the series includes reported hospital admissions which occurred as a result of marine incidents which involved at least one Queensland regulated ship.
- Number of serious injuries from marine incidents 1 – All incidents occurring in Queensland waters up to 30 June 2013.
- Number of serious injuries from marine incidents 2 – Incidents involving at least one Queensland regulated ship 1 July 2013 to 30 June 2017.

Transport safety regulation and licensing

Operation Safe Drive

Transport Inspectors throughout Queensland perform safety checks on vehicles in the lead up to school holidays as part of 'Operation Safe Drive'.

The campaign focusses on ensuring compliance with vehicle safety standards and legislation with an emphasis on windscreens, lights, tyres, brakes, steering and suspension.

In the lead up to the Easter school holidays, over 1700 vehicles were intercepted and inspected throughout the state and in the lead up to the June/July school holidays, 2099 vehicles were intercepted and checked.



Transport Inspectors Michelle Tung and Nick Farrugia were a part of the Operation Safe Drive.

For more information visit:

www.tmr.qld.gov.au/Safety/Road-safety/Transport-Inspectors

Last year on the Sunshine Coast, 19 people were injured as a result of crashes involving defective motor vehicles.

Mobile Compliance Information System

TMR Inspectors currently use a number of different systems to check vehicle and driver compliance. The new Mobile Compliance Information System will provide our TMR Inspectors with the ability to easily record vehicle intercept information and have integrated access to registration and licensing information while out in the field.

Event traffic marshals

We are considering introducing a new option for traffic control at sporting and community events held in low speed/low risk environments.

The department has received feedback that the costs associated with the delivery of traffic management services at small sporting and community events can outweigh the benefits of, and sometimes the ability to deliver, the event.

Considering that events of all sizes are held across the state, the department believes there is an opportunity to consider the risk profile of each event to determine what level of traffic control is required.

Having access to appropriately trained local volunteers may allow otherwise uneconomical events to be run, ultimately strengthening local communities.

Following statewide consultation in January 2017, the department is progressing the policy, framework and legislation that will allow the introduction of an 'Event Traffic Marshal' role – a role that will allow appropriately trained volunteers to conduct limited traffic control activities in low risk road environments at sporting and community events under the terms of the associated special event permit.

Collection of National Injury Insurance Scheme – Queensland Levy

On 1 October 2016 TMR commenced collection of the National Injury Insurance Scheme – Queensland (NIISQ) levy as part of vehicle registration payments.

Under the NIISQ, eligible people seriously injured in motor vehicle accidents will receive essential care and support benefits, regardless of fault. This addresses a gap in the existing fault based compulsory third party insurance coverage.

The NIISQ is regulated by the National Injury Insurance Agency Queensland (NIIAQ). However, substantial work was undertaken by TMR to facilitate the collection of the NIISQ levy to enable the continued sustainability of the scheme in Queensland.

Tolling project and priorities

Legislative changes and relevant approvals were finalised in December 2016 for revised tolling arrangements to facilitate commencement of the Logan Motorway Enhancement Project (LEP).

Transurban Queensland is delivering the \$512 million project that is due for completion in 2019. LEP will benefit the trucking industry and other road users by improving safety and transport efficiency on the Logan Motorway, Gateway Extension Motorway and adjacent road network. We are also working with Queensland Treasury to procure a tolling system for the Toowoomba Second Range Crossing (TSRC).

The contract was awarded for the roadside tolling system in April 2016, with procurement for a back office tolling service provider underway and expected to be appointed during 2017–18.

Domestic and family violence reforms

The department has embraced the state government's commitment to ending Domestic and Family Violence (DFV). As a White Ribbon Accredited organisation, TMR has reviewed registration and licensing polices to support customers who are victims of DFV.

As of 1 January 2017, a person leaving Queensland to avoid a DFV situation can more easily cancel a Queensland registered vehicle and obtain a refund of the unused portion of the Queensland registration fee without having to provide a Queensland garaging address. DFV victims will also be able to remove themselves from a jointly registered vehicle without the need to obtain signed paperwork from their ex-partner.

From mid-2017, we will also make it easier for victims of DFV to get their customer record suppressed so their personal information will not be disclosed to a third party. The current process requires supporting evidence such as a police report or a court order. This is too high a burden of proof for those affected by DFV when it is known that many victims never report incidents to police. Customers will instead be able to present a signed statutory declaration or a letter from a DFV support service or sexual assault service. This initiative will provide DFV victims with peace of mind and improved security while providing time to consider other judiciary options.

For more information on how else the department is addressing DFV ([see page 130](#)).

Tow truck review

In May 2017, the media brought to light via a series of investigative pieces, the community discontent over the towing practice of removing parked vehicles from publicly accessible private car parks and roads. As a result of growing community concern, the Queensland Government launched an independent Towing Industry Investigation.

Led by retired District Court Judge, Mr Michael Forde, with TMR providing secretariat support, the investigation invited submissions from all interested parties and met with a wide range of stakeholders.

The investigation will aim to reach a balance between all parties' interests. The key agenda will be finding what is fair and reasonable from a community perspective and weighing this against a property owner's right to remove vehicles parked on their property without permission and against signed parking conditions.

The independent investigation will report back to the state government by August 2017 with a series of recommendations that are expected to range from community education to regulation. TMR will then consider all available avenues before making changes.

As well as the investigation, TMR implemented a hotline for the general public to make complaints, to assist TMR in collecting relevant data on current towing industry practices. The hotline answered more than 500 calls and recorded approximately 400 complaints since commencement on 9 May 2017. Using the intelligence gathered, a list of hot-spot suburbs for predatory towing practices was published on the TMR website.

In addition to the hotline, Transport Inspectors have increased their focus on current licensed tow truck operators, ensuring operators are complying with current regulations.

Business high-powered vehicle exemption schemes

The holder of a P1 or P2 provisional, probationary or restricted driver licence who is under 25 years is not permitted to drive a high powered vehicle (HPV).

Queensland businesses expressed concern that the HPV exemption scheme did not adequately cater for employees of businesses who needed to drive HPVs in the course of their employment. The intent of the HPV restrictions was not to prohibit motor mechanics, or other workers from performing their duties, but rather to prevent inexperienced young drivers from driving a HPV until their driving skills are more developed.

In response to this a business HPV exemption scheme was introduced in December 2016. This exemption allows employees of a business to drive a HPV, where driving a HPV is an integral part of their work duties. For example, a motor mechanic who is required to road test HPVs.

Motorcycle licensing reforms

The department implemented new motorcycle licence laws in October 2016, fundamentally changing the way a person progresses through the motorcycle licence system.

The new motorcycle law changes include:

- the requirement to complete a practical pre-learner course
- a requirement that learner riders must hold their learner licence for at least three months before progressing to a class RE motorcycle licence
- the extension of the class RE motorcycle licence period from one to two years before progressing to a class R motorcycle licence
- the removal of the restriction that prohibited class R motorcycle licence holders from carrying passengers for the first year of holding a class R motorcycle licence
- increased standardisation to Q-Ride ([see glossary page 231](#)) courses and further emphasis on behaviour and higher order skills.

In developing the new laws, we considered community and industry feedback, crash data, road safety research, and comparisons to other licensing systems.

Novice riders will now have an improved skills base when they begin riding on the road, while concepts around decision making and motivation are introduced and reinforced as they progress to different motorcycle licence classes. These changes are aimed at ensuring that riders will have a higher chance of staying safe on our roads.

65 motorcyclists were killed in 2016–17, which represents an 18.2 per cent increase from 2015–16, and a 32.7 per cent increase over the previous five years.

Motorcycle safety factsheet available at:
<https://jointdrive.qld.gov.au/motorcycles/factsheet>

Disability loading zones rule change

On 16 December 2016, TMR amended the Queensland Road Rules to extend the time limit from two to five minutes for a driver stopping in a loading zone to pick up, or set down a person with a disability.

This amendment was made in response to concerns that a two minute time limit was insufficient for a person with a disability to perform actions related to being picked up, or set down.

The two minute time limit still applies for picking up, or setting down a person who does not have a disability.

New offensive advertising laws and their application to vehicles levy

On 30 March 2017, new offensive advertising laws commenced in Queensland.

Under the new laws, TMR may cancel the registration of a vehicle where a commercial operator has refused to remove advertising from a vehicle that has been found by the Advertising Standards Bureau (ASB) to be in breach of the Australian Association of National Advertisers Code of Ethics.

The ASB may refer cases about offensive advertising on vehicles registered in Queensland to TMR where a determination has been made that the advertising is offensive and the operator of the vehicle has not taken the action to remove the advertising. A thorough complaints process is followed by the ASB before they make a determination and refer a case to TMR.

The new laws enable the removal of vehicles from Queensland roads that are displaying offensive advertising that is perceived as sexually explicit, discriminatory, or otherwise offensive to members of the community.

For more information visit: www.tmr.qld.gov.au/About-us/Contact-us/Compliments-and-complaints/Complaints-about-motor-vehicles-or-trailers.aspx



Motorcycle licensing changes from 1 October

To find out more visit www.tmr.qld.gov.au

Queensland Government

Authorised by the Queensland Government, George Street, Brisbane.

Motorcycle licensing changes billboard.

Implementation of inspection certificates online

Authorised Inspection Stations (AISs) conduct vehicle safety inspections and produce inspection certificates, on behalf of the department, for the purposes of vehicle registration, registration transfer and registration renewal.

The Inspection Certificates Online (ICO) web portal was released for use by AIS on 1 August 2016. ICO is an alternative to the existing manual process for issuing inspection certificates and is currently used by more than 1000 of the existing 2900 AISs.

ICO allows an AIS to electronically generate inspection certificates and automatically lodge them with TMR, in some cases, saving the customer from having to present the inspection certificate to TMR.

The implementation of ICO also supported the introduction of Registration Transfer Online for transactions that require an inspection certificate.

ICO also allows an AIS to automatically notify TMR when they have conducted a defect inspection to remove the need for the customer to submit the defect notice to TMR for clearance.

Amend the Transport Operations (Maritime Safety) Act and Regulations

TMR continued to update and contemporise its maritime legislation during the last year, progressing changes to the following acts and regulations.

Transport Operations (Marine Safety) Act 1994

Preserved the effect of a transitional provision in the *Transport Operations (Marine Safety) Transitional Regulation 2016*. This is to ensure that all ships that are not regulated under the federal government's *Marine Safety (Domestic Commercial Vessel) National Law Act 2012* continue to be appropriately regulated under Queensland legislation.

Transport Operations (Marine Safety) Regulation 2016

Remade the regulation which has a primary purpose to provide for a regulatory system that achieves an appropriate balance between marine safety and an effective and efficient Queensland maritime industry. It replaced expiring subordinate legislation and responded to the consequences of national reform initiatives while achieving a balance with legislative modernisation. The remake was enacted in September 2016.

Established the Amrun compulsory pilotage area and appointed RTA Weipa Pty Ltd as the responsible pilotage entity to provide or arrange provision of port pilotage services in the private port and enables the regional harbour master to have oversight of marine safety in the pilotage area.

Transport Operations (Marine Safety – Queensland Regulated Ships Miscellaneous Equipment) Standard 2006

Commenced the remake including reviewing current legislation with a discussion paper released for public comment. The remake is due to be enacted by September 2017.

For more information visit: www.msq.qld.gov.au/About-us/News-and-stories/Marine-safety-law-changes



Safety buoy.

We protect, maintain and operate our network to ensure resilience and safety

Environment and Heritage

This section showcases some of the lesser known work the department does to protect our environmental and historical assets. When improving the safety and accessibility of our systems we always strive to preserve the integrity of our heritage listed assets, as well as ensuring our unique local flora and fauna can continue to thrive.

Fraser Island oil spill clean-up

In October 2016, we led a successful multi-agency response to remove oil patties that had washed ashore along a stretch of Fraser Island’s east coast around the Eurong to Maheno Wreck area.

Working with the Department of Environment and Heritage Protection, Department of National Parks, Sport and Racing, Queensland Police Service as well as the Fraser Coast Regional Council and traditional owners, shoreline clean-up activities were effectively completed in late October 2016.

Due to the weathered nature of the oil and the large number of potential ships transiting offshore from this coastline, investigations were unable to identify a culpable party.



Government staff who assisted with the painstaking Fraser Island oil spill clean-up task.

Oil spill in Brisbane River

We led a successful multi-agency response to an oil spill earlier this year when an equipment failure during a ship-to-ship refuelling operation resulted in around one tonne of heavy fuel oil entering the Brisbane River.

Working with the Port of Brisbane, their contractors and the Department of Environment and Heritage Protection the oil was quickly contained. Heavy rain, heat and high humidity meant it was a testing time for responders who successfully completed clean-up operations just over six days.

Protecting cassowaries

The department has continued to work with the community to improve the safety of the iconic far north Queensland cassowaries. A year-long trial of Vehicle Activated Signs (VAS) commenced in August 2016 on a section of Tully-Mission Beach Road identified by the community as a cassowary vehicle strike ‘hot spot’. The VAS light up when a motorist is travelling over the 80km/h speed limit to encourage drivers to slow down and be aware of cassowaries. If successful, VAS could be used more broadly across the state-controlled road network. Vehicle speeds will be monitored before and after installation of the VAS to provide information on the effect on drivers’ behaviour through vehicle speeds.

In April 2017, the department reviewed the speed limits on the state-controlled roads around Mission Beach. While the speed review findings do not support changes to speed limits on the basis of engineering factors, the department will investigate the implementation of a Cassowary Conservation Zone for deployment on targeted roads around Mission Beach.



Installation of Vehicle Activated Signs for cassowary alerts.

Koala scat detection dogs

Looking after our wildlife has always been a priority for the department and state government – collaborating with agencies to ensure the best outcome for projects and local wildlife.

A common approach to koala protection is to replace earmarked project land with new land helping to sustain wildlife corridors by effectively replacing what's taken away in a like-for-like arrangement. This is known as a 'designated land offset' and could include revegetating cleared land, protecting vegetated land or ensuring areas remain connected by planting trees in corridors.

TMR has commissioned the services of scientists from numerous universities to aid the conservation effort of koalas through research projects. TMR recently partnered with the University of the Sunshine Coast to implement a five year research program involving innovative treatments, such as the use of TMR funded koala scat (dropping) detection dogs.

These professionally trained canines are part of a research team funded by the Cooroy to Curra (Section C) project near Gympie to better understand which types of 'designated land offsets' (revegetated land and connected land parcels) will provide the best outcomes for wildlife.

Another project where we have implemented effective koala protection initiatives is for the recently completed Moreton Bay Rail Link (MBRL). The project team went above and beyond to understand koala population biology and movement through their tagging and monitoring program. This was a comprehensive research and tracking program led by a team of koala scientists to capture and radio collar koalas living in and around the rail corridor, in addition to using spotter catchers. These efforts were recognised at the 2016 Premier's Awards for Excellence, receiving Highly Commended in the Sustainability Category.



Baxter, a professionally trained canine on site at the Bruce Highway – Cooroy to Curra project looking for koala.

Restoration on heritage listed Lockyer Creek Bridge

The heritage listed bridge was constructed as one of the major engineering projects on the Brisbane Valley Branch Line between Lowood and Esk, opening for rail traffic in 1886. The bridge was strengthened in both 1932 and 1960 but it is largely unchanged from its original design. It has been closed to rail traffic since 1993.

The bridge is planned to exist as a non-functional heritage feature in the recreational Brisbane Valley Rail Trail, with access to the deck restricted. On this basis, the remaining lifespan of the bridge is associated with continuing to ensure the stability of the overall structure and ensuring the safety of the general public using the Rail Trail, which sweeps below the bridge through Lockyer Creek.

In February 2017, the department conducted a detailed structural condition inspection and prepared a cost estimate for the total restoration of the bridge.

The detailed condition report was submitted in March 2017, and it was determined that the project to rehabilitate the structure will be delivered in a number of stages.

The initial stage of the project comprises of the restoration of the majority of the timber components of the bridge.

The next stages of the project include blasting and painting of the centre lattice steel truss span and are programmed to be completed by the end of the 2017–18.

This bridge is a significant spot on the path of the Brisbane Valley Rail Trail and is significant to the local community due to its heritage value and the potential tourism opportunities of the disused rail trail.



Lockyer Creek bridge will no longer serve as a rail bridge but be part of a Brisbane Valley Rail Trail.

Round Mountain agreement

A licensed agreement was signed between TMR (as property owners) and Beaudesert Aboriginal Traditional Owners Men's Group (BATOMG) for use of Round Mountain to implement a cultural program to help their at-risk young men.

Rehabilitation for Burnett Traffic Bridge, Bundaberg

In Bundaberg, a significant program of rehabilitation works is underway on the Queensland heritage listed Burnett Traffic Bridge. The bridge, often referred to as 'The Old Traffic Bridge' opened on 24 August 1900. At the time it was the fifth longest metal truss bridge in Australia.

In the early 1990s, the structure was added to the Queensland Heritage Register and the battleship gray colour was repainted using heritage colours Indian Red, Brunswick Green and Kansas Corn.

The renovation program involves structural repairs, blasting works to remove old paint and rust and applying a new paint protection system. Works will ensure the bridge remains trafficable to the 16,800 motorists who use the bridge every day, with an average of 7.5 per cent being heavy vehicle operators.

Due to the age and size of the structure, the rehabilitation program is significant and is expected to continue for several years. It will be a long process however we are committed to preserving an important part of Bundaberg's history to ensure it continues to serve as a vital road link.

The current maintenance and rehabilitation works will ensure the bridge can keep up with demand, as an average of 16,800 motorists use the bridge every day.

For more information visit: www.flickr.com/photos/queenslandstatearchives/27444517250/in/photostream



The steel girder bridge has eight spans and is 416 metres in length between abutments. It was officially opened by the Queensland Governor Baron Lamington on 24 August 1900.

Waste Management Plan

We aim to minimise waste generated across all sections of the department. Day-to-day operations can generate a number of waste products including construction and demolition materials, vegetative materials and office consumables. Management of these activities will assist us in achieving minimal waste.

We are aware of the importance of resources and we employ procedures that include:

- resource recovery
- material reuse
- construction techniques
- recycling and purchasing recycled products
- avoiding generating waste
- waste management.

The following table outlines TMR's achieved requirements of the Waste Management Plan.

Table 4: Requirements achieved

Phase	Requirements	Status	Comments
1	Publication of department's plan on website	Complete	The <i>Department of Transport and Main Roads (TMR) Waste Reduction and Recycling Plan 2016–2021</i> ('Waste Plan 2016–2021') has been endorsed by TMR Director-General and is published on TMR's website at the following link: www.tmr.qld.gov.au/Community-and-environment/Environmental-management/Land/Waste-management
2	Review the plan at three year intervals	Complete	<i>The Waste Plan 2016–2021</i> states the plan will be in effect for three years, with a review period in the subsequent fourth year.
3	Commencing from mid-2016, report within two months after the end of the financial year to EHP concerning the status of the plan	Complete	This report forms the reporting against the plan required to be supplied to the Department of Environment and Heritage Protection (EHP). Currently TMR is collecting data to establish a baseline of waste generated as per Phase 1. This is a critical step as the measurement of an accurate baseline will provide a reference for the success of future waste initiatives.
4	From 2016, EHP reports annually on the number of departments that have a plan in place	Complete	TMR has a Waste Reduction and Recycling Plan in place.

CASE STUDY

Resource Efficiency Strategy

RoadTek is a major provider of transport infrastructure solutions throughout Queensland. RoadTek Branch has been contributing to waste and recycling within TMR since the 2010–11 financial year.

This year, RoadTek released the Resource Efficiency Strategy and Action Plan 2017–2022 which includes the following targets:

- **Energy**
 - Reduce electricity and fuel use by 3 per cent annually (kWh)
 - Reduce CO₂ emissions by 3 per cent annually (tonnes/CO₂-e)
 - Source 25 per cent of energy from renewable sources (kWh/Litres).
- **Waste**
 - Reduce general waste disposal to landfill by 5 per cent per annum (tonnes)
 - Reduce Queensland Priority Waste disposal to landfill by 5 per cent per annum (tonnes)
 - Increase Recycling rate of Construction and Demolition Waste by 4.5 per cent per annum (tonnes).
- **Water**
 - Reduce potable water use by 2.5 per cent per annum (kL).
- **2030+**
 - Source 50 per cent of energy from renewable resources (kWh/Litres)
 - Reduce CO₂ emissions by 26–28 per cent to 30–50 per cent on 2005 levels (tonnes/CO₂-e)
 - Zero net CO₂-e emissions (2050).

In addition, installation of a 15kW Solar PV system at Winton Depot and an additional 12kW Solar PV to Gold Coast Depot led to annual savings of more than \$5000 whilst generating 25,000kWh of renewable energy and reducing our CO₂-e emissions by 18 tonnes. This brings RoadTek total Solar PV systems to 204kW, generating 254,000kWh of renewable electricity, and reducing CO₂-e by 178 tonnes each year.

Installation of potable water treatment systems at Midgee Depot and Bridgewater Depot increased use of non-potable sources. Located on site, and reduced transport delivery costs and fuel emissions. A partnership with the Endeavour Foundation led to the recycling of 59t of waste as part of the TMR Obsolete Lantern Replacement Program. The 8,500 lanterns replaced generated 14.8t of plastic, 20t of metals, and 24t of other recyclable materials.

This project contributes to the state construction and demolition waste target in the *Queensland Waste Avoidance and Resource Productivity Strategy (2014–2024)*.

We reused or recycled more than 78 per cent of waste generated in 2016–17.

Transport Network Security and Resilience (TNSR)

A TNSR team has been formed within TMR to allow for coordinated and efficient response to security issues impacting the transport network.

TNSR are responsible for:

- the effective administration of the *Transport Security (Counter-Terrorism) Act 2008*
- TMR's emergency management arrangements to support the *Queensland Disaster Management Act 2003*
- guidance and education related to business continuity process
- internal security including application of the draft Queensland Protective Security Framework
- the single point of truth for standards, systems, principles and processes relating to emergency management, transport security and internal security.

Some of TNSR's key activities over the past twelve months are outlined below.

Qld Counter – Terrorism Strategy 2013–18

TMR participates in the Queensland Counter-Terrorism Committee, and the Queensland Counter-Terrorism Training and Exercise Management Committee. TMR chairs the Queensland Transport Security Working Group (a sub-committee to the Queensland Counter Terrorism Committee) which coordinates the security activities of the Queensland public transport network.

Preparedness Program

The state wide 2016–17 Preparedness Program was delivered at 12 locations to 313 participants in September through to November 2016.

Participants included representatives from TMR, Queensland Police Service, Queensland Fire and Emergency Services, Queensland Rail and local councils.

The program focussed on changes to processes and legislation, lessons learnt and identifying issues or gaps to providing effective responses to disruptive events. The program contributed to the department's assurance process as well as providing confidence to external stakeholders that we are well prepared to respond to a disruptive event.

Following Ex-Tropical Cyclone Debbie, district debriefs were conducted in affected areas. The learnings identified will be incorporated in the preparedness activities for 2017–18.

International, national and state committees

The department participates in the Transport Security Committee which ensures a collaborative security and resilience approach across the federal government and state/territory jurisdictions within the surface transport sector.

We also participate in the Critical Infrastructure Advisory Council, which is chaired by the federal government's Attorney-Generals' Department and comprised of various industry group leads to ensure a consistent resilience approach is applied across the different sectoral groups. TMR chairs the Transport Security (Surface Transport) Group.

Commonwealth Games security preparation

You can read about our preparations for Commonwealth Games security ([see page 35](#)).

Disruptive event planning and business continuity

The Business Continuity Management Program has continued to be implemented across all areas of TMR during the year to ensure we are able to deliver essential services to the community during times of disruption.

It is a collaborative program across all areas of the department which builds organisational resilience and assists in the delivery of a sustainable, cost-effective transport network accessible to everyone.

Initiatives such as Business Continuity Awareness Week and exercising current continuity processes are undertaken to promote benefits to business units.

Critical infrastructure

The department has reinvigorated our Critical Infrastructure Program to supplement the federal government's and QPS's efforts to identify and make safe critical and essential infrastructure. This aligns with the federal government's recent establishment of the National Critical Infrastructure Centre.

The program will also identify interdependencies to ensure critical infrastructure integrity is maintained to enhance the resilience of the state's essential services.

Queensland Disaster Management Arrangements

TMR supports and actively participates in the Queensland Disaster Management Arrangements through the provision of functional support in the important area of transport systems and is also the hazard-specific lead agency for any ship-sourced pollution events.

As a member of the Queensland Disaster Management Committee (QDMC) and chair of the Roads and Transport Functional Recovery Group, the Director-General, leads the support of the restoration and reconstruction of transport systems within impacted communities to ensure appropriate and effective recovery is achieved.

TMR is an active member of the State Disaster Coordination Group and the Inter-departmental Committee for Disaster Management. Through these two strategic level groups we are able to contribute to the development and implementation of best practice disaster management policy and protocols which improve outcomes for Queenslanders.

The department is also actively involved in District Disaster Management Groups (DDMGs) across Queensland through our District Disaster Liaison Officers. We continue to assist Local Disaster Management Groups (LDMGs) by providing targeted advice and support to enable them to be prepared for any disruptive event, including disasters, which may impact the transport system.

Read about how TMR responded and provided invaluable support to the community during Ex-Tropical Cyclone Debbie ([see page 18–21](#)).

Mass passenger service operators assistance and information

The department administers the *Transport Security (Counter-Terrorism) Act, 2008*. The Act ensures the surface transport operators who are assessed to be at an elevated risk of a terrorism or security incident are identified and engaged to ensure they have a best practice security risk management plan in place, develop a counter-terrorism exercise package and report annually on their risk management plans and activities.

We engage major transport hubs and surface transport operators with security guidance and support materials. We also provide a secretariat function for security precincts committees at mass passenger transport hubs in the Brisbane and Gold Coast areas.

Protective security

In the past 12 months Internal Security has conducted Security Risk Assessments (SRAs) across the department. SRAs assist operational areas to identify and address physical security vulnerabilities to help protect our people and facilities.

These assessments review issues such as:

- preventing unauthorised access to our facilities by analysing the efficiency of CCTV coverage, fencing, lighting, alarms, and security provider services
- ensuring local procedures relating to client aggression and cash handling are in place and effective
- analysing local criminal activity that may have an effect on the facility
- providing advice to local management on vulnerabilities and options to address any issues identified
- liaison with local QPS offices regarding criminal demographics for the area
- examination of facility security infrastructure and processes to ensure they remain ‘fit for purpose’.

Security incidents across the department are reported centrally to TNSR.

Incidents are reviewed to provide:

- assistance and referral support to the operational areas involved
- specialist investigation services as required
- identification of security trends to assist security policy development
- assurance that security incident corrective actions are finalised with the relevant stakeholders including QPS.



In train security camera.

OBJECTIVE 4

WE DEVELOP A SUSTAINABLE,
COST-EFFECTIVE TRANSPORT NETWORK
ACCESSIBLE TO EVERYONE



OUR highlights



// Strategies

- 4.1 Integrate land use and transport to promote community cohesion, economic development and environmental sustainability
- 4.2 Promote agile, innovative solutions to problems to keep pace with the rate of change

// Performance areas

- We provide increased value for money

In 2016–17, we continued to build and maintain our road and marine infrastructure across the state. Some of our key achievements are listed below.

☑ BRUCE HIGHWAY UPGRADE PROGRAM

Continued to deliver and upgrade the Bruce Highway as a part of the \$8.5 billion Bruce Highway Upgrade Program ([page 82–84 and 89](#)).

☑ BOUNDARY ROAD BRIDGE

Opened the \$100.4 million Boundary Road Bridge over the Bruce Highway north of Brisbane ahead of schedule ([page 84](#)).

☑ TOWNSVILLE RING ROAD

Completion of the \$200 million, 22 kilometre Townsville Ring Road in north Queensland ([page 84](#)).

☑ CAPE YORK REGION PACKAGE

Construction continued on the \$260.5 million Cape York Region Package to upgrade critical infrastructure in far north Queensland ([page 86](#)).

☑ BURRUM HEADS BOAT RAMP UPGRADE

Upgraded the \$5 million Burrum Heads boat ramp upgrade, including a two-lane boat ramp, floating walkway, car-trailer parks and improved pedestrian access ([page 93](#)).

☑ PACKERS CAMP BOAT RAMP UPGRADE

Completed a major upgrade to Packers Camp boat ramp to improve safety and accessibility by allowing for faster and improved boat launching and retrieval operations ([page 95](#)).

☑ VELOWAY 1 CYCLEWAY

Continued construction on Stage D of the 17 kilometre Veloway 1 cycleway connecting Brisbane city to Eight Mile Plains ([page 96](#)).

☑ TRAFFIC MANAGEMENT AT ROADWORKS

Improved traffic management at roadworks by focussing on upgrading key areas (engineering, enforcement and education) ([page 99](#)).

We integrate land use and transport to promote community cohesion, economic development and environmental sustainability

This section outlines the considerable amount of infrastructure improvement coordinated by TMR and constructed across the state. It showcases the wide variety of projects planned, underway and completed as well as the associated financial cost and source.

This work delivers on our objective to create liveable regions and active cities and is also a significant source of jobs for Queensland.

Major Infrastructure

Bruce Highway safety and capacity improvements

Bruce Highway Upgrade Project – Tinana Interchange

In July 2016, we started works to upgrade the Bruce Highway interchange at Tinana. The project involves constructing a northbound off-ramp to provide a left-hand diverge and building a new overpass structure with both through lanes of highway traffic travelling under the new overpass.



Girder placement at Tinana Interchange.

The project also includes installing traffic signals at the Gympie Road and Lindah Road West intersection at Tinana. Dedicated right-turn lanes will be provided on Gympie Road to improve traffic efficiency.

Once completed, the project will improve safety and operational efficiency and support future growth in the Fraser Coast. The new interchange is expected to be operational in late 2017, weather permitting. Traffic signals at the Gympie Road and Lindah Road intersection are expected to be installed by early 2018.

The federal government has provided \$30.4 million towards the total project cost of \$38 million, with state government contributing \$7.6 million.

The 32 metre girders, each weighing about 80 tonnes, will support the new two-span overpass that will serve as the new northbound off-ramp from the Bruce Highway to Gympie Road.

For more information visit: tmr.qld.gov.au/Projects/Name/B/Bruce-Highway-Tinana-interchange-upgrade

Watch the video here: [facebook.com/TMRQld/videos/1413890231987189/](https://www.facebook.com/TMRQld/videos/1413890231987189/)

Bruce Highway – Cooroy to Curra (Section A)

This \$490 million federal and state funded (in a 50:50 split) upgrade has delivered a new 13.5 kilometre, four-lane divided highway between the interchange south of Cooroy and the new section of highway in Federal near Sankeys Road.

An early works contract completed in April 2014 realigned Black Mountain Range Road and constructed an overpass for the new Bruce Highway.

The first major construction contract was completed in May 2016 and delivered:

- over seven kilometres of new four-lane highway between Cudgerie Drive and Sankeys Road
- an all-movements interchange north of Cooroy
- bridges over Skyring Creek and Gardners Road.

The second major construction contract was completed in early May 2017 and delivered:

- six kilometres of new northbound lanes to duplicate the existing Cooroy bypass
- reconstruction of southbound highway lanes
- upgrading the Cooroy southern interchange
- constructing new bridges over Six Mile Creek.

The new four-lane highway opened to traffic in April 2017.

This newly completed Section A upgrade for the Bruce Highway between Cooroy and Sankeys Road has received a top safety rating (a mixture of 4 and 5 stars, 5 stars being the safest) from the Australia Road Assessment Program (AusRap) ([see glossary page 230](#)).

For more information visit: tmr.qld.gov.au/Projects/Name/B/Bruce-Highway-Cooroy-to-Curra/Bruce-Highway-Upgrade-Cooroy-to-Curra-Section-A-Cooroy-southern-interchange-to-Sankeys-Road



Aerial view of the completed Cooroy to Curra (Section A) northern interchange. Photo by Above Photography.

Bruce Highway – Cooroy to Curra (Section C)

The third section of the 62 kilometre Bruce Highway – Cooroy to Curra upgrade continued construction and is on track to be completed in early 2018, weather permitting.

The \$384.2 million state and federally funded project will deliver a new 10.5 kilometre four-lane divided highway on a new and improved alignment, to the east of the existing Bruce Highway between Traveston and Woondum. The project includes the construction of 13 bridges.

An early package of safety works to upgrade the southern access to Gympie between Woondum and the Venardos Avenue intersection started in late July 2015 and was completed ahead of schedule in late March 2016.

The federal government is providing \$307.4 million towards the project, with the state government contributing \$76.8 million.

For more information visit: tmr.qld.gov.au/Projects/Name/B/Bruce-Highway-Cooroy-to-Curra/Bruce-Highway-Cooroy-to-Curra-Section-C-Traveston-to-Woondum



New Bruce Highway bridges over Tandur Road looking north.

Bruce Highway – Cooroy to Curra (Section D)

Detailed design continued on the final section of the Bruce Highway – Cooroy to Curra upgrade which will provide a 26 kilometre long, four-lane, divided highway on a new alignment between Woondum and Curra.

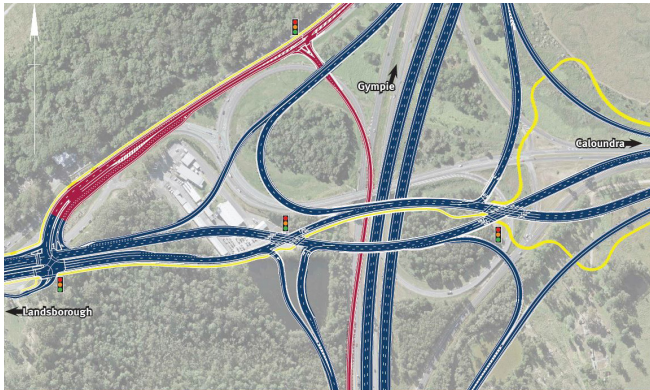
The alignment for the new highway is east of Gympie and will separate long distance traffic from local traffic, improving safety and allowing the highway to function as a high-speed, high-volume corridor.

The detailed design for the new highway section is expected to be complete in early 2018.

For more information visit: tmr.qld.gov.au/Projects/Name/B/Bruce-Highway-Cooroy-to-Curra

Caloundra Road to Sunshine Motorway Interchange

This year, we started construction on the \$929.3 million Bruce Highway Upgrade from Caloundra Road to the Sunshine Motorway. The federal and state government-funded project (80:20) will widen the highway from four lanes to six and includes a new service road for local traffic on the western side of the highway. This also means a major upgrade to the Sunshine Motorway interchange and construction of Australia's first Diverging Diamond Interchange at Caloundra Road.



Caloundra Road Interchange design layout (May 2017)

In September 2016, the design and construction contract was awarded with preliminary construction commencing in November 2016. In May 2017, the first sod was turned to mark the start of major construction.

The Diverging Diamond Interchange design is a first for Australia. It has been used with great success in the US since 2009 and while this type of interchange will improve safety, importantly it will reduce the impact to the former Beerwah State Forest by using around six hectares.

Through the detailed planning and procurement process, the department has reduced the project budget from \$1.134 billion to \$929.3 million.

Construction is expected to be completed in late 2020, weather permitting.

For more information visit:
tmr.qld.gov.au/brucehwy-caloundra2sunshinemwy

Over 40,000 motorists are estimated to use the Sunshine Motorway interchange and the Caloundra Road interchange daily.

Logan Enhancement Project

Transurban Queensland's \$512 million Logan Enhancement Project was approved late last year. Construction commenced in June 2017 on the Logan Motorway and Gateway Motorway Extension, Stretton and Drewvale.

The project scope includes upgrades at key congestion hotspots along the Logan Motorway, widening parts of the Logan Motorway and Gateway Extension Motorway constructing new south-facing ramps at Compton Road, upgrading the Beaudesert Road/Mount Lindesay Motorway interchange and upgrading the Wembley Road interchange.

The upgrade will enhance safety and connectivity on the roads. When complete, motorists will benefit from a more reliable road network with fewer stop-start traffic conditions, resulting in quicker journey times and lower fuel consumption.

This project is Queensland's first Market-Led Proposal, which involves an exclusive commercial arrangement between the private sector and government to provide a service or infrastructure to meet a community need. It will be delivered at no cost to the Queensland Government, and is financed by Transurban Queensland.

For more information visit: loganenhancementproject.com.au

Bruce Highway – Boundary Road interchange upgrade

Construction commenced in mid-2016 to upgrade the Boundary Road interchange on the Bruce Highway at Narangba. The \$100.4 million upgrade (funded by the federal and state government in an 80:20 split) will improve safety, ease congestion and increase capacity to cater for future traffic volumes.

The project includes a new six-lane bridge over the highway, longer on and off-ramps to improve safety for motorists entering and exiting the highway, and a new shared user path for pedestrians and cyclists.

Construction of the new six-lane bridge is now complete. The new overpass structure opened to traffic in early April 2017.

Townsville Ring Road (Section 4)

The \$200 million Townsville Ring Road (Section 4) project was completed and the road officially opened in December 2016.

Section 4 completes the 22 kilometre Townsville Ring Road link, forming a new section of the National Highway. The completed ring road has enhanced freight connectivity, increased efficiency and reliability of the network and improved flood immunity.

It has also significantly reduced congestion on the local road network, with approximately 10,400 vehicles a day being removed from nearby Woolcock Street.

The project was jointly funded, with the federal government contributing \$160 million and the state government contributing \$40 million.

Bruce Highway Flood Resilience Project

Haughton River Floodplain Upgrade project

Construction of the \$515 million Haughton River Floodplain Upgrade project will be one of the largest upgrades in north Queensland, and will address one of the worst flooding spots on the Bruce Highway.

The tender process for the design and construction of the project commenced in May 2017. Construction is expected to commence in August 2018 and be completed by mid-2021, weather permitting.

It will involve upgrading a 14 kilometre section of the Bruce Highway approximately 50 kilometres south of Townsville and 30 kilometres north of Ayr, including replacement of the narrow Haughton River bridge.

Flooding at the Haughton River bridge severely impacts this thoroughfare for days on end, with floodwaters sometimes extending five kilometres south and nine kilometres north of the Haughton River bridge. The existing low-level bridges at Horseshoe Lagoon and Pink Lily Lagoon will also be replaced.

Safety will be significantly improved, with the upgrade of nine rural intersections and the construction of two new cane-tramway overpasses. The project is jointly funded with the federal government providing up to \$412 million and the state government providing \$103 million.



Barge drilling at Haughton River bridge.

Granite Creek bridge restoration

Located between Mackay and Rockhampton along the Bruce Highway, Granite Creek bridge experienced significant damage, during Tropical Cyclone Debbie. The north abutment was completely washed out by storm runoff resulting from huge rainfall tallies (greater than 400 millimetres over two days).

Access to the bridge was temporarily limited after inspections found a large void had been created under the reinforced concrete relieving slab, which meant it was the only thing supporting the bitumen and pavement.

Just 36 hours after work commenced, temporary repairs to the bridge were completed and the highway was able to be reopened to two-way traffic.

A concrete truck and crane were immediately sourced to install a temporary sandbag wall and backfill the void to make the approach and abutment trafficable to all vehicles again.

To allow traffic to continue to use the bridge safely until repairs were complete, a load limit was placed on the bridge. This restricted travel over the bridge to vehicles under five tonnes, under traffic control and with a 10 kilometre per hour speed limit. Vehicles greater than five tonnes attempting to travel through the area were redirected to an alternative route by Transport Inspectors.

Arnot Creek bridge replacement

The \$10 million Arnot Creek (Bruce Highway) bridge replacement involved removing the old bridge, providing a temporary crossing and the construction of a new wider bridge, including widening the approaches from 10 metres width to approximately 11.5 metres.

The project was part of the state government's Accelerated Works Program. Work commenced in May 2016 and was completed in February 2017. The completed works have delivered vital improvements to road safety, freight connectivity and productivity on the highway.

The project was jointly funded by the federal and state governments, with contributions of \$8 million and \$2 million respectively.



Existing decking being removed from the Arnot Creek bridge.

Ipswich Motorway – Rocklea to Darra (Stage 1)

We have commenced early works to upgrade the Ipswich Motorway from four to six lanes along a three kilometre stretch between Rocklea and Oxley.

The contract was awarded in April 2017 to Bielby Hull Albem Joint Venture, with construction expected to start in October 2017. The joint federal and state funded project will improve motorway travel time, reliability, safety, local connectivity and flood immunity for all road users, pedestrians and cyclists.

Rocklea to Darra (Stage 1) of the \$400 million upgrade includes:

- upgrading the Motorway from four to six lanes
- seven new bridges including higher bridges over Oxley Creek
- new southern service road connection from Rocklea industrial precinct to the Oxley commercial and retail areas
- new northern service road connection over Oxley Creek floodplain
- new traffic signals at the Suscat and Street intersection.

The project is expected to be completed late 2020.

For more information visit: tmr.qld.gov.au/Projects/Name/I/Ipswich-Motorway-Planning-Study-Darra-to-Rocklea

Mackay Ring Road (Stage 1)

Detailed design of the \$497.8 million Mackay Ring Road (Stage 1) project, jointly funded by the federal and state governments, was completed in April 2017.

A key benefit of the project will be to reduce hazardous and heavy loads travelling through the city centre and improve the operation of local, regional and national road networks.

The 11.3 kilometre two-lane rural highway deviation includes construction of:

- 13 new bridges
- major overpasses of local roads and the rail network
- underpasses for local traffic and farming activities.

The project also paves the way for the first 2.6 kilometres of the Mackay to Bowen Basin Service Link (Walkerston Bypass). Construction of Stage 1 of Mackay Ring Road is scheduled to commence in September 2017 for completion in mid-2020.

For more information visit: tmr.qld.gov.au/Projects/Featured-projects/Mackay-Ring-Road.aspx

Cape York Region Package

The Cape York Region Package (CYRP) is a \$260.5 million program of works jointly funded by the federal and state governments to upgrade critical infrastructure in far north Queensland.

The package consists of three sub-programs:

- \$200 million program of works to progressively seal sections of the Peninsula Developmental Road (PDR)
- \$10 million over four years for sealing works on the Endeavour Valley Road through to Hope Vale
- \$50.5 million for priority community infrastructure works identified by the Cape Indigenous Mayors Alliance.

In 2016 the CYRP team successfully delivered the following project milestones:

- completing Stages 3 and 4 of the Endeavour Valley Road upgrade
- road upgrades in Indigenous communities. For the communities of Pormpuraaw and Aurukun, this means improved travelling conditions on their access roads
- completing the PDR Mein Deviation (29 kilometres) road sealing project
- completing the PDR Musgrave (12 kilometres) and Little Laura to Fairview (5 kilometres) road sealing projects
- making progress on the PDR Coen South (22 kilometres) and Archer to Wolverton (13 kilometres) road sealing projects.

Works planned for 2017 are:

- Coen South (remaining 18 kilometres)
- Archer to Wolverton (remaining 8.6 kilometres)
- Laura Racecourse to Little Laura (8.7 kilometres)
- 10 Mile Creek and South of Duck Holes Creek (6.2 kilometres)
- Myall Creek to Rio Boundary (9.2 kilometres).

In October 2016, Indigenous trainees working on the PDR Coen South sealing project were issued with log books to record hours spent operating various pieces of equipment. This is an important step towards gaining their Certificate III in Civil Construction.



Construction on the Peninsula Developmental Road, Archer to Wolverton.

As at 30 June 2017, 86 Indigenous people, including 35 New Entrant trainees, were employed on the sealing and gravel production projects on the PDR, and 25 Indigenous businesses/joint ventures were working on or sub-contracted to the PDR projects.

The contracts for construction works being delivered on the PDR through the CYRP have specified targets in relation to Key Result Areas (KRA). As at 30 June 2017, the 2016-17 projects had not only achieved, but exceeded, the KRA targets as required in the contracts:

- KRA 1 – Indigenous and Non-Indigenous Training and Upskilling
- KRA 2 – Implementation of the Indigenous Economic Opportunities Plan
- KRA 3 – Local Industry Participation.

Eton Range Realignment Project

The \$189.2 million project, jointly funded by the federal and state governments, aims to improve the safety and reliability of the Peak Downs Highway, which is the only designated B-double route from Mackay west to the northern Bowen Basin.

The works include widening to four lanes, a split carriageway, and partial realignment of the existing Eton Range crossing, which will reduce the need to close the range when traversed by oversized vehicles.

Construction started in April 2016 and is due to be completed in mid-2019, weather permitting.

Toowoomba Second Range Crossing

Work is progressing well on the Toowoomba Second Range Crossing (TSRC). Major construction commenced in late April 2016 and is on track to be completed in late 2018.

The \$1.606 billion project is jointly funded by the federal government (\$1.137 billion) and the state government (\$469.3 million) and is being delivered in a 25 year Public Private Partnership with the Nexus Infrastructure (Nexus) consortium.

A total of 23 bridges will be constructed as part of the TSRC with 20 of these under construction as at June 2017. Work also commenced in early May 2017 on the various interchanges connecting the TSRC with major highways, including the Gore Highway, Warrego Highway western interchange and Warrego Highway eastern interchange.

Earthworks are also well advanced between the New England Highway and Goombungee Road with construction commencing on the twin arch bridges that will carry New England Highway traffic 30 metres above traffic on the TSRC where the TSRC cuts through the Toowoomba Range at Mount Kynoch.



Construction of the New England Highway twin arch bridges.

When completed, the 41 kilometre long toll road will pass Toowoomba on its northern side, linking the Warrego Highway at Helidon Spa in the east and the Gore Highway at Athol in the west, via Charlton.

The TSRC will contribute to a safer and faster link in the National Land Transport Network, providing commercial vehicles with an alternative crossing of the Toowoomba Range to improve freight efficiency and driver safety, relieve pressure on roads in Toowoomba and the Lockyer Valley, and enhance liveability for the region's residents.

For more information visit: tmr.qld.gov.au/Projects/Name/T/Toowoomba-Second-Range-Crossing

The number 13 may be lucky for some but for the superstitious types, or for those who are building a 41 kilometre long bypass, the Nexus consortium were not going to take the gamble and opted out of numbering a bridge '13'.

Gateway Upgrade North and sustainable initiatives

Work is well underway on the Gateway Upgrade North project, which includes widening the Gateway Motorway from four to six lanes between Nudgee and Deagon, with additional pavement and safety works through to Bracken Ridge.

The \$1.143 billion project, jointly funded by the federal government (\$914.18 million) and the state government (\$228.54 million) on an 80:20 split, is on track to be completed by late 2018.

The upgrade will ease congestion and improve safety on one of Queensland’s busiest motorways, providing a critical transport corridor for more than 83,000 vehicles each day.

Since major construction work commenced in February 2016, significant milestones achieved include:

- realigning traffic onto new sections of motorway and opening the new southbound lanes of the Deagon Deviation
- significant progress in widening and upgrading 13 bridges across the length of the project
- the deconstruction and widening of bridges spanning Sandgate Road
- widening the Bicentennial Road interchange at Boondall
- construction of the new Nudgee Road overpass, which is nearing completion.



Aerial view of the Bicentennial Road interchange.

We are committed to delivering sustainable outcomes throughout design and construction, and in May 2017 the project was awarded the Infrastructure Sustainability Council of Australia design rating of ‘Excellent’ - the first major road project in Queensland to gain this rating.



One example of a sustainable initiative is the use of a new asphalt product, EME2, being demonstrated on a section of the Deagon Deviation works. In its first large-scale use in Australia, the demonstration involved the design, manufacture and placement of approximately 10,000 tonnes of EME2 asphalt. If successful, it could reduce the thickness of road pavements by up to 20 per cent and reduce the amount of non-renewable resources used to construct road pavements.

For more information visit: gatewayupgradenorth.com.au

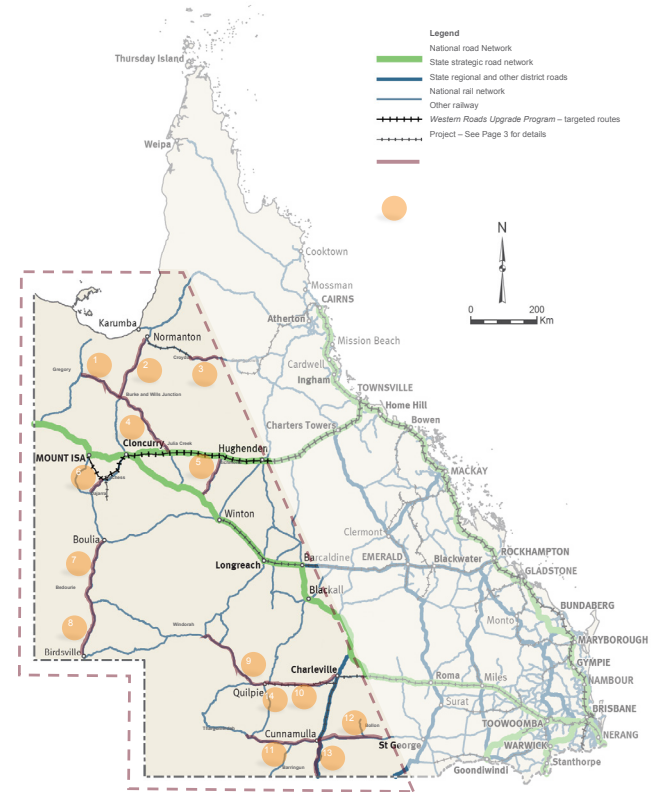
Western Roads Upgrade Program

The state government established the \$40 million Western Roads Upgrade Program (WRUP) to support economic development and job sustainability in western Queensland, to be delivered over two years (2015–17). By June 2017, all 15 projects under the program were complete.

WRUP projects completed in 2016–17 include works on the following roads:

- Balonne Highway
- Bulloo Developmental Road
- Burke Developmental Road
- Cloncurry-Dajarra Road
- Diamantina Developmental Road
- Eyre Developmental Road
- Gregory Downs-Camooweal Road*
- Gulf Developmental Road
- Mitchell Highway
- Richmond-Winton Road
- Wills Developmental Road*.

*The Myuma-TMR Alliance delivered maintenance works on sections of these roads (for more details on the Myuma-TMR Alliance [see page 89](#))



Note: Apart from the Diamantina Shire Council, Outback Regional Roads and Transport Group (RRTG) Councils are excluded, due to the existing \$24.5 million funding partnership between the Australian and Queensland Governments and Outback RRTG Councils over three years from 2014-15.

Western Roads Upgrade Program.

CASE STUDY

Myuma–TMR Alliance

TMR has been working in partnership with Myuma since 2000 and recognises the important work Myuma undertakes as a not-for-profit Indigenous training organisation. Myuma had an increased works program in the 2016-17 financial year, enabling the organisation to provide Indigenous employment and training opportunities in road construction projects.

Myuma conducts a diverse range of business and training operations on behalf of the Indjalandji–Dhidhnu People, the Aboriginal traditional owners of the Camooweal region in north west Queensland.

In 2016-17 Myuma delivered key maintenance works to the Western Roads Upgrade Program ([see page 88](#)).

Warrego Highway Upgrade Program

The Warrego Highway Upgrade Program (WHUP) is designed to upgrade the Warrego Highway between Toowoomba and Miles and comprises 15 projects being delivered over four years from 2014–15 to 2018–19. WHUP is funded by the federal and state governments on an 80:20 funding split arrangement of \$635 million (\$508 million federal funding and \$127 million state funding).

In 2016-17 we completed:

- **Toowoomba to Oakey Duplication** – Stage One, extending the four lane Warrego Highway west from Nugent Pinch Road to west of Charlton.
- **Jondaryan – Sabine Road Intersection Upgrade** – provided safety improvements for all road users but especially heavy vehicles accessing the Warrego Highway at Jondaryan.
- **Brigalow to Chinchilla Highway Upgrade** – widened 11 kilometres of the highway on the eastern approach to Chinchilla.

In 2016-17 we commenced work on:

- **Jingi Jingi Creek Upgrade** – replacing the existing deteriorated culverts at Jingi Jingi Creek with a new concrete bridge.
- **Oakey to Dalby overtaking lanes** – providing additional overtaking lanes at regular intervals in both directions between Oakey and Dalby.
- **Oakey to Miles Safety Upgrade** – short-term works designed to improve safety and driver experience on the Warrego Highway between Oakey and Miles.
- **Toowoomba to Oakey Duplication Stage 2** – extending the four lane highway for four kilometres west of Charlton.

For more information visit: tmr.qld.gov.au/Projects/Featured-projects/Warrego-Highway-Upgrade-Program

Road Infrastructure

Bruce Highway Upgrade Program

The Bruce Highway is Queensland’s major north-south freight and commuter corridor, connecting Brisbane to Cairns over a length of 1677 kilometres.

The federal and state governments have committed to a ten year, \$8.5 billion program of works to upgrade the Bruce Highway, with a focus on improving safety, flood resilience and capacity. The federal government has committed \$6.7 billion and the state government has committed \$1.8 billion to this important program of works.

The program commenced in mid-2013 and is the largest program of roadworks currently underway in Queensland.

Program status

The program is now entering its fifth year of delivery with:

- 240 projects completed
- 108 projects in the design phase or under construction
- 31 projects in the planning phase.

More projects are regularly being added to the program’s scope of works as budget allows, delivering greater benefits for Queensland motorists.

Type of projects being delivered

Projects include major capital investment projects as well as smaller improvement projects that have been combined for more efficient delivery:

- **Safety upgrades** – improving the overall safety of the highway by installing roadside barriers, upgrading intersections, widening pavements and road shoulders and installing wide centreline treatments and audio-tactile line marking.
- **Overtaking lanes** – new overtaking lanes to allow more, safer opportunities for overtaking.
- **Black spots** – installing new or updated traffic signals, provision of protected right-hand turn facilities, shoulder sealing, road delineation and removal and/or shielding of roadside hazards at known black spots.
- **Rest areas/stopping places** – installing new rest areas where motorists can stop to rest and revive before continuing their journey.

Program benefits

The program has already achieved significant improvements to safety along the Bruce Highway with an approximately 30 per cent reduction in the number of crashes, fatalities and serious injuries¹ since the program began (based on the baseline statistics – annual average of 2009–13).

The program has also resulted in an additional 67 kilometres of the Bruce Highway now rated at three safety stars (out of a possible five stars) or better according to the nationally recognised Australian Road Assessment Program (AusRAP) (see glossary page 230) safety star rating system. This means more than 81 per cent of the travel on Bruce Highway is now on road section, rated at three safety stars or more.

Improvements to flood resilience and road capacity along the Bruce Highway will become evident over the remaining years of the program as flood studies and construction works are completed, and the cumulative benefits of the Bruce Highway projects are realised.

*per 100 million vehicle kilometres travelled.

Safety improvement highlights

As at May 2017:

- 60 kilometres of wide centreline treatments and 43 kilometres of shoulder sealing/widening have been undertaken to provide greater separation between opposing lanes of traffic¹
- 88 kilometres of audio-tactile line marking (raised line markings) have been installed²
- 23 kilometres of pavement rehabilitation has been undertaken to improve ride quality
- 27 new rest areas/stopping places have been constructed and seven existing rest areas/stopping places have been improved
- 24 protected right-hand turns have been installed to help improve safety at known black spots
- 16 signalised intersections have been installed
- 59 overtaking lanes have been constructed, providing increased safety and travel efficiency
- 82 kilometres of new roadside barriers have been installed.

You can view all the Bruce highway projects on our interactive map here: tmr.qld.gov.au/Projects/Featured-projects/About-the-Bruce-Highway-Upgrade-Program

For more information visit: tmr.qld.gov.au/Projects/Featured-projects/About-the-Bruce-Highway-Upgrade-Program

¹ This is in addition to 667 kilometres of wide centreline treatment delivered on the Bruce Highway under other funding programs.

² This is in addition to 378 kilometres of audio-tactile line marking delivered on the Bruce Highway under other funding programs.

Wide Centreline Treatment

The department has carried out Wide Centreline Treatment (see glossary page 233) works along the Bruce Highway, with a number of sections completed in 2016-17 including:

- McDonnell Creek – completed in late 2016
- Todd Road to Canal Creek – completed in February 2017
- Old Tully Road to Bookal Bookal Creek – commenced in January 2017
- North of Innisfail – Stage 1 completed in October 2016 and Stage 2 is underway.

The works form part of a \$50 million joint federal and state government funded program of works which is improving safety for motorists on various sections of the Bruce Highway between Ingham and Cairns.

As part of this program the Bruce Highway has been widened to an 11 metre seal, including a one metre gap between the north and southbound lanes for the installation of wide centreline treatment. The treatment is designed to reduce head-on collisions by providing greater spacing with any oncoming vehicles. The line marking also creates a buffer zone for motorists to safely move around vehicles stopped on the side of the road, without having to enter the oncoming lane.

This is an excellent initiative and is a cost effective solution to a safety problem.



Wide centreline treatment with audio tactile line marking.

National Highway Upgrade Programme

The freight, mining and agriculture industries will benefit from the completion of \$25 million of upgrades to Queensland's Flinders Highway and will open the door for economic development in north Queensland. The \$25 million Flinders Highway pavement widening and strengthening project was jointly funded (80: 20) by the federal and state governments.

A total of 25 kilometres of road has been strengthened and widened, comprising of five sections being upgraded, one between Julia Creek and Cloncurry, two between Richmond and Julia Creek, and two between Hughenden and Richmond. These upgrades will improve safety and travel times from north-west Queensland to the east coast's ports and beyond.

The programme ([see glossary page 231](#)) was successfully delivered by TMR partnering with local government authorities, Flinders Shire Council, Richmond Shire Council, and McKinley Shire Council.

National Disaster Relief and Recovery Arrangements (NDRRA)

During 2016–17, we restored 14.8 kilometres of state roads through the Natural Disaster Relief and Recovery Arrangements (NDRRA) program at a cost of \$37.6 million. Works to replace the Burnett River Bridge on Monto-Mount Perry Road, which was washed away by Ex-Tropical Cyclone Marcia in 2015, were completed in May 2017.

In March-April 2017, Ex-Tropical Cyclone Debbie caused significant landslips and road damage across 29 local government areas, particularly in the Mackay/Whitsunday and South Coast Districts. Roads have been reopened or detours provided to ensure community access while road damage assessments are undertaken to progress long-term repairs.

Eligible reconstruction works will be funded under the NDRRA. Under these arrangements, the federal government provides up to 75 per cent of the funding, with 25 per cent from the state government.

Accelerated Works Program

As part of the state government's Accelerated Works Program (AWP), the department brought forward infrastructure projects to generate jobs in northern Queensland.

TMR has accelerated \$144.6 million in directly delivered infrastructure projects as part of this AWP. This is approximately 30 per cent of this government's total announced AWP value of \$443 million. At June 2017, TMR had expended \$93.4 million and completed 15 of the 21 infrastructure projects brought forward.



Recording asset damage and restoration RADAR app

The department is embracing innovation in disaster management, with the introduction of a mobile application to expedite the collection of damage evidence and data following natural disasters.

After Ex-Tropical Cyclone Debbie, the Recording Asset Damage and Restoration (RADAR) mobile app provided TMR with real-time information about disaster damage to the state-controlled road network for the first time.

The RADAR app was developed to enable TMR to collect mandatory photo evidence with GPS data, which is required to prove the eligibility of disaster recovery works under the Natural Disaster Relief and Recovery Arrangements (NDRRA).

The RADAR initiative has two components:

- RADAR mobile app – used on mobile devices to capture photos and data in the field via a simple site form, then save data to the cloud
- RADAR desktop – where the data can be instantly downloaded, managed and reports generated.

The RADAR mobile app is helping TMR collect information more quickly and easily in the field by reducing manual data entry, which will ultimately speed the recovery process for the community.

Pacific Motorway – Coomera

The Pacific Motorway's Coomera Interchange (Exit 54) provides access to both sides of the motorway to significantly growing residential areas, schools, commercial facilities, industrial zones and major attractions such as Dreamworld. This interchange is the main access for 2018 Commonwealth Games venues at Coomera.

A \$74.7 million upgrade of the interchange (funded by the state government \$47.4 million; federal government \$10 million; and Queensland Investment Corporation/Scenre Group \$17.3 million) began in August 2015 and was completed in December 2016.

It included the construction of a new bridge to the north of the existing overpass, upgrading roundabouts to signalised intersections, and an eastbound loop ramp providing a northbound M1 connection to Foxwell Road.

Caboolture River bridge upgrade

The new southbound Caboolture River bridge opened to traffic in early June 2017. The \$17.1 million project was jointly funded (50:50) by the federal and state governments under the Bridge Renewal Program ([see glossary page 230](#)). The project delivered a new two-lane southbound bridge on Morayfield Road over the Caboolture River, with a shared pedestrian and cyclist pathway.

The new southbound bridge provides a safer, higher-standard connection over the Caboolture River for motorists, and improves freight efficiency by allowing load limits placed on the previous bridge to be lifted. Active transport provisions are also improved, with pedestrians and cyclists benefiting from the three metre shared pathway.

For more information visit: tmr.qld.gov.au/Projects/Name/C/Caboolture-River-Bridge-replacement-project

Royalties for the Regions

During the year, we administered the delivery of 25 projects under the state government's Royalties for the Regions program ([see glossary page 232](#)) on behalf of the Department of State Development (DSD).

The Royalties for the Regions program, which committed to new and improved infrastructure over four years from 2012–13 to 2015–16, has now closed. Work continues on infrastructure projects funded under the program, including successful Round 4 projects. The majority of projects awarded under this program were for upgrades to council infrastructure.

The department administers the delivery, and reports progress on road related council projects for DSD.

For more information visit: statedevelopment.qld.gov.au/royalties-for-the-regions/regional-development/royalties-for-the-regions.html

Peak Downs Highway – Timber Bridges Replacement Project

Construction commenced in September 2016 on the Peak Downs Highway Timber Bridges Replacement Project with completion planned for January 2018. The \$70 million project is jointly funded by the federal and state governments and is part of the Bridge Renewal Program.

The four existing timber bridges at Fiery Creek, Lonely Creek, Boundary Creek and Cut Creek will be replaced with new concrete structures, and are being constructed on a new alignment, minimising traffic impacts to the travelling public.

The new bridges will provide at least Q50 flood immunity (one in 50 years flood), significantly increasing the reliability of the Peak Downs Highway. The new bridges will be a minimum of 10.1 metres wide between the kerbs (an increase of up to 2.9 metres) in order to accommodate over-sized vehicles. The road approaches to the new bridges will incorporate horizontal and vertical alignments based on 110 kilometres per hour design speed.



The new bridge at Boundary Creek under construction in June 2017 as part of the Peak Downs Highway Timber Bridges Replacement Project.

Marine Infrastructure Fund

Capital projects are funded through the Marine Infrastructure Fund, which is the capital component of the Marine Infrastructure Investment Program.

The state government has committed to a \$30 million two year extension of the Marine Infrastructure Fund running from July 2016 to June 2018 to provide new and upgraded recreational boating facilities. Some of the projects underway or completed as part of this program are outlined below.

The department works in partnership with local government and port and water authorities to provide new and improved recreational boating facilities throughout Queensland. Under these longstanding arrangements, TMR builds the in-water components of a facility and councils and port/water authorities provide the land-based components, and then manage the whole facility when completed.

Queensland has some of the best waterways and beaches in the country, and many residents and visitors enjoy boating throughout the state. It is only fitting that the large (and ever-growing) boating population has safer, upgraded facilities such as boat ramps, floating walkways and pontoons that are capable of handling increased demand well into the future.

Boat facility upgrades

Burnett Heads boat ramp

Upgrade works have been completed on the \$350,000 project to improve safety and accessibility for boaties at low tide. Works included replacing the top section of the boat ramp with precast chevroned planks with non-slip surface to improve safety to this popular facility.

Burrum Heads boat ramp

Upgrade works were completed in October 2016 on the boat ramp. The new \$5 million two-lane boat ramp, rock groyne, floating walkway and 48 car-trailer parks has been provided to the community with improved pedestrian access and additional parking facilities. The existing stormwater pollution issue was corrected to improve water quality. This project was a great collaboration between the department and Fraser Coast Regional Council.



Opening of the new Burrum Heads boat ramp.

Colmslie boat ramp, Brisbane

We completed works in September 2016 on the \$850,000 project to rebuild the ramp to make it longer and wider which would allow better all-tide access for users. As part of the project, the existing floating walkway was also removed and replaced with a new longer one with two fingers to improve berthing opportunities.



Colmslie boat ramp construction.

Nojoor Road, Twin Waters boat ramp

Works were completed on the \$1.35 million project building a two-lane boat ramp and floating walkway at Nojoor Road, Twin Waters. This was undertaken in conjunction with Sunshine Coast Regional Council and completed on time in July 2016.

Ocean Creek, Burdekin boat ramp upgrade

We completed works on the boat ramp upgrade in September 2016 a month ahead of schedule. The \$820,000 boat ramp was realigned and widened to three lanes with the top of the ramp raised for improved access during high tides. The ramp is used by the community and Volunteer Marine Rescue group.

One in 19 Queenslanders are recreational boat enthusiasts.

Data source: Recreational ship census June 2016

Total Queensland coastline: 13,347 kilometres



Packers Camp, North Queensland boat ramp

The \$1.35 million project was completed in June 2017. The single lane ramp at Packers Camp had a major upgrade, now featuring a new all-tide four-lane boat ramp with a floating walkway down the centre which will greatly improve safety and accessibility by allowing for faster and improved boat launching and retrieval operations and better access.



Packers Camp boat ramp.

Carpet Snake Point–St Helens Beach

Works commenced in early June 2017, on the St Helens Beach boat ramp with completion expected to be finalised by late October, weather permitting. The \$1.7 million project, to upgrade to the existing boat ramp and access causeway, with the addition of a rock groyne (see glossary page 232) to protect the ramp from wind and wave action.

Recreational Boating Facilities Demand Forecasting Study

In July 2016, consultant work commenced on the Recreational Boating Facilities Demand Forecasting Study, which takes place every five years. For the first time, we sought extensive public consultation as part of the study. The study was completed in December 2016 and has assisted the department planning the 2018–19 boating infrastructure works program. It will be similarly used to assist planning for subsequent years. The study consists of a statewide report plus one for each of the 78 local government areas. The study reports are available on the department's website.

For more information visit: tmr.qld.gov.au/Projects/Name/R/Recreational-boating-facilities/Recreational-Boating-Facilities-Demand-Forecasting-Study-2016

Dredging

Rosslyn Bay Boat Harbour

The department completed dredging works on the \$1.5 million project to restore all-tide navigational access to the harbour in December 2016. Works included dredging of the entrance, navigational channels, access to the marina and all areas around the public mooring piles. Approximately 49,000 cubic metres of dredged material was taken to the approved disposal site which is 1.1 kilometres offshore from Rosslyn Bay Boat Harbour.

William Street, Cleveland

Maintenance dredging works are underway to improve depths in the access channel to the William Street, Cleveland boat ramps. The Redlands Boat Club and Volunteer Marine Rescue Unit will benefit from the dredging. The \$1.9 million project is jointly funded by TMR and Redland City Council. An estimated 43,000 cubic metres of dredge material is being disposed of to the approved Mud Island disposal area in Moreton Bay. The work is planned for completion by August 2017.

CASE STUDY

Yarrabah jetty project

The department has continued to work with Yarrabah Aboriginal Shire Council to identify a suitable location to build the Yarrabah Jetty. Although Gribble Point was initially identified as the preferred site, an alternative site in the vicinity of Yarrabah's current boat ramp has been endorsed by council.

We will continue to work with federal and state agencies to progress this project as quickly as possible. A total of \$7 million has been allocated by the state government to fund this infrastructure initiative.

Cycling and Pedestrian Infrastructure

A key feature of the recently completed Moreton Bay Rail Link project is the 12 kilometre shared pathway adjacent to the rail line providing access to the rail stations from Petrie to Kippa-Ring, with connectivity to the region's existing pathway network. The Moreton Bay Rail shared pathway provides an off-road dedicated facility for both pedestrians and cyclists.

Further south, the Samford to Ferny Grove Cycle Link project will provide a new cycle path between the Ferny Grove Rail Station and Samford Village. The purpose of the project is to deliver a high-quality corridor that provides a safe, fast and direct cycle connection between Samford and Ferny Grove. The project is being delivered in two stages – Stage 1 (Ferny Grove Rail Station to Petersen Road, Samford) and Stage 2 (Petersen Road to Samford Village).

Stage 1 is completed and provides a link between Ferny Grove Rail Station and Petersen Road via sections of separated cycleway, as well as sections through local streets. The project involved improvement works to the existing cycle path along Lanita Road to connect to Samford Forest. A 1.5 kilometre path through the forest has been sealed, to connect with McLean Road South. This route was officially opened in March 2016.

Planning for Stage 2 is complete, following extensive technical investigations and rigorous community engagement. The planning recommends key safety improvements on Petersen Road, Camp Mountain Road and Samford Road to improve safety and connectivity for cyclists between the existing Stage 1 of the cycle link and Samford Village. Detailed planning and design are underway for those improvements and this work will be completed in late 2017.

Cycle lanes have recently been delivered on David Low Way between Petrie Avenue and Tamarindus Street, Marcoola and Petrie Creek to Godfreys Road in Bli Bli, and works are also underway between Mudjimba Esplanade and Boardwalk Boulevard, Marcoola. Design for a new cycle lane on David Low Way between Warran Road and Williams Street in Coolool is underway with construction anticipated to commence in late 2017.

For more information visit:

tmr.qld.gov.au/Projects/Name/D/David-Low-Way-Marcoola-intersection-upgrades <https://www.tmr.qld.gov.au/Projects/Name/S/Samford-to-Ferny-Grove-Cycle-Link>

tmr.qld.gov.au/Projects/Featured-projects/Moreton-Bay-Rail

North Brisbane Bikeway

The North Brisbane Bikeway is a critical cycle corridor for greater Brisbane, connecting the CBD through to Chermerside. The project is being delivered in partnership with Brisbane City Council, and will encourage more cycling, more often, across all ages. Delivery of the North Brisbane Bikeway has been divided into the several stages, Stage 1A and 1B were completed in 2016. Stages 2 and 3 are currently in detailed design.

A feature of Stages 2 and 3 is the inclusion of priority pedestrian and cycle crossings at a number of intersections. These crossings operate similarly to pedestrian 'zebra' crossings, providing people walking and cycling with priority over vehicles when crossing the street.

The crossings will consist of a raised platform and coloured road surface to identify give way areas and the cycle crossing. Ample space has been provided to allow vehicles to stop safely, clear of the crossing.

For more information visit: tmr.qld.gov.au/Projects/Name/N/North-Brisbane-Bikeway

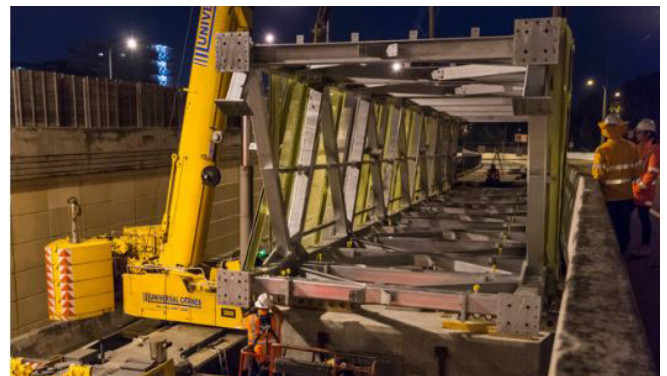
Veloway 1, Pacific Motorway

The Veloway 1 cycleway (V1) is planned to connect cyclists from Brisbane city to the Gateway Motorway off-ramp at Eight Mile Plains (along the Pacific Motorway). A dedicated three metre-wide cycleway will extend 17 kilometres, providing a safe route for commuting cyclists. The Veloway is being delivered in stages. The 17 kilometre connection will successfully provide the missing links within existing cycleway and ensure a safe and dedicated commute for cyclists. The V1 will help promote an active and healthy lifestyle.

The V1's Stage D is currently under construction and runs from O'Keefe Street, Buranda to Lewisham Street, Greenslopes. When complete, Stage D will consist of three bridges and a ramp, and connect to Stage C at Greenslopes.

Stage D is due for completion in late 2017.

For more information about the completed sections and what next visit: tmr.qld.gov.au/Projects/Name/V/Veloway-1-Pacific-Motorway



Veloway 1 – Steel truss being lifted in to place for the Veloway 1 Stage D at Cornwall Street, Greenslopes.

Island runway reseal

Mornington Island is a remote community in the Gulf of Carpentaria, 200 kilometres away from Karumba on mainland Australia, and is accessible only by barge or aeroplane.

The airstrip is a vital piece of infrastructure for the community, and damage from the 2015–16 wet season meant it could no longer accommodate the aircraft which usually service the island.

In September 2016, we reconstructed the airstrip to full capacity before the 2016–17 wet season, whilst ensuring the airstrip remained functional for light aircraft and the Royal Flying Doctor Service.

We worked closely with Mornington Shire Council to manage the challenging task of procuring and transporting all required plant and material (including 15,000 tonnes of gravel, 1400 tonnes of aggregate, 440 tonnes of cement, 360 tonnes of lime, 160,000 litres of bitumen and 62 pieces of construction plant, equipment and vehicles) to the island via a succession of barge services from Darwin, Cairns, Weipa and Karumba.

TMR delivered the 1.6 kilometre airstrip reconstruction in 38 days, enabling normal flights to resume before Christmas and restoring a vital piece of infrastructure for a vulnerable remote community.



Our crews worked to ensure the remote community wasn't isolated.

We promote agile, innovative solutions to problems to keep pace with the rate of change.

TMR is paving the way of our future transport solutions by adopting innovative approaches to transport issues and planning. This section outlines new technologies that have become available and how they can be used to improve Queensland's transport network.



Intelligent transport systems

Intelligent transport systems (ITS) ([see glossary page 231](#)) are smart infrastructure applications that use innovative, computer-based tools, combined with state-of-the-art communications and control systems to provide integrated operations across the motorway network.

The department uses ITS tools such as variable speed limits, ramp metering, and lane use management signs, to improve road safety, traffic flow and manage congestion. These tools also enable road users to be better informed and make safer, more coordinated, and 'smarter' use of our transport networks.

In addition to the existing technologies already being used across the network, the department is continually investigating new technologies that may help to improve network performance.



Digital Engineering

The *State Infrastructure Plan* (SIP) released in March 2016 outlined five infrastructure directions for Queensland, including promoting a more efficient procurement process and the better use of existing assets.

Key Implementation Action (15) under the SIP directions is implementing the use of Building Information Management (BIM) progressively into all major state infrastructure projects by 2023.

Building Information Modelling (BIM) uses 3D technology to aid in the planning, design, construction, and asset management of infrastructure. Providing a 3D model as the single point of truth, BIM enables multiple disciplines to collaborate seamlessly on infrastructure projects, ensuring they are optimised in the ‘virtual world’ well before construction begins.

Implementing BIM will deliver significant savings for Queensland by improving efficiency throughout the infrastructure management lifecycle.

The systems and processes will help to:

- avoid errors – BIM’s clash detection technology will help eliminate costly design errors, allowing a problem to be fixed in the ‘virtual’ world before it costs money in construction
- reduce waste – BIM’s superior capability in programming and estimating quantities will reduce material wastage in construction
- optimise information – BIM’s reliable information management will make for more effective planning and delivery, as well as more dynamic asset operation and maintenance.

To assist the department in realising the benefits of BIM a new guideline ‘Building Information Modelling (BIM) for Transport and Main Roads’ was released in May 2017.

The department is already implementing BIM on the following projects:

- Ipswich Motorway – Darra to Rocklea
- Bruce Highway – Haughton River Floodplain Upgrade
- Pacific Motorway – Mudgeeraba to Varsity Lakes.

As these projects progress, the true benefits of BIM will be tested and achieved.

Addressing traffic congestion

TMR recognises the community’s concerns about increasing congestion on our road networks, particularly in the south east corner. Figure 12 (shown on the next page) compares the growth of vehicles registered, traffic and two congestion measures over the last five years. Addressing the traffic congestion task is challenging, particularly when there is significant growth in vehicle registrations (16 per cent) and traffic volumes (14 per cent).

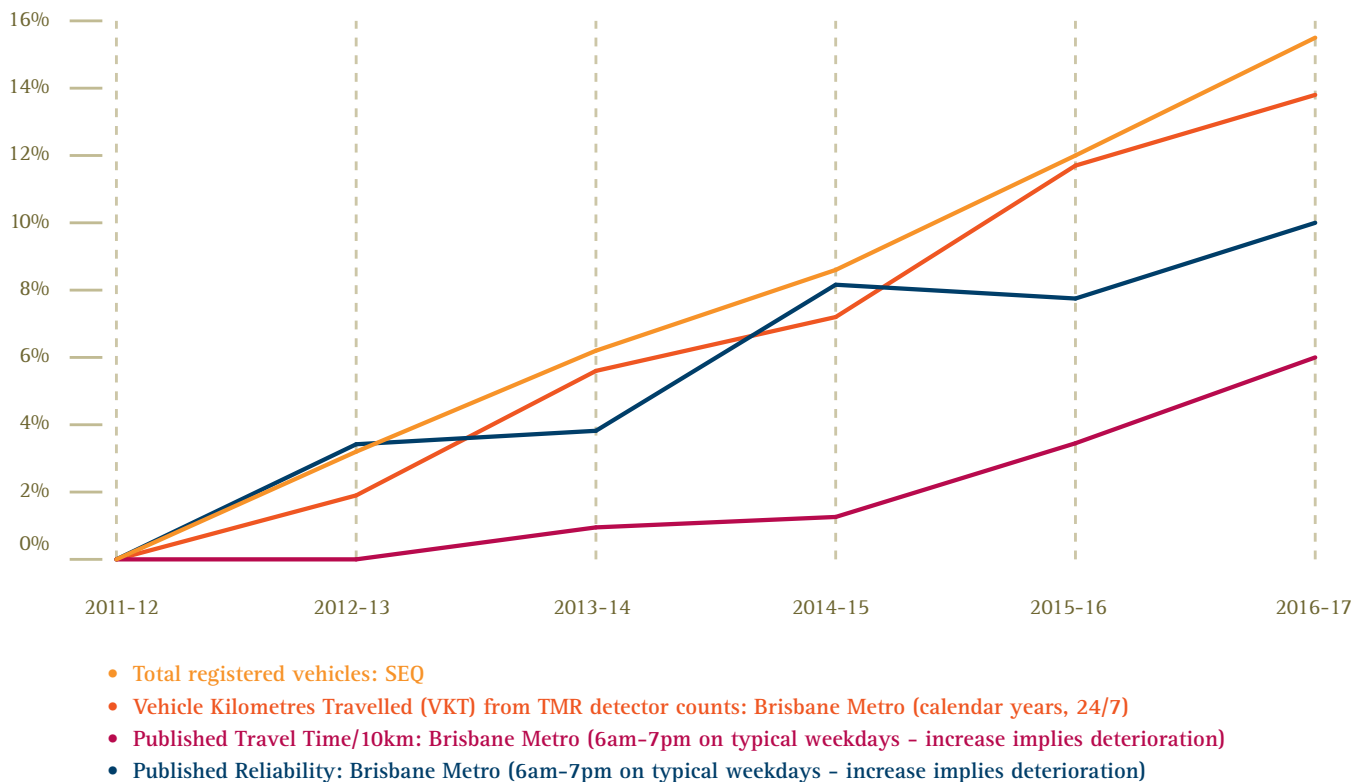
Through implementing a number of key initiatives, TMR has limited the increase in travel times and reduction in travel time reliability when compared to the increase of vehicles on our roads.

In addition to specific projects that are increasing capacity on the network, such as the Gateway Upgrade North, the department has also worked to better manage congestion on the existing network through:

- development of a Smarter Solutions Network Optimisation Framework to help identify low-cost and non-infrastructure solutions
- improved incident management including traffic response units (with council)
- signal network optimisation
- managed motorway operations (for example, South East Freeway ramp signalling, Ipswich Motorway Lane Use Management, Port of Brisbane Variable Speed Limit operations and Bruce Highway ramp signals and variable speed limits)
- the further development of tools to quantify excessive congestion and causes of congestion
- statewide rollout of Emergency Vehicle Priority on state-controlled roads
- improved traffic management at roadworks.

While these initiatives support the department in better managing the network, TMR has also improved the community’s access to traffic and congestion information through the refresh of the QLDTraffic website and the launch of the smartphone app. QLDTraffic allows road users to access real-time information and make informed decisions when planning their travel.

In 2016–17 average travel time has increased by 2.1 per cent and travel time reliability decreased by 2.5 per cent. However the combination of the measures outlined above has helped to limit the increases in congestion relative to vehicle and travel growth, which is higher.

Figure 12: Trend of the number of vehicles registered and traffic volumes travel time and reliability (cumulative with 2011–12 as base)

Data sources: TRAILS, TARS (TMR Traffic Analysis and Reporting System) and STREAMS ([see glossary page 232](#))



Traffic management at roadworks

The department reached a number of important milestones to improve traffic management at roadworks in 2016–17, focussing on the key areas of engineering, enforcement and education.

In engineering, the department has improved options for remote-controlled portable traffic signal devices at roadworks. Four new devices have been approved for use in high-risk road environments that include traffic signals and boom barriers from 1 July 2017 – an important step in removing traffic controllers from harm's way.

The department has also been working with the Queensland Police Service (QPS) to facilitate more speed enforcement at roadworks, with trailer mounted speed cameras targeted for deployment at the Boundary Road (Bruce Highway) and Gateway Upgrade North project sites. Both of these sites were chosen in light of what QPS described as 'excellent' or 'gold standard' speed signage.

On the education front, uptake of the new Traffic Management Design training has continued, with more than 588

qualifications issued as at 30 June 2017. In support of the new training, the project team has toured the state with the Traffic Management Roadshow, delivering awareness sessions to nearly 1000 people in 34 locations throughout Queensland.

Emergency Vehicle Priority

Emergency Vehicle Priority (EVP) is a revolutionary approach to creating safer communities by integrating Intelligent Transport Systems (ITS) with emergency service dispatch systems. First conceptualised in 2006, an initial proof of concept project was introduced in Bundaberg in 2008 to explore feasibility. The concept evolved to a successful trial of EVP on the Gold Coast from November 2012, and has since been expanded to a statewide rollout to be completed by June 2019.

The EVP solution deployed in Queensland is a dynamic intelligent transport system which is constantly tracking the position of Queensland Ambulance Services (QAS) emergency vehicles in 'Code 1' operation or Queensland Fire and Emergency Service (QFES) appliances in 'TO' operation; and automatically, without human intervention, interrupts normal traffic signal operations at the optimal timing for any given traffic condition.

It provides a green traffic light signal to emergency response vehicles, when safe to do so, also considering the movement of pedestrians and the emergency vehicle itself through traffic. If the vehicle changes course, the EVP system adjusts itself accordingly to clear the way for the new route.

Independent project evaluation demonstrated a 17 per cent to 26 per cent improvement in travel time for ambulance vehicles. A user survey confirmed that the majority of respondents found that the Emergency Vehicle Priority System (EVPS) reduced travel time and perceived crash risk.

The EVP Project is progressing well, with over 1821 intersections across Queensland currently available for use with EVP.

Township Entry Treatment Program (pilot)

A Township Entry Treatment (TET) is a speed management treatment that involves providing physical measures at the transition from a high speed rural environment to a lower speed environment that coincides with entering a township.

A pilot of TET's was conducted at six Queensland townships during 2015. A preliminary evaluation of post implementation speeds showed a reduction on average of 2 kilometres per hour. There was a 13 kilometres per hour reduction noted at the Walkerston East township.

Following the successful trial, that showed TET's to be effective to reduce vehicle speeds and crash rates by enhancing drivers' awareness of the changing road environment, \$2.7 million has been made available under the *Targeted Road Safety Program – Mass Actions sub-program* for the implementation of a TET program of works at 49 locations across Queensland.

We are currently assessing the 49 identified locations for the suitability of installing a TET by completing a thorough field assessment. It is anticipated that all TETs will be installed by 30 June 2018.



New Township Entry Treatment at Walkerston East.



Mobile Laser Scanning (MLS) and 3D visualisation

The department has introduced a smarter way to capture terrain and feature information on the state road network. Over long corridor lengths, Mobile Laser Scanning (MLS) technology is faster, cheaper and safer than traditional surveying methods, producing three-dimensional models of the road network for use in asset management, road planning and design activities.

The department owns and operates a fleet of terrestrial surveying instruments and Remotely Piloted Aircrafts capable of scanning environments to collect data and create point clouds (visual representations of the data). In addition, TMR has delivered a multitude of airborne, terrestrial and mobile point cloud captures using our industry partners.

We have applied 3D printing capability to prototype steelwork parts for bridge jacking operations, prior to fabrications. This latest innovative application ensures components aligned within the structures tolerances and prevented any potential installation clashes.

Some examples of point cloud technology in practice over the last 12 months include:

- Point cloud technology was successfully employed in the wake of Ex-Tropical Cyclone Debbie to highlight issues facing the department at Sarina and Eungulla Ranges and Lamington National Park Road. 3D models and visualisations derived from point cloud and imaging technologies helped communicate to our stakeholders the scouring and slope failures caused by this extreme weather event.
- Terrestrial surveying was used to model heritage listed components of the Burnett River bridge for future reverse engineering purposes. The same technology was also used to calculate the volume of material contained in a number of Riverside Expressway bridges to better understand design life probability.
- point cloud information, derived from mobile laser scanning equipment, was used to find and assess 3000 kilometres of roadside conflicts along priority oversized vehicle routes.

Using point cloud technology to assist with Building Information Modelling for civil infrastructure, deformation monitoring, ever more complex 3D visualisation and modelling will be a strong focus for our department moving forward.

Drone bridge inspections

TMR utilises Remotely Piloted Aircraft (RPA – also commonly known as drones) to perform effective and economical programmed work and project support. Applications of use include inspection of road structures, aerial reconnaissance of greenfield construction sites, identifying shoaling locations at sandbars adjacent to navigation channels, identifying oil slick on seawater, post disaster damage assessments and monitoring of earth slope stability.

Using RPA footage and aerial photography is both high quality and low cost while adding value to the department and the community.

Community engagement opportunities for TMR projects have been enhanced with the sharing of drone flyover footage and aerial photography on the department's social media channels and website. This gives the community a unique visual of the progress of works underway across the state.

Contract reports that include flyover footage can clearly show the physical progress of deliverables such as earthworks, drainage structures, bridges and roads which add values to communication between customers and stakeholders.

During the flooding of Rockhampton caused by Ex-Tropical Cyclone Debbie, RPA footage was used to demonstrate the success of the very first implementation of traffic contraflow over Yeppen Flood Plain's high level bridge enabling continued road access into Rockhampton from the south at the peak of the flooding.

This rapidly advancing technology continues to be monitored within TMR to ensure that potential applications are identified and progressed from trial to implementation to add value to the work we deliver for Queensland.

Engineers Constructionarium October 2016

In 2016, six young Transport and Main Roads engineers took part in Australia's first ever Constructionarium event, helping to construct a scaled-down replica of the iconic Barcelona television tower.

Designed to complement theory with practice, the project gave young engineering professionals hands-on experience of a real construction project. Over a week at the University of Southern Queensland Springfield campus, participants were supported by a team of industry professionals through the whole life cycle of the project, providing them with a range of challenging teaching and learning conditions.

The event has proven itself a valuable tool in developing a skilled, professional and resilient workforce, with a follow-up event planned for late 2017.



TMR engineers participate in the first Constructionarium in Australia to create a replica of the Barcelona television tower.

Watch the timelapse video here: inside.tmr.qld.gov.au/corp/news/Pages/Newsreel/TMR-engineers-bring-Barcelona-to-Queensland.aspx

Women in Engineering Exchange Program

Zoe Eather, a project engineer working on the Toowoomba Second Range Crossing, was the first recipient of a three-month placement with the South Korean Trade Office as part of an Engineering Exchange Pilot Program. The program was coordinated by TMR and Trade and Investment Queensland (TIQ), Seoul and took place from September until December 2016. This exchange is part of TMR's Women in Engineering and STEM program, an important initiative in our goal to achieve gender parity in the workforce.

The exchange provided Zoe with invaluable knowledge and hands on experience, particularly in areas of technological innovation including automatic pothole detection and Cooperative Intelligent Transport Systems.

The department is looking forward to further strengthening their partnership with TIQ, Seoul and identifying future opportunities for collaboration and knowledge sharing.

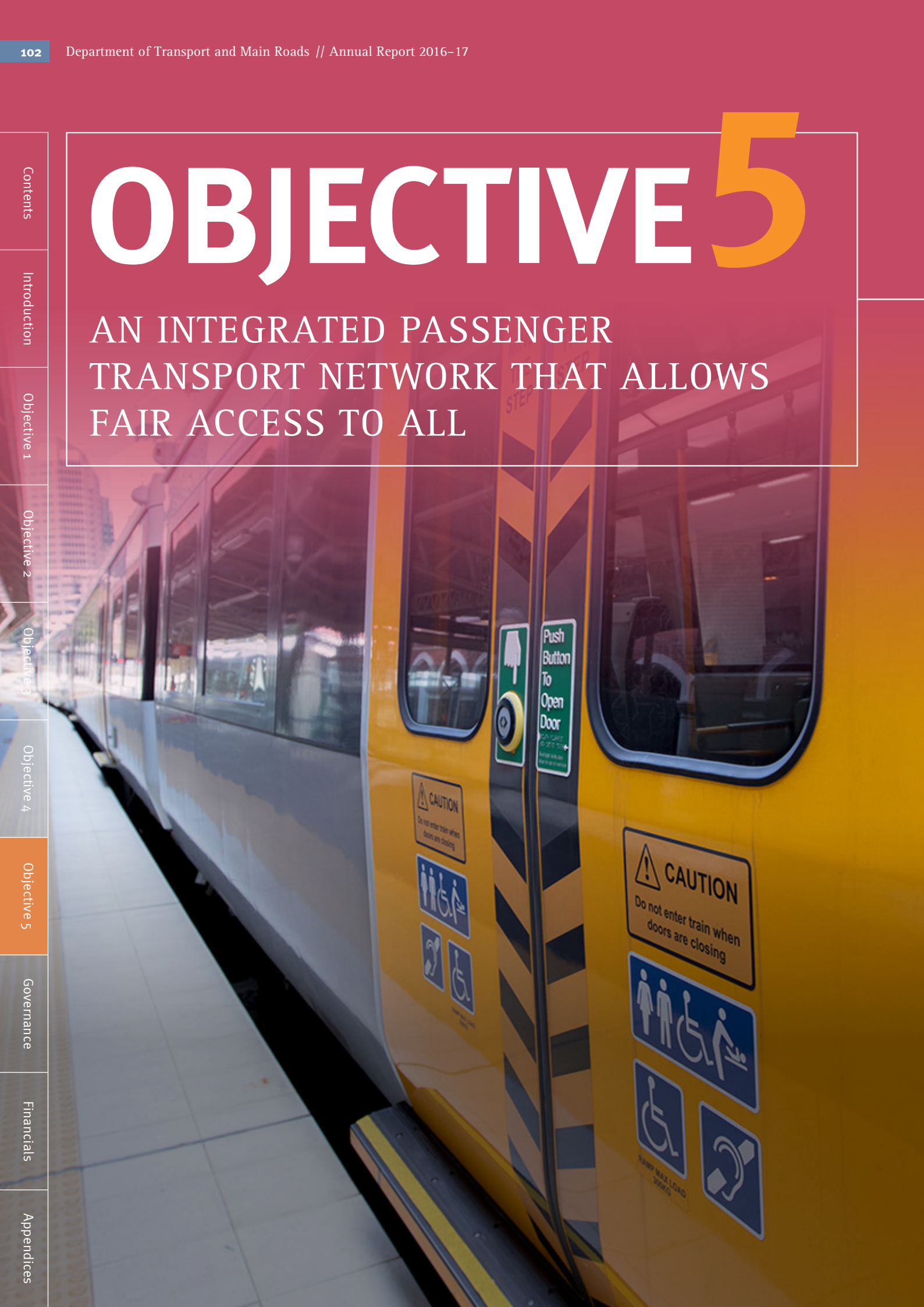
Read more about Zoe's exchange in her 'Letters from Korea' blog series: blog.tmr.qld.gov.au/blog/2016/09/19/zoes-letters-korea-1/



Zoe Eather and Daniel Kim, Trade and Investment Commissioner For Korea.

OBJECTIVE 5

AN INTEGRATED PASSENGER
TRANSPORT NETWORK THAT ALLOWS
FAIR ACCESS TO ALL



OUR highlights

In 2016-17, we enhanced our service delivery through the innovative use of technology. We listened to, and worked with, our customers to provide an accessible transport system. Our key achievements are listed below.

☑ QUEENSLAND PERSONALISED TRANSPORT HORIZON

Developed and implemented Queensland's Personalised Transport Horizon – Five Year Strategic Plan for *Personalised Transport Services 2016–2021* ([see page 108](#)).

☑ FAIRER FARES REVIEW

A new fare reform program for Queensland was announced following the outcome of the SEQ Fare Review ([see page 106](#)).

☑ NEW GENERATION ROLLINGSTOCK

Fifteen new trains were delivered to Queensland and will progressively enter the south east Queensland rail network for passenger service when they complete a comprehensive testing and commissioning program ([see page 105](#)).

☑ TAXI SUBSIDY SCHEME

1,819,649 trips were taken by TSS members during 2016–17 as a part of the scheme ([see page 107](#)).

☑ RAIL INFRASTRUCTURE PROJECTS

Ongoing planning and delivery of new rail infrastructure, including the Redcliffe Peninsula Line and the Coomera to Helensvale track duplication, to increase capacity and maintain the reliability of the rail network ([see page 108–109](#)).

☑ PASSENGER TRANSPORT ACCESSIBLE INFRASTRUCTURE PROGRAM

Provided funding assistance to local governments to upgrade and improve customer accessibility across the passenger transport network ([see page 112](#)).

// Strategies

- 5.1 Promote and invest in active and public transport solutions that support broader community benefits

// Performance areas

- We provide increased value for money

We promote and invest in active and public transport solutions that support broader community benefits

Public transport is an important and ongoing focus to build liveable regions accessible by all. Major investments continue to be made in multiple areas to expand the network and improve the service offering. New technologies and processes are being investigated and integrated. Many significant projects progressed or were completed this year and are outlined below.

South East Queensland's Passenger Strategy – Connecting Brisbane

In June 2017, Connecting Brisbane was jointly launched by the state government and Brisbane City Council.

Connecting Brisbane is a blueprint to transform Brisbane's public transport network through the complementary Cross River Rail and Brisbane metro projects. These, in turn, will facilitate the extension and improvement of the public transport system throughout south east Queensland (SEQ). An integrated approach to public transport investment in Brisbane and surrounding areas will help to connect the SEQ region.

Connecting Brisbane is consistent with the federal government's *Smart Cities Plan* to support productive, accessible, liveable cities that attract talent, encourage innovation and create jobs and growth.

For more information visit:

dilgp.qld.gov.au/infrastructure/connecting-brisbane.html

Demand Responsive Transport project

TMR is trialling a new type of transport known as Demand Responsive Transport (DRT) to areas where high occupancy transit is not available. DRT is a pre-booked shared transport service that is an alternate to personalised transport such as taxis or ride-share. DRT uses different types of vehicles, such as wheelchair accessible vehicles, minibuses and sedans, to match different customer needs and connect customers to major public transport stations and local facilities.

The project will use advances in technology, flexible routes and changes in customer behaviour to meet the needs of Queenslanders. Trial sites are currently being assessed with the first trial to be rolled out in Logan from September 2017.

For more information visit: haveyoursay.translink.com.au/demand-responsive-transport

Mackay and Toowoomba regional TransLink roll out

TMR completed public transport improvement projects in Mackay and Toowoomba. Both projects have delivered a significant investment in bus services, bus stop infrastructure, and public transport information for customers. The Mackay network went live in November 2016 and the Toowoomba network went live in June 2017.

The final bus networks were delivered through a collaborative process. The original network plans were improved following feedback from the extensive consultation in both regions. The community provided feedback online and face-to-face to the project team. Customers will now benefit from increased frequency and span of hours of bus services, additional weekend services, and the introduction of services in new and growing areas.

In addition to the bus service and infrastructure improvements, customers have also benefited from the rollout of the TransLink brand which provides access to TransLink's 24/7 Contact Centre, Journey Planner and a dedicated public transport webpage.



Passengers utilising new Mackay TransLink services.

New Generation Rollingstock

The state government will contribute \$4.4 billion over 32 years to fund the New Generation Rollingstock (NGR) project, which includes:

- design, construction and maintenance of 75 new passenger trains for south east Queensland
- design and construction of a purpose-built maintenance centre at Wulkuraka, west of Ipswich
- procurement of three NGR training simulators for the train crew.

The NGR project is being delivered under an Availability Public Private Partnership (PPP), which was awarded to the Bombardier-led consortium, Qtectic in 2013. Qtectic is made up of Bombardier Transportation, John Laing, Itochu and Aberdeen Infrastructure Investments Limited.

All 75 NGR trains will undergo comprehensive testing and commissioning to ensure they meet contractual and operational requirements and are safe for customers, train crew and infrastructure.

The 15 NGR trains delivered so far are currently undergoing this testing, which includes:

- static testing (where the train does not need to move) of train components including the mechanical and electrical systems, Wi-Fi, CCTV, doors, seats and air-conditioning at the Wulkuraka Maintenance Centre.
- internal information and communications technology (ICT) testing to ensure new on-board equipment integrates with existing Queensland Rail systems
- Queensland Rail train crew training using the NGR simulators, classroom training modules and practical on-train sessions
- on-track testing (also known as dynamic testing) on the rail network.

The delivery of further NGR trains from India was placed on-hold in March 2017 until the first NGR train has completed its testing and commissioning program, and is ready to start passenger service.

NGR services are expected to start on the south east Queensland passenger rail network in 2017, with all NGR fleet operational by late 2018.

For more information visit: tmr.qld.gov.au/ngr



The first New Generation Rollingstock train being readied for on-track testing.

Commonwealth Games passenger transport network planning

Read about our passenger planning for Commonwealth Games ([see page 35](#)).

Sunshine Coast University Hospital services

To support the opening of the Sunshine Coast University Hospital (SCUH) in early 2017, the department successfully implemented a significant network bus service change to ensure hospital staff, patients and visitors can better access the new hospital via public transport.

The service change involved the commencement of a new bus route (611) from Maroochydore directly to the SCUH, new weekend services, increased frequency and increased span of hours to align to hospital operating hours. After only six months, passenger numbers are demonstrating that these new services are extremely well patronised, and this is only expected to grow as the hospital and the surrounding areas continue to expand.

To further improve public transport services on the Sunshine Coast, we also undertook a change to bus services in Nambour, which coincided with the SCUH service change. Changes featured two additional bus routes (637 and 638), extensions to existing routes, and improved bus-rail connections to Nambour station.

Fairer Fares – SEQ Fare Review

As an outcome of the SEQ Fare Review, we announced a fare reform program to provide Fairer Fares for public transport in south east Queensland.

In December 2016, new fares and simpler zones were introduced including:

- cheaper fares across all zones
- simplified eight zone structure, from previous 23 travel zones
- off-peak discounts extended to 6am (from 3am)
- free weekend travel on a child *go* card ([see glossary page 231](#))
- half-price journeys after eight in a week replacing the previous ‘Nine and FREE’ initiative.

From April 2017, job seekers receiving the Newstart Allowance or Youth Allowance and asylum seekers were eligible for 50 per cent concession fares.

For more information visit: translink.com.au/tickets-and-fares/fairer-fares

Queenslanders commuting from Strathpine to Brisbane for work each day will save nearly \$900 a year, while Queenslanders travelling from Robina to Brisbane will save close to \$1,200 annually.

Data source: translink.com.au/tickets-and-fares/fairer-fares/new-fares-and-zones

Passenger information display rollout

In mid-2015 TMR began upgrading legacy Passenger Information Display (PID) systems across the busway ([see glossary page 230](#)) network and at major interchanges.

The department identified an opportunity to develop a state of the art system to provide more accurate arrival and departure times for our customers. The PID system includes the introduction of real-time passenger information and has the ability to include a text-to-voice system to assist vision impaired customers. The PID system also provides notification of faults, allowing speedier maintenance and an improved customer experience.

In total, over 250 PIDs have been installed throughout south east Queensland at major bus stations including King George Square, Queen Street, Roma Street, Logan Hyperdome and UQ Lakes.

School Transport Assistance Scheme Transformation Project

The School Transport Assistance Scheme (STAS) provides assistance to eligible students on rail, bus, ferry and tram services. It contributes towards the cost of transporting children to and from school, and assists parents to meet their legal obligation of ensuring their children are enrolled in and attending an approved educational facility. During the 2016 calendar year, STAS assistance was provided to 131,828 recipients.

In January 2017, we commenced the STAS Transformation Project to replace a number of existing manual forms used to process assistance applications, with a single online form. The STAS online form is designed to simplify and speed up the application process, provide more accurate records and automate aspects of the application that cannot be achieved in paper form. Paper forms will continue to be available if online access is not available.



School students may be eligible for assistance through the STAS, which will be simplified to an online form in the future.

For more information visit: translink.com.au/tickets-and-fares/concessions/school-transport-assistance

Taxi Subsidy Scheme

The Taxi Subsidy Scheme (TSS) (see glossary page 232) is a Queensland Government initiative designed to provide an affordable and accessible transport option for people with a disability who experience profound difficulties using other modes of public passenger transport.

As at 30 June 2017, the department paid an average subsidy of \$7.74 per trip and 1,819,649 trips were taken by TSS members in 2016–17.

Specific benefits of the scheme include a subsidy paid by the Queensland Government of half the total taxi fare, up to a maximum subsidy of \$25, and access to subsidised taxi travel in other Australian states and territories.

In December 2016, we implemented the \$20 Lift Payment Incentive to encourage drivers of wheelchair accessible taxis to give priority to transport eligible TSS members. \$5.6 million was allocated to this initiative as part of the personalised transport reform Industry Adjustment Assistance Package. As at 2 June 2017, approximately \$2.2 million had been paid as part of this initiative, for approximately 108,000 trips.

In 2016–17 drivers of wheelchair accessible taxis were incentivised on over 108,000 trips for people with disabilities who are unable to access public passenger transport.

Revenue Protection Strategy

Fare evasion accounts for an estimated \$25 million in lost fare revenue annually on the public transport network in south east Queensland.

As a consequence, the department identified activities in our *Revenue Protection Strategy* to reduce fare evasion. These activities fall under the key areas of new technology, improved data management, customer communication and education, and enforcement.

During the year, we refined the Fare Evasion Incident Management System for the Senior Network Officer workforce. This mobile phone-based platform for recording fines and warnings also assists field staff plan their deployments on the network in real time and conduct their work in a safe environment. This has meant improved revenue protection productivity, safety and customer service.

The automatic upload of data into the revenue protection database has also provided more up-to-date data on fare evasion hot spots for use in the intelligent deployment of enforcement officers.

The Revenue Protection team also continues to work with industry partners at a depot level and with local schools to educate partners and customers on revenue protection activity and the rights and responsibilities of customers while using public transport.

Senior Network Officers have been proactive during the year to improve the safety of bus drivers and other network staff, and for customers using network services. This is demonstrated in regular joint operations throughout the year between Senior Network Officers and Queensland Police across south east Queensland.

Bus driver safety review

In September 2016, the department announced an independent review into bus driver safety would be conducted. Sadly, in October 2016, a Brisbane Transport Bus Driver, Mr Manmeet Sharma was fatally attacked following the announcement of this review. As a result, the scope of the review was expanded to include data from this fatal incident and findings from Brisbane City Council's review.

In November 2016 the department engaged an external consultant to conduct the independent review which included extensive consultation with key stakeholders including 522 drivers (via a survey) and stakeholder meetings with industry representatives, unions and government agencies. The state's 3000 bus drivers were also invited to take part in a survey on bus driver safety.

The review:

- considered previous studies and initiatives by government, industry, unions and the tertiary sector to gain insight and knowledge about issues impacting driver safety
- examined and assessed current safety systems, policies, infrastructure, procedures and training to determine their efficacy in improving driver safety
- assessed initiatives currently underway across government to address driver and passenger safety
- conducted environmental scanning and research on driver safety systems
- collaborated with industry, unions, government agencies and key experts to identify potential initiatives
- investigated funding mechanisms for potential driver safety initiatives.

As a result of the review, the department will begin to trial a number of the recommendations such as the fitment of anti-shatter film on buses on the Gold Coast and Cairns. We have also implemented more frequent and expanded Bus Safety Forum meetings to include bus drivers and TransLink Senior Network Officers, recognising the important role they play in the public transport network.

Queensland Personalised Transport Horizon

This year we supported the development and implementation of *Queensland's Personalised Transport Horizon – Five Year Strategic Plan for Personalised Transport Services 2016–2021*.

To inform the development of the reforms, TMR consulted with the personalised transport industry, consumers and disability groups during six workshops as well as through the Personalised Transport Industry Reference Group.

We also led the development of the *Transport and Other Legislation (Personalised Transport Reform) Amendment Act 2017*, which was passed by the Queensland Parliament in May 2017.

Acknowledging that some existing taxi and limousine businesses would find transitioning to the new framework challenging, the state government established a \$100 million Industry Adjustment Assistance Package.

The package included a range of financial, advisory and incentive measures as set out below:

- \$60 million in transitional assistance payments
- \$26.7 million for an industry hardship fund
- \$3.75 million for business advisory help
- \$4.3 million in waived fees
- \$5.6 million to incentivise drivers of wheelchair accessible taxis to prioritise services for taxi subsidy scheme members who travel in a wheelchair ([see page 107](#)).

South East Queensland Bus Contracts procurement project

Bids from 15 private service providers were received following a successful invitation to offer process which closed in May 2017. Evaluation of the bids submitted is underway.

Concurrently, the department is engaged with Brisbane City Council to put in place new generation contracts for bus services in south east Queensland. This procurement will improve customer experience, ensure greater value for money for the state, and enhance flexibility in our network.

A revised invitation to offer contract was issued to private bus service providers in March 2017 following an interactive workshop process. The department is planning to progressively execute contracts from 1 July 2017. Contract extensions will be required under the *Transport Operations (Passenger Transport) Act 1994* to facilitate these contract executions.

Rail Infrastructure

Gold Coast Light Rail - Stage 2

In July 2016, works commenced on Stage 2 of the Gold Coast Light Rail, which will connect the existing light rail system at Southport to heavy rail at the Helensvale station.

The 7.3 kilometre route runs from Helensvale heavy rail station adjacent to the Gold Coast line, then adjacent to the Smith Street Motorway to connect with Stage 1 at the Gold Coast University Hospital light rail station.

Watch the drone footage: [facebook.com/TMRQld/videos/1368299629879583/](https://www.facebook.com/TMRQld/videos/1368299629879583/)

The preferred alignment provides a cost-effective solution by efficiently using existing road and rail corridors, therefore reducing impacts on the community and the environment.



Aerial view of stage two construction at Olsen Avenue and Wintergreen/Parklands Drive intersection.

The \$420 million project is jointly funded by state and federal government, and the City of Gold Coast. Stage 2 is expected to be complete and fully operational by February 2018, weather permitting.

For more information visit:

ridetheg.com.au

tmr.qld.gov.au/Projects/Name/G/Gold-Coast-Light-Rail-Stage-2



21,850

average number of Gold Coast daily passengers

Redcliffe Peninsula Line (Moreton Bay Rail Link)

The Redcliffe Peninsula Line officially opened in October 2016 and is a 12.6 kilometre dual track passenger rail line between Petrie and Kippa-Ring, including six rail stations at Kallangur, Murrumba Downs, Mango Hill, Mango Hill East, Rothwell and Kippa-Ring.

The Redcliffe Peninsula Line provides a reliable, economical and faster alternative to driving to Brisbane's CBD during peak periods. It also reduces congestion on the road network, including the Bruce Highway and provides better access to major employment centres both within and outside the Moreton Bay Region.

The new rail line is part of a \$1.2 billion program of public transport improvements for the Moreton Bay Region, funded by the Federal Government, State Government and Moreton Bay Regional Council. The program includes the rail line, Petrie to Lawnton track duplication and the Rothwell Intersection Upgrade.

For more information visit: tmr.qld.gov.au/moretonbayrail

Coomera to Helensvale track duplication

Queensland Rail is duplicating the final section of single track on the Gold Coast rail line, between Coomera and Helensvale stations.

This project will allow for improvements to Gold Coast rail line services for GC2018 and beyond construction including:

- the duplication project involves constructing 8.2 kilometres of track and eight rail bridges, installing overhead electrification and signalling systems and replacing 3.8 kilometres of timber barrier screening
- construction of the rail formation and eight duplicated rail bridges (ranging from 15 metres to 860 metres in length) was completed this year
- current works include laying ballast and track, and installing overhead line equipment and signalling systems.

The \$163 million project is scheduled for completion in late-2017, weather and construction conditions permitting.

For more information visit: queenslandrail.com.au/Community/Projects/Pages/Coomera-to-Helensvale.aspx

Network redesign – Redcliffe Peninsula Line

To support the commissioning of the Redcliffe Peninsula Line, we undertook a major redesign of the supporting bus network in Brisbane's northern region in order to create an integrated public transport network for the community.

Community consultation informed the network design for the new passenger transport network. An extensive consultation campaign began in late 2015 involving community sessions, online feedback and numerous information sessions held at key locations across the region.

Based on this feedback, the final network was implemented in October 2016, and featured:

- more services, with Redcliffe Peninsula Line trains running every six minutes at peak times
- faster journeys, with more express trains running across the rail network
- a bus network designed to connect residents to the new rail line and local attractions
- better access to bus services with increased operating hours on six additional routes every weekday - with an additional 157 trips each weekday and 104 trips every weekend
- improved weekend services in direct response to community feedback, with increased operating hours on eight routes throughout the region.

MyTransLink App – new improvements

In May 2017 the first stage of a major update to the MyTransLink app was released. Human-centred design was used to create a digital product customers can use for quick and easy access to public transport information. This upgrade focused on improving customer experience by providing customised access to their favourite stops and services in real-time.

The MyTransLink app changes are the result of customer feedback the department received through online forms, call centre enquiries and user experience testing in south east Queensland as well as undertaking specific usability and accessibility research.

This research has led to the creation of a more intuitive tab-based navigation structure, consolidation of the ‘My Stops’ and ‘My Services’ features into one convenient ‘Favourites’ tab and provision of immediate access to the *go* card website.

Download the MyTransLink app here:
translink.com.au/plan-your-journey/mytranslink

One billion *go* card trips

In July 2016, TransLink reached one billion *go* card trips on the south east Queensland network.

To celebrate this milestone with our customers, we launched an online competition for registered *go* card holders to go into the draw to win one of ten prizes of \$100 worth of *go* card travel credit.

go card makes it quick and easy for our customers to travel - users can board vehicles faster and they can travel and transfer between modes more easily and cheaper than paper.

go card is now used on more than 86 per cent of all public transport trips in south east Queensland.



A milestone reached with one billion *go* card uses.

Next Generation Ticketing

Following an expression of interest issued to the market, the procurement process is progressing for a new automated ticketing system to replace the existing *go* card system.

A number of proponents have been shortlisted and an interactive workshop process is underway. This phase allows us to finalise requirements prior to moving into the request for tender with contract finalisation phase. Design, build, implementation and transition to the new system will occur subsequent to this.

We have exercised a contract extension with the existing ticketing provider to manage and operate the *go* card system while the procurement process is underway.

The Next Generation Ticketing system is expected to offer customers easy access and the choice of a variety of contactless tokens, including mobile phones, linked to an account to pay for bus, rail, ferry and tram travel and potentially a diverse range of transport related services.

Timetable changes – Queen’s Wharf

TMR implemented a major public transport service change in December 2016 in advance of the Brisbane CBD road closures for the Queen’s Wharf project which started in January 2017. This significant service change involved re-routing and re-timing approximately 50 different routes over the Brisbane network to ensure there was no reduction in the number of bus services or the service frequency despite the CBD road closures.

At the same time, we implemented a timetable change across the entire Brisbane network, readjusting bus timetables to reflect current road conditions. This is the most significant timetable change to the Brisbane network since the introduction of the busways and was accompanied by communications to passengers in the lead up to the changes.

Supporting events transport across Queensland

We work closely with Stadiums Queensland and other major event venues and promoters to ensure event transport plans are sufficient to address additional demand on the public transport network and do not adversely impact existing customers.

Event transport plans are developed in close partnership with venues, promoters, service delivery partners and emergency services taking into account a wide range of factors including predicted event attendance, historical event data, the demographics of event patrons and the time of day.

This year, our Network Events team continued to facilitate event transport services for the major south east Queensland sporting and entertainment venues including Suncorp Stadium, Gabba Stadium, Skilled Park, Metricon Stadium, Brisbane Entertainment Centre (Boondall) and the Brisbane Showgrounds.

A particular highlight was the back-to-back Adele concerts held at the Gabba Stadium in March 2017 requiring an unprecedented event transport response for some of the largest crowds to have ever attended this venue.

Our frontline Senior Network Officer and Busway Operations staff along with our service delivery partners – Transport for Brisbane, Queensland Rail and multiple private bus operators – delivered an outstanding customer service outcome, resulting in excellent customer feedback from first time and regular public transport users alike who attended these events.

In addition, we also coordinated successful event transport services supporting some of Queensland’s signature annual events including the Brisbane Exhibition (Ekka), Riverfire and New Year’s Eve celebrations both in Brisbane and on the Gold Coast.

200,000th seniors *go* card

More south east Queensland seniors are saving on public transport and household expenses, with the 200,000th combined Seniors Card *go* issued in May 2017.

Launched in 2010 as an inter-agency initiative the Seniors Card *go* program combines a Queensland Seniors Card with a Seniors’ *go* card into a single, easy to use card for concessions, discounts and travel.

Seniors Card *go* assists with cost of living pressures while supporting seniors to be active and connected. It demonstrates an ongoing commitment to building an age-friendly state that places customers first, while achieving value for money.

The department remains committed to delivering the Seniors Card *go* program for the foreseeable future in partnership with Department of Communities, Child Safety, and Disability Services and Smart Services Queensland.

Trials to improve accessibility and inclusiveness on the network

TMR undertakes ongoing engagement with the disability sector as part of its commitment to improving the accessibility of the public transport network.

The department’s Accessibility Reference Group (ARG) meets quarterly and includes representation from government, industry and disability advocacy groups. The ARG discusses issues related to improving the accessibility of the Queensland passenger transport network for customers with disability. The ARG is regularly engaged to provide feedback on accessibility related aspects of projects being undertaken by the department.

In addition to engagement through the ARG, targeted consultation also occurred with disability advocacy groups on various infrastructure related projects and initiatives throughout the year to ensure needs of customers with a disability are considered.

Such projects and initiatives have included:

- design and construction of the bus and ferry interchange at Redland Bay
- design of the King George Square bus station accessible toilet access buttons
- trialled use of braille/tactile bus stop blade sign identification numbers.

To ensure information provided about public transport services through the TransLink website is accessible for people with vision impairment, the department engages Vision Australia to undertake annual reviews of the website as well as testing of the MyTransLink app throughout the year.

Given the reliance some people with disabilities have on personalised transport, the department engaged with the disability sector during the significant reform of the personalised transport industry this year. A representative of the disability sector held membership on the Personalised Transport Industry Reference Group. The establishment of the group ensured ongoing industry engagement and input into delivery of the reform program.



go access offers vision impaired passengers the ability to travel effortlessly on the network.

Passenger Transport Accessible Infrastructure Program

TMR's Passenger Transport Accessible Infrastructure Program is an initiative providing funding assistance to local governments for upgrading existing passenger transport facilities to meet the *Disability Standards for Accessible Public Transport 2002* (DDA) ([see glossary page 230](#)).

These funding contributions allow local governments to:

- increase accessibility for communities
- modernise passenger transport facilities to meet current standards
- apply consistent design standards across the passenger transport network.

This year, \$5.076 million of funding assistance was provided to 18 local governments across Queensland to support upgrades of urban bus stops to meet accessibility standards. In addition, approximately \$200,000 was provided towards upgrading long-distance coach stops, and approximately \$1 million was provided towards ferry terminal upgrades, enhancing safety and accessibility for passengers.

Funding for infrastructure upgrades under this scheme included:

- \$500,000 for a new Mornington Island jetty
- more than \$3.5 million distributed to south east Queensland local governments for upgrades to about 1000 urban bus stops for DDA compliance
- a \$250,000 contribution to the Redland City Council for the planning/design and concept phases to redevelop and re-build the Russell Island ferry pontoon.

The success of these infrastructure grants programs is built on the partnership approach with local governments, working together to deliver a single integrated transport network accessible to everyone.

New location for Victoria Point Bus Station

In July 2016, the department commenced design to relocate the existing bus station to a new location on Cleveland-Redland Bay Road at Victoria Point.

The new location will provide greater bus and passenger capacity to meet future demand in the region. It will also deliver travel time savings and operational efficiencies to deliver a faster and more reliable bus network for customers. The results of the community consultation are being taken into consideration along with other technical work to inform the final design.

Passenger Transport Facilities Program

The Passenger Transport Facilities Program delivers critical enabling infrastructure to support the provision of a reliable, safe, accessible, and integrated passenger transport network. The program funds capital investment for passenger transport infrastructure that delivers value-for-money, supports growth in demand, improves network legibility and ensures equitable access.

Investments include:

- park 'n' ride facilities and improved multi-modal interchanges between bus and rail
- signage and wayfinding improvements (network legibility)
- public transport priority and Intelligent Transport Systems to improve travel time reliability for customers
- leveraging technology to improve equitable access to information
- marine infrastructure that connects passengers to other transport modes, including ferry facilities in south east Queensland.

Redland Bay Marina bus station

TMR completed construction of the Redland Bay Marina bus station in June 2017, providing benefit to customers and the broader Redland Bay community. The station has been upgraded to cater for the current and future public transport demand, given its status as a key interchange in Redland Bay. It also improves the waiting environment and provides greater accessibility for customers.

The new bus station includes:

- an upgraded bus station with capacity for three buses
- fully-enclosed, weather-proof waiting areas and sheltered bus platforms
- a sheltered passenger pick-up and drop-off area, with additional loading bays
- retail spaces to activate the precinct
- improved lighting and security cameras with 24-hour video recording.

Investment in park ‘n’ ride facilities

Park ‘n’ ride facilities serve a critical role in connecting people to public transport. These facilities are an effective means of providing greater access to public transport, and can assist in reducing congestion on our roads.

Investment in park ‘n’ ride facilities during the year included:

Thorneside Station park ‘n’ ride upgrade

In November 2016, we constructed a second Park ‘n’ Ride facility for customers at Thorneside Station. The parking capacity at the station has increased from 134 to 180 spaces, providing more options for customers along the Cleveland rail line.

Murarrie Station park ‘n’ ride upgrade

In May 2017, the department commenced construction of the Murarrie Station park ‘n’ ride upgrade. This project will provide more capacity for commuter parking at this location and contribute to reducing congestion and alleviating park ‘n’ ride demand at other facilities to the west, by providing customers with more parking options closer to the origin of their journey. The upgrade at Murarrie will be completed in two stages. Stage One is underway and on completion will more than double the capacity of the southern carpark to 98 spaces. Planning for Stage Two (the northern carpark) will continue in 2017-18.

Nundah Station park ‘n’ ride upgrade

In June 2017, we reconfigured the Nundah Station park ‘n’ ride to assist in alleviating commuter parking pressure in the area. The reconfiguration was a sustainable and cost effective approach to optimising capacity and has increased the number of carparks from 223 to 243 spaces.

Mains Road park ‘n’ ride upgrade

We are funding the construction of a new multi-storey park ‘n’ ride facility at Mains Road Mt Gravatt, being delivered in conjunction with the state government’s new State Netball Centre. The current facility is one of south east Queensland’s best performing park ‘n’ rides due to its access to high frequency bus services on the South East Busway and strategic location for intercepting drivers from the surrounding major road network. This park ‘n’ ride upgrade will provide commuters with access to 680 carparks. Construction began in April 2017 and is due to be completed by mid-2018.

Cannon Hill Station park ‘n’ ride upgrade

Detailed planning commenced for expanding the park ‘n’ ride at Cannon Hill train station in a cost-effective way that would maximise use of existing land. Working with QR, the department will progress the upgrade project to design and delivery in 2017–18 and 2018–19.



The new Thorneside park ‘n’ ride facilities have provided much needed additional car parking spaces for commuters.

Local Fare Scheme

The Local Fare Scheme was established in July 2015 and aims to improve the standard of living in remote parts of far north Queensland. By providing a discount of up to \$400 off a return fare for eligible residents, it makes air travel to access health, education and employment facilities more affordable.

Further social and recreational benefits are realised and these in turn help boost the local economy. The scheme has achieved 6656 discounted travel bookings during the year.

The scheme is administered through participating airlines and local councils throughout Cape York and the Torres Strait.

Mornington Island runway

Regular air services were restricted during the Mornington Island runway repairs which occurred between November and December 2016.

The department provided a contingency air service between Normanton and Mornington Island. This ensured the community of Mornington Island remained connected to the Gulf route and other major transport hubs of Cairns and Mount Isa.

The contingency air service operated two return services each week day. These repairs to the runway were over 12 months of running contingency services to the community.

This brought a welcome return to regular services for the community of Mornington Island, with increased seats on each service and a return of Regional Express, the regular provider of this service.

GOVERNANCE

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OUR
highlights

In 2016–17, we continued to drive cultural change to enable the business to work across boundaries and exercise collective capabilities. We seamlessly delivered new agile, stream-lined processes to position the department for the future. Our key achievements are listed below.

- Developed and launched TMR's Employer Brand – *Drive the Journey* campaign ([see page 117](#)).
- Launched the TMR *Strategic Workforce Plan 2016–2020* ([see page 118](#)) and released a new *Capability Strategy 2016–2020* ([see page 124](#)).
- Launched new installation of Business Warehouse reporting and delivered 29 HR reports, 11 finance reports and two procurement reports ([see page 120](#)).
- Certified the *Transport and Main Roads Enterprise Bargaining Certified Agreement 2016* and the *Transport and Main Roads Operational Employees' Certified Agreement 2016* ([see page 120](#)).
- Launched the *Safety and Wellbeing Improvement Plan (SWIP) 2017–19* ([see page 120](#)).
- Saw a 70 per cent increase in matched pairs under the OneTMR Mentoring Program ([see page 124](#)) and formed the Indigenous Employee Network ([see page 131](#)).
- Achieved White Ribbon Workplace accreditation ([see page 130](#)).
- Formed TMR's Innovation Council to oversee the delivery of innovative projects ([see page 134](#)).
- Provided Ethical Standards Awareness training ([see page 154](#)).
- Implemented the updated *General Retention and Disposal Schedule* into our record keeping systems ([see page 156](#)).
- Released a *Digital Strategy 2016–20* ([see page 158](#)).
- Developed an ICT blueprint to improve ICT services for regional staff ([see page 159](#)).
- Continued the Transactional Services Improvement Program for online and financial transactions ([see page 161](#)).
- Consolidated three of TMR's Brisbane City buildings and relocated staff into a single tenancy at 61 Mary Street as part of the *TMR Central Business Accommodation Strategy* ([see page 160](#)).
- Approved and launched the *Strategic Procurement Plan 2016–2020*, outlining the key fundamentals to deliver a high quality procurement service ([see page 160](#)).

Human resources

Living OneTMR

Human Resources (HR) designs and delivers people strategies and frameworks to build capacity, capability and culture that meet OneTMR's (see glossary page 231) current and future organisational needs. Planning now for TMR's future workforce capability needs is critical to the department successfully embracing rapid innovation in our industries and meeting customer expectations.

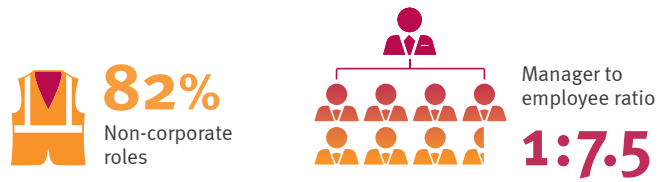
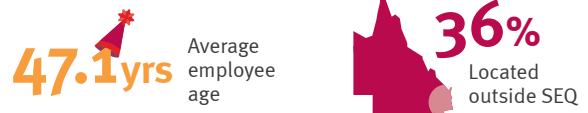
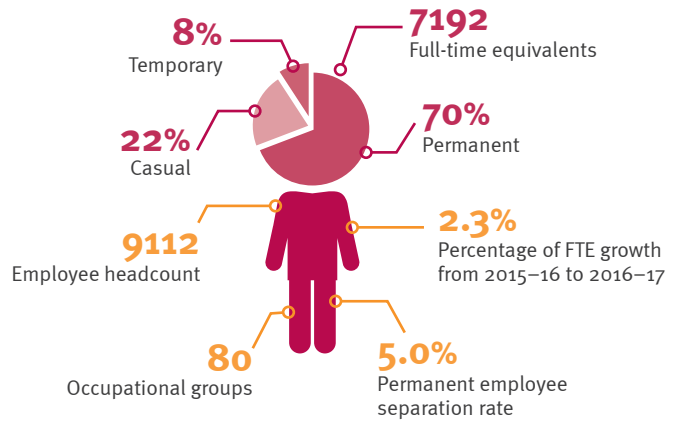
As OneTMR we share common purpose, work across boundaries, inspire improvement and make the department a great place to work. Living OneTMR is about embracing diversity, innovation, collaborating together and recognising each other for the contribution we each make for a safe, integrated, reliable and efficient transport system accessible to everyone.

Last year, the One HR Leadership Board was formed to play an advisory role to the Strategic HR Board. The board collaborates and steers the HR function for TMR. Representatives from across TMR share business insights and co-design HR strategies and solutions that contribute to delivery of our Strategic Workforce Plan. The board meet monthly, with the Chief HR Officer as chairperson.

In August 2016, the board undertook a self-assessment of the HR function and agreed on three key priorities:

- Building manager capability
- Workforce planning through to succession planning
- 'Getting Recognition Right'.

These priorities will be incorporated into the *People Plan 2017–18*.



Data as at 30 June 2017

**See how the department is addressing equality in leadership roles (see page 130).

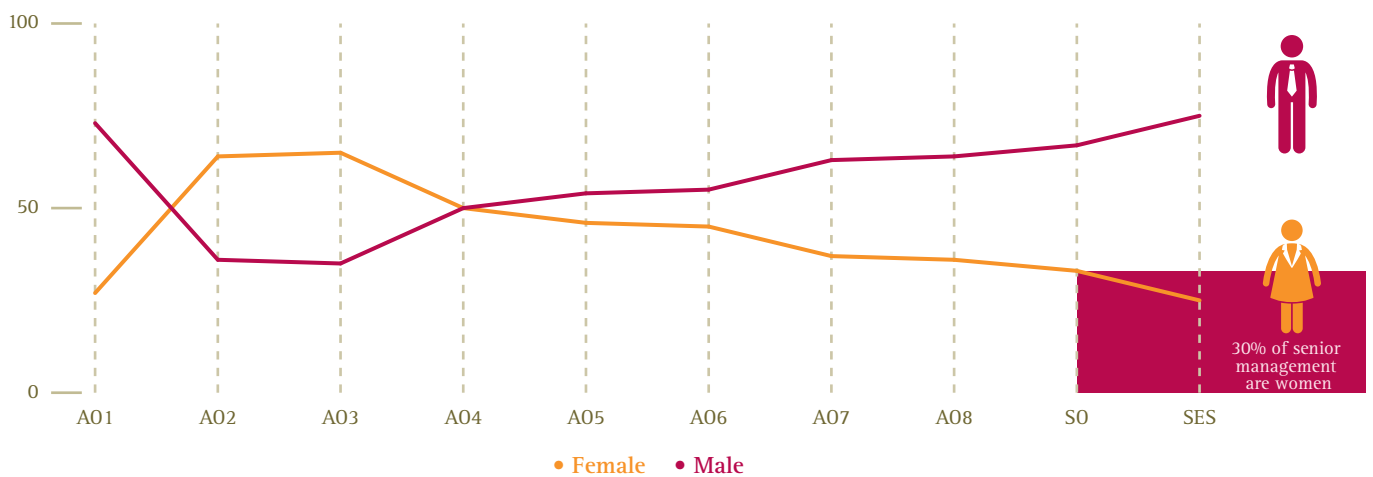
Workforce profile

At 30 June 2017, there were 7192 full-time equivalent (FTE) (see glossary page 230) employees within the department, representing an increase of 160 on last year’s total FTEs. Our workforce composition is complex and includes 80 occupational groups spread across trade, professional, technical and administrative disciplines throughout the state.

Our permanent employee retention rate was 95.3 per cent at 30 June 2017, compared with 92.4 in 2015–16 and 93.4 per cent in 2014–15. For the same period, our permanent employee separation rate was 5 per cent turnover compared to 5.5 per cent in 2015–16 and 5.4 per cent in 2014–15. The results* include employee separations that took place under a program of redundancies.

*Separation and retention rates are calculated using different formulas. Overall combined rates do not add up to 100 per cent.

Figure 13: Salary distribution in TMR at 30 June 2017



Data source: TMR SAP Business Warehouse

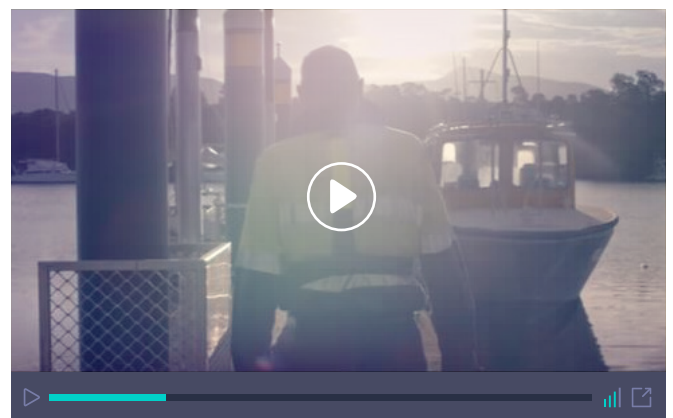
Employer Brand – Drive the Journey

Our employer brand communicates what it’s like to work at TMR to ensure we continue to attract and retain great people with a strong cultural fit to our organisation.

A large internal research piece uncovered TMR’s people are here first and foremost to make a difference to the Queensland community. They also reported great teammates, work life balance, flexibility and interesting work as key reasons.

To bring these concepts to life we created a series of images and an employer brand video with a cross-section of TMR people describing what drives their journey.

View our employer brand video:
[youtube.com/watch?v=kclXj4IEBkU](https://www.youtube.com/watch?v=kclXj4IEBkU)



The video has been viewed thousands of times and continues to be utilised in recruitment advertising.

Establish and retain an agile and connected workforce

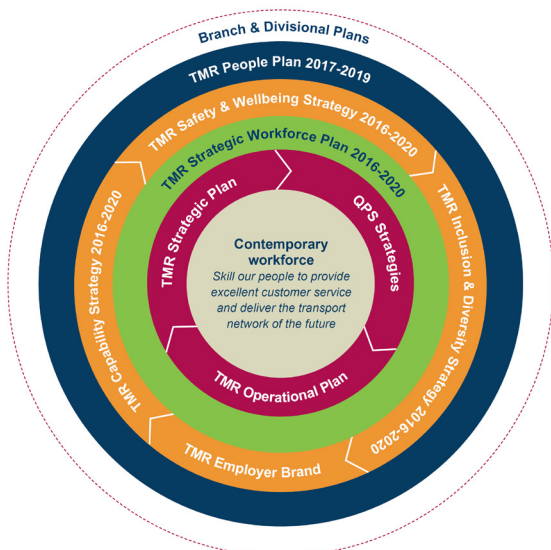
Strategic Workforce Plan and workforce planning

Strategic and operational workforce planning is undertaken within TMR. Operational Workforce Planning completed at the branch level focuses on determining workforce requirements for the next 12–18 months. Strategic workforce planning completed at the departmental level covers a five year time horizon. Workforce planning seeks to address internal and external factors and trends. Actions are developed at the departmental, divisional and branch level to ensure TMR has people with the right capabilities at the right time to support our organisational objectives.

Throughout the year, research was undertaken to determine the department’s current state and aspirational targets for the future. The *TMR Strategic Workforce Plan 2016–2020*, launched in January 2017, sets the vision and roadmap for the workforce of the future.

The *TMR Strategic Workforce Plan 2016–2020*, along with all of TMR’s people-focussed strategies and plans align to our Strategic Plan, Operational Plan and Queensland Public Service Strategies.

Figure 14: outlines TMR’s People Strategies and shows how the *TMR Strategic Workforce Plan 2016–2020* provides a basis for all of our people strategies.



TMR People Plan July 2016–June 2017

This year, a range of initiatives and projects were delivered via the *TMR People Plan 2015–2016*. Table 5 below provides a summary of initiatives which were completed.

During the development of the *TMR Strategic Workforce Plan 2016–2020*, the need to review and update the *People Plan* was recognised. A review of the *People Plan* was undertaken in consultation with key stakeholders across TMR. The *TMR People Plan 2017–2019* and the associated *Program of Work* is in the final stages of consultation and approval. The new *People Plan* will be released in August 2017.

Table 5: Completed People Plan initiatives

Project	Key outcomes
Intra-agency mobility program	Program was piloted and it was determined mobility opportunities will form part of succession planning development in future.
Flexible work options	An education and promotion initiative was rolled out across TMR.
Employer brand	An employer brand and employee value proposition was established. The employer brand was released in April 2017 with collateral including a video (see page 117).
Coaching culture	A coaching culture map was developed and coaching resources provided on the TMR intranet.
SES attraction and retention	The Executive Leadership Team approved the use of the Public Service Commission’s <i>Leadership Connect</i> program. This program is to provide an opportunity for mobility, a key development step for executives.
Enterprise workforce reporting	A number of Human Resources forms have been moved to an online platform creating a more streamlined approach to completing tasks such as approving higher duties (see page 119).
Enterprise capability plans	Piloted a <i>Human Resources Job Shadowing</i> program. The program will complete in July 2017 with an evaluation to take place at this time.

Working flexibly

TMR continues widespread adoption of Flexible Work Practices supported by the new *Industrial Relations Act 2016 – Division 4, Chapter 2, Section 2.7*.

Our 2016 Working for Queensland Employee Opinion Survey results showed that 71 per cent of our people are happy with their work life balance and 50 per cent report accessing a flexible work option.

We continue to work with our *Flexible Work Practices Action Plan* to promote, educate and perform flexible work practices that encourages employees’ inclusion, wellbeing and productivity.

Leadership and management development

We invest in capabilities required to serve the current and emerging needs of the government and the department. During the year, we offered a range of corporate programs to support ongoing leadership development. The Leadership Pathway was developed in 2016 to show the required capabilities across all levels of leadership.

The Leadership Pathway enables our leaders to understand how they can excel in their current role and progress their careers. Leaders are also required to complete the Executive Capability Assessment and Development (ECAD) or the Leadership Capability Assessment and Development (LCAD) to develop self-awareness and create individually tailored actions plans.

Our leadership programs focus on developing agile, dynamic and flexible leaders who can lead in any circumstance. They are available to team leaders, program managers and executives. Our key programs include the *Emerging Leaders Program*, *Public Sector Management Program*, and *Manager as Coach*. Our programs are developed and delivered by trusted external partners and give our leaders the latest knowledge and skills to enable their development.

TMR continues to support leadership development not just through formal training, but also through coaching, mentoring and on-the-job learning opportunities such as special projects and relieving in higher roles.

Employment screening

The department maintains the *Risk Management Strategy* for roles with child-related duties (Blue Card). We have appropriate procedures in place to ensure employees who carry out child-related duties are blue card holders and understand their obligations in providing a safe and supportive environment for children and young people.

Human Resource Management Improvement

The Human Resource Management Improvement (HRMi) project is a sector-leading HR systems initiative, focused on delivering a number of improvements by placing a tool in the hands of managers, HR representatives and employees to support greater organisational performance and customer focus.

In March we launched online smartforms and electronic workflow for two forms that support employee payments. Wide ranging uptake from the business has demonstrated the effectiveness of these tools with over 1900 forms processed since launch.

OneTMR induction

The TMR Induction Program is delivered through five blended learning modules and is designed to create connections between personal and corporate values.

This year:

- the TMR Induction Welcome Pack guided 720 inductees through the 12 month induction program
- local induction was delivered across 21 branches
- 481 employees successfully completed the online induction course
- 140 new employees attended a ‘Big Event’ session (half day values workshop). One event was held in Brisbane and one in Cairns
- the south east Queensland ‘Big Event’ was also live-streamed across Queensland to cater to TMR’s geographically dispersed workforce
- 68 per cent of the inductees who provided feedback said the program increased their understanding of TMR’s culture and values.



Big Event October 2016 – audience question time.



Big Event October 2016 – new starters viewing video of Julie Mitchell, Chief Engineer, sharing her thoughts and experiences as a woman in TMR.

Corporate Services Reporting

The Corporate Services Reporting Project is a systems initiative focused on delivering a new installation of the Business Warehouse (BW) Reporting Solution. Thereby increasing the current user base and extending the functionality, putting the BW self-service reporting platform directly in the hands of HR, finance and procurement.

This year a new installation of the BW solution was launched which delivered 29 improved HR reports, 11 finance reports and two procurement reports. These reports used a single source of truth data, reduced reliance on third party reporting, and supported improved workforce decisions.

Redundancy and retrenchment

No redundancy or retrenchment packages were paid during the period.

Industrial Relations

During 2016–17, the department experienced an increase in complex case management issues and situations requiring management of employee performance, medical conditions and long term absenteeism. This increase can be partly attributed to the reporting requirements under the Public Service Commission's Conduct and Performance Excellence (CaPE) framework which requires proactive management and reporting of conduct and performance issues.

There was also an increase in the number of matters deferred to the Queensland Industrial Relations Commission and/or Industrial Magistrates Court, including promotion appeals and fair treatment appeals. The vast majority of these matters have been resolved in the department's favour with no detrimental outcomes.

The Executive Leadership Team support the Enterprise Bargaining Agreement process including implementation as a result of certification in the Queensland Industrial Relations Commission for TMR's *Transport and Main Roads Enterprise Bargaining Certified Agreement 2016* and the *Transport and Main Roads Operational Employees' Certified Agreement 2016*.

The department continues to engage and work collaboratively with other state government departments, the Public Service Commission and applicable unions now that the Modern Awards have application across the department. There has also been increased engagement with the Greater Leadership Team across TMR while the new *Queensland Industrial Relations Act 2016* and its impact on the department is being managed.

Safety and Wellbeing improvement plan

We continually strive to create a work environment that is free from injury, illness, and incident. The department is committed to improving its safety and wellbeing performance by driving improvements in safety leadership, communication and consultation, systems, risk management and health and wellbeing.

In December 2016 the *Safety Improvement Plan 2014–16* reporting period was completed. The *Safety and Wellbeing Improvement Plan 2017–19* was also launched this year, including an increased focus on leadership and greater awareness of workplace wellbeing. Safety and Wellbeing, in consultation with the newly engaged Safety and Wellbeing Operational Committee members and key branch stakeholders, updated the Plan to include more comprehensive measures with an increased focus on visible leadership and promotion of wellbeing initiatives at a branch level.

Key mandatory measures include:

- Safety and Wellbeing leadership tours for senior leaders
- integration of Safety and Wellbeing activities into the roles of managers and line supervisors
- improved health and wellbeing of workers by supporting workplace wellbeing initiatives.

Leaders play a vital role in driving safety culture and improvements. Visible leadership and active participation of our leaders sends a clear message to workers that we value the safety of our employees and actively work towards our vision: *Healthy, Supportive and Safe Working Lives*.

The health and wellbeing of our employees is a priority. We endeavour to drive health initiatives to improve the physical and mental wellbeing and resilience of our teams. Through visible leadership, support, risk management, robust wellbeing initiatives and leaders are working together to build a safer and healthier work environment.

Our safety performance

We are committed to safety and our collective goal that no person will suffer a preventable work related injury or illness. This is an ambitious target and one that can only be achieved through an integrated process of planning, applying, checking and acting. This process of continuous improvement in safety is driven by senior management in full consultation with all stakeholders.

Statistical review of our Safety Management System (SMS) provides a tangible, quantitative assessment of performance against established targets. The analysis of statistics provides a barometer as to the effectiveness of our SMS. The most significant aspect of the process is identifying negative trends and instigating measures to address these before they have an adverse impact.

The *Safety and Wellbeing Initiatives Two Year Plan 2017–19* outlines initiatives addressing specific hazards, risks, behaviours, systemic issues and cultural elements with the aim of reducing workplace incidents. The establishment of an improved Business Intelligence capability will provide for flexible Workplace Health and Safety (WHS) operational and strategic reporting, and root-cause analysis.

The department’s workplace rehabilitation services are committed to assisting employees achieve a safe and timely return to work and continue to contribute to minimising the number of working days lost each year.

Since 2014–15, School Crossing Supervisors’ (SCS) occupational group WHS performance results are reported as separate measures due to the disproportionate days lost to hours worked ratio. The demographics of the SCS workers including the nature of the duties, skills, hours worked and age percentile, prevents the department from providing meaningful return to work programs to SCS who sustain an injury. Targeted initiatives relating to the safety performance of SCS network has realised an 87 per cent reduction in the number of working days lost over the past two years from 391 in 2014–15 to 91 in 2016–17.

Figures 15 – 18 provide a snapshot of our performance over the last five years.

Figure 15: Lost Time Injuries

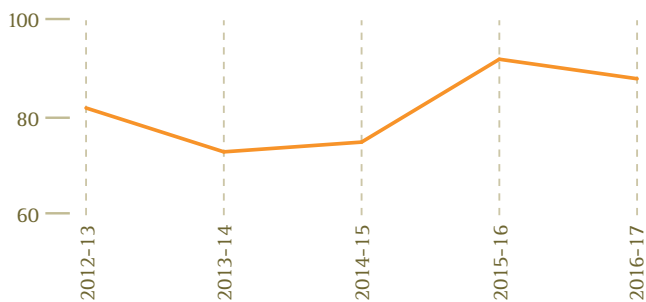


Figure 16: Lost Time Injury Frequency Rate

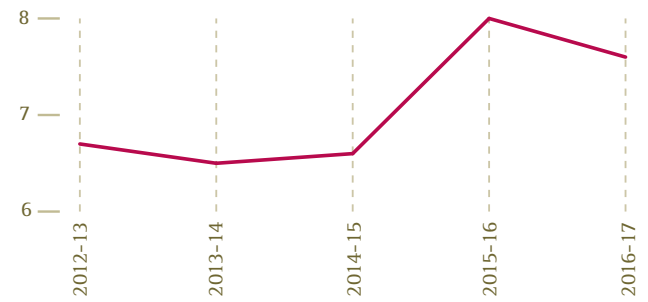


Figure 17: Severity Rate

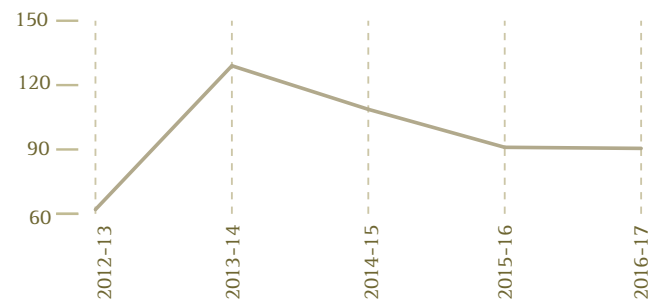
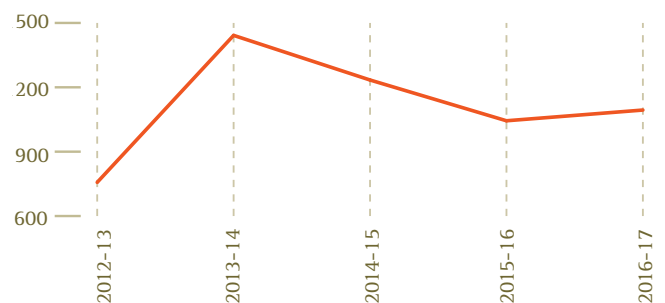


Figure 18: Days Lost



Data source: Workplace Health and Safety injury data sourced from TMR’s Safety Health and Environment enterprise safety management system. HR data for hours worked sourced from TMR’s Systems, Applications and Products enterprise resource management system.

Notes:

*Data is subject to change in accordance with decisions made by WorkCover Queensland regarding the determination of compensable claims. This may result in variations to historical data which have previously been published.

- Lost Time Injury is an injury that results in at least one full shift being lost at some time after the shift during which the injury occurred.
- Lost Time Injury Frequency Rate is the number of lost time injuries per million hours worked.
- Days Lost is the number of full work shifts lost for a lost time injury.
- Severity Rate is the number of days lost per million hours worked.

Safe Work Month

We are committed to improving work health and safety throughout the department and supporting our workers to remember our most important reasons for staying safe at work. We aim to build awareness of work health and safety, encourage discussion about safety at work and share positive workplace stories from across the business.

In October 2016, we supported the annual National Safe Work Month initiative which promoted safety strategies to reduce injuries, illness and death in workplaces around the country. We developed and distributed resources across the department, including fact sheets, posters, toolbox talks and links to other relevant websites. We encouraged our leaders to foster positive safety and wellbeing practices to assist with the compliance of our legal responsibilities.

The initiative increased assurance that our people have the appropriate safety and wellbeing capabilities to undertake their roles.



The Structures Directorate of Engineering and Technology Branch participating in National Safe Work Month which helps reinforce the messages with staff.

Injury management

TMR, through its Workplace Rehabilitation Policy and centralised management of rehabilitation and workers’ compensation claims is committed to ensuring that rehabilitation and return to work services are provided in keeping with injury management best practice.

The department recognises that workplace rehabilitation assists the recovery process and helps restore the employee’s normal function sooner. In the event of an injury or illness, regardless of whether it is work-related, we are committed to assisting employees to achieve a safe return to work, in a way that will facilitate their best possible recovery. This is achieved in accommodating gradual return to work and return to work on suitable duties in accordance with medical advice.

Table 6: Comparison of workers’ compensation claims lodged over a five-year period

	2012–13	2013–14	2014–15	2015–16	2016–17
Claims	377	316	271	277	290

Data source: WorkCover Queensland – Online services for employers and TMR’s SHE enterprise safety management system.

Note:

- Figures are subject to revision as more information becomes available.
- In 2016–17, the number of workers’ compensation claims remained steady compared to the previous years. The average cost of each claim was \$3371, which was \$371 lower than the 2015–16 average of \$3742.
- Figures are based on a rolling average. The 2015–16 figure has risen from \$2529 since previously reported.

Table 7: Final return to work (RTW) over a five-year period

	2012–13	2013–14	2014–15	2015–16	2016–17
Final RTW*	97.51%	97.33%	94.87%	97.42%	95.24%

Data source: Cover Queensland – Online services for employers and TMR’s SHE enterprise safety management system.

*Figures are subject to revision as more information becomes available.

Wellness programs

The department engaged an organisational psychologist to analyse, interpret and determine the state of mental health in the department. These recommendations will inform the Mentally Healthy Workplaces Blueprint to be implemented as part of the 2017–19 *OneTMR Wellbeing Program*.

In addition to the development of the *OneTMR Wellbeing Program*, incorporating the Mentally Healthy Workplaces Blueprint, the following annual wellbeing activities have been undertaken:

- health and wellbeing activities are included as a mandatory measure in the department's *Safety and Wellbeing Improvement Plan 2017–19*.
- the flu vaccination program included 128* site bookings and a total of 3818* employees took part in this fully funded program.
- a total of 275* executives from the department (87* per cent) participated in the Executive Health Assessment program as part of their salary package in the 2016–17 year.
- 451* health and wellbeing reimbursement claims have been paid.
- 461 staff have accessed an external Employee Assistance Service for services such as confidential counselling, management support and critical incident intervention.
- a number of TMR workplaces have attained recognition in the *Happier. Healthier. Workplaces* program. Information Technology Branch is the only branch that has attained the highest level gold recognition.
- monthly wellbeing working group meetings were held, comprising representatives from each branch, to collaborate on local wellbeing initiatives and provide input to the *OneTMR Wellbeing Program*. Seven meetings were held for 2016–17. Meetings were held bi-monthly in 2016 and monthly from 2017.

*Represents where figure reported includes 'in progress' activities.

CASE STUDY

Gold recognition for ITB Wellness Program

Information Technology Branch (ITB) has been awarded gold recognition for supporting employee health and wellbeing under the *Healthier. Happier. Workplaces* initiative.

For the past three years, ITB's Wellness Program has delivered a range of fun and engaging activities to support employees to be happier and healthier, including the annual ITB mini Olympics, nutrition and exercise sessions, weekly massage therapist visits and a trivia night focusing on mental health.

Achieving the gold recognition was a fantastic achievement and testament to ITB's commitment to building high performance teams and a positive culture across the branch.

The team has progressively worked towards achieving gold, earning bronze and silver status in 2015 and 2016 respectively. The achievement puts ITB in the same ranks as only a few other organisations across the state.

Overseen by the Department of Health, the Queensland Government's *Healthier. Happier. Workplaces* initiative supports employers to create a work environment that improves the health and wellbeing of employees, increases business productivity and enhances workplace culture.



'Blue team' members participated in ITB's Wellness Program, Mini Olympics.

Co-design pathways for the skills we need with industry

Capability Strategy

Over the past year, significant progress has been made within the area of Learning and Development with the development and release of a new *Capability Strategy 2016–2020*. The strategy provides a unified approach to capability development across TMR, incorporating key areas such as our learning culture and our approach to learning.

The seven learning options have been further developed since their introduction in 2015–16, with resources now available for individuals, branches and divisions. The availability of these resources further empowers our people to take ownership of their learning and ensures learning tools are accessible to all.

Our seven learning options are:

- mentoring
- job shadowing
- coaching
- networking
- formal training
- other roles and tasks
- individual research.

Online learning

This year, the main focus has been on the implementation of TMR's new Learning Management System (LMS), Accelerate. Replacing LearnZone, Accelerate offers TMR employees improved access to an online learning environment, increased flexibility in available learning types, and improved reporting on training data. The successful transition to this platform resulted in the LMS being offline for only six business days to facilitate the accurate transfer of 309,464 records.

Nine new courses have been released on TMR's LMS. Following an identified need to improve business area access to online learning development, a new product (the eBriefing) has also been deployed. It offers quicker turnarounds than the traditional full-development process.

OneTMR Mentoring Program

The *OneTMR Mentoring Program*, now in its fourth year, is focused on creating new networks, building collaboration across the department and breaking down workplace barriers, making OneTMR a reality.

The 2017 program included a targeted mentor recruitment process (for both OneTMR and Women in Leadership programs). This was aimed at boosting mentor numbers, allowing all eligible mentees who applied for the program to be successfully matched with a mentor.

This year the *OneTMR Mentoring Program* had 74 matched pairs which was approximately a 70 per cent increase on the previous year. In addition, this year will see the introduction of mid and end of program reflection events (via Skype) for mentees and mentors on the program.

The *Women in Leadership (WiL) Mentoring Program* is now in its third year, with 46 matched pairs in 2017. The WiL program aims to help women create broader networks, overcome challenges and breakdown workplace barriers to achieve their goals. The program supports TMR's goal to increase female representation in leadership roles to 38 per cent by 2022.

Table 8: Women in SES/SO leadership roles

	2012–13	2013–14	2014–15	2015–16	2016–17
%	19%	25%	27%	27%	30%

In 2017, the WiL program partnered with the Public Service Commission and other agencies across government, allowing us to offer external mentoring partnerships as part of the program for the first time.

Our mentoring programs continue to gain exposure and popularity throughout the department, with many past mentors volunteering year on year to continue to partner with mentees.

“You feel you can really add value by helping someone on their career journey. Mentors have the opportunity to share purposeful, career changing experiences and provide the guidance, support and fresh perspective a mentee might not have had exposure to.”

Kym Murphy, Regional Director, is part of the program again for 2017 after being a mentor in previous years' programs.



“As a professional working mother of two and aspiring leader, I was absolutely delighted to receive an opportunity to participate as a mentee in TMR’s 2017 *Women In Leadership Mentoring Program*.

Through TMR’s WIL program I’ve had the opportunity to reflect on my personal achievements and explore my career aspirations in a safe and supportive environment, with a like-minded ‘career coach’. Realising and setting my career goals and vision, I have confirmed my skills and strengths, discovered new ways to overcome challenges and obstacles and re-focused with a fresh perspective.

I have formed an invaluable connection with my mentor and look forward to continuing my career journey, and in due course giving back to the organisation by mentoring others.”

Liz Taylor, Mentee



Mentee Liz Taylor (middle) has gained valuable knowledge and insight by taking part in the Women in Leadership program.

OneTMR graduate program

TMR onboarded 24 new graduates in the 2017 cohort, bringing the graduates total to 53, across 12 disciplines. Each cohort undertakes between two and four rotations across the two year program. The graduate program is just one of the entry pathways we offer, and works in harmony with additional pathways including scholarships, apprenticeships and work experience, to ensure talent pipelines for TMR into the future.

Building on the success of our previous intake process and to support TMR’s inclusion and diversity objectives, the program utilised a primarily de-identified recruitment process. This helps remove possibility of unconscious gender and cultural bias and provides the department with a high calibre candidate pool.

Results were positive with 33 per cent of successful candidates being female, 35 per cent of graduates hailing from non-English speaking backgrounds, and 30 per cent being placed in our regional areas. Currently 17 per cent of the graduates have rotated into regional areas with 20 per cent securing permanent positions once their final rotation concludes in January 2018.

The two year program is a comprehensive development program and provides a support network including access to industry experts, mentors and work rotations to develop skills, knowledge and resilience. We are currently recruiting for the 2018 graduate program.

For more information visit: tmr.qld.gov.au/About-us/Employment-and-careers/Graduate-program



2017 graduate induction.



Graduates try virtual reality goggles at induction.

Embed diversity to form a productive, resilient, representative workforce



2017 Working for Queensland Employee Opinion Survey

In early 2017, the Public Service Commission adjusted the scheduling of the Working for Queensland Employee Opinion Survey from April 2017 to August 2017. As a result of this change, the survey was not conducted during the reporting year for the whole of government. With this in mind, effort has been placed on progressing the focus areas from the 2016 survey.

Results from the 2016 Employee Opinion Survey (EOS) outlined three key employee engagement focus areas for TMR:

- manager capability
- organisational leadership
- organisational fairness.

TMR developed an EOS Action Plan 2016–17 to address key employee engagement focus areas. Actions include a departmental action and branch actions. The departmental action was to pilot the *Passport to Leadership Program*. This program was developed to address middle manager capability, with a focus on performance conversations, decision making and flexibility. The pilot for this program commenced in April 2017.

Branch level actions were developed to address branch specific challenges. Some examples of branch actions that have been implemented during 2016–17 are represented in Table 9 on the next page.

Culture hot spots

Key feedback about workplace culture was collected in the 2016 EOS survey including:

- 76 per cent positive response regarding TMR's inclusive culture which supports diversity, up 3 per cent from 2015
- 62 per cent positive response regarding TMR's culture supporting work life balance, up 2 per cent from 2015
- 62 per cent satisfaction rate with TMR's actions in response to 2015 EOS feedback.

Despite these positive responses, areas for improvement or 'Culture Hot Spots' were still prevalent as workplace culture was cited as the second highest reason (behind other career opportunities) for people who intended to leave TMR in 2016. Culture Hot Spots (such as improvement to organisational leadership and organisational fairness) are being addressed through the *TMR EOS Survey Action Plan* which began its implementation in September 2016. It is expected as a result of these actions, 2017–18 results will show continued positive improvement in relation to Culture Hot Spots.

Table 9: Employee Opinion Survey Action Plan progress in 2016–17

Division	Branch	Action	EOS Key Focus Area	Status (actions underway or completed)
Policy, Planning and Investment	Transport Policy	Embedding and modelling flexible work arrangements	<ul style="list-style-type: none"> Organisational leadership Manager capability 	Implemented and arrangements ongoing
	Transport Strategy and Planning	Implementation of a Job Shadow the Leaders program	<ul style="list-style-type: none"> Organisational leadership 	Program implemented and at review stage
	Portfolio Investment and Programming	Development and communication of a local level recruitment and selection protocol	<ul style="list-style-type: none"> Organisational fairness 	Completed
TransLink	All branches	Implementation of capability planning for each branch	<ul style="list-style-type: none"> Organisational leadership Organisational fairness 	Ongoing
Customer Services, Safety and Regulation	Customer Services	Launch of a Values, Reward and Recognition program	<ul style="list-style-type: none"> Organisational leadership Organisational fairness 	Completed
	Transport Regulation	Temporary and relieving monthly report made available to employees	<ul style="list-style-type: none"> Organisational fairness 	Completed
	Land Transport Safety	Development and delivery of a Difficult Conversations program	<ul style="list-style-type: none"> Organisational leadership Manager capability 	Completed
	Maritime Safety Queensland	Transition Strategy Snapshots made available to employees	<ul style="list-style-type: none"> Organisational leadership 	Completed
Infrastructure and Management Delivery	Program and Delivery Operations	Implementation of a recognition program	<ul style="list-style-type: none"> Organisational leadership Organisational fairness 	Completed
	RoadTek	Delivery of a Performance Management Awareness Session across the state	<ul style="list-style-type: none"> Organisational leadership 	Completed
	Engineering and Technology	Update and implementation of a performance conversation template and factsheets	<ul style="list-style-type: none"> Organisational leadership Middle manager capability 	Completed
Corporate	Human Resources	Development and implementation of a branch purpose and great day at work principles	<ul style="list-style-type: none"> Organisational leadership 	Completed
	Finance and Procurement	Development and sharing of a Relief Register for roles less than eight weeks duration	<ul style="list-style-type: none"> Organisational fairness 	Completed
	Information Technology	Development and delivery of a one on one conversation tool	<ul style="list-style-type: none"> Organisational leadership 	Completed
	Governance	Delivery of team building workshops for the leadership team	<ul style="list-style-type: none"> Organisational leadership 	Completed
Transport Network Security and Resilience (TNSR)	–	Conducted an audit of an implemented business governance tool around processes/ communication for TNSR recruitment opportunities	<ul style="list-style-type: none"> Organisational fairness 	Completed

Values and Culture network

Our OneTMR Values and Culture Network continued to encourage and foster Queensland’s public service values across the department.

During the year, the network focused on:

- continuing to embed values into the department’s induction program
- being employer brand ambassadors for the department’s Drive the Journey initiative
- championing our - *Customer First Program*
- assisting in People 4 People week planning and promotion
- shortlisting winners of the department’s annual values awards, the 2016 CUBIE Awards
- supporting the action planning in response to the department’s Working for Queensland Employee Opinion Survey results to improve employee engagement
- driving culture in regional and remote areas through localised initiatives such as team health checks, wellbeing walks, charity fundraising and other culture based activities
- fostering networks across key stakeholder groups such as innovation, customer experience, employer branding, learning and development, inclusion and diversity, internal communications and health, safety and wellbeing.

CUBIE Awards

The annual TMR CUBIE Awards continues on for its fourth year. CUBIE awards are provided based on the QPS Values. Candidates are nominated and/or rewarded based on their commitment to the values and are awarded for the following categories; Customers First, Unleash Potential, Be Courageous, Ideas into Action, Empower People, OneTMR individual; team and DG’s All rounder.

The following outlines winners and commendations for 2016.



Customers first

Winner: Craig Russell (Corporate)
Highly Commended: Kirsty Birgan (CSSR),
 Colin Osmond (TransLink)



Craig has an excellent customer attitude, adds value by going the extra mile and offers whatever advice the customer needs. He has a wonderful demeanour and provides fabulous customer service. He looks for the best possible solution for his customers by thinking outside the box and finding innovative ways to make sure we receive the best option for our work environment.



Unleash potential

Winner: Sumit Khadka (IMD)
Highly Commended: Jodie Weller (TransLink),
 Navjeet Kaur (PPI)



Sumit provides inspiration and encouragement to everyone at all levels across regional operations. He is proactive in thinking of ways teams can continue to improve the delivery of projects in all their forms, including support functions such as procurement.

Sumit and his team developed a modified delivery strategy for the Bill Fulton bridge tender that involved a redesigning the abutment piles, saving the project around six months in delays.



Be courageous

Winner: Jane Hicks (IMD)
Highly Commended: Gary Wood (TransLink),
 Jodie Weller (TransLink)



Jane has a professional, principled approach and consistently applies those ethical standards to herself and others. She is consistent in word and actions which provides her with the ability to have courage and be forthright when providing advice.



Ideas into action

Winner: Kristin Hatchman (IMD)
Highly Commended: Shalon Farnell (CSSR),
 Scott Dight (IMD)



Kristin used her personal drive and motivation to put the idea of Social Procurement into action. Social Procurement is a relatively new practice, with no existing frameworks or instructions to follow. After attending a number of events focused on increasing awareness, Kristin decided to take action and commence a trial in her area.



Empower people

Winner: Bradley Hogan (IMD)
Highly Commended: Scott Henderson (Corporate),
 Tracey Buhner (Corporate)



Brad is described as a stand-out TMR employee. He has obvious passion and enthusiasm for his role as a workplace trainer, always encouraging his workmates to succeed and empowering them to achieve their best.

Brad's efforts are going a long way to provide a group of people in Cape York the opportunity to gain skills in civil constructions and to build the capacity of local community to be involved in the developing their region.



OneTMR – team

Winner: ITB Incident Management (Corporate)
Highly Commended: Clare Murray and the
 Community Road Safety Team (CSSR), Cape York
 Region Package (CYRP) Program Team (IMD)



Although each of the ITB employees are from three different teams, they banded together with a common focus on the customers first value. They went above and beyond to ensure the Portsmouth Marine Operations could continue to provide its critical services following a severed Telstra cable responsible for telecommunications capability to the site.



OneTMR – individual

Winner: Scott Henderson (Corporate)
Highly Commended: Leighton Haworth (PPI),
 Kate Zocchi (Corporate)



Scott embodies what OneTMR is all about. He has been an amazing source of support for the intranet and online communication teams. He encourages his team to be courageous and take calculated risks.

Every opportunity Scott gets, he highlights the great work the SharePoint team in ITB are doing and emphasises the need for them to be resourced adequately to be able to support the things that the business wants to do with the platform.



DG's All rounder

Winners: Kate Carlson (TransLink) and Jane Hicks (IMD)

Kate demonstrates the TMR values on a day-to-day basis. She sets the bar high personally and professionally and has significantly impacted the strategic direction of TransLink. Kate empowers those around her, providing advice and guidance when required. Her ability to see the big picture, identifying both issues and solutions has ensured success for the Strategic Projects team. Kate's courage and diplomacy has been instrumental in seeing many of her ideas put into action.



Jane lends her exceptional skills to consistently shape services with a customer focus. Her passion and ability to translate strategy into operations has seen her deliver great results for TMR. Her work in Cultural Heritage showcases how she effectively manages challenging stakeholders with diplomacy, tact and professionalism.



Staff anticipate the CUBIE Award presentation start.

Domestic and family violence

During the year the department has continued to promote and create awareness of domestic and family violence in Queensland.

The department is proud to be recognised as a White Ribbon Workplace, with achievement of accreditation announced in July 2016. This demonstrates our ongoing commitment to promote respectful relationships and gender equality within the workplace along with a culture of zero tolerance of violence.

Our Director-General continues his role as the department's champion of the cause and as a leader in the community, he took part in the 2016 Australia's CEO Challenge Race (the Race). As part of this initiative, TMR officers across Queensland hosted various awareness and fundraising events such as family fun days, bake sales, raffles, social and wellness activities and competitions. The collective effort raised more than \$15,000 for the charity.

In June, the announcement to participate in the Race for the third year running was made at an In Her Shoes: A Domestic and Family Violence Awareness Event at which former TMR employee and domestic and family violence survivor, Ms Simone O'Brien bravely shared her personal story.

In continued support for domestic and family violence awareness and prevention, the department participated for the second consecutive year in the Australia's CEO Challenge, Darkness to Daylight Run. The event raised over \$3100 with more than 160 officers participating to honour the lives lost from domestic and family violence and those left behind.

The department will continue to offer a dedicated policy, resources, training and events to promote a safe, respectful and inclusive workplace culture.



TMR Hosts In Her Shoes: A Domestic and Family Violence Awareness Event (June 2017). Neil Scales, DG and speaker, previous TMR employee and DFV survivor, Simone O'Brien.

Inclusion and diversity in the workplace

TMR is working towards being recognised as an inclusive organisation which embraces diversity of thought, culture, life experiences and people to ensure we reflect the communities we serve.

The focus areas for the duration of the current *Inclusion and Diversity Strategy 2016–2020* are Women in Leadership, Cultural Diversity, People with Disability and creating an Inclusive and Diverse culture.

TMR has made significant progress this year through the department's women in leadership programs with the Executive Leadership Team proudly comprising of 50 per cent women as at May 31 2017.

Additional actions demonstrating the department's ongoing commitment to balanced gender representation include hosting the annual Diversity Forum. This year's event examined the issue of the gender pay gap. Continued support for events such as Queensland Women's Week and International Women's Day encourage our employees to engage in and understand the value of diverse work teams.

Women in Leadership

The *Women in Leadership Mentoring Program* has been offered again this year with 46 aspiring female leaders matched with mentors from across the department. This is in addition to the 74 matched pairs in the *OneTMR Mentoring Program*. Interest from both participants and volunteer mentors continues to grow based on the reported value for all involved in the program.



Penny Ford, Executive Director, Transport Planning Projects, one of TMR's inspiring leaders.

Indigenous Employee Network

The department’s *Cultural Capability Action Plan* has been the vehicle for significant progress in 2016–17. The Indigenous Employee Network was formed in November 2016 at an inaugural forum to discuss issues of significance for Aboriginal and Torres Strait Islander employees within TMR. Access to the collective knowledge and experience of this group is invaluable and facilitates consultation on cultural priorities for TMR.

Through the support of the department’s Cultural Agency Leader, all Customer Service Centres now proudly display an acknowledgment of Aboriginal and Torres Strait Islander people.



Acknowledgement Plaque Launch, Logan Customer Service Centre, National Reconciliation Week 2017: Frank Waria (TMR), Aunty Kerry and Jody Brumby (TMR).

TMR continues to value culture and celebrate culturally significant events including National Reconciliation Week, NAIDOC Week and World Refugee week.

TMR will continue to build a culture where people’s differences are acknowledged and celebrated. The department continues to participate in the Diversity and Infrastructure industry group and is also proud to be represented on the whole of government LBGTIQ+ Steering Committee.



NAIDOC Week 2017.

TMR opening its arms to new Australians

The department was a host organisation for Multicultural Development Australia’s (MDA) Work & Welcome program. TMR’s involvement in this initiative demonstrates the department’s commitment cultural diversity in our workplace and community.

The Work & Welcome program offers new Australians short-term paid work, providing an opportunity to gather local experience and develop skills and confidence needed to find ongoing employment in Australia. TMR recognises one of the most important ways to assist new Australians to build a prosperous life in our community involves creating welcoming workplaces.

While the key purpose of the program is to provide work experience for new Australians, the placements also assist employees in understanding some of the challenges faced by people who have been forced to seek a new life in a country with a completely different language and culture.

Throughout 2016, TMR hosted five new Australians in a variety of roles across the department. Maritime Safety Queensland (MSQ) was the first work group to participate in the Work & Welcome program by facilitating a field work placement for Prathee Sivakolluntau.



Prathee enjoying work on a structure in Main Channel, Moreton Bay, during his time with MSQ.

Table 10: Equal Employment Opportunity (EEO) in TMR at 23 June 2017

EEOgroup	Headcount	% of TMR
Aboriginal and/or Torres Strait Islander	97	1.06%
People from a non-English speak background	524	5.75%
People with a disability	663	7.28%
Women	4844	53%

Data source: TMR SAP Business Warehouse

*Headcount is the actual number of employees at a point in time.

Keeping employees informed and connected

The department keeps employees informed through a variety of internal communication channels.

The Director-General regularly sends all-employee messages which highlight important achievements and key projects.

The intranet newsroom provides our people with interesting stories from across each division and region. They also assist in making employees feel engaged and connected to the department. The objective of these messages and newsroom stories is to demonstrate our values in action, share our successes and bring to life our Strategic Plan.

DG Roadshows

In keeping with the Executive Leadership Team's (ELT) commitment to authentic and approachable leadership, the Director-General has continued interactive roadshows across the state for our people. During the seven sessions, the Director-General and senior leaders presented on TMR's strategic direction and a question and answer session. More than 1600 employees attended a roadshow throughout the year.

The objectives of the roadshows are to support ELT and local leadership engage with employees, especially in regional areas, share TMR's achievements and key projects, and encourage employees to network with senior leaders and employees from other teams. The presentation focuses on megatrends driving our strategy as well as priority infrastructure projects and learning and development opportunities. Local achievements and priorities are also included, tailored to the audience.

Technology enables those in regional areas to livestream into the event and Yammer is used to engage the wider organisation about the purpose of the roadshows. The roadshows are very well received, with 71 per cent of attendees agreeing the roadshows were informative and beneficial.



Customer Service Branch DG Roadshow 2017.

Yammer collaboration

As with the previous year, use of our enterprise social network Yammer continued to grow during the year, facilitating collaboration, innovation and effective communication across the department.

At 30 June 2017, the department's Yammer network had 6708 users, with 15,010 posts across all groups.

Key achievements:

- 15,739 more 'likes' than previous financial year (84,490 in 2015–16 compared to 100,229 likes in 2016–17).
- established 'Tropical Cyclone Debbie news' group to communicate critical messages and important updates during the natural disaster.
- #paw2017yamjam conducted successfully, with Queensland's Privacy Commissioner involved as a special guest to answer questions from TMR employees.
- launched new employer brand with release of 'Drive the Journey' video and behind-the-scenes footage.



CASE STUDY

Getting social for intranet success.

In a time of technical change and opportunity, the department utilised the internal social tool 'Yammer' to connect SharePoint users in a geographically diverse workforce to assist education, build capability and achieve a sense of community assisting a cultural shift.

Keeping the communication fun and engaging and driving a culture of TMR community helping itself, the SharePoint Community of Practice has seen an organic uptake of skill sharing and organisational support to help develop tools across the intranet to support internal customers.

Yammer has allowed TMR to share knowledge, create a sense of community across a dispersed organisation and amplify innovation through wisdom of the crowd approach and sharing organisational learnings.

Yammer has shown that harnessing the power and wisdom of an organisation can make the difference in the speed of raising organisation capability and delivering outcomes.

Innovation for the future

Innovation and capability

During the year, a one-day tailored innovation capability training program was developed and delivered in-house to more than 60 departmental staff in three sessions, as well as invited staff from other Queensland Government agencies.

The ‘Innovation Degustation’ is an introduction to the innovation process, and takes a hands-on approach to applying design-led thinking and innovation techniques to work problems. The program will be further refined and delivered to additional cohorts across the department.

TMR MIXr 2017

In March, the department hosted the TMR MIXr 2017. In line with the state government’s Advance Queensland initiative (see glossary), the event aimed to connect industry, local government, state government, and academia with opportunities for collaboration, partnerships and problem solving.

TMR MIXr supports our Strategic Plan, fulfilling innovation by connecting with industry to design for the future. It also fosters a customer-centric culture within TMR, ensuring our services and projects are delivered with the customer at the centre of everything we do.

The event highlighted some of the work being undertaken in TMR, and also educated industry about TMR’s priorities and future challenges. It provided an opportunity for TMR and other government agencies to be exposed to the innovative research and technology being developed in the private sector.

The program featured an opening keynote and panel presentation by the then Queensland Chief Scientist Professor Suzanne Miller, the Queensland Chief Entrepreneur Mr Mark Sowerby and Dr David Tuffley from Griffith University.

The panel was facilitated by futurist and master of ceremonies Mr Chris Riddell. The program also contained three presentations profiling TMR’s business challenges, as well as transport industry research and development (R&D) solutions. The afternoon consisted of facilitated networking sessions featuring 35 industry organisations hosting tables that were visited by participants for timed 15 minute meetings.



Dr David Tuffley, Senior Lecturer, School of Information and Communication Technology, Griffith University addressed TMR MIXr attendees on the social impact of technology.

Feedback from the TMR MIXr 2017 was overwhelmingly positive, with 66 per cent of industry survey respondents and 43 per cent of government survey respondents indicating they would pursue opportunities for collaboration as a result of the event.

Innovation Symposia

The department hosted two Innovation Symposia during the year, designed to expose TMR staff to thought leaders and their work on the future of transport.

In August 2016, Dr Hugh Bradlow, Chief Scientist, Telstra Corporation presented a keynote presentation titled ‘A disruptive vision for the future of personalised transport’. Dr Bradlow is a global leader in telecommunications technology. He was named by Global Telecom’s Business as one of the top 100 most powerful executives in the global telecoms industry two years in a row. Results from the post event survey indicate 98 per cent of staff who attended thought the presentation was relevant to their work and/or team.

The second symposia focused on the digital economy and was held in October 2016. Professor Ben Hankamer, University of Queensland (UQ) presented a keynote speech titled, ‘Greener cities – growing roads: Exploring the case for the integration of microalgae production systems into future road infrastructure’. Feedback from the Symposia was positive with TMR staff expressing a desire for more presentations in the future.

Community of Innovation Architects

We recruited 32 Innovation Architects, a virtual team of innovation champions offering strategic innovation guidance. Through regular meetings and informal interactions, the community has continued to provide insights into innovation opportunities and challenges across the department, and guide the development of innovation in action within TMR. The network has provided a forum for enhancing connections across TMR, with innovation architects from different branches collaborating on projects identified through network meetings.



Innovation Council

TMR's Innovation Council was formed to oversee the delivery and implementation of the innovation program of work.

The council convenes every two months and its responsibilities include:

- supporting and championing the delivery and implementation of the innovation strategy and program of works
- working collaboratively to address delivery and/or implementation challenges to ensure effective outcomes for TMR
- reviewing and evaluating internal and external ideas and innovations, including the provision of funds and resources where required.

Members of TMR's Executive Leadership Team and Senior Leadership Team form the Council, along with invited internal and external guests.

For examples of the department's innovative projects throughout 2016–17 see the below stories.

Building Information Modelling

Building Information Modelling is a digital representation of a building or structure that can be used to make reliable decisions during its entire lifecycle, from design through to demolition. This process is being piloted in 2017, for more details [\(see page 98\)](#).

Using foam for flood-resilient roads

Foamed bitumen is a great example of how TMR is developing a new technology to address emerging challenges. This cost-effective solution provides a strong, flexible and durable pavement structure, with improved longevity and flood resilience.

Many of Queensland's roads are comprised of granular materials on silty, clayey subgrades which have struggled to cope as traffic loading increases over time. Through in situ [\(see glossary page 231\)](#) foamed bitumen stabilisation, these weak pavements can be turned into strong, flexible and durable structures.

In situ foamed bitumen stabilisation mixes hot bitumen with cold water and air to form a foam. While in this foam state, the bitumen is mixed with gravel and hydrated lime to form a material which is strong, flexible and durable.

Foamed bitumen pavements have performed well in extreme weather events, including the recent ex-Tropical Cyclone Debbie when three metre floodwaters inundated Camp Cable Road on the Mt Lindesay Highway. The foamed bitumen pavement remained completely intact.



Using tyres for sustainable roads

Millions of tyres are discarded in Queensland each year, with most finding their way into landfill or overseas for destruction. TMR has joined efforts with Australian Roads Research Board (ARRB) and the Department of Environment and Heritage Protection (EHP) to maximise the use of recycled tyre rubber in road surfacing.

Through the National Asset Centre of Excellence research program, the EHP-funded project aims to enable increased use of Crumb Rubber Modified (CRM) binder in both asphalt and sprayed seals. If CRM binder were used more widely on both state and local roads in Queensland, a significant proportion of used tyres could be put to beneficial use.

Recycling rubber tyres into our roads represents a win for the environment and the hip pocket. Nearly 4000 tonnes of used tyres could be recycled into Queensland's roads each year. Pavements and seals using CRM binder may last longer and perform better than those using conventional bituminous binders, lengthening the life of pavements through improved binder durability and water proofing.

In partnership with EHP, ARRB and Tyre Stewardship Australia, the use of CRM binder in sprayed seals in two projects has delivered almost \$170,000 in savings, and resulted in an estimated 40,000 tyres being recycled rather than contributing to landfill.

Associated authorities

We work collaboratively with two statutory authorities, four Government Owned Corporations (GOC) and one Publicly owned Private (Pty Ltd) company.

Statutory authorities

- Gold Coast Waterway Authority
- Queensland Rail

Government Owned Corporations

- Far North Queensland Ports Corporation Limited (Ports North)*
- Gladstone Ports Corporation Limited (GPCL)*
- North Queensland Bulk Ports Corporation Limited (NQBP)*
- Port of Townsville Limited (POTL)*

*Government owned corporation with shareholding ministerial obligations.

Publicly owned Private company

- Transmax Proprietary Limited**

**The Director-General of TMR is the company's sole shareholder.

Gold Coast Waterways Authority

The Gold Coast Waterways Authority was established to strategically plan for, facilitate and manage the development and use of Gold Coast waterways. The Authority manages the waterways south of the Logan River to the New South Wales border.

For more information visit:

gcwa.qld.gov.au/about/our-publications

Queensland Rail

Queensland Rail (QR) is a statutory authority and operates in accordance with the *Queensland Rail Transit Authority Act 2013*. It is responsible for the operation of passenger rail services and ensuring that supporting rail infrastructure ([see glossary page 231](#)) remains safe, reliable and at a fit for purpose standard.

The Rail Transport Service Contract between TMR and QR governs the funding arrangements for new rail infrastructure, maintenance of the existing rail network and the provision of both south east Queensland and regional long-distance passenger rail services.

For more information visit:

queenslandrail.com.au/about%20us/Pages/AnnualReports.aspx

Transmax

Transmax Pty Ltd is an unlisted Australian company incorporated in 2002. Transmax is wholly owned by the Department of Transport and Main Roads and is governed by an independent Board of Directors. The shareholder is the Director-General of the Department of Transport and Main Roads. See next page for information on Transmax's function, achievements and board remuneration.

Shareholding ministers

The listed ports corporations are GOC governed under the *Government Owned Corporations Act 1993* (GOC Act).

Each GOC must fulfil their obligations and keep the shareholding minister(s) reasonably informed of the operations, financial performance, financial position and governance of the company and its subsidiaries.

The companies must report in a timely manner on all issues likely to have a significant financial or operating impact. Each must also develop a Corporate Plan, Statement of Corporate Intent and table an annual performance report each year which are available on their websites.

Table 11: Government body function, achievements and remuneration**Government body: Transmax**

Act or instrument	Corporations Act 2001
Functions	<ul style="list-style-type: none"> To develop and provide Intelligent Transport Systems (ITS) products and services to help maximise road network performance and manage traffic congestion. Its main product is STREAMS (see glossary) which enables holistic road network management and integrates with other ITS devices for all state-controlled roads, a significant number of local governments and a number of Queensland and interstate clients.
Achievements	<ul style="list-style-type: none"> Transmax delivered a range of projects for TMR including preparation for the Gold Coast 2018 Commonwealth Games, Next Generation Traffic Controller and new Smart Transport Research Centre (STRC) ramp metering algorithm to STREAMS Managed Motorways. VicRoads awarded Transmax its biggest ever program of works, to be executed over the next two financial years. A number of projects were contracted to Transmax from the Department of Planning, Transport and Infrastructure South Australia and Main Roads Western Australia. All projects were successfully executed. Continued to improve internal processes to delivery greater efficiencies for the business and its customers. Transmax delivered its highest ever overall revenue of \$18.8 million, which was a 67 per cent increase over the previous year. Participated as an exhibitor as part of the Queensland Government stand at the ITS World Congress held in Melbourne in October 2016.
Financial reporting	<ul style="list-style-type: none"> Transmax is subject to audit pursuant to the <i>Auditor-General Act 2009</i>. Transmax prepares financial statements which are provided to the shareholder and are tabled in Parliament.

Remuneration

Position	Name	Meetings /sessions attendance	Approved annual sessional or daily fee (\$)	Approved sub-committee fees (if applicable)	Actual fees received (\$)
Chair Non-executive	Cathy Ford*	8	2,164.23	-	2,164.23
Managing Director	Mark Williamson	11	-	-	-
Non-executive Director	Stephen Golding	11	20,865	-	20,865
Non-executive Director	Amelia Hodge	8	20,865	-	20,865
Non-executive Director	Allan Krosch	11	20,865	-	20,865
No. scheduled meetings/sessions	11				
Total out of pocket expenses	Nil				

*Due to an administrative error, an overpayment was made to the Transmax Chair. Transmax has taken appropriate steps to ensure there was no loss to Transmax associated with the overpayment.

Management and structure

The department is divided into five divisions. These divisions and the services they provide are outlined on [page 143](#).

The following structure changes occurred during the 2016–17 period:

- February 2017, the Strategic Rail Project Team was established and reports directly to the Director-General
- May – June 2017 TransLink finalised a review of its Leadership Team structure, to create clearer accountabilities and support the delivery of organisational priorities.
- May 2017, Records and ICT Policy Standards unit was moved from the Information Technology Branch to the Governance Branch
- June 2017 Rail regulation unit ceased as responsibility moves to the Office of the National Rail Safety Regulator (ONRSR).

Executive Leadership Team

The Executive Leadership Team (ELT) assists the Director-General to deliver our strategic purpose: creating a single integrated transport network accessible to everyone. ELT meets every second Tuesday of each month.

Chair: Director-General

Members:

- Deputy Directors-General
- Chief Operations Officer

Senior Leadership Team

In addition to the ELT, the Director-General is supported by the Senior Leadership Team (SLT). SLT members are responsible for the development, implementation and review of key initiatives.

They have decision-making authority and delegate responsibilities for action within their divisions. SLT members provide support and advice to the ELT by elevating information and issues required to shape strategic thinking and inform decision making.

Chair: Director-General

Members:

- Deputy Directors-General
- All General Managers
- Chief Operations Officer
- Chief Engineer
- Chief Finance Officer
- Chief Human Resources Officer
- Chief Information Officer
- Chief Transport Network Security and Resilience
- Chief Economist, General Manager (Strategic Policy)
- Executive Director (Customer Experience).

Greater Leadership teams

Launched in 2014, the Director-General identified a cohort of leaders across TMR, known as the Greater Leadership Team (GLT). Throughout 2016–17, the group was engaged with in a number of ways to directly enable and empower TMR's leaders of level AO8/PO6 and above.

With several forums held for all GLT staff in 2016, the Director-General refreshed the format for 2017, hosting forums tailored for specific divisions. The forums were a face-to-face opportunity for the leadership team to hear TMR's strategic direction and priorities as well as showcase achievements from within each division and across the department.

Additionally, through the format of a lecture series, the Director-General held four lectures on various topics in which he offered insight into his leadership journey, and knowledge and experience gained throughout his career. The lectures allowed GLT to ask questions of the Director-General on the tools and techniques he shared and seek guidance on their own career challenges.

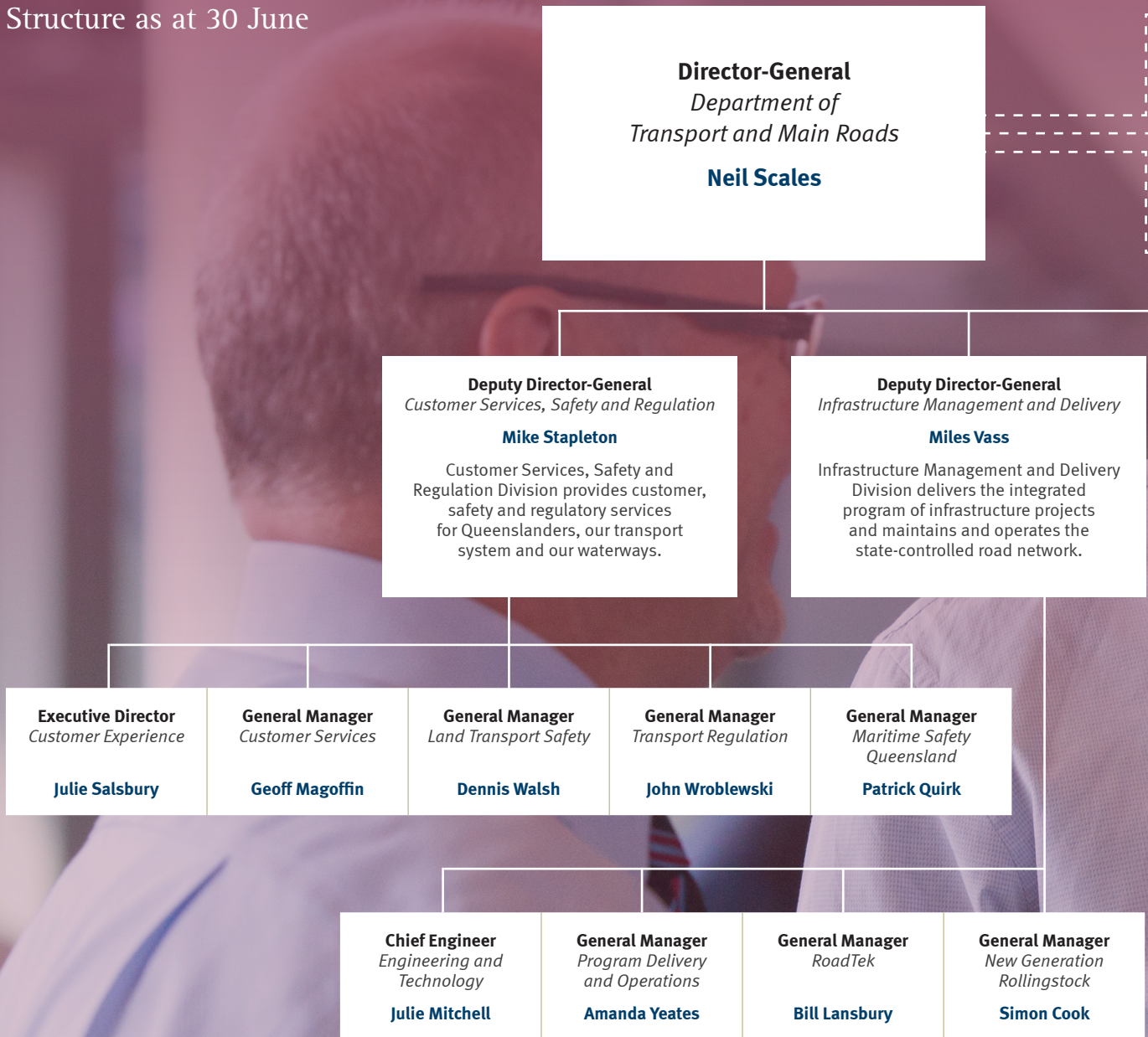
Both the forums and the lecture series were offered over livestream facilities to enable regional staff to participate and interact in the sessions.



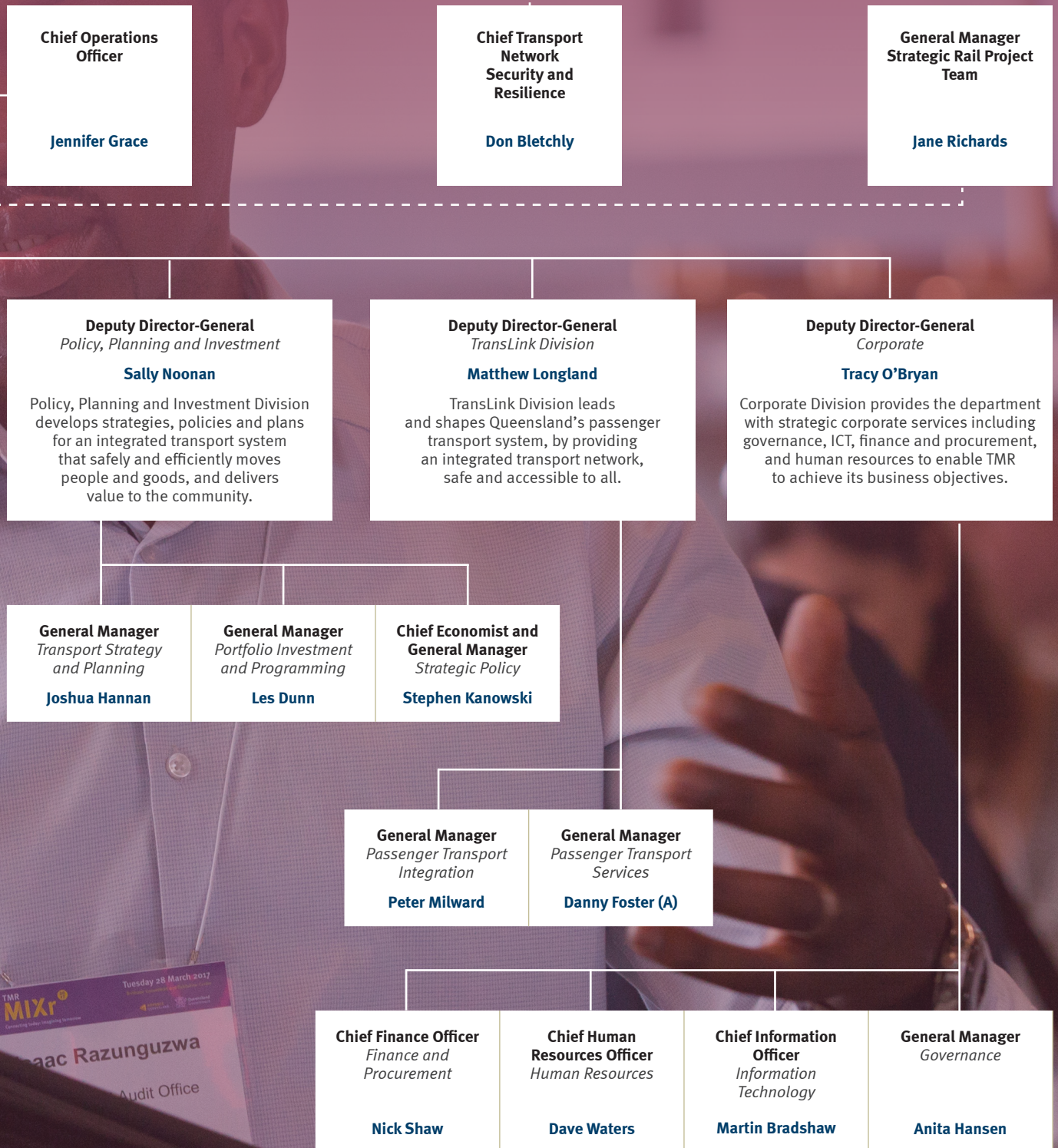
Director-General Neil Scales presenting to the GLT team at the first Autumn Lecture Series.

ORGANISATIONAL

Structure as at 30 June



STRUCTURE



Executive Leadership Team Profiles



Neil Scales

Director-General (Transport and Main Roads)

ONC (Eng), HNC (EEng), DMS, BSc (Eng), MSc (Control Engineering and Computer Systems), MBA, CEng (UK), FIET, FIMechE, FICE, FIEAust, FCILT, FLJMU, FRSA, FSOE, FIRTE, MAICD

- Appointed as Director-General January 2013
- CEO Challenge Champion and Ambassador for Domestic and Family Violence

Under the Financial Accountability Act 2009, the Director-General is accountable to the Ministers for Transport and Main Roads and the Premier of Queensland for the efficient, effective and financially responsible performance of the Department of Transport and Main Roads.

He leads the department with an operating budget of \$6.021 billion, capital budget of \$3.133 billion and managed assets worth \$57.458 billion.

Former positions:

- Chief Executive Officer, TransLink Transit Authority
- Chief Executive and Director-General, Merseytravel, United Kingdom

Along with over 40 years' experience in the transport industry, Neil received the Order of the British Empire for services to public transport in 2005 and in 2011 was awarded an honorary Fellowship from Liverpool John Moores University for his services to the region.



Jennifer Grace

Chief Operations Officer

MAPSL, GradCertPSP, VFF, Program on Negotiation (Law) Harvard University, Graduate Management Program Harvard University (current study), Australian Institute of Company Directors (Risk and Governance)

- Appointed as Chief Operations Officer October 2013
- Champion for Women and Continuing Education

Jennifer supports the Director-General with the day-to-day operations of the department allowing the Director-General to focus on strategy, the government's objectives and key stakeholder relationships.

Former positions:

- Executive Officer (Office of the Director-General), Department of Transport and Main Roads

Jennifer has 20 years' experience in the public service working in the portfolios of employment, training and industrial relations, environmental protection, justice and attorney-general, transport and main roads, and foreign affairs and trade.



Mike Stapleton

Deputy Director-General (Customer Services, Safety and Regulation)

B.Bus, MPA, MANCAP, MNRSS, MAustroads, MQLCSG

- Appointed as Deputy Director-General (Customer Services, Safety and Regulation) January 2016
- Champion for Equity and Diversity

Mike oversees the delivery of safety, regulatory and transactional transport services for the department. This division is critical to our current and future transport system, managing the state's regulation, marine, road safety and frontline services for Queenslanders.

Former positions:

- Deputy Director-General (Infrastructure Management and Delivery), Department of Transport and Main Roads
- General Manager (Land Transport Safety), Department of Transport and Main Roads

Mike has worked in the state public transport sector in finance, general management and transport safety roles for more than 20 years delivering key road safety initiatives including Graduated Licensing, Alcohol Interlocks and immediate suspension for recidivist drink drivers, and the expansion of the Camera Detected Offence Program.



Matthew Longland

Deputy Director-General (TransLink)

BBlEnv (URP), GDURP, MBA (Exec), MPIA, GAICD

- Appointed as Deputy Director-General (TransLink) December 2016
- Champion for Cultural Diversity
- Board member for the International Association of Public Transport (Australia/New Zealand)
- Member of Australian Institute of Company Directors
- Member of the Planning Institute of Australia
- Member of the Urban Development Institute of Australia

Matt leads the passenger transport system including bus, train, ferry and trams in south east Queensland, taxi regulation and long distance rail, coach and regional air services across the state. He is responsible for delivering high-quality public transport services, enhancing customers' experience, ticketing, passenger transport information and infrastructure for Queenslanders and visitors.

Former positions:

- Deputy Director-General (Policy, Planning and Investment), Department of Transport and Main Roads
- General Manager (Passenger Transport Integration), Department of Transport and Main Roads

Matt is a transport industry leader with specialist experience in strategy, project management, transport network planning, infrastructure design and delivery.



Sally Noonan

Deputy Director-General (Policy, Planning and Investment)

BEcon, GradCertMgt

- Appointed as Deputy-Director General (Policy, Planning and Investment) January 2017
- Champion for Health and Wellbeing and Innovation

Sally is responsible for the planning and development of an integrated transport system across Queensland, including delivery of the Transport System Planning Program and Queensland Transport and Roads Investment Program.

Former positions:

- Executive Director (Department of State Development)
- Director (Department of Employment, Economic Development and Innovation)

Sally comes to the department with a wealth of diverse senior executive experience and leadership in complex policy environments – notably leading the Strategic Assessment: Great Barrier Reef Coastal Zone, the Queensland Ports Strategy, and the Sustainable Ports Development Act. Sally has also driven investment in emerging high technology industries, led streamlining of Commonwealth/State environmental approval process for major projects and worked with regional communities to mitigate the impacts of proposed major infrastructure investments in Queensland.



Miles Vass

Deputy Director-General (Infrastructure Management and Delivery)

BTech, AssDip CivE, ADipPM

- Appointed as Deputy Director-General (Infrastructure Management and Delivery) January 2016
- Champion for cycling
- Chair for Toowoomba Second Range Crossing Project Supervisory Board, Toowoomba Second Range Crossing Project Control Group and Transport and Main Roads Deputy for Roads Australia ([see glossary page 232](#))

Miles oversees the delivery of the integrated program of infrastructure projects and the maintenance and operation of the state-controlled road network. Miles has been with the department for over 30 years.

Miles is currently project delivery owner of the \$1.6 billion Toowoomba Second Range Crossing, the \$420 million Gold Coast Light Rail Stage 2 and the \$4.4 billion New Generation Rollingstock projects.

Former positions:

- General Manager (Program Delivery and Operations), Department of Transport and Main Roads
- Regional Director (Metropolitan)

As General Manager, Miles was responsible for delivering the department's capital funded projects, reconstruction projects, maintenance and preservation and infrastructure works.



Tracy O'Bryan

Deputy Director-General (Corporate)

LLM, Executive Masters of Public Administration (current), Solicitor of Supreme Court of Queensland and High Court of Australia

- Appointed Deputy-Director General May 2017
- Champion for Domestic and Family Violence

Tracy leads the department's corporate services, which includes governance, legal, finance and procurement, ICT, marketing and communication and human resources to enable Transport and Main Roads to achieve its business objectives.

Former positions:

- Executive Director (Department of National Parks, Sport and Racing)
- Acting Deputy Director-General (Department of Environment and Heritage Protection)

Tracy has over 21 years of experience in the Queensland public sector in the fields of law, policy, governance, major projects and program design and delivery, and stakeholder engagement. She has also led major reform and commissions of inquiry for government and worked in a number of state government departments.

Governance Committees

	Audit and Risk Committee	Information and Systems Committee	Infrastructure and Investment Committee	Safety and Wellbeing Governance Committee	Finance and Procurement Committee	Strategic Human Resources Board	Diversity Council Committee	Executive Leadership Team (member since)
Director-General	–	Member	Member	–	Member	Member	Member	October 2013
COO	Member	Member	–	–	Member	Member	Co-Chair	October 2013
DDG (TransLink)	–	Member	Member	–	Member	Member	Member	January 2013
DDG (CSSR)	Member	Member	Member	–	Member	Member	Co-Chair	August 2014
DDG (IMD)	–	Member	Member	Chair	Member	Member	Member	January 2016
DDG (PPI)	–	Member	Chair	Co-Chair	Member	Member	Member	January 2017
DDG (Corp)	Member	Chair	–	–	Chair	Chair	Member	May 2017

Our services

Policy, Planning and Investment Division

We develop strategies, policies and plans for an integrated transport system that safely and efficiently moves people and goods, and delivers value to the community.

Our high level services include:

- transport strategy and planning
- transport policy
- government partnerships
- freight
- strategic investment and asset management
- strategic property management
- integrated program development.

Infrastructure Management and Delivery

‘Partnering to deliver transport infrastructure solutions for Queensland’, the division delivers the department’s transport infrastructure program and maintains and operates the state-controlled road infrastructure network.

Our high level services are:

- asset management
- program management and delivery
- operations of the state-controlled road network
- providing technical expertise and value-for-money transport infrastructure solutions
- remaining at the forefront of national best practice
- providing emergency response and recovery.

RoadTek

RoadTek is the department’s commercial business arm and provides transport infrastructure solutions throughout regional and remote Queensland, where their local presence adds value to the way products and services are delivered.

Customer Services, Safety and Regulation Division

We provide customer, safety and regulatory services that improve community safety and satisfaction.

Our primary focus is to deliver licensing and registration products and services through the customer service delivery network.

Our high level services include:

- customer services
- road, rail and maritime safety
- road, rail and maritime and regulation
- maritime operations and emergency response
- customer research and insights.

TransLink Division

We define the passenger transport network and partner with key stakeholders to deliver safe, cost effective and accessible services. We also provide policy leadership for passenger transport services and manage and regulate the passenger transport industry.

Our high level services include passenger transport:

- network operations
- transport services
- revenue protection.

Corporate Division

We ensure the department is an effectively functioning, resilient organisation with a high-performing, safe and capable workforce. Key areas of focus include legislation and standards compliance, whole of government priorities, the delivery of TMR’s Strategic Plan aligned to branch and budget planning, and Executive Leadership Team direction.

Our core services can be grouped into five functions:

- finance and procurement
- governance
- human resources
- information and communication technology
- internal audit.

Governance Committees

The department is committed to the principles outlined in the *Public Sector Ethics Act 1994*. These principles are embedded in our Corporate Governance Policy and Framework, and guide our everyday business practices. The Director-General has gathered the department's senior executives to form an Executive Leadership Team (ELT). The role of the ELT is to oversee the achievement of the whole-of-government and departmental priorities which are established through strategic planning and budget processes.

The ELT has formed seven governance committees to provide more detailed review of specific areas of organisational performance and risk.

They are the:

- Audit and Risk Committee
- Information and Systems Committee
- Safety and Wellbeing Governance Committee
- Infrastructure and Investment Committee
- Finance and Procurement Committee
- Strategic Human Resources Committee
- Diversity Council.

Our governance committees operate under formal charters which detail their functions and responsibilities. Each committee undertakes annual reviews of their function and performance, and they report formally through to the ELT on a regular basis. The Audit and Risk Committee has two external independent representatives, with one appointed as Chair.

Audit and Risk Committee

The Audit and Risk Committee (ARC) members are appointed by the Director-General and assist the Director-General in his oversight of:

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

It met seven times in 2016–17. Costs associated with external committee members' fees totalled \$39,009 (including GST).

ARC observed the terms of its charter and had due regard to Queensland Treasury's Audit Committee Guidelines.

To promote independence, members are appointed based on their skills and experience, not necessarily their position in the department. At 30 June 2017, the membership was:

Chair:

- Susan Forrester (External) - Bachelor of Arts (Japanese), Bachelor of Laws (Honours), Executive Masters of Business Administration, Solicitor of the Supreme Court of Queensland and High Court of Australia, FAICD, GAICD
- Neil Jackson (External) - Bachelor of Business (Accountancy), Graduate Diploma - Commercial Computing, FCPA, GAICD

TMR Executives and qualifications:

- Mike Stapleton ([see page 140](#))
- Jennifer Grace ([see page 140](#))
- Tracy O'Bryan ([see page 142](#))
- Geoff Magoffin - General Manager Customer Services Branch, Master of Business Administration (Professional), Graduate Diploma in Business Administration, Graduate Certificate in Management, GAICD
- Wietske Smith - Executive Director, Customer Solutions - Bachelor of Business (Accountancy), CPA, GAICD
- Don Bletchly - Chief, Transport Network Security and Resilience - Bachelor of Business, Master of Business Administration, FCILT, FAIM, MAICD

Achievements

During the past year, the ARC reviewed:

- the integrity of the 2015–16 financial statements and progress on the 2016–17 statements
- the performance of the internal audit function, including progress against the annual audit plan
- outcomes from internal and external audits
- management's response to recommendations, including the Queensland Audit Office's performance audit recommendations
- progress in building and improving risk management capability, monitoring and reporting within the department
- progress in improving performance measurement and reporting.

Information and Systems Committee

The Information and Systems Committee (ISC) meets monthly to manage all information and communication technology (ICT) enabled business initiatives to help ensure we achieve maximum value for these investments.

The committee primarily comprises the ELT, and includes the Chief Information Officer as the head of discipline, ensuring ICT governance and strategy is administered at the highest levels within the department.

Chair: Deputy Director-General (Corporate)

Members:

- Director-General
- Deputy Director-General (TransLink)
- Deputy Director-General (Customer Services, Safety and Regulation)
- Deputy Director-General (Infrastructure Management and Delivery)
- Deputy Director-General (Policy, Planning and Investment)
- Chief Operations Officer
- Chief Information Officer
- Chief Finance Officer

Achievements

During the past year, the ISC:

- approved a \$32 million three-year rolling program of work for 2017 to 2020 that aligns ICT investments to departmental priorities
- continued its focus on strategic governance by approving both our *ICT Strategic Plan 2016–2020* and *Digital Strategic Plan 2016–2020*
- updated the ISC Charter to include responsibility for our information security governance frameworks, policies and standards
- approved the establishment of a Project, Program and Portfolio (P3O) working group to strengthen collaboration between divisional ICT programs and increase our ICT investment maturity through improved governance, practices, methods and tools.

Infrastructure and Investment Committee

The Infrastructure and Investment Committee (IIC) is a governance committee of the department and its peak infrastructure investment decision making body. The IIC meets fortnightly to oversee and endorse the development, investment and approval of the department's infrastructure portfolio, enabling the delivery of an integrated transport system.

Chair: Deputy Director-General (Policy, Planning and Investment)

Members:

- Director-General
- Deputy Director-General (Infrastructure Management and Delivery)
- Deputy Director-General (Customer Services, Safety and Regulation)
- Deputy Director-General (TransLink)
- Chief Finance Officer
- General Manager (Portfolio Investment and Programming)

The IIC exercises good corporate governance by ensuring the department is investing in the right things at the right time for transport infrastructure, delivering value for money outcomes and realising stated benefits from our transport infrastructure.

The department leads the Queensland Public Service in adopting a portfolio management approach for infrastructure investment and in benefit management realisation.

Achievements

During the past year, the IIC has:

- considered 36 transport infrastructure projects through investment gating submissions
- Expanded investment gating to transport infrastructure projects with an estimated capital expenditure of \$50 million or greater (previous threshold was \$100 million or greater). Phased investment decision-making (Gating) across a project's lifecycle provides assurance that a project remains attractive, aligns to the TMR strategic objectives, achievable (delivering transport benefits) and affordable
- completed benefits realisation (post-implementation reviews) for the Gold Coast Rapid Transit and Ipswich Motorway (Dinmore to Goodna) projects
- released the Network Optimisation Framework, responding to government policy direction for the delivery of low-cost and non-infrastructure solutions, and providing a platform for TMR to further embed the investment principles of 'run, maintain then build' across the Transport Infrastructure Portfolio
- established program gating concept to further embed a program management practice within the department for its 15 investment programs
- approved the second iteration of the TMR Total Asset Management Framework (TAMP), as part of the state's requirements under the TAMP Framework.

Safety and Wellbeing Governance Committee

The Safety and Wellbeing Governance Committee meets bi-monthly and assists the Director-General in his oversight of:

- the department's compliance with the *Work Health and Safety Act 2011* (the Act) and associated regulations, codes of practice and advisory standards
- exercising of due diligence by departmental officers, as defined by the Act
- the safety performance of the department
- the department's safety and wellbeing risk profile
- the implementation of strategies to provide safer and healthier workplaces
- ensuring the department has appropriate policies, procedures, systems and accountabilities to meet its safety and wellbeing responsibilities and objectives.

Chair: Deputy Director-General
(Infrastructure Management and Delivery)

Co-Chair: Deputy Director-General
(Policy, Planning and Investment)

Members:

- General Manager (RoadTek)
- General Manager (Customer Services)
- General Manager (Maritime Safety Queensland)
- Chief Human Resources Officer
- Executive Director Operations, TransLink
- General Manager (Portfolio Investment and Programming)
- Chief, Transport Network Security and Resilience

Achievements

During the past year, the committee:

- participated in the development and review the Public Service Commission (PSC) *Be healthy, be safe, be well* framework, capability maturity matrix and supporting measures
- developed the ELT-endorsed TMR *Safety and Wellbeing Strategy 2016–2020* demonstrating TMR's commitment to creating a work environment that is free of injury, illness and incidents ([see page 120](#))
- developed the ELT-endorsed *Safety and Wellbeing Improvement Plan 2017–2019* (SWIP) representing TMR's commitment to improving the department's safety and wellbeing record by driving improvements in safety leadership, communication and consultation, systems, risk management and health and wellbeing

- supported and obtained funding for a project to implement a replacement incident, injury, claim and rehabilitation solution and supporting processes by 30 June 2018

The implemented solution will provide TMR with an industry-standard system:

- to meet its obligations under the *Work Health and Safety 2011 Act*, the Right to Information, the Information Privacy legislation, and the *Workers' Compensation and Rehabilitation Act 2003 (Qld)* in an efficient and cost-effective manner
- with a Work Health & Safety Business Intelligence and reporting capability
- to support the Department's mobile workforce with real-time access to its WHS system.
- supported the ELT appointment of Ms Sally Noonan, Deputy Director-General (Policy, Planning and Investment), as TMR's Health and Wellbeing Champion to complement the Safety Champion role of Mr Miles Vass, Deputy Director-General (Infrastructure Management and Delivery). The ELT champions are the ELT responsible officers for, and executive sponsors for initiatives in, the respective functions
- commenced development of a OneTMR Wellness Program including mental health initiatives.

Finance and Procurement Committee

The Finance and Procurement Committee monitors financial and procurement performance across the department to ensure that all entities within the department operate within budget parameters as specified by the government and operates its procurement function effectively to achieve value for money.

The finance and procurement functions in TMR operate in a centre-led model with the business operations carried out locally in line with the standards, policies and procedures established in the centre.

The committee:

- ensures that all financial resources are allocated consistent with approved strategic direction, priorities and ongoing commitments
- provides strategic oversight of the department's finance and procurement policy frameworks
- ensures cost control and longer term funding sustainability
- prioritises expenditure within the approved budget
- identifies efficiency initiatives
- realises savings in line with government savings targets
- monitors procurement category benefits realisation and functional performance targets
- provides oversight analysis of budget submissions.

Chair: Deputy Director-General (Corporate)

Members:

- Director-General
- Deputy Director-General (TransLink)
- Deputy Director-General (Customer Services, Safety and Regulation)
- Deputy Director-General (Infrastructure Management and Delivery)
- Deputy Director-General (Policy, Planning and Investment)
- Chief Operations Officer
- Chief Finance Officer

Achievements

During the past year, the committee has:

- provided oversight of the development of the 2017–18 budget ensuring that the overall budget aligns to agreed business plans to contribute towards creating a single integrated transport network accessible to everyone
- provided monthly monitoring of the department's financial position ensuring that cost pressures, trends and future opportunities are well understood
- undertaken continual review of the department's key financial related risks to ensure that where appropriate these items have been addressed in future budget builds to ensure long term funding sustainability
- approved the *TMR Strategic Procurement Plan (2016–2020)*, the *TMR Procurement Roadmap*, and the *TMR Procurement Performance Management Framework* ([see glossary page 231](#)).

The Finance and Procurement Committee is supported by a Procurement Sub-Committee, comprised of the procurement function heads of each business area, Corporate Counsel and the Chief Procurement Officer. The sub-committee drives and enables procurement performance outcomes and fulfils the role of the whole-of-Government Transport and Infrastructure Services (TIS) Category Council.

Strategic Human Resources Board

The Strategic HR Board is responsible for monitoring the progress and performance of all activities with implications for our people, capability and culture.

The board:

- defines human resource principles and philosophy
- reviews and monitors strategies for consistency with the department's vision, purpose and values
- leads the creation and maintenance of an environment that enables our people to achieve their full potential and the department to execute its strategy
- provides oversight on the direction and implementation of the department's legislative obligations, particularly in relation to employee relations
- prioritises activities based on desired strategic objectives and known constraints.

Chair: Deputy Director-General (Corporate)

Members:

- Director-General
- Deputy Director-General (TransLink)
- Deputy Director-General (Customer Services, Safety and Regulation)
- Deputy Director-General (Infrastructure Management and Delivery)
- Deputy Director-General (Policy, Planning and Investment)
- Chief Operations Officer
- Chief Human Resources Officer

Achievements

During the past year, the HR Board:

- reviewed, monitored and supported People Plan projects, departmental mobility program pilot, flexible work options project, and building a TMR employer brand
- reviewed and approved the *TMR Strategic Workforce Plan 2016–2020* and *TMR Inclusion and Diversity Strategy 2016–2020*
- provided oversight and ongoing support to system and tool updates to MYCAD and Human Resources Management Improvement (HRMi)
- progressed the certification of Enterprise Bargaining Agreement
- reviewed quarterly workforce reporting and identification of opportunities.

Diversity Council

The Diversity Council Committee was formed to drive the delivery and implementation of the TMR diversity and inclusion initiatives. Initially, the committee met quarterly to:

- ensure alignment with existing corporate workforce plans and the wider Public Service
- make decisions about delivery and implementation of the diversity initiatives
- work collaboratively to address delivery and/or implementation challenges to ensure effective outcomes for the department.

Co-Chairs: Deputy Director-General (Customer Services, Safety and Regulation), Chief Operations Officer

Members:

- Deputy Director-General (TransLink)
- Deputy Director-General (Customer Services, Safety and Regulation)
- Deputy Director-General (Infrastructure Management and Delivery)
- Deputy Director-General (Policy, Planning and Investment)
- Deputy-Director-General (Corporate)
- Rebecca Douglas (Aurizon)
- Todd Battley (AECOM)

Achievements

During the past year, the Diversity Council:

- supported the launch and ongoing delivery of the *Inclusion and Diversity Strategy* including the continued support for new Australians via the *Work and Welcome Work Placement Program*
- provided support and involvement in the annual TMR Diversity Forum
- supported the Council and the TMR Executive Leadership Team in the continuation of programs such as the:
 - *'Shadow the CEO' Program*
 - *Women in Leadership Mentoring Program*
 - priority the role of 'champion' is given in supporting *TMR Inclusion and Diversity Strategy* focus areas.

Following the recent achievements of the Diversity Council it was agreed that the work of this Committee will be included in the Strategic Human Resources Board for 2017–18. The membership of the Diversity Council will remain unchanged.

Performance management

Planning in TMR

Within the department, our Strategic Plan underpins and guides our day to day business through the alignment of our branch business plans. Through our strategic and business planning processes we effectively and efficiently deliver the five core objectives.

Performance Monitoring

We measure progress on each objective and report quarterly to the Executive Leadership Team and in the Annual Report. Our performance against the objectives in the main body of this report and against service standards in the department's 2016–17 Service Delivery Statements ([see glossary page 232](#)), and is presented in Appendix 2 ([see page 216](#)).

TMR has a Planning and Performance Network (PPN) comprised of representatives from across the department. This network provides advice to ensure business planning and performance management processes deliver on the needs of the stakeholders and are as efficient and effective as possible.

During the year, TMR engaged the PPN to successfully co-design an improved business planning process. One of the key outcomes of this work was a clear line of sight between operational activities, our departmental strategic objectives and the Queensland Government's commitments to the community. In this way, we can be confident that the initiatives we have planned will make a real difference to the lives of Queenslanders.

The department is committed to investing in ongoing improvements to the way we plan, measure and track performance.

Key activities for the coming year include:

- investigating contemporary digital solutions for documentation and reporting
- developing and delivering training resources that will build planning and performance management capability across the department
- undertaking a thorough review of our Service Delivery Statements (SDS) service standards, which we publish as part of our state government budget papers. This review will further build our performance culture.

Risk management

Risk management is a key element of good corporate governance and is a fundamental part of managing our business — ‘Creating a single integrated transport network accessible to everyone’.

Our purpose is to develop capabilities in risk management to ensure consistent and effective assessment of risk across the department. We acknowledge that successful risk management will be achieved through the development of a culture where risk management is embedded into business processes.

Figure 19: TMR risk management and planning overview



Risk Management Requirements – legislation, standards, governance

- *Financial Accountability Act 2009*
- *Risk Management – Principles and Guidelines AS/NZS ISO 31000*
- *TMR Governance Framework*
- *Financial and Performance Management Standard 2009*
- *Queensland Treasury Guidelines*

Roles and Responsibilities

- Director-General
- Executive Leadership Team
- Audit and Risk Committee
- General Manager
- Risk Advisory Services Team
- Risk Management Reference Group
- TMR employees, include contractors

Resources

- TMR Risk Management Framework
- Risk Management Organisational Policy
- Risk Management Practice Guide
- TMR Risk Registers
- Tools and templates including risk registers

Risk management framework

The department's risk management framework provides a structured approach to identifying, assessing and managing risks relating to its business operations and delivery of projects and programs. The framework aligns to the *Australian and New Zealand International Standard for Risk Management, AS/NZS ISO 31000*.

Risk Management Strategy

The objective of our strategy is 'continually improving our risk management culture and capabilities'.

We achieve this by focusing on the following key areas:

- culture and capability
- process and delivery
- governance, assurance and compliance
- analytics, tools and technology.

Audit and Risk Committee

The Audit and Risk Committee plays a key role in TMR, ensuring the organisations risk systems and processes are effective. Through this committee, the Director-General meets his obligations for risk management and compliance with legislative and regulatory requirements. Essentially, the committee provides an independent assurance role by monitoring the effectiveness of the department's risk management framework.

For more information ([see page 144](#)).

Executive Leadership Team

The ELT meets regularly to monitor and review risks and related risk activities. The leadership team provides strategic advice and direction on proactive management of the department's risks. In the 2016–17 financial year, the ELT focused closely on ensuring TMR's strategic risks were identified and clearly understood to enhance their management across the department. The risk framework approved by ELT also requires business areas to integrate their risk management activities with their business planning activities and strategies. As a flow on from this, a quarterly risk report providing an organisational view of risk is compiled for the Executive Leadership Team and the Audit and Risk Committee.

Risk achievements

During the year, we:

- progressed the risk management strategy
- progressed the risk management action plan
- completed a review of the risk management practice guide and updated risk management tools and techniques.

Risk Management System

A decision was made to replace the current risk management approach, which uses excel spreadsheets, with a new and contemporary risk management solution. This is expected to significantly enhance TMR's visibility and rapid response to risks, whilst also achieving efficiencies in the risk management process. It is expected this system will be implemented through a phased approach over three years with the first phase completed in the 2017–2018.

Accountability

Internal audit

Internal audit is a key component of our corporate governance. The function operates under a charter consistent with the Institute of Internal Auditors' standards and approved by the department's Director-General.

The Chief Auditor is directly accountable to the Director-General for leading an effective and efficient internal audit function and for ensuring the internal audit activity meets its objectives and adds value to TMR. This includes the implementation of risk-based strategic and annual internal audit plans, and coordinating audit activities with the external auditors, Queensland Audit Office (QAO), to best achieve appropriate audit objectives for the department.

The Chief Auditor reports regularly to the Audit and Risk Committee ([see page 144](#)), which reviews the work of the internal audit function. The relationship with the committee is based on *Queensland Treasury's Audit Committee Guidelines*.

The Internal Audit team 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 are undertaken.

Table 12: Internal Audit team experience

< 5 years	5-10 years	10-20 years	> 20 years
6%	12%	47%	35%

During the past year, Internal Audit team:

- developed and delivered a risk-based annual plan of audits approved by the Director-General and completed 37 audit reports, covering assurance about, and improving effectiveness of controls, systems, project management, operations and risk management
- continued an increased audit focus on improving business performance, with 33 per cent of recommendations having a primary focus on improving operations and/or processes
- engaged with the Audit and Risk Committee about proposed audit plans and their alignment to the risks of the department
- provided advice and assistance on key projects and initiatives
- monitored and reported on the implementation of agreed audit recommendations
- maintained an effective working relationship with Queensland Audit Office.

The Internal Audit team seeks feedback focusing on five key facets of the audit process.

Table 13 shows the percentage of respondents who strongly agreed or agreed with the quality of each audit facet and benchmarked to prior year results.

Table 13: End of audit survey results

	2015–16	2016–17
Engagement	85%	100%
Professionalism	100%	95%
Report Clarity	88%	88%
Audit Results	75%	83%
Value Add	79%	93%

External scrutiny

Our operations are subject to regular scrutiny from external oversight bodies.

Auditor-General reports

In addition to his audit of the department's financial statements, during 2016–17 the Auditor-General conducted audits where recommendations were specifically addressed to the department, were for all agencies to consider or included learnings potentially applicable to the department.

These audits included:

- Strategic procurement (Report 1: 2016–17)
- Follow-up: Monitoring and reporting performance (Report 3: 2016–17)
- Rail and ports: 2015–16 results of financial audits (Report 6: 2016–17)
- Queensland state government: 2015–16 results of financial audits (Report 8: 2016–17)
- Government advertising (Report 16: 2016–17)
- Organisational structure and accountability (Report 17: 2016–17).

For more information visit:

qao.qld.gov.au/reports-resources/parliament

The implementation status of recommendations relevant to the department is periodically monitored and reported.

In addition, the following audits (currently in progress) includes coverage of the department's operations:

- integrated transport planning
- enforcement and recovery of unpaid fines.

Integrity Commissioner

On occasion, the Ethical Standards Unit (ESU) provides advice to the Queensland Integrity Commissioner about matters involving lobbyist activity between TMR officers and registered lobbyists. We maintain a TMR Register of Contact with Lobbyists and receive notifications of contact with registered lobbyists from TMR Divisions and maintains a record of the notified instances of contact with registered lobbyists in accordance with section 72A of the *Integrity Act 2009*.

For the 2016–17 reporting period, ESU received nine notifications of lobbyist related activity with TMR officers.

Coronial inquests

Under the whole-of-government coronial reporting arrangements, Ministers are required to inform the Attorney General within six months of coronial findings being handed down as to whether the recommendations are supported. Ministers must also provide progress updates every six months until the recommendation is implemented.

The department's response for January – June 2017, supported by both the Deputy Premier, Minister for Transport and Minister for Infrastructure and Planning and the Minister for Main Roads, Road Safety and Ports, will be provided to the Attorney General and published on the coroner's website in the coming months. Three new recommendations were directed toward the department in the period January – June 2017. The department's report will provide an update on 18 recommendations in total.

For more information visit:

courts.qld.gov.au/courts/coroners-court/findings

Crime and Misconduct Commission reports

TMR and the state government maintains its commitment to the people of Queensland to act with integrity, accountability and consultation. We do this by discharging statutory obligations contained in various legislation imposed on the Director-General so that we respond appropriately to allegations of corrupt conduct and serious misconduct.

We maintain an ESU and other integrity functions within the agency to enhance public confidence and embed a culture of integrity.

The department is committed to the highest ethical standards. We have the necessary tools and resources available to our staff so that they make sound and ethical decisions while at work. Our focus is ensuring our people possess the knowledge to act ethically and to report wrongdoing should it arise.

We maintain strong partnerships with the Crime and Corruption Commission for this purpose and recognise that reducing corruption must be core business for all public sector agencies.

Queensland Ombudsman

The department also maintains a cooperative and effective working relationship with the Queensland Ombudsman. We have a central liaison and coordination point for Queensland Ombudsman inquiries — managing the interface between the two agencies — in addition to managing all 'disclosures' received by the agency pursuant to the provisions of the *Public Interest Disclosure Act 2010*.

Parliamentary committees

Parliamentary committees, review legislation, investigate specific issues and report to the Parliament. Some committees also have continuing roles to monitor and review public sector organisations or keep areas of the law or activity under review.

There are two committees which relate to the Department of Transport and Main Roads portfolio:

- The Infrastructure, Planning and Natural Resources Committee
- The Public Works and Utilities Committee.

In relation to their areas of responsibility, the committees:

- examine Bills to consider the policy to be enacted
- examine the forward estimates of each department
- examine Bills for the application of the fundamental legislative principles set out in section 4 of the *Legislative Standards Act 1992*
- consider the lawfulness of subordinate legislation
- assess the public accounts of each department in regard to the integrity, economy, efficiency and effectiveness of financial management by:
 - examining government financial documents
 - considering the annual and other reports of the Auditor General.
- consider departments' public works in light of matters including, but not limited to the:
 - suitability of the works for the purpose
 - necessity for the works
 - value for money of the works
 - revenue produced by, and recurrent costs of, the works, or estimates of revenue and costs
 - present and prospective public value of the works
 - procurement methods used for the works
 - actual suitability of the works in meeting the needs in and achieving the stated purpose of the works.

The Infrastructure, Planning and Natural Resources Committee conducted the following parliamentary inquiries relating to the Department of Transport and Main Roads' portfolio in 2016–17:

- Examination of Portfolio Subordinate Legislation
- *Cross River Rail Delivery Authority Bill 2016*
- Consideration of 2016–2017 portfolio budget estimates.

For more information visit: parliament.qld.gov.au/work-of-committees/committees/IPNRC

The Public Works and Utilities Committee conducted the following parliamentary inquiries relating to TMR's portfolio in 2016–17:

- examination of Portfolio Subordinate Legislation
- *Transport Operations (Road Use Management) (Offensive Advertising) Amendment Bill 2016*
- *Transport and Other Legislation (Personalised Transport Reform) Amendment Bill 2017*
- *Rail Safety National Law (Queensland) Bill 2016*
- *Heavy Vehicle National Law and Other Legislation Amendment Bill 2016*
- consideration of 2016–17 portfolio budget estimates.

For more information visit: parliament.qld.gov.au/work-of-committees/committees/TUC

Annual report awards

For nearly a decade, the department has submitted its Annual Report for appraisal in the Australasian Reporting Awards (ARA), which recognises transparency and excellence in reporting by setting best practice benchmarks. We strive to do better than the minimum reporting requirements, and produce a report, which has been recognised by ARA.

- Gold Award: 2015–16, 2014–15, 2013–14, 2010–11
- Silver Award: 2012–13, 2009–10
- Special Category - Governance: 2015–16 Finalist

Internal scrutiny

Ethics and conduct

An integrated, multi layered system of ethical standards is in place across the Queensland Public Sector. The responsibility for the high level coordination of this system rests with two bodies – the Crime and Corruption Commission, which deals with all matters relating to ‘corrupt conduct’ (as defined in Section 15 of the *Crime and Corruption Act 2001*); and the Public Service Commission, which oversees the Conduct and Performance Excellence (CaPE) Service through which those categories of misconduct which do not meet the threshold test of ‘corrupt’ are captured and dealt with.

The ESU partners across the department for effective management and investigation of matters involving ‘serious’ misconduct. Lower scale types of misconduct (that is, those matters which do not meet the threshold test of ‘serious’) are managed via the agency’s Case Management process.

Combined, the *Public Sector Ethics Act 1994* and the state government’s ‘Code of Conduct for the Queensland Public Service’ provide the baseline for ethical workplace conduct across the public sector. Staff have access to guidance and direction in shaping ethical workplaces, identifying what is and what isn’t appropriate workplace behavior, and assisting them to make better decisions.

These ‘ethics principles’ are underpinned by a range of departmental policy and procedures which assist in raising ethical awareness and provide further detailed information and instruction to our people on the standards of workplace conduct expected from them.

TMR offer a range of capability building materials such as:

- completion of the mandatory online ethical decision making training module ‘Which Way Would You Go?’
- access to a range of documents and other information concerning integrity and ethical standards via the agency’s intranet site ‘Inside TMR’
- attendance at mandatory face to face ethics awareness sessions ‘Ethics in TMR—Your Reputation: Your Choice’ which are facilitated by Ethical Standards Unit staff
- continued statewide delivery of ‘Your Reputation: Your Choice’ sessions. The ongoing rollout of this program is a high priority for us for 2017–18.

Fraud and corruption control

In accordance with mandated legislation and government standards we have implemented a detailed *Fraud and Corruption Control* policy and supporting framework.

During the year, the policy and underpinning framework was reviewed to ensure its effectiveness and relevance. These reviews ensure we maintain contemporary and better practices.

Our zero tolerance to fraud and corruption framework provides guidance and direction to management and our people to identify, mitigate and report corrupt or fraudulent conduct.



ESU members facilitate ethic awareness sessions to staff.

Departmental governance

Complaints management

The department recognises constructive feedback is essential to help us provide excellent services to the community at every interaction. We are committed to managing complaints effectively to improve decision making and increase accountability in government.

Our complaints management system complies with the *Public Service Act 2008* (Section 219A) and the guiding principles of the Australian/New Zealand Standard *Guidelines for complaint management in organizations* (AS/NZS 10002:2014). Based on the standard, we are implementing a number of improvements which will further strengthen our system, including undertaking audits and conducting surveys to measure customer satisfaction with how complaints were handled.

Complaints information helps us to continually learn, innovate and improve our services. We have expanded on the ways we do business in order to provide more responsive services that meet customer needs. For example, we now send registration renewal notices by email, have launched a learner log book app and manage disability parking permits online.

For more information visit: tmr.qld.gov.au/About-us/Contact-us/Compliments-and-complaints

Right to Information

The department is committed to providing the community with open and transparent access to information about our services and activities. Our website contains various publications and pages detailing our services and business operations. People may also wish to make an application under the *Right to Information Act 2009* (RTI Act) to access information that is not their personal information.

Information on how to make a formal application requesting access to documents under either the RTI Act or the *Information Privacy Act 2009* (IP Act) is available on our website.

The most common types of applications we receive are requests for access to documents relating to vehicle registration, passenger transport, roadworks and major construction projects in which we are involved.

In 2016–17, we received 628 applications under the RTI and IP Acts. We completed 549, with the remaining applications to be finalised in 2017–18.

Details of the applications received by the department under the RTI Act are published on our disclosure log which can be found at: tmr.qld.gov.au/About-us/Right-to-Information/Disclosure-log.

Information privacy

TMR is committed to protecting the personal information it holds in accordance with its obligations under the *Information Privacy Act 2009* (IP Act) which regulates how this information is collected, stored, used and disclosed by all Queensland Government agencies and its contracted service providers.

In providing our services we ensure the personal information entrusted to us is managed in a fair, secure and ethical manner.

For more information visit: tmr.qld.gov.au/Help/Privacy

Small claims management

The department is responsible for maintaining the road network to certain standards for public use and safety. We administer small claims that are made against the department for damage caused to your property and, makes claims against drivers that have caused damage to TMR infrastructure.

Making a claim

We are responsible for maintaining the road network to certain standards and if the department fails in its obligation and you suffer damage or loss, you may be entitled to compensation. TMR has a common law (also known as case law) duty of care to road users to maintain the road network under its control. If you believe TMR has failed to meet its duty of care to you as a road user, then the law provides that the burden of proof rests with you. The *Civil Liability Act 2003* provides a framework for the law of negligence and some possible limitations on TMR's liability.

In general terms, you will have to show that TMR has not taken reasonable steps to maintain the road network to prevent foreseeable risks of harm. 'Reasonable steps' means considerations like we knew or ought to have known about the hazard, what resources were available to us and if there were any competing responsibilities on us at the relevant time, such as other road safety projects.

You would also have to show that our actions or inactions:

- caused the incident
- caused you to suffer loss, and
- that loss was foreseeable to us.

Receiving a Claim

TMR infrastructure is maintained regularly to keep to Australia Safety Standards for public use. The department is legislated under Section 48 of the *Transport Infrastructure Act 1994*, to investigate all damage to infrastructure (such as bridges, traffic lights, street signs, guard rails) caused by drivers and will make a claim against the driver if the damage is found to be caused:

- intentionally
- recklessly, or
- negligently.

If you are the registered operator of a vehicle that has caused damage to TMR infrastructure, you will receive a letter from the department and it is important to contact us and your insurance company immediately. Your Compulsory Third Party (CTP) insurance or registration does not cover this type of damage. However, you may be covered under your comprehensive insurance policy.

For more information visit:

qld.gov.au/transport/conditions/report/claim

Executive Services

Executive Services is responsible for providing strategic and operational advice to our customers to enable the effective and efficient management and delivery of executive and ministerial correspondence, briefing notes and web enquiries.

Our Departmental Liaison Office forms part of Executive Services and ensures the timely provision of professional, high quality liaison and executive services (including managing electorate enquires and members of the public enquires) as the interface between the department and the offices of the Ministers.

Table 14 below indicates the proportion of Ministerial and Executive correspondence and briefing notes managed by Executive Services.

Table 14: Volumes of correspondence managed within the department in 2016–17

Correspondence type	Number
Ministerial	8853
Director-General	1658
Briefing Notes	2323

Data source: Cognos suite of reports using datasets from DocTrak database.

Information systems and recordkeeping management

As a government department, we are required by legislation and government standards to keep and maintain proper records of our activities.

The department currently manages approximately 16.6 million public records, adding approximately 1.2 million records per annum. Currently, more than 85 per cent of these records are in a digital format.

To ensure recordkeeping compliance, we are committed to meeting our responsibilities under the relevant Acts, applicable legislation, state government Information Standards, Queensland State Archives Standards and best practice methods as outlined in applicable International Standards.

As part of this commitment TMR implemented the updated General Retention and Disposal Schedule, in September 2016, into its current recordkeeping systems with no disruption to business as usual.

With this change the current schedules for the department are the:

- *General Retention and Disposal Schedule* (GRDS) for common and administrative records created by all Queensland Government agencies
- *TMR Sector Retention and Disposal Schedule – Queensland Disposal Authority Number 474* (QDAN 474) for core business records generated by the Transport and Roads public authorities
- *TMR Maps and Plan Room Retention and Disposal Schedule – Queensland Disposal Authority Number 479* (QDAN 479) for business maps, plans and engineering drawings of state-controlled roads
- *TMR Maritime Safety Sector Retention and Disposal Schedule – Queensland Disposal Authority Number 690* (QDAN 690) for core business records generated by Maritime Safety public authorities.

The department continues to manage challenges such as the growth of physical and digital records in an aging technical environment.

Under the broader remit of information governance, the recordkeeping function will continue to address many of the current challenges TMR faces, with a focus on the broader context of the *Queensland Government Information Management Strategic Framework* (v2.0).

Based on this framework, we will continue to focus on:

- improving and enhancing the governance, authorisation and accountability environment for information
- improve information management capability and practice
- improve access to and use of information
- further enhance and embed the goal that information must be treated and managed as a valued asset.

CASE STUDY

Historical find reinforces need for complete record keeping practices

Between May and June 2017 a recordkeeping secondary storage sampling exercise was conducted to gain a better understanding of the mix of physical inactive departmental records that are being placed in our secondary storage environments.

The secondary storage environments hold a large volume of the department's permanent records, and archiving these will allow the records to remain viable for access by future generations. The process of reviewing these files reinforce the importance of good recordkeeping, particularly when TMR's files are of historical significance. The sampling exercise identified some historically significant records, including old photos of roadworks and resumption of land dating back to the 1920s.

An interesting example, was the 1936 hand drawn engineering plans and handwritten calculations of the Brisbane River Bridge (now known as the Story Bridge), which was opened in 1940 as a toll bridge.

By performing good recordkeeping practices, TMR is supporting and ensuring accountability to the public, and enabling the preservation of the department's records of lasting significance. The results of this sampling exercise will inform future decisions on how to better manage the secondary storage environments.



Neil Scales (Director-General) takes great interest in historical photographs of road building teams found in the recent secondary storage sampling exercise.

Information record management system

The department is currently finalising the scope of its Information Management Project (known as the Integrated Records and Information System – IRIS). The project will focus on improving our information and records management capability while also migrating away from legacy systems that are long passed their use by date. In addition, we will consolidate a small part of its technology landscape by migrating other systems onto the new system.

Leading the way with open data

During the year, we achieved a 12 per cent overall growth in our open data dataset volume. TMR remains the second highest publisher of open data in Queensland with a total of 246 datasets published.

We continue to honour our 'publication promise' to data users by ensuring datasets are updated in timely fashion. To date, 85 per cent of all datasets are in line with our stated schedule. In addition to a focus on improving data quality, we set our sights on improving the usability of our published data. This is being done by improving the quality of contextual support materials alongside datasets, standardising descriptions and metadata of datasets in the same series, and consolidating data into richer datasets where it makes sense to do so.

We apply continual improvement practices to streamline our internal processes and work closely with other publishers in Queensland to achieve consistency and interoperability of data for our users.

The department has made data results public as a dataset here: data.qld.gov.au/dataset/departement-of-transport-and-main-roads-open-data-maturity-assessments

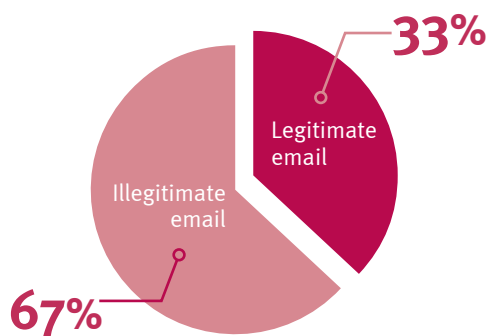
Keeping the department cyber safe

The cyber threat landscape is continually changing and protecting customers' privacy is a key priority for us. In the last 12 months, 67 per cent of the 44,426,538 emails received at our email gateway were illegitimate emails.

While embracing the benefits and convenience of digital business, we have continued to manage the cyber security threat landscape through:

- face-to-face security awareness training to more than 4850 staff, complemented by a continual security awareness and education program, resulting in a 44 per cent increase in staff reporting phishing to our internal mailbox compared to the previous 12 months
- partnering with cloud service providers to ensure security controls align with the value and risk profile of the information assets entrusted to them
- a vulnerability management program to patch systems and test the effectiveness of the security controls
- maturing our security incident detection and response capability to support timely and effective responses to security breaches
- minimising Information and Communication technology (ICT) service interruptions through a defined ICT service continuity strategy and response to limit the magnitude of any loss to the department.

Figure 20: Legitimate email vs illegitimate email blocked at our gateway



TMR Digital Program

The department *Digital Strategic Plan 2016–20* was released in late 2016 with the vision of 'Connecting customers, powering delivery'. In October 2016, TMR formed a digital team to engage with stakeholders, investigate and assess digital opportunities, and embed agile and customer experience design practices across the department.

The first tranche of digital services delivered under the TMR Digital Program included online employee expense claims and — in a first for state government — an integrated mobile point-of-sale Albert application to make payments quicker and easier for our State Boat Harbour customers. The program also delivers customer-focused design outcomes by applying design thinking practices, digital experimentation and prototyping while encouraging our employees to put their ideas into action.

Enhancing system access for remote staff via Virtual Corporate Desktop

We have enhanced information and systems access for staff in remote and field environments, as well as those on flexible work arrangements, through our Virtual Corporate Desktop (VCD) service.

Currently, more than 500 staff across the state use VCD for timely and responsive access to our systems and data. The growth in requests for VCD can be predominantly attributed to the increase in large infrastructure projects and partnering with companies to deliver them. Using VCD, we are able to provide external contractors with access to TMR systems without providing physical devices, while also increasing the speed to on-board project personnel.

We have also achieved success testing high-end video capability with VCD, leading to a pilot of the use of Autocad and 12D currently underway in the Rocklea to Darra project. VCD enables project staff to access these applications without the need for any departmental infrastructure.

Improving operational capability for Queensland Police Service

In 2016, we implemented a system enhancement to provide Queensland Police Service (QPS) with continued read-only access to critical registration and licensing information during scheduled release periods. This year, we enhanced this further to ensure QPS has continued access during regular monthly system maintenance activities as well.

Keeping TMR connected

Keeping our employees connected and ensuring our ICT systems remain available at all times is critical. With increasing customer expectations regarding 24/7 availability of online services, it is vital we continually improve our systems while also ensuring they are secure. Table 15 outlines our website and online service availability to customers.

Table 15: Website and online service availability

Web/online service	Availability (%)
Internet	99.70
TMR website	99.67
MSQ website	99.49
Smartship*	99.43

* (see glossary page 232)

Improving regional ICT services

In response to ICT performance issues being experienced in regional areas, the department with the assistance of external ICT partners, conducted in-depth analysis and initiated a project to resolve the issues. The remediation activities commenced in July 2016, followed by the development and state wide rollout of an ICT blueprint to improve regional ICT performance.

The rollout of the new ICT blueprint continued to 30 June 2017 and involved:

- modernising ICT hardware and software
- improving network configuration and capacity
- upgrading server hardware for provision of local data
- improving access time to critical large data sets
- improving usability of the corporate collaboration toolset
- establishing a new performance baseline and implementing new ICT monitoring tools and processes.

These changes significantly improved our regional staff's access to and experience using departmental systems and information.

Boosting staff productivity with Mobile+

In this digital age and in support of flexible working arrangements, it is essential our people are equipped with the tools and technology they need to access departmental files and information from anywhere, anytime.

In March 2017, we commenced a progressive rollout of Mobile+, a new managed mobile service through Telstra. With Mobile+, our employees are able to access their network drives anywhere at any time on their mobile device, as well as automatically connect to TMR's corporate WiFi and view TMR intranet sites. To date, more than 1460 staff have activated Mobile+, with the rollout scheduled for completion in September 2017.

Expanding our people's ICT know-how

Our staff interact daily with the Microsoft Office suite of applications such as Outlook, Word and Skype for Business, but the question is just how much more efficient and productive they could become with regular access to face-to-face and online training.

We identified an opportunity to maximise our staff's user experience, productivity and collaboration opportunities through the implementation of an ICT training program focusing on the Office suite as well as other ICT tools.

In May 2017, we launched the TMR ICT Training Program to expand our people's ICT know-how and maximise productivity improvement opportunities across the business. The program provides all staff, including those in regional areas, the opportunity to build their ICT knowledge and skills through a range of flexible learning and training options, including face-to-face training and online resources.



Upskilling staff ICT know-how.

Review of our procurement model

Following a review of TMR procurement in late 2015, a number of changes were introduced to continue improving the function across the department. Implementing an operating model that is centrally led and delivered by the business, has seen four categories move to be closer to the business, establish clearer governance over the direction and performance of the function and establish clear accountability through our Chief Procurement Officer, recognised as Head of Discipline.

As a result of the changes introduced during 2016, the function is more responsive to business needs, has a clear strategic direction and is working toward improving the professionalism of our people, processes and technology.

Procurement value for money

During 2015, the department undertook a project to enhance the visibility of our procurement spend and improve the reliability of our data to better inform procurement decisions and practices.

The project was led by and resourced with TMR staff who delivered a successful outcome that resulted in increased confidence in the department's spend data, and the value and application of procurement reporting. It also saw the implementation of the use of best practice classification schema, material descriptions that make sense to the buyer, and the consistent use of general ledger accounts linked to materials.

In recognition of TMR's work, the Chief Procurement Office was awarded the Information Management Award at the Supply Chain and Logistics Association Awards in 2016.

Strategic Procurement Plan

The *Strategic Procurement Plan (SPP) 2016–2020* provides the vision for a high quality, responsive procurement service for TMR and the intention to achieve and measure the outcomes from it.

The SPP aligns with our Strategic Plan, outlining how the procurement function plays a key role in delivering the department's strategic objectives and incorporating the core values. It also forms part of the whole-of-government requirement to maintain an agency procurement plan.

The roadmap within the SPP highlights upcoming strategic procurement activities across the four year timeline. This provides the direction of future procurement requirements so that the department is better equipped to provide advice, and to effectively deploy resources and build procurement capability. Inputs to the roadmap include QTRIP, the Pipeline ([see glossary page 231](#)), savings and benefits, which are underpinned by the *TMR Procurement Ecosystem framework* ([see glossary page 231](#)).

Brisbane CBD accommodation consolidation project

As part of the *TMR Central Business District (CBD) Accommodation Strategy*, an opportunity was identified to consolidate three buildings: Transport House, Terrica Place and Capital Hill building into a single tenancy at 61 Mary Street.

The full refurbishment of floors at 61 Mary Street and occupation has been aligned to vacating tenancies at end of lease terms.

The completion of works within 61 Mary Street, both base building and fitout are due for completion by the end of November 2017.

In February 2017, approximately 500 TMR staff vacated Transport House, with 700 additional staff relocated from Terrica Place in May 2017. The remaining 500 TMR staff in Capital Hill building will relocate to 61 Mary Street between September and December 2017.

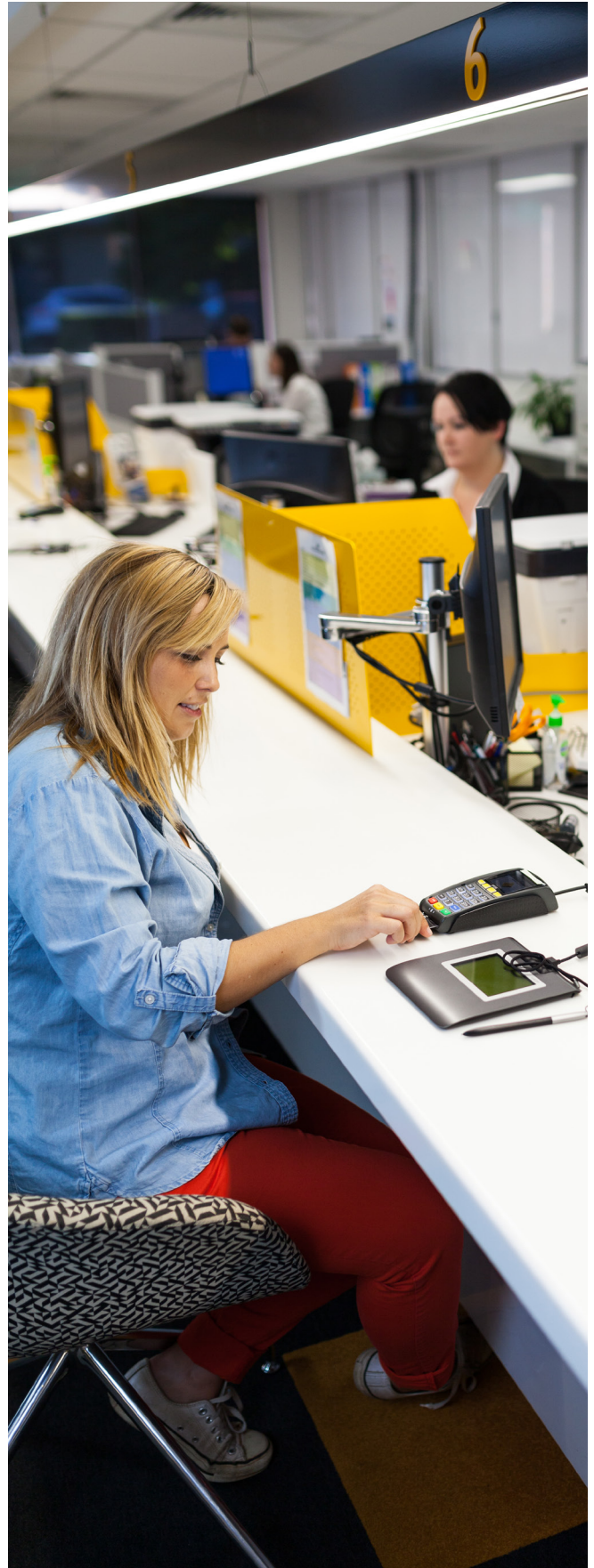
Through the consolidation of CBD leases and the improvement of occupancy densities, TMR has been able to decrease the annual CBD accommodation net rent.

Transactional Services Improvement Program

This program has been established to improve the efficiency of online and financial transactions across various channels for our customers and staff. The program promotes collaborative, co-design of solutions and employs an agile delivery methodology to successfully deliver a range of improvements. These modernisation efforts directly respond to rapid changes in both the consumer landscape and customer expectations.

Highlights include:

- **Refunds at counter:** EFTPOS devices at all TMR Customer Service Centres and TMR-led QGaps across Queensland have been updated to enable customers to receive refunds directly into their bank account rather than receiving a cheque in the mail. This has seen a large reduction in cheques produced as well as an improved customer experience. The solution has also improved our reporting capability and lowered the cost of refund administration.
- **Albert payment solution:** The rollout of the Albert Mobile Point of Sale payment application for State Boat Harbours provides a streamlined customer experience and simplifies our back-end banking and processing functionality. The new platform recently proved its flexibility and responsiveness by assisting to re-establish customer payment services at Airlie Beach after the local offices were badly damaged by Ex-Tropical Cyclone Debbie.
- **Card Management Portal:** We have worked with vendors, banking providers and across other government departments to design and build a Card Management Portal. Once implemented, this will reduce the administrative overhead of card management, including ordering and real-time changing of card limits.
- **Expense Management System:** We implemented an Expense Management System (EMS) to enable online staff claims and reimbursements and automation of staff vendor payments, resulting in a reduction in expenditure vouchers and a more streamlined process. The claims currently available through EMS are Study and Research Assistance Scheme (SARAS), Professional Fee Reimbursement, and Health & Wellbeing. Staff domestic overnight travel allowance functionality has also been built and tested and will be released with the upcoming version upgrade of the EMS platform.



EFTPOS counter refund at Toowong CSC.

FINANCIALS

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Department of Transport and Main Roads

Financial statements for the reporting period 1 July 2016 to 30 June 2017

Foreword

The Department of Transport and Main Roads is a Queensland Government department established under the *Public Service Act 2008*. The department is controlled by the State of Queensland which is the ultimate parent. The principal address of the department is:

1 William Street
Brisbane Qld 4000

The Department of Transport and Main Roads' financial statements cover the department and its controlled entity, and contain the following:

- Statement of comprehensive income
- Statement of financial position
- Statement of comprehensive income by major departmental services
- Statement of assets and liabilities by major departmental services
- Statement of changes in equity
- Statement of cash flows
- Notes to and forming part of the financial statements
- Management certificate.

A description of the nature of the department's operations and its principal activities is disclosed in Note 1.

For information about the Department of Transport and Main Roads' financial statements:

- visit the Department of Transport and Main Roads website at www.tmr.qld.gov.au
- contact financialstatements@tmr.qld.gov.au

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Department of Transport and Main Roads
Statement of comprehensive income
for the year ended 30 June 2017

	Note	2017 \$'000	2016 \$'000
Income from continuing operations			
Appropriation revenue	2	4,771,712	4,905,845
User charges and fees	3	732,173	768,792
Grants and other contributions	4	232,607	159,173
Other revenue		35,808	20,629
Total revenue		5,772,300	5,854,439
Gains on disposal and revaluation of assets	5	3,859	1,711,555
Total income from continuing operations		5,776,159	7,565,994
Expenses from continuing operations			
Employee expenses	6	536,993	504,590
Supplies and services	8	3,223,836	3,298,645
Grants and subsidies	9	608,718	725,124
Depreciation and amortisation	14, 15	1,004,108	904,964
Finance and borrowing costs	10	97,367	85,888
Impairment losses	12	2,277	984
Other expenses	11	109,083	18,305
Total expenses from continuing operations		5,582,382	5,538,500
Operating result from continuing operations before income tax equivalent expense			
Income tax equivalent expense	22	193,777	2,027,494
		14,343	9,781
Operating result for the year		179,434	2,017,713
Items not reclassified to operating result			
Increase/(decrease) in asset revaluation surplus		(3,411,991)	10,446,909
Total other comprehensive income/(loss)		(3,411,991)	10,446,909
Total comprehensive income/(loss)		(3,232,557)	12,464,622

The accompanying notes form part of these statements.

Department of Transport and Main Roads
Statement of financial position
as at 30 June 2017

	Note	2017 \$'000	2016 \$'000
Assets			
Current assets			
Cash		364,335	191,807
Receivables	12	191,997	323,209
Inventories		10,556	10,243
Prepayments	13	27,871	15,523
Non-current assets classified as held for sale		15,492	1,694
Total current assets		610,251	542,476
Non-current assets			
Prepayments	13	344,587	2,526
Other financial assets	27	601	601
Intangible assets	14	94,744	92,312
Property, plant and equipment	15	66,673,596	68,798,903
Deferred tax assets	22	7,571	6,980
Total non-current assets		67,121,099	68,901,322
Total assets		67,731,350	69,443,798
Liabilities			
Current liabilities			
Payables	16	560,413	433,823
Interest bearing liabilities	17	82,294	97,832
Provisions	18	187,794	238,604
Accrued employee benefits	19	36,123	32,778
Unearned revenue	20	45,418	42,509
Current tax liabilities	22	3,519	798
Other	21	35,970	34,023
Total current liabilities		951,531	880,367
Non-current liabilities			
Interest bearing liabilities	17	1,156,267	1,215,170
Provisions	18	78,164	34,872
Accrued employee benefits	19	5,402	5,255
Other	21	51	85
Total non-current liabilities		1,239,884	1,255,382
Total liabilities		2,191,415	2,135,749
Net assets		65,539,935	67,308,049
Equity			
Contributed equity		55,743,366	54,278,923
Accumulated surplus/(deficit)		1,846,255	1,666,821
Asset revaluation surplus		7,950,314	11,362,305
Total equity		65,539,935	67,308,049

The accompanying notes form part of these statements.

Department of Transport and Main Roads**Statement of comprehensive income by major departmental services
for the year ended 30 June 2017**

	Transport system investment planning and programming		Transport infrastructure management and delivery		Transport safety and regulation	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
Income from continuing operations						
Appropriation revenue	90,188	95,612	1,935,892	2,220,338	9,390	41,632
User charges and fees	45,899	47,246	63,542	93,645	229,175	213,983
Grants and other contributions	11,067	1,049	178,209	108,802	2,985	6,191
Other revenue	802	289	46,277	33,742	1,043	1,382
Total revenue	147,956	144,196	2,223,920	2,456,527	242,593	263,188
Gains on disposal and revaluation of assets	1,949	3,390	508	1,707,106	39	35
Total income from continuing operations	149,905	147,586	2,224,428	4,163,633	242,632	263,223
Expenses from continuing operations						
Employee expenses	66,927	59,078	145,778	132,157	64,354	62,644
Supplies and services	66,172	73,854	572,115	676,596	155,769	145,679
Grants and subsidies	12,172	8,546	374,243	445,924	5,919	42,131
Depreciation and amortisation	3,209	4,478	915,995	837,073	9,031	6,772
Finance and borrowing costs	-	-	39,520	50,960	5,442	5,540
Impairment losses	120	1,470	2,114	2,020	46	(2,637)
Other expenses	1,305	160	10,922	11,216	2,071	3,094
Total expenses from continuing operations	149,905	147,586	2,060,687	2,155,946	242,632	263,223
Operating result from continuing operations before income tax equivalent expense	-	-	163,741	2,007,687	-	-
Income tax equivalent expense	-	-	-	-	-	-
Operating result for the year	-	-	163,741	2,007,687	-	-
Items not reclassified to operating result						
Increase/(decrease) in asset revaluation surplus	4,596	(13,221)	(3,446,715)	10,444,145	3,250	21,890
Total other comprehensive income/(loss)	4,596	(13,221)	(3,446,715)	10,444,145	3,250	21,890
Total comprehensive income/(loss)	4,596	(13,221)	(3,282,974)	12,451,832	3,250	21,890

Customer experience		Passenger transport services		Transport infrastructure construction and maintenance		Inter-departmental services eliminations		Total	
2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
362,875	352,624	2,373,367	2,195,639	-	-	-	-	4,771,712	4,905,845
3,437	3,450	367,188	388,644	628,419	456,914	(605,487)	(435,090)	732,173	768,792
58	12	40,249	43,115	39	4	-	-	232,607	159,173
60	864	8,588	396	2,601	2,904	(23,563)	(18,948)	35,808	20,629
366,430	356,950	2,789,392	2,627,794	631,059	459,822	(629,050)	(454,038)	5,772,300	5,854,439
94	-	415	-	854	1,024	-	-	3,859	1,711,555
366,524	356,950	2,789,807	2,627,794	631,913	460,846	(629,050)	(454,038)	5,776,159	7,565,994
161,898	157,138	74,933	70,718	118,563	107,686	(95,460)	(84,831)	536,993	504,590
160,232	154,945	2,330,623	2,297,764	448,952	300,159	(510,027)	(350,352)	3,223,836	3,298,645
6	9	216,378	228,511	-	3	-	-	608,718	725,124
13,069	12,495	51,359	29,121	11,445	15,025	-	-	1,004,108	904,964
30,690	31,810	23,516	-	1,486	1,526	(3,287)	(3,948)	97,367	85,888
(32)	56	39	30	23	45	(33)	-	2,277	984
661	497	92,959	1,650	21,408	16,595	(20,243)	(14,907)	109,083	18,305
366,524	356,950	2,789,807	2,627,794	601,877	441,039	(629,050)	(454,038)	5,582,382	5,538,500
-	-	-	-	30,036	19,807	-	-	193,777	2,027,494
-	-	-	-	14,343	9,781	-	-	14,343	9,781
-	-	-	-	15,693	10,026	-	-	179,434	2,017,713
384	4	26,485	(5,906)	9	(3)	-	-	(3,411,991)	10,446,909
384	4	26,485	(5,906)	9	(3)	-	-	(3,411,991)	10,446,909
384	4	26,485	(5,906)	15,702	10,023	-	-	(3,232,557)	12,464,622

Department of Transport and Main Roads
Statement of assets and liabilities by major departmental services
as at 30 June 2017

	Transport system investment planning and programming		Transport infrastructure management and delivery		Transport safety and regulation	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
Assets						
Current assets						
Cash	9,371	3,288	50,814	19,456	15,492	5,175
Receivables	11,458	17,221	57,130	83,773	46,256	78,536
Inventories	-	-	506	771	243	257
Prepayments	1,494	1,292	16,050	4,584	4,520	4,529
Non-current assets classified as held for sale	15,128	1,341	135	149	16	32
Total current assets	37,451	23,142	124,635	108,733	66,527	88,529
Non-current assets						
Prepayments	14	24	343,814	696	69	60
Other financial assets	-	-	601	601	-	-
Intangible assets	40,397	28,012	5,694	6,054	8,682	7,480
Property, plant and equipment	81,554	69,791	65,594,844	67,753,301	101,614	97,939
Deferred tax assets	-	-	-	-	-	-
Total non-current assets	121,965	97,827	65,944,953	67,760,652	110,365	105,479
Total assets	159,416	120,969	66,069,588	67,869,385	176,892	194,008
Liabilities						
Current liabilities						
Payables	26,081	26,545	317,559	207,089	21,016	16,410
Interest bearing liabilities	2,952	1,875	64,288	83,047	-	-
Provisions	-	-	187,794	238,604	-	-
Accrued employee benefits	4,132	3,591	9,318	8,464	3,973	3,804
Unearned revenue	702	265	2,282	1,490	-	173
Current tax liabilities	-	-	-	-	-	-
Other	1	2	13	35	1	4
Total current liabilities	33,868	32,278	581,254	538,729	24,990	20,391
Non-current liabilities						
Interest bearing liabilities	88,447	91,423	556,095	621,066	-	-
Provisions	-	-	78,164	34,872	-	-
Accrued employee benefits	-	-	5,402	5,255	-	-
Other	1	2	19	34	2	4
Total non-current liabilities	88,448	91,425	639,680	661,227	2	4
Total liabilities	122,316	123,703	1,220,934	1,199,956	24,992	20,395

Customer experience		Passenger transport services		Transport infrastructure construction and maintenance		Inter-departmental services eliminations		Total	
2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
22,506	7,727	174,201	58,590	91,951	97,571	-	-	364,335	191,807
705	1,529	82,518	153,160	91,706	55,415	(97,776)	(66,425)	191,997	323,209
143	133	2,485	1,816	48,371	23,454	(41,192)	(16,188)	10,556	10,243
430	552	4,841	4,768	536	541	-	(743)	27,871	15,523
25	21	188	151	-	-	-	-	15,492	1,694
23,809	9,962	264,233	218,485	232,564	176,981	(138,968)	(83,356)	610,251	542,476
34	59	656	944	-	-	-	743	344,587	2,526
-	-	-	-	-	-	-	-	601	601
34,680	43,382	5,291	7,384	-	-	-	-	94,744	92,312
15,845	18,914	838,224	813,375	41,515	45,583	-	-	66,673,596	68,798,903
-	-	-	-	7,571	6,980	-	-	7,571	6,980
50,559	62,355	844,171	821,703	49,086	52,563	-	743	67,121,099	68,901,322
74,368	72,317	1,108,404	1,040,188	281,650	229,544	(138,968)	(82,613)	67,731,350	69,443,798
14,370	11,903	227,976	194,859	73,379	40,630	(119,968)	(63,613)	560,413	433,823
-	-	15,054	12,910	19,000	19,000	(19,000)	(19,000)	82,294	97,832
-	-	-	-	-	-	-	-	187,794	238,604
9,998	9,554	4,626	4,225	4,076	3,140	-	-	36,123	32,778
12	13	42,422	40,568	-	-	-	-	45,418	42,509
-	-	-	-	3,519	798	-	-	3,519	798
2	6	35,953	33,976	-	-	-	-	35,970	34,023
24,382	21,476	326,031	286,538	99,974	63,568	(138,968)	(82,613)	951,531	880,367
-	-	511,725	502,681	-	-	-	-	1,156,267	1,215,170
-	-	-	-	-	-	-	-	78,164	34,872
-	-	-	-	-	-	-	-	5,402	5,255
3	5	26	40	-	-	-	-	51	85
3	5	511,751	502,721	-	-	-	-	1,239,884	1,255,382
24,385	21,481	837,782	789,259	99,974	63,568	(138,968)	(82,613)	2,191,415	2,135,749

Department of Transport and Main Roads
Statement of changes in equity
for the year ended 30 June 2017

	2017	2016
	\$'000	\$'000
Contributed equity		
Opening balance	54,278,923	53,800,521
Transactions with owners as owners:		
Appropriated equity injections. Refer to Note 2.	1,517,552	547,298
Net asset transfer from/(to) other Queensland Government entities	(51,611)	(65,895)
Net assets received/(transferred) via Machinery-of-Government changes	(1,498)	(3,001)
Closing balance	55,743,366	54,278,923
Accumulated surplus/(deficit)		
Opening balance	1,666,821	(350,892)
Operating result *	179,434	2,017,713
Closing balance	1,846,255	1,666,821
Asset revaluation surplus **		
Opening balance *	11,362,305	915,396
Increase/(decrease) in asset revaluation surplus. Refer to Note 15.	(3,411,991)	10,446,909
Closing balance	7,950,314	11,362,305
Total equity	65,539,935	67,308,049

* Comparatives have changed mainly due to the events outlined in Note 8, Note 9, Note 15 and Note 31.

** The closing balance of Asset revaluation surplus comprises:

Land	1,432,260	1,332,027
Buildings	60,173	38,449
Heritage and cultural	1,825	1,670
Leased assets	28,715	3,329
Infrastructure	6,427,341	9,986,830
Closing balance	7,950,314	11,362,305

The accompanying notes form part of these statements.

Non-reciprocal transfers of assets and liabilities between wholly-owned Queensland State Public Sector entities as a result of Machinery-of-Government changes are adjusted to contributed equity. These adjustments are made in accordance with Interpretation 1038 *Contributions by Owners Made to Wholly-Owned Public Sector Entities*. Appropriations for equity adjustments are similarly designated.

Department of Transport and Main Roads
Statement of cash flows
for the year ended 30 June 2017

	2017	2016
	\$'000	\$'000
Cash flows from operating activities		
<i>Inflows:</i>		
Service appropriation receipts	4,955,116	4,802,329
User charges and fees	736,981	770,423
Grants and other contributions	133,752	153,886
GST input tax credits from ATO	688,282	567,436
GST collected from customers	65,227	85,303
Other	35,856	21,591
<i>Outflows:</i>		
Employee expenses	(533,129)	(499,734)
Supplies and services	(3,161,242)	(3,301,372)
Grants and subsidies	(588,434)	(708,076)
Finance and borrowing costs	(76,047)	(86,015)
GST paid to suppliers	(689,405)	(579,529)
GST remitted to ATO	(64,317)	(98,148)
Income tax equivalent paid	(12,213)	(8,226)
Other	(104,603)	(12,683)
Net cash provided by/(used in) operating activities	1,385,824	1,107,185
Cash flows from investing activities		
<i>Inflows:</i>		
Sales of property, plant and equipment	53,255	27,257
<i>Outflows:</i>		
Payments for property, plant and equipment	(2,311,142)	(1,532,219)
Payments for intangibles	(19,810)	(26,064)
Net cash provided by/(used in) investing activities	(2,277,697)	(1,531,026)
Cash flows from financing activities		
<i>Inflows:</i>		
Equity injections	2,338,718	1,365,464
<i>Outflows:</i>		
Equity withdrawals	(821,166)	(820,287)
Borrowing redemptions	(83,434)	(79,848)
Finance lease payments	(368,219)	(70,789)
Machinery-of-Government transfers	(1,498)	(3,001)
Net cash provided by/(used in) financing activities	1,064,401	391,539
Net increase/(decrease) in cash	172,528	(32,302)
Cash at beginning of financial year	191,807	224,109
Cash at end of financial year	364,335	191,807

The accompanying notes form part of these statements.

Cash represents all cash on hand, cash at bank and cheques receipted but not banked at 30 June.

The departmental bank accounts are grouped within the whole of government banking set-off arrangement with Queensland Treasury Corporation and do not earn interest.

Department of Transport and Main Roads
Reconciliation of cash flows from operating activities
for the year ended 30 June 2017

	2017	2016
	\$'000	\$'000
Operating result	179,434	2,017,713
Non-cash items included in operating result		
Goods, services and assets received at below fair value	(42,280)	(5,287)
Gains on disposal and revaluation of assets	(3,859)	(1,711,555)
Goods, services and assets provided at below fair value	17,991	16,920
Depreciation and amortisation	1,004,108	904,964
Loss on disposed assets	4,480	5,623
Change in assets and liabilities:		
(Increase)/decrease in receivables	131,212	(122,407)
(Increase)/decrease in inventories	(313)	34
(Increase)/decrease in prepayments	1,654	8,357
Increase/(decrease) in deferred income tax equivalents	(591)	185
Increase/(decrease) in payables	61,614	(16,988)
Increase/(decrease) in accrued employee benefits	3,492	3,860
Increase/(decrease) in unearned revenue	2,909	(903)
Increase/(decrease) in current tax liabilities	2,721	798
Increase/(decrease) in other liabilities	23,252	5,871
Net cash from operating activities	<u>1,385,824</u>	<u>1,107,185</u>

Department of Transport and Main Roads

Notes to and forming part of the financial statements 2016–17

1 Accounting policies and basis for financial statements preparation

Refer to individual notes for specific accounting policies.

(a) Statement of compliance

The department has prepared these financial statements in compliance with section 42 of the *Financial and Performance Management Standard 2009*.

These financial statements are general purpose financial statements and have been prepared on an accrual basis in accordance with Australian Accounting Standards and Interpretations and requirements applicable to not-for-profit entities. Except where stated, historical cost is used as the measurement basis in the financial statements.

The financial statements are authorised for issue by the Director-General and Chief Finance Officer at the date of signing of the management certificate.

(b) The reporting entity

The financial statements include the value of all income, expenses, assets, liabilities and equity of the Department of Transport and Main Roads.

The department's controlled entity, Transmax Pty Ltd, is not considered material and therefore not consolidated in these financial statements. Refer to Note 27.

The objectives of the department are:

- customer centric services that deliver a quality customer experience
- an integrated transport network that supports economic prosperity and is sustainable into the future
- safety and regulatory services that improve community safety and efficiency
- a sustainable, cost effective transport network accessible to everyone
- an integrated passenger transport network that allows fair access to all.

Departmental services and principal activities

The identity and purpose of the services and principal activities undertaken by the Department of Transport and Main Roads during the reporting period are as follows:

Transport system investment planning and programming

The objective of this service area is to develop long term transport policies and plans for the future development of the integrated transport system and to plan and prioritise strategic investment in effective, efficient and sustainable infrastructure, systems and services.

Transport infrastructure management and delivery

The objective of this service area is to construct, maintain and operate an integrated transport network accessible to all.

Transport safety and regulation

The objective of this service area is to regulate the transport system safely, economically and sustainably without imposing unnecessary red tape.

Customer experience

The objective of this service area is to put customers at the centre of the delivery of the department's products and services to understand their expectations, improve their experience and reduce rework.

Passenger transport services

The objective of this service area is to lead and shape Queensland's passenger transport system by providing an integrated passenger transport network that allows fair access to all.

Transport infrastructure construction and maintenance (RoadTek)

RoadTek provides transport infrastructure solutions, including construction and maintenance services to enable the department to deliver on government priorities and outcomes for the community.

(c) Trust transactions and balances

The department performs certain agency and trust transactions and acts only in a custodial role for these transactions and balances.

These transactions and balances are not material and are not disclosed in the financial statements.

Department of Transport and Main Roads**Notes to and forming part of the financial statements 2016–17 (continued)****1 Accounting policies and basis for financial statements preparation (continued)****(d) Accounting estimates and judgements**

The preparation of financial statements necessarily requires the determination and use of certain critical accounting estimates, assumptions, and management judgements that have potential to cause a material adjustment to the carrying amounts of assets and liabilities within the next reporting period. Such estimates, judgements and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in future periods as relevant.

Estimates and assumptions that have a potential significant effect are outlined in the following financial statement notes:

- Note 14 Intangible assets
- Note 15 Property, plant and equipment
- Note 18 Provisions.

(e) Currency, rounding and comparatives

Amounts included in the financial statements are in Australian dollars and have been rounded to the nearest \$1000, or where that amount is \$500 or less, to zero, unless disclosure of the full amount is specifically required.

Comparative information is restated where necessary to be consistent with disclosures in the current reporting period.

(f) New and revised accounting standards**Early adopted in 2016–17**

No Australian Accounting Standards have been early adopted for 2016–17.

Effective for the first time in 2016–17

The only Australian Accounting Standard that became effective for the first time in 2016–17 is AASB 124 *Related Party Disclosures*. This standard requires disclosures about key management personnel remuneration expenses and other related party transactions. This has not had any material impact on the department's financial statements.

New Australian Accounting Standards issued but not yet effective

Australian Accounting Standards and Interpretations that have recently been issued or amended, but are not yet effective, have not been adopted by the department for the financial reporting period ending 30 June 2017 in accordance with Queensland Treasury mandated policy. The department is continuing its assessment of the impact of these pronouncements on future financial statements.

	2017	2016
	\$'000	\$'000
2 Appropriations		
Reconciliation of payments from Consolidated Fund to appropriation revenue recognised in Statement of comprehensive income		
Budgeted appropriation revenue	5,218,430	4,601,502
Lapsed appropriation revenue	(263,314)	-
Unforeseen expenditure	-	200,827
Total appropriation receipts	4,955,116	4,802,329
Less: Opening balance of appropriation revenue receivable	(210,660)	(107,144)
Plus: Closing balance of appropriation revenue receivable	27,256	210,660
Appropriation revenue recognised in Statement of comprehensive income	4,771,712	4,905,845
Reconciliation of payments from Consolidated Fund to equity adjustment recognised in contributed equity		
Budgeted equity adjustment appropriation	1,411,276	1,202,977
Lapsed equity adjustment	-	(657,800)
Unforeseen expenditure	106,276	-
Equity adjustment receipts	1,517,552	545,177
Plus: Opening balance of equity adjustment payable	-	2,121
Less: Closing balance of equity adjustment payable	-	-
Equity adjustment recognised in contributed equity	1,517,552	547,298

Appropriations are provided by Queensland Treasury under the Appropriation Act and are recognised as revenue when received.

Department of Transport and Main Roads**Notes to and forming part of the financial statements 2016–17 (continued)**

	2017	2016
	\$'000	\$'000
3 User charges and fees		
Compulsory third party administration fees	31,359	30,071
Fare revenue	355,689	377,494
Merchant fees collected	4,359	3,977
Personalised plates sales	42,688	40,765
Pilotage	91,396	84,935
Property rental	34,178	31,369
Recoverable works	51,324	78,435
Registration fee surcharge	19,656	18,570
Services rendered *	51,092	71,018
Other	50,432	32,158
Total	<u>732,173</u>	<u>768,792</u>

* Services rendered includes construction contract revenue of \$0.216m (2016: \$3.093m).

User charges and fees are recognised as revenues when the revenue is earned and can be measured reliably with a sufficient degree of certainty.

4 Grants and other contributions

Goods, services and assets received at below fair value	42,280	5,287
Grant from Department of Tourism, Major Events, Small Business and the Commonwealth Games *	10,996	-
Grants from Queensland Reconstruction Authority **	48,364	84,922
Grants from QIC Limited ***	87,428	12,480
Grant from City of Gold Coast ****	-	10,000
Subsidies from Department of Education and Training for students with disabilities	36,749	35,957
Other	6,790	10,527
Total	<u>232,607</u>	<u>159,173</u>

* Grant received relating to the provision of an affordable transport solution for the Gold Coast Commonwealth Games.

** Grants received from the Queensland Reconstruction Authority (QRA) are for the rebuilding of transport infrastructure following natural disasters under the Natural Disaster Relief and Recovery Arrangements (NDRRA).

*** Grants received from QIC Limited related to the Gateway Upgrade North project.

**** Grant received from the City of Gold Coast related to stage two of the Gold Coast Light Rail system.

Grants, contributions, donations and gifts are non-reciprocal in nature so do not require any goods or services to be provided in return. Corresponding revenue is recognised in the year in which the department obtains control over the grant, contribution, donation or gift. Control is generally obtained at the time of receipt.

Contributions of services are recognised only if the services would have been purchased if they had not been donated, and their fair value can be measured reliably. Where this is the case, an equal amount is recognised as revenue and an expense.

Contributed physical assets are recognised at their fair value.

5 Gains on disposal and revaluation of assets

Gains on disposal - property, plant and equipment	3,859	4,482
Revaluation decrement reversals - property, plant and equipment *	-	1,707,073
Total	<u>3,859</u>	<u>1,711,555</u>

* Refer to Note 15.

Department of Transport and Main Roads**Notes to and forming part of the financial statements 2016–17 (continued)**

	2017	2016
	\$'000	\$'000
6 Employee expenses		
Employee benefits		
Annual leave levy	40,588	36,494
Employer superannuation contributions	51,366	47,693
Long service leave levy	9,347	8,584
Wages and salaries	419,541	394,333
Other employee benefits	2,406	2,825
Employee related expenses		
Workers' compensation premium	2,616	2,802
Other employee related expenses	11,129	11,859
Total	536,993	504,590

The department's total employee expenditure was \$736.876m in 2017 (2016: \$699.485m). Of this \$199.883m (2016: \$194.895m) was capitalised to construction work in progress leaving \$536.993m reported as employee expenses.

Number of full-time equivalent employees	7,192	7,032
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Refer to Note 19 for the policies related to employee entitlements.

7 Key management personnel and remuneration expenses**(a) Key management personnel**

From 2016–17 the department's responsible Ministers are identified as part of the department's key management personnel, consistent with additional guidance included in the revised version of AASB 124 *Related Party Disclosures*. Those Ministers are the:

- Deputy Premier, Minister for Transport and the Minister for Infrastructure and Planning
- Minister for Main Roads, Road Safety and Ports and Minister for Energy, Biofuels and Water Supply.

The following details for non-Ministerial key management personnel include those positions that form the department's Executive Leadership Team (ELT) that had authority and responsibility for planning, directing and controlling the activities of the department during 2016–17. Further information on these positions can be found in the Annual Report under the section titled Governance.

(b) Remuneration expenses

Ministerial remuneration entitlements are outlined in the Legislative Assembly of Queensland's Members' Remuneration Handbook. The department does not bear any cost of remuneration of Ministers. The majority of Ministerial entitlements are paid by the Legislative Assembly, with the remaining entitlements being provided by Ministerial Services Branch within the Department of the Premier and Cabinet. As all Ministers are reported as key management personnel of the Queensland Government, aggregate remuneration expenses for all Ministers is disclosed in the Queensland General Government and Whole of Government Consolidated Financial Statements as from 2016–17, which are published as part of Queensland Treasury's Report on State Finances.

Remuneration policy for the department's key management personnel is set by the Queensland Public Service Commission as provided for under the *Public Service Act 2008*. The remuneration and other terms of employment for the key management personnel are specified in employment contracts. The contracts may provide for other benefits including a motor vehicle allowance, however they do not provide for the provision of performance payments.

The following disclosures focus on the expenses incurred by the department for non-Ministerial personnel during the reporting period attributable to the key management positions.

Department of Transport and Main Roads**Notes to and forming part of the financial statements 2016–17 (continued)****7 Key management personnel and remuneration expenses (continued)****(b) Remuneration expenses (continued)**

Remuneration expenses for key management personnel comprise the following components:

- Short term employee expenses including:
 - salaries, allowances and leave entitlements earned and expensed for the entire year or for that part of the year during which the employee occupied the specified position
 - performance payments recognised as an expense during the year
 - non-monetary benefits and any applicable fringe benefits tax.
- Long term employee expenses include amounts expensed in respect of long service leave entitlements earned.
- Post employment expenses include amounts expensed in respect of employer superannuation obligations.
- Termination benefits include payments in lieu of notice on termination and other lump sum separation entitlements payable on termination of employment.

1 July 2016 – 30 June 2017

Position	Short term employee expenses \$'000	Long term and post employment expenses \$'000	Termination benefits \$'000	Total expenses \$'000
Director-General *	332	49	-	381
Acting Director-General (28.10.2016 – 02.04.2017)	165	19	-	184
Deputy Director-General (Customer Services, Safety and Regulation)	189	24	-	213
Acting Deputy Director-General (Customer Services, Safety and Regulation) (14.11.2016 – 02.04.2017)	94	12	-	106
Deputy Director-General (Infrastructure Management and Delivery)	268	32	-	300
Deputy Director-General (Policy, Planning and Investment) (Transferred in February 2017) **	115	14	-	129
Acting Deputy Director-General (Policy, Planning and Investment) (28.01.2017 – 30.06.2017)	121	12	-	133
Deputy Director-General (TransLink) (Exited in February 2017)	209	20	189	418
Deputy Director-General (TransLink) (Appointed in February 2017)	151	19	-	170
Deputy Director-General (Corporate) (Exited in October 2016)	105	9	31	145
Acting Deputy Director-General (Corporate) (31.10.2016 – 20.05.2017)	142	16	-	158
Deputy Director-General (Corporate) (Appointed in May 2017)	26	3	-	29
Chief Operations Officer	247	26	-	273
Acting Chief Operations Officer (01.07.2016 – 31.08.2016)	45	5	-	50

* The Director-General was seconded to another Queensland Government entity during the period October 2016 to March 2017.

** Temporary transfer to position of Deputy Director-General (TransLink) from December 2016, with permanent appointment to the position in February 2017.

Department of Transport and Main Roads**Notes to and forming part of the financial statements 2016–17 (continued)****7 Key management personnel and remuneration expenses (continued)****(b) Remuneration expenses (continued)****1 July 2015 – 30 June 2016**

Position	Short term employee expenses	Long term and post employment expenses	Termination benefits	Total expenses
	\$'000	\$'000	\$'000	\$'000
Director-General	521	74	-	595
Deputy Director-General (Customer Services, Safety and Regulation) (Exited in December 2015)	156	18	-	174
Deputy Director-General (Customer Services, Safety and Regulation) (Appointed in January 2016)	117	14	-	131
Deputy Director-General (Infrastructure Management and Delivery) (Transferred in January 2016) *	141	18	-	159
Deputy Director-General (Infrastructure Management and Delivery) (Appointed in January 2016)	117	14	-	131
Deputy Director-General (Policy, Planning and Investment)	268	32	-	300
Acting Deputy Director-General (TransLink) (01.07.2015 – 22.01.2016)	140	16	-	156
Deputy Director-General (TransLink) (Appointed in January 2016)	108	14	-	122
Deputy Director-General (Corporate) (Appointed in September 2015)	198	25	-	223
Chief Operations Officer	237	26	-	263
Acting Chief Operations Officer (25.05.2016 – 30.06.2016)	26	3	-	29
Chief Finance Officer **	60	7	-	67

* Transferred to position of Deputy Director-General (Customer Services, Safety and Regulation) in January 2016.

** The position of Chief Finance Officer ceased to be a member of the ELT effective from September 2015.

(c) Performance payments

In 2017 none of the non-Ministerial key management personnel remuneration packages provide for performance or bonus payments.

During 2016 the Deputy Director-General (TransLink) received a payment of \$43,222 which related to the achievement of performance criteria during 2014–15.

(d) Transactions with related parties of key management personnel

There are no related party transactions for non-Ministerial key management personnel during 2017, other than domestic transactions that form part of the usual course of business, which are not required to be reported as related party disclosures.

Department of Transport and Main Roads
Notes to and forming part of the financial statements 2016–17 (continued)

	2017	2016
	\$'000	\$'000
8 Supplies and services		
Administration	62,144	48,403
Contractors	343,843	533,740
Information and communication technology	40,772	42,740
Operating lease rentals	65,967	62,488
Queensland Government services	22,829	24,196
Queensland Rail operator service charges *	1,582,583	1,570,218
Other transport service operator charges	729,472	711,733
Repairs and maintenance	300,977	217,515
Utilities	45,125	43,758
Other	30,124	43,854
Total	<u>3,223,836</u>	<u>3,298,645</u>

* The department has a contract with Queensland Rail to provide rail passenger services in suburban and regional Queensland, and to ensure the Queensland Rail network can support safe and reliable passenger and freight services.

The department's total supplies and services expenditure was \$5.532b in 2017 (2016: \$4.885b). Of this \$2.308b (2016: \$1.586b) was capitalised to construction work in progress leaving \$3.224b reported as supplies and services.

Comparatives have changed by \$34.887m following a restatement of operating costs previously reported as property, plant and equipment. Refer to Note 31.

9 Grants and subsidies

National Heavy Vehicle Regulator *	-	38,530
Public transport	58,660	62,103
Resources transferred to third parties	17,991	16,920
School transport	146,672	146,489
Transport Infrastructure Development Scheme (TIDS)	67,030	66,468
Transport infrastructure **	316,811	393,111
Other	1,554	1,503
Total	<u>608,718</u>	<u>725,124</u>

* Grants to the National Heavy Vehicle Regulator (NHVR) for 2017 are nil due to a change to the NHVR funding agreement, with industry now directly contributing to the NHVR.

** Comparatives have changed by \$268.423m following a restatement of expenditure on third party assets relating to the Moreton Bay Rail Link project. Refer to Notes 15 and 31.

10 Finance and borrowing costs

Administration charges	787	864
Finance lease charges	54,206	31,810
Interest *	42,374	53,214
Total	<u>97,367</u>	<u>85,888</u>

* The departments borrowings from Queensland Treasury Corporation, including key terms and conditions, are disclosed in Note 17.

Finance costs are recognised as an expense in the period in which they are incurred.

No borrowing costs are capitalised into qualifying assets.

Department of Transport and Main Roads**Notes to and forming part of the financial statements 2016–17 (continued)**

	2017 \$'000	2016 \$'000
11 Other expenses		
External audit fees *	1,155	890
Fees, permits and other charges	1,590	1,094
Insurance premiums	8,621	8,783
Loss on disposal of property, plant and equipment	3,866	4,780
Losses:		
Public monies	343	11
Public property	35	396
Special payments:		
Ex gratia payments **	90,928	19
Court awarded damages	-	62
Compensation claims	1,380	630
Other	1,165	1,640
Total	109,083	18,305

* Total audit fees quoted by the Queensland Audit Office relating to the 2016–17 financial statements are \$0.650m. Actual fees paid relating to the 2015–16 audit were \$0.731m.

** The Queensland Government have committed to an industry adjustment assistance package to support taxi and limousine licence holders. Payments totalling \$90.450m have been made in relation to this initiative. These have been classified as ex gratia payments as the department is not obliged to make the payments under any legally enforceable contract.

The department's total other expenses was \$121.861m in 2017 (2016: \$31.045m). Of this \$12.778m (2016: \$12.740m) was capitalised to construction work in progress leaving \$109.083m reported as other expenses.

Insurance

The department's road assets are not insured. The risk associated with these assets is therefore borne by government. In certain circumstances, damage to the road network is proportionally covered through the Australian Government's Natural Disaster Relief and Recovery Arrangements.

The department insures its open tender road construction contract activities for both material damage and product liability under the Principal Arranged Insurance Program. As well as providing cover for the department and its employees, it also covers the other parties to open tender construction contracts such as contractors, superintendents and sub-contractors.

Most of the department's other non-current physical assets and risks are insured through the Queensland Government Insurance Fund. Premiums are paid on a risk assessment basis. Under this scheme the department's liability is limited to \$10,000 for each claim.

In addition, the department pays premiums to WorkCover Queensland for its obligations for employee compensation.

12 Receivables**Current**

Trade debtors	89,269	36,764
Other debtors	5,902	5,089
Less: Allowance for impairment loss *	(6,534)	(5,615)
	<u>88,637</u>	<u>36,238</u>
GST receivable	70,988	69,865
GST payable	(7,667)	(6,757)
	<u>63,321</u>	<u>63,108</u>
Annual leave reimbursements	10,225	10,830
Appropriation revenue receivable	27,256	210,660
Long service leave reimbursements	2,478	2,245
Other	80	128
	<u>40,039</u>	<u>223,863</u>
Total	191,997	323,209

Department of Transport and Main Roads**Notes to and forming part of the financial statements 2016–17 (continued)**

	2017 \$'000	2016 \$'000
12 Receivables (continued)		
* Movements in the allowance for impaired receivables		
Opening balance	5,615	6,032
Increase/(decrease) in allowance recognised in the operating result	2,277	984
Amounts written off during the year	(1,368)	(1,491)
Amounts recovered during the year previously written off	10	90
Closing balance **	<u>6,534</u>	<u>5,615</u>

** Individually impaired financial assets are more than 90 days overdue.

Receivables credit risk – ageing analysis

Past due but not impaired	Overdue				Total \$'000
	Less than 30 days \$'000	30-60 days \$'000	61-90 days \$'000	More than 90 days \$'000	
2017					
Trade debtors	1,316	87	141	1,496	3,040
2016					
Trade debtors	1,475	298	213	1,240	3,226

Trade debtors are recognised at the amounts due at the time of sale or service delivery. Settlement on these amounts is generally required within 30 days from invoice date.

The collectability of receivables is assessed periodically with an allowance being made for impairment.

All known bad debts were written off as at 30 June.

13 Prepayments**Current**

Insurance	365	371
Pilotage	3,787	3,787
Software and data agreements	9,026	9,930
Gold Coast Light Rail Stage 2 lease arrangement *	13,408	-
Other	1,285	1,435
Total	<u>27,871</u>	<u>15,523</u>

Non-current

Insurance	214	311
Software and data agreements	975	1,472
Toowoomba Second Range Crossing lease arrangement *	343,398	743
Total	<u>344,587</u>	<u>2,526</u>

* Lease prepayments made in advance of the commencement of operations in 2018. Refer to Note 24 for details of lease arrangements.

Department of Transport and Main Roads
Notes to and forming part of the financial statements 2016–17 (continued)

14 Intangible assets	Software purchased	Software internally generated *	Software work in progress	Other	Total
	2017 \$'000	2017 \$'000	2017 \$'000	2017 \$'000	2017 \$'000
Gross value	18,223	254,214	40,800	4,386	317,623
Less: Accumulated amortisation	(11,658)	(210,917)	-	(304)	(222,879)
	6,565	43,297	40,800	4,082	94,744
Reconciliation					
Opening balance	4,937	54,062	29,230	4,083	92,312
Acquisitions (including upgrades)	156	-	19,654	-	19,810
Transfers between classes	1,259	3,451	(4,710)	-	-
Transfers from/(to) property, plant and equipment	1,600	-	(3,374)	-	(1,774)
Disposals	(9)	-	-	-	(9)
Amortisation	(1,378)	(14,216)	-	(1)	(15,595)
Closing balance	6,565	43,297	40,800	4,082	94,744
	2016 \$'000	2016 \$'000	2016 \$'000	2016 \$'000	2016 \$'000
Gross value	16,706	250,763	29,230	4,386	301,085
Less: Accumulated amortisation	(11,769)	(196,701)	-	(303)	(208,773)
	4,937	54,062	29,230	4,083	92,312
Reconciliation					
Opening balance	5,436	64,040	11,203	4,084	84,763
Acquisitions (including upgrades)	-	-	26,064	-	26,064
Transfers between classes	612	5,203	(5,815)	-	-
Transfers from/(to) property, plant and equipment	-	-	(2,222)	-	(2,222)
Disposals	(15)	-	-	-	(15)
Amortisation	(1,096)	(15,181)	-	(1)	(16,278)
Closing balance	4,937	54,062	29,230	4,083	92,312

* The department holds an internally generated software asset being the New Queensland Drivers Licence software that has a carrying amount of \$22.541m (2016: \$30.020m) and a remaining amortisation period of 4 years.

Intangible assets with a cost equal to or greater than \$100,000 are recognised in the financial statements. Items with a lesser cost are expensed.

The department's intangible assets are not revalued as there is no active market for any of these assets. Such assets are recognised and carried at cost less accumulated amortisation and accumulated impairment losses.

For each class of intangible asset, the following amortisation rates are used:

Class	Amortisation method	Average useful life
Intangibles – purchased	Straight-line	4
Intangibles – internally generated	Straight-line	12
Intangibles – work in progress	Not amortised	-
Intangibles – other	Straight-line Not amortised	14 Indefinite life

The estimation of useful life and the resulting amortisation rates applied are based on a number of factors including expected usage, obsolescence, past experience and the department's planned replacement program. These are reviewed on an annual basis.

Department of Transport and Main Roads
Notes to and forming part of the financial statements 2016–17 (continued)

15 Property, plant and equipment

	Land	Buildings	Heritage and cultural and cultural	Plant and equipment	Leased assets	Infrastructure *	Work in progress	Total
	2017	2017	2017	2017	2017	2017	2017	2017
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Gross value	4,420,633	876,214	6,903	547,490	807,042	73,900,033	2,734,492	83,292,807
Less: Accumulated depreciation	-	(173,943)	-	(378,822)	(55,179)	(16,011,267)	-	(16,619,211)
	4,420,633	702,271	6,903	168,668	751,863	57,888,766	2,734,492	66,673,596
Reconciliation								
Opening balance	4,513,426	609,903	6,748	194,645	735,738	59,955,351	2,783,092	68,798,903
Acquisitions (including upgrades)	16,651	470	-	14,684	-	-	2,349,232	2,381,037
Assets received at below fair value	2,938	-	-	364	-	21,267	4,640	29,209
Transfers from/(to) other Queensland Government entities	(53,677)	-	-	-	-	2,066	-	(51,611)
Transfers between classes	(90,913)	113,760	-	5,864	14,871	2,356,685	(2,400,267)	-
Transfers from/(to) intangibles	-	-	-	3,315	-	59	(1,600)	1,774
Transfers from/(to) managed items	-	-	-	(19)	-	-	-	(19)
Disposals	(957)	(4,924)	-	(2,719)	-	(876)	-	(9,476)
Assets provided to third parties below fair value	(46)	-	-	(88)	-	(7,699)	-	(7,833)
Assets reclassified as held for sale	(67,022)	(257)	-	-	-	-	-	(67,279)
Projects written off	-	-	-	-	-	-	(605)	(605)
Net revaluation increments/(decrements)	100,233	21,724	155	-	25,386	(3,559,489)	-	(3,411,991)
Depreciation	-	(38,405)	-	(47,378)	(24,132)	(878,598)	-	(988,513)
Closing balance	4,420,633	702,271	6,903	168,668	751,863	57,888,766	2,734,492	66,673,596

Fair value reconciliation for land and building assets classified as level 3

	Land	Buildings
	2017	2017
	\$'000	\$'000
Opening balance	12,472	344,215
Transfers from/(to) other Queensland Government entities	(146)	-
Transfers between classes	(6)	(8,335)
Net revaluation increments/(decrements)	69	14,038
Depreciation	-	(23,375)
Closing balance	12,389	326,543

* Infrastructure consists of roads \$46.154b, structures \$11.138b and other infrastructure \$0.597b. Refer to Note 31 for details of the revaluation decrement for infrastructure assets.

Department of Transport and Main Roads

Notes to and forming part of the financial statements 2016-17 (continued)

15 Property, plant and equipment (continued)

	Land		Buildings		Heritage and cultural and equipment		Plant and equipment		Leased assets		Infrastructure*		Work in progress		Total	
	2016	\$'000	2016	\$'000	2016	\$'000	2016	\$'000	2016	\$'000	2016	\$'000	2016	\$'000	2016	\$'000
Gross value	4,513,426		805,237		6,748		548,664		764,861		78,395,734		2,783,092		87,817,762	
Less: Accumulated depreciation	-		(195,334)		-		(354,019)		(29,123)		(18,440,383)		-		(19,018,859)	
	4,513,426		609,903		6,748		194,645		735,738		59,955,351		2,783,092		68,798,903	
Reconciliation																
Opening balance	4,108,238		595,036		5,460		231,427		504,063		46,929,748		3,509,965		55,883,937	
Acquisitions (including upgrades)	97,304		508		300		7,966		237,226		-		1,403,111		1,746,415	
Assets received at below fair value	1,063		22		-		989		-		3,210		-		5,284	
Transfers from/(to) other Queensland Government entities	(74,920)		-		-		-		-		9,025		-		(65,895)	
Transfers between classes	(28,441)		23,055		-		6,541		-		2,128,001		(2,129,156)		-	
Transfers from/(to) intangibles	-		-		-		2,222		-		-		-		2,222	
Transfers from/(to) managed items	-		-		-		(35)		-		-		-		(35)	
Disposals	(2,924)		(808)		(7)		(3,789)		-		(1,927)		-		(9,455)	
Assets provided to third parties below fair value. Refer to Note 9.	(7,568)		-		-		(3)		-		(9,349)		-		(16,920)	
Assets reclassified as held for sale	(11,118)		-		-		-		-		-		-		(11,118)	
Projects written off	-		-		-		-		-		-		(828)		(828)	
Revaluation decrement reversals recognised in operating result. Refer to Note 5.	-		-		-		-		5,938		1,701,135		-		1,707,073	
Net revaluation increments/(decrements)	431,792		23,963		995		-		3,329		9,986,830		-		10,446,909	
Depreciation	-		(31,873)		-		(50,673)		(14,818)		(791,322)		-		(888,686)	
Closing balance	4,513,426		609,903		6,748		194,645		735,738		59,955,351		2,783,092		68,798,903	

Fair value reconciliation for land and building assets classified as level 3

	Land		Buildings	
	2016	\$'000	2016	\$'000
Opening balance	-		446,706	
Acquisitions	1,046		-	
Transfer from level 3 to level 2	-		(108,115)	
Transfer from level 2 to level 3	60,188		-	
Transfers between classes	76		6,121	
Disposals	(895)		-	
Net revaluation increments/(decrements)	(47,943)		15,122	
Depreciation	-		(15,619)	
Closing balance	12,472		344,215	

* Infrastructure consists of roads \$48,707b, structures \$11,032b and other infrastructure \$0,216b.

Comparatives have changed due to the correction of an overstatement in the value of formation earthworks of (\$3,330b) as disclosed in Note 31, and an adjustment of (\$52,086m) to correct a revaluation write-back, and (\$303,310m) to recognise expenditure on third party assets and other operational costs.

Department of Transport and Main Roads**Notes to and forming part of the financial statements 2016–17 (continued)****15 Property, plant and equipment (continued)****Recognition thresholds**

All items of property, plant and equipment are recognised when the cost exceeds the following thresholds:

• Land	\$1
• Buildings	\$10,000
• Heritage and cultural	\$5000
• Plant and equipment	\$5000
• Infrastructure	\$10,000

The threshold for assets subject to a finance lease varies dependent on the property, plant and equipment class components contained within the lease.

All other items with a cost less than the above thresholds are expensed.

Acquisitions

Actual cost is used for the initial recording of all non-current physical and intangible asset acquisitions. Cost is determined as the value given as consideration plus costs directly attributable to the acquisition, including all other costs incurred in preparing the assets ready for use. Training costs are expensed as they are incurred.

Where assets are received free of charge from another Queensland Government entity as a result of a Machinery-of-Government or other involuntary transfer, the acquisition cost is recognised as the gross carrying amount in the books of the transferor immediately prior to the transfer, together with any accumulated depreciation.

Any expenditure that increases the originally assessed capacity or service potential of an asset is capitalised and the new depreciable amount is depreciated over the remaining useful life of the asset.

Depreciation

For each class of property, plant and equipment other than infrastructure assets, the following depreciation rates are used:

Class	Depreciation method	Average useful life
Land	Not depreciated	Indefinite life
Buildings	Straight-line	42
Heritage and cultural	Cultural and preservation policies – not depreciated	Indefinite life
Plant and equipment	Straight-line	9
Work in progress	Not depreciated	–

Property, plant and equipment subject to a finance lease is depreciated on a straight line basis over the expected useful life of the asset.

Where complex assets have significant separately identifiable components with different service lives that are subject to regular replacement, these components are assigned useful lives and are depreciated accordingly.

The following depreciation rates are used for infrastructure sub-components:

Component	Sub-component	Depreciation method	Average useful life
Roads	Surfaces	Straight-line	21
	Pavements	Straight-line	75
	Formation earthworks	Not depreciated	Indefinite life
	Formation earthworks	Straight-line	76
Structures – bridges, tunnels and major culverts	–	Straight-line	92
Other – mainly marine infrastructure	–	Straight-line	38

The estimation of useful life and resulting depreciation rates are based on a number of factors including the department's past experience, the planned replacement program and expected usage, wear and tear, obsolescence and fiscal capacity. Useful lives are reviewed on an annual basis.

Land under roads

The aggregate value of land under roads is measured and disclosed as land until road declarations for each land portion are confirmed.

Where a road declaration is confirmed, the title is extinguished and ownership reverts to the state represented by the Department of Natural Resources and Mines in accordance with Queensland Government policy.

Department of Transport and Main Roads

Notes to and forming part of the financial statements 2016–17 (continued)

15 Property, plant and equipment (continued)

Non-current assets classified as held for sale

Non-current assets held for sale consist of those assets that management has determined are available for immediate sale in their present condition, and for which their sale is highly probable within the next twelve months.

In accordance with AASB 5 *Non-current Assets Held for Sale and Discontinued Operations*, when an asset is classified as held for sale, its value is measured at the lower of the asset's carrying amount and fair value less costs to sell. Such assets are no longer amortised or depreciated upon being classified as held for sale.

Fair value measurement

All assets and liabilities of the department for which fair value is measured or disclosed in the financial statements, are categorised within the following fair value hierarchy, based on the data and assumptions used in the most recent specific appraisals:

- Level 1 – represents fair value measurements that reflect unadjusted quoted market prices in active markets for identical assets and liabilities
- Level 2 – represents fair value measurements that are substantially derived from inputs (other than quoted prices included within level 1) that are observable, either directly or indirectly
- Level 3 – represents fair value measurements that are substantially derived from unobservable inputs.

Revaluation of property, plant and equipment

Plant and equipment assets and capital work in progress are measured at cost in accordance with Queensland Treasury's *Non-Current Asset Policies for the Queensland Public Sector*.

Land, buildings, heritage and cultural and infrastructure assets are measured and reported at their revalued amounts, being the fair value at the date of valuation, less any subsequent accumulated depreciation and accumulated impairment.

The cost of items acquired during the financial year materially represent their fair value at the end of the reporting period.

Heritage and cultural assets are independently valued on an annual basis. Road infrastructure assets are valued on an annual basis by suitably qualified departmental officers. Land, building and other infrastructure assets are assessed by qualified valuers at least once every five years with appropriate indices being applied in the intervening years.

Any revaluation increment arising on the revaluation of an asset is credited to the asset revaluation surplus of the appropriate class, except to the extent it reverses a revaluation decrement for the class previously recognised as an expense. A decrease in the carrying amount on revaluation is charged as an expense, to the extent it exceeds the balance, if any, in the revaluation surplus relating to that class.

For assets revalued using a cost valuation approach accumulated depreciation is adjusted to equal the difference between the gross amount and carrying amount.

For assets revalued using a market or income based valuation approach accumulated depreciation is eliminated against the gross amount of the asset prior to restating for the revaluation.

Land

The department's land was last revalued based on specific appraisals by registered valuers from the department's Strategic Property Management unit and various external valuers effective June 2016. During 2016–17 the fair values were updated using appropriate indices obtained from the Department of Natural Resources and Mines - State Valuation Service.

The State Valuation Service has provided an individual factor change per property derived from the review of observable market data. These market movements are determined having regard to the review of land values undertaken for each local government area issued by the Valuer-General. In determining the fair values, adjustments were made using sales data to take into account the location of the department's land, its size, shape, street or road frontage and access and any other significant restrictions.

Indices supplied are tested for reasonableness and the State Valuation Service has provided an assurance of their robustness, validity and appropriateness for application to the relevant assets.

In accordance with AASB 13 *Fair Value Measurement*, the department's land assets are generally categorised as level 2.

Land subject to restrictions due to its size or use, and or ability to be sold, such as land located in areas where there is not an active market, has been classified as level 3.

Buildings

The department's buildings were last revalued based on specific appraisal by registered valuers from the department's Strategic Property Management unit and various external valuers effective June 2016.

Department of Transport and Main Roads
Notes to and forming part of the financial statements 2016–17 (continued)

15 Property, plant and equipment (continued)

Buildings (continued)

During 2016–17 the fair values of residential buildings were updated using the Cordell Housing Price Index supplied by the State Valuation Service. This index is specific to Queensland house price movements and is based on observable inputs that are developed using publicly available information on market transactions. The State Valuation Service have provided an assurance of their robustness, validity and appropriateness for application to residential buildings.

General non-residential building assets have been updated using a Building Price Index supplied by Gray Robinson Cottrell (GRC) Pty Ltd, Quantity Surveyors. This index is based on recent tenders for typical specialised buildings and is the most appropriate index to apply for specialised government assets.

The department's building assets are categorised as a combination of level 2 and level 3 in accordance with AASB 13 *Fair Value Measurement*.

Heritage and cultural

The department's heritage collection was subject to specific appraisal by Waterhouse Property in March 2017. As there is no active market for the department's heritage assets, their fair value is determined by estimating the cost to reproduce the items with the features and materials of the original items, with adjustments made to take into account the items' heritage restrictions and characteristics.

The department's artwork was revalued based on specific appraisal by MacAulay Partners in March 2017. The fair value of the artwork was based on sales data on similar artwork by the respective artists. Factors such as condition, size and medium of artwork were also taken into consideration during this specific appraisal.

In accordance with AASB 13 *Fair Value Measurement*, the department's heritage and cultural assets are categorised as level 3.

Infrastructure

A full management valuation of the road infrastructure network asset as at 30 June 2017 was completed by suitably qualified and experienced departmental engineers and staff. The valuation methodology adopted to calculate fair value is based on the cost to acquire the service potential embodied in an asset and adjusted to reflect the asset's present condition, functionality, technological and economic obsolescence. This is the estimated cost to replace an asset with an appropriate modern equivalent using current construction materials and standards, adjusted for changes in utility and production capacity.

The department determines the replacement cost of the road infrastructure network through an approach which takes into consideration the constraints on works that occur within existing road alignments or corridors containing existing road infrastructure. This approach results in a valuation that provides a sound representation of the cost of replacing the service potential embodied in the asset.

The valuation involves a resource-based assessment whereby all road infrastructure assets are categorised into a standardised road asset inventory, to which annually assessed unit costs are applied to determine current replacement value. This process utilises the following key assumptions and judgements:

Componentisation of the road assets includes:

- Surface renewal – relative to the timing of resealing or resurfacing works.
- Pavement renewal – relative to the rehabilitation or renewal of the pavement structure.
- Formation (earthworks) – relative to the frequency of road reconstruction and the overall service function of the road in its location. Indefinite life is assigned unless the road is realigned, bypassed or permanently closed.

Road stereotypes are assigned to each road segment. The department's 13 different stereotypes are based on the road segments' complexity in relation to the number and width of traffic lanes, standard of construction (based on date), number of carriageways, age of construction, and location (rural or urban). The stereotypes range from unformed roads through to major motorways and busways and are further defined by variables such as:

Category	Sub-category	Description
Costing regions	South East, Central Coast, Southern Inland, Central Inland, Tropical North	Five SmartCost (database of unit rates) geographical regions.
Terrain	Level, rolling, mountainous	Level average gradient of terrain is less than 5%. Rolling average gradient of terrain is greater than 5% but less than 15%. Mountainous average gradient of terrain is greater than 15%.
Environment	Wet or dry	Wet environment is more than 800mm average annual rainfall. Dry environment is less than 800mm average annual rainfall.
Soil type	Reactive or non-reactive	Reactive soils are typically clay-type soils. Non-reactive soils are typically sand or sandy loam type soils.

Department of Transport and Main Roads**Notes to and forming part of the financial statements 2016–17 (continued)****15 Property, plant and equipment (continued)****Infrastructure (continued)**

Category	Sub-category	Description
Surface type	Unsealed, concrete, chip seal, asphalt	All unpaved roads and unsealed roads are assumed to have no seal layer. For concrete roads: <ul style="list-style-type: none"> • Stereotypes 2 to 9 are valued using a flexible pavement with asphalt surfacing as the reference asset. • Stereotypes 10 to 13 are valued using a rigid concrete pavement as the reference asset. All costs associated with replacing the service capacity are incorporated in the surface component.

Project work breakdown structure (WBS) schedules represent project types for each stereotype and are used to derive unit rates for the full replacement and renewal of components. Project types are:

Project type	Description
Chip reseal	<ul style="list-style-type: none"> • Sprayed bituminous chip seals are the predominant surface type on road stereotypes 2 to 5, due to ease of application and maintenance under lower traffic volumes. • Chip resealing schedules assumed length is 10km.
Asphalt resurface	<ul style="list-style-type: none"> • Asphalt surfaces are the predominant surface type on road stereotypes 6 to 13. These are typically urban or high traffic roads and are often delivered as night works to minimise disruption to traffic. • Level and rolling terrain standard length is 5km. • Mountainous standard length is 3km.
Rehabilitation	<ul style="list-style-type: none"> • Pavement rehabilitation works fully renews the service potential of the road pavement and replaces the surfacing. The surface type assumed in the rehabilitation project is chip seal for stereotypes 2 to 5 and asphalt for stereotypes 6 to 13. • Level and rolling terrain standard length is 5km. • Mountainous standard length is 3km.
Reconstruction	<ul style="list-style-type: none"> • The cost to fully replace the service capacity of the existing road in that location given substantial existing infrastructure and existing road user demand. The department assumes that this is the most appropriate means of fully replacing the service capacity of road stereotypes 5 to 13. • The surface type assumed in the reconstruction project is chip seal for stereotype 5 and asphalt for stereotypes 6 to 13. • Level and rolling terrain standard length is 5km. • Mountainous standard length is 3km.
New construction	<ul style="list-style-type: none"> • The cost to fully replace the service capacity of the existing road in that location given little existing infrastructure and low road user demand. The department assumes that this is the most appropriate means of fully replacing the service capacity of road stereotypes 1 to 4. • The surface type assumed in the new construction project is chip seal. • Level and rolling terrain standard length is 5km. • Mountainous standard length is 3km.

Unit rates: the unit rates applied to road stereotypes are priced by a commercial estimating firm using current market rates using detailed WBS comprising key components and activities that include but are not limited to:

- Raw materials
- Cost of construction processes
- Plant
- Labour
- Traffic management
- Other construction inputs.

The assumed number of units, quantity and rates for items used in project estimations are determined by the valuer and departmental engineers, and are sourced directly from suppliers and subcontractors competing in the marketplace in Queensland. These are then combined to create each item used in the physical unit rate calculations.

The unit cost inputs and quantity for each WBS are determined and calculated based on project type and are mapped to each layer of surface, pavement and formation.

The total amount for each WBS for each project type is calculated and lump sum items are then added to the total.

The total amount for each WBS is then divided by the assumed area for each WBS. The areas have been determined by a firm of consultant engineers and are reviewed and updated as necessary.

Department of Transport and Main Roads**Notes to and forming part of the financial statements 2016–17 (continued)****15 Property, plant and equipment (continued)****Infrastructure (continued)**

The cost of replacing the service capacity of each road component is assumed to be derived from the project types that are most commonly undertaken to fully replace each component respectively.

The cost of renewing each component is assumed to be derived from those project types that are most commonly undertaken to restore each component to an as-new condition.

Of the large number of WBS schedules there is a small number of derived WBS that are based on other similar WBS instead of their own schedule of work activities. These WBS represent only 0.07% of the network length and therefore the impact on the materiality of the valuation is insignificant.

These unit rates, including underlying assumptions and specific details contained in the stereotypes, are ratified annually by an expert panel consisting of engineers and staff from a range of disciplines across the department in conjunction with local government and industry.

Remaining useful lives are estimated using past experience as detailed in the department's road condition models and in the pre-determined set of 163 rules applied to determine when an appropriate works intervention will occur. Consideration is also given to planned replacement programs as a result of observation of road use deterioration and environmental factors such as:

- Traffic volume
- Rutting
- Cracking
- Roughness
- Safety
- Number of years in use.

As there is no active market for the department's infrastructure assets, the valuation approach used is depreciated replacement cost. This is the assets' measurement of their highest and best use. While the unit rates database consists of market derived component costs which includes raw materials and other costs of construction (level 2 inputs), there are also significant level 3 unobservable inputs such as useful life and asset condition which require extensive professional judgement. Differences in the assessment of these level 3 inputs would not result in material changes in the reported fair value.

The department's marine infrastructure was revalued during 2015–16 based on specific appraisal by AssetVal Pty Ltd using a costing database similar to the unit rates process used for road infrastructure.

During 2016–17 the fair values of marine infrastructure assets were updated using an appropriate Building Price Index provided by Gray Robinson Cottrell (GRC) Pty Ltd, Quantity Surveyors.

As with the department's road infrastructure assets, there is no active market for marine infrastructure. Therefore current replacement cost is the measurement of the marine infrastructure assets highest and best use.

In accordance with AASB 13 *Fair Value Measurement*, the department's infrastructure assets are therefore categorised as level 3.

	2017 \$'000	2016 \$'000
16 Payables		
Current		
Grants and subsidies payable	34,925	32,632
Trade creditors	519,434	395,696
Other	6,054	5,495
Total	<u>560,413</u>	<u>433,823</u>

Trade creditors are recognised on receipt of the goods or services ordered and are measured at the agreed purchase or contract price, gross of applicable trade and other discounts. Amounts owing are unsecured and are generally settled on 28 day terms, with the exception of a range of transport service contracts which have varying settlement terms.

Other payables such as grants and subsidies and property resumptions have varying settlement terms.

Department of Transport and Main Roads
Notes to and forming part of the financial statements 2016–17 (continued)

	2017 \$'000	2016 \$'000
17 Interest bearing liabilities		
Current		
Queensland Treasury Corporation borrowings	67,240	84,922
Lease liabilities	15,054	12,910
Total	<u>82,294</u>	<u>97,832</u>
Non-current		
Queensland Treasury Corporation borrowings	644,541	712,489
Lease liabilities	511,726	502,681
Total	<u>1,156,267</u>	<u>1,215,170</u>

Principal and interest repayments of Queensland Treasury Corporation borrowings are made quarterly in arrears at rates ranging from 2.11% to 7.45% (2016: 2.5% to 9.02%). Repayment dates vary from 15 December 2017 to 15 June 2032.

The department has an overdraft facility with the Commonwealth Bank of Australia with an approved limit of \$200m (2016: \$200m). There is no interest charged on this overdraft facility.

Refer to Note 23 for lease information.

The fair value of borrowings is notified by Queensland Treasury Corporation and is calculated using discounted cash flow analysis and the effective interest rate.

Financial liabilities	Fair value 2017 \$'000	Fair value 2016 \$'000
Queensland Treasury Corporation borrowings	749,310	863,335

18 Provisions

Current		
Property resumptions	187,794	238,604
Total	<u>187,794</u>	<u>238,604</u>
Non-current		
Property resumptions	78,164	34,872
Total	<u>78,164</u>	<u>34,872</u>

Movements in provisions

Current		
Opening balance	238,604	200,172
Restatement of provision	15,880	2,487
Additional provision recognised	26,034	38,570
Reduction in provision as a result of payments	(51,592)	(56,657)
Reclassification from/(to) non-current provision	(41,132)	54,032
Closing balance	<u>187,794</u>	<u>238,604</u>
Non-current		
Opening balance	34,872	80,939
Restatement of provision	(1,530)	(1,187)
Additional provision recognised	11,160	12,941
Reduction in provision as a result of payments	(7,470)	(3,789)
Reclassification (to)/from current provision	41,132	(54,032)
Closing balance	<u>78,164</u>	<u>34,872</u>

Provision for property resumptions

The department acquires property through compulsory acquisition in accordance with the *Acquisition of Land Act 1967*, the *Transport Infrastructure Act 1994* and the *Transport Planning and Coordination Act 1994*. The department recognises a provision to account for compensation it expects to pay for all property resumptions, with the exception of hardship resumptions which are recognised immediately as a payable. The department's advisors determine a value for the acquisition amount which, with timing of the settlement, is dependent on the outcome of negotiation between both parties.

Department of Transport and Main Roads

Notes to and forming part of the financial statements 2016–17 (continued)

18 Provisions (continued)

Provision for property resumptions (continued)

Provisions are recorded when the department has a present obligation, either legal or constructive as a result of a past event. They are recognised at the amount expected at reporting date for which the obligation will be settled in a future period. Provisions are reviewed at each reporting date to ensure the amounts accurately reflect the best estimate available.

	2017 \$'000	2016 \$'000
19 Accrued employee benefits		
Current		
Annual leave levy payable	14,788	15,245
Long service leave levy payable	3,426	3,359
Resignation benefit	318	321
Salaries and wages outstanding	15,795	12,485
Other	1,796	1,368
Total	<u>36,123</u>	<u>32,778</u>
Non-current		
Resignation benefit	5,402	5,255
Total	<u>5,402</u>	<u>5,255</u>

Annual leave and long service leave

Under the Queensland Government's Annual Leave Central Scheme and Long Service Leave Central Scheme, a levy is made on the department to cover the cost of employees' annual leave and long service leave entitlements. The levies are expensed in the period in which they are payable. Amounts paid to employees for annual leave and long service leave are claimed from the schemes quarterly in arrears. These schemes are administered by QSuper on behalf of the Queensland Government.

No provision for annual leave or long service leave is recognised in these financial statements. The liabilities are held on a whole-of-government basis and are reported by Queensland Treasury.

Resignation benefit

Employees employed under the *Civil Construction, Operations and Maintenance General Award - State 2016* are entitled to a pro-rata benefit not exceeding eight weeks of their wage on resignation from the department.

Sick Leave

Prior history indicates that on average, sick leave taken each reporting period is less than the entitlement accrued. This is expected to continue in future periods. Accordingly, it is unlikely that existing accumulated entitlements will be used by employees and no liability for unused sick leave entitlements is recognised.

As sick leave is non-vesting, an expense is recognised for this leave as it is taken.

Superannuation

Employer superannuation contributions are paid to QSuper, the superannuation plan for Queensland Government employees, at rates determined by the Treasurer on the advice of the State Actuary. Contributions are expensed in the period in which they are paid or payable. The department's obligation is limited to its contribution to QSuper.

No liability is recognised for accruing superannuation benefits in these financial statements. The liability is held on a whole-of-government basis and is reported by Queensland Treasury.

20 Unearned revenue

Current

go card stored value *	41,641	39,724
Other	3,777	2,785
Total	<u>45,418</u>	<u>42,509</u>

* Represents unused go card balances which are recognised as revenue as patrons undertake travel.

Department of Transport and Main Roads
Notes to and forming part of the financial statements 2016–17 (continued)

	2017 \$'000	2016 \$'000
21 Other liabilities		
Current		
go card deposits held	35,936	33,934
Lease incentives	34	89
Total	<u>35,970</u>	<u>34,023</u>
Non-current		
Lease incentives	51	85
Total	<u>51</u>	<u>85</u>
22 Income tax equivalents		
(a) Income tax equivalent expense		
Current tax equivalents	14,925	9,587
Deferred tax equivalent expense/(income) relating to temporary differences	(591)	185
Under/(over) provision in previous years	9	9
Income tax equivalent expense attributable to profit from ordinary activities	<u>14,343</u>	<u>9,781</u>
(b) Numerical reconciliation of income tax equivalent expense to prima facie tax payable		
Accounting profit before tax	47,778	32,605
Prima facie tax at applicable rate of 30%	14,333	9,782
Adjustments for non-temporary differences and excluded temporary differences:		
Deductible expenses	-	(10)
Other non-deductible expenses	1	-
Under/(over) provision in previous years	9	9
Income tax equivalent expense attributable to profit from ordinary activities	<u>14,343</u>	<u>9,781</u>
(c) Deferred tax equivalent expense/(income) included in income tax equivalent expense comprises:		
Deferred tax assets opening balance	6,980	7,165
Increase/(decrease) in deferred tax assets	591	(185)
Deferred tax assets at 30 June	<u>7,571</u>	<u>6,980</u>
(d) Proof of deferred tax assets		
Deferred tax assets:		
Property, plant and equipment	7,156	6,882
Other items	415	98
Net deferred tax assets at 30 June	<u>7,571</u>	<u>6,980</u>
(e) Reconciliation of current tax payable/(receivable)		
Opening balance	798	(572)
Net movements	2,721	1,370
Current tax payable/(receivable) at 30 June	<u>3,519</u>	<u>798</u>

The department is a State body as defined under the *Income Tax Assessment Act 1936* and is generally exempt from Australian Government taxation with the exception of Fringe Benefits Tax (FBT) and Goods and Services Tax (GST).

RoadTek is subject to the requirements of the National Tax Equivalents Regime (NTER). The liability for income tax equivalents under NTER is calculated substantially on the same basis as a corporate tax payer. The department remits its tax equivalents to Queensland Treasury in accordance with NTER arrangements.

The amount of deferred tax provided is based on the expected manner of realisation or settlement of the carrying amount of assets and liabilities.

A deferred tax asset is recognised only to the extent that it is probable that future taxable profits will be available against which the tax asset can be used.

Department of Transport and Main Roads**Notes to and forming part of the financial statements 2016–17 (continued)****23 Leases****Finance lease – leases as lessee****Gold Coast Light Rail – G:link**

The Gold Coast Light Rail (stage one) service concession arrangement has been recognised as a finance lease in accordance with AASB 117 *Leases* with a lease term of 15 years and an implicit interest rate of 9.22%. Refer to Note 17 and Note 24. Stage two of the Gold Coast Light Rail system will be recognised as a finance lease when operational in April 2018.

Future minimum lease payments payable under the lease together with their present value are as follows:

	2017	2016
	\$'000	\$'000
Minimum lease payable		
Not later than one year	43,756	43,017
Later than one year and not later than five years	175,787	174,621
Later than five years	325,454	370,377
Minimum future lease payable	<u>544,997</u>	<u>588,015</u>
Less: future finance charges	(218,960)	(249,651)
Total minimum future lease payable	<u>326,037</u>	<u>338,364</u>
Present value of minimum lease payable		
Not later than one year	14,291	12,327
Later than one year and not later than five years	72,744	65,255
Later than five years	239,002	260,782
Present value of total minimum future lease payable	<u>326,037</u>	<u>338,364</u>

New Generation Rollingstock (NGR)

The NGR service concession will be recognised in full as a finance lease in accordance with AASB 117 *Leases* with a term of 32 years and an implicit interest rate of 11.90%. In 2016 the Wulkuraka maintenance centre component of the service concession was accepted by the department and recognised as a finance lease. There have been no train sets recognised in these financial statements. The train sets will be recognised as part of the finance lease as they are accepted by the department. Refer to Note 17 and Note 24.

Future minimum lease payments payable under the lease together with their present value are as follows:

Minimum lease payable		
Not later than one year	24,605	21,814
Later than one year and not later than five years	98,476	87,308
Later than five years	611,307	563,792
Minimum future lease payable	<u>734,388</u>	<u>672,914</u>
Less: future finance charges	(533,645)	(495,687)
Total minimum future lease payable	<u>200,743</u>	<u>177,227</u>
Present value of minimum lease payable		
Not later than one year	762	583
Later than one year and not later than five years	4,127	3,162
Later than five years	195,854	173,482
Present value of total minimum future lease payable	<u>200,743</u>	<u>177,227</u>

Operating lease commitments are disclosed in Note 25.

A distinction is made in the financial statements between finance leases that effectively transfer from the lessor to the lessee substantially all the risks and benefits incidental to ownership, and operating leases, under which the lessor retains substantially all the risks and benefits.

Where a non-current physical asset is acquired by means of a finance lease, the asset is recognised at the lower of the fair value of the leased property and the present value of the minimum lease payments. Lease payments are allocated between the principal component of the lease liability and the interest expense.

Operating lease payments are representative of the pattern of benefits derived from the leased assets and are expensed in the periods in which they are incurred.

Incentives received on entering into operating leases are recognised as liabilities.

Department of Transport and Main Roads
Notes to and forming part of the financial statements 2016–17 (continued)

24 Service concession arrangements

Gold Coast Light Rail – G:link

In May 2011 the department entered into a contractual arrangement with GoldLinQ Consortium to finance, design, build, operate and maintain a 13 kilometre light rail system linking key activity centres from Griffith University (Gold Coast Campus) and the Gold Coast University Hospital to Broadbeach via Southport.

On 20 July 2014 construction was completed and the G:link commenced operations. During the 15 year operations period, GoldLinQ is paid monthly performance based payments for operations, maintenance and repayment of the debt finance used to construct the system. The state receives fare-box and advertising revenue generated by the system.

On 28 April 2016 the department entered into a contractual arrangement with GoldLinQ for stage two of the Gold Coast Light Rail system. Stage two will connect the existing light rail system at Southport to heavy rail at the Helensvale station. The 7.3km route runs from Helensvale heavy rail station on the Gold Coast Line, adjacent to the Smith Street Motorway to connect with stage one at the Gold Coast University Hospital light rail station.

Stage two of the light rail system is expected to be operational by April 2018.

At the expiry of the concession period the department will retain ownership of the system.

The estimated cash flows, excluding GST and inflows from land sales are detailed below:

	2017	2016
	\$'000	\$'000
Estimated cash flows		
<i>Inflows:</i>		
Not later than one year	23,267	22,353
Later than one year but not later than five years	118,483	108,304
Later than five years but not later than ten years	208,724	194,508
Later than ten years	100,552	148,213
<i>Outflows: *</i>		
Not later than one year	(110,056)	(102,127)
Later than one year but not later than five years	(603,038)	(599,569)
Later than five years but not later than ten years	(601,046)	(587,381)
Later than ten years	(268,406)	(395,598)
Estimated net cash flow	<u><u>(1,131,520)</u></u>	<u><u>(1,211,297)</u></u>

* Includes \$523.513m in 2017 (2016: \$549.248m) of finance lease commitments.

Comparatives have changed by (\$208.772m) following the completion of financial modelling work on stage two of the Gold Coast Light Rail system.

New Generation Rollingstock (NGR)

In January 2014 the department entered into a contractual arrangement with NGR Project Company Pty Ltd (Bombardier NGR Consortium) for the design, construction and maintenance of seventy-five new six-car train sets for south-east Queensland and a new purpose-built maintenance centre at Wulkuraka in Ipswich over 32 years.

The service concession arrangement involves the department paying the consortium a series of availability payments over the concession period.

In accordance with AASB 117 *Leases*, the arrangement will be recognised in full as a lease asset at fair value which will be depreciated over the life of the asset, and a lease liability, which will be reduced by the repayments representing the capital component of the monthly availability payments following delivery of individual train sets. Maintenance payments will be expensed during the relevant year.

In June 2016 the maintenance centre was accepted by the department and a lease asset and lease liability have been recognised. All trains are expected to be in service by June 2019. There have been no train sets recognised in these financial statements.

At the expiry of the concession period the department will retain ownership of the trains and maintenance centre.

The estimated cash flows, excluding GST, are detailed below:

Estimated cash flows		
<i>Inflows:</i>		
Not later than one year	-	-
Later than one year but not later than five years	-	-
Later than five years but not later than ten years	-	-
Later than ten years	-	-
<i>Outflows: *</i>		
Not later than one year	(356,637)	(131,815)
Later than one year but not later than five years	(823,059)	(1,015,035)
Later than five years but not later than ten years	(694,902)	(688,822)
Later than ten years	(3,545,294)	(3,690,635)
Estimated net cash flow	<u><u>(5,419,892)</u></u>	<u><u>(5,526,307)</u></u>

* Includes \$2.507b in 2017 (2016: \$2.571b) of finance lease commitments.

Department of Transport and Main Roads

Notes to and forming part of the financial statements 2016–17 (continued)

24 Service concession arrangements (continued)

Toowoomba Second Range Crossing

In August 2015 the department entered into a contractual arrangement with Nexus Infrastructure Consortium to finance, design, build, operate and maintain a range crossing connecting the Warrego Highway at Helidon Spa in the east with the Gore Highway at Athol in the west, via Charlton.

The department will provide contributions during the construction stage of the project and ongoing service payments over the 25 year operation and maintenance period.

On commissioning of the toll road in late 2018, the department will recognise in accordance with AASB 117 *Leases*, a lease asset at fair value which will be depreciated over the life of the asset, and a corresponding lease liability, which will be reduced by the state contribution and monthly repayments. Maintenance payments will be expensed during the relevant year. Contributions made prior to the road commissioning are recognised as prepayments.

The Toowoomba Second Range Crossing will be a toll road. At the expiry of the concession period the department will retain ownership of the range crossing.

The estimated cash flows, excluding GST, are detailed below:

	2017 \$'000	2016 \$'000
Estimated cash flows		
<i>Inflows:</i>		
Not later than one year	-	-
Later than one year but not later than five years	-	-
Later than five years but not later than ten years	-	-
Later than ten years	-	-
<i>Outflows: *</i>		
Not later than one year	(219,503)	(337,351)
Later than one year but not later than five years	(223,201)	(393,219)
Later than five years but not later than ten years	(265,286)	(260,184)
Later than ten years	(1,118,036)	(1,172,622)
Estimated net cash flow	<u>(1,826,026)</u>	<u>(2,163,376)</u>

* Includes \$1.064b in 2017 (2016: \$1.402b) of finance lease commitments.

Airportlink

In 2008 the state entered into a 45 year service concession arrangement with BrisConnections to design, construct and maintain Airportlink, a 6.7km toll road, connecting the Clem 7 Tunnel, Inner City Bypass and local road network at Bowen Hills, to the northern arterials of Gympie Road and Stafford Road at Kedron, Sandgate Road and the East West Arterial leading to the airport. In April 2016 Transurban Queensland assumed responsibility for Airportlink and now operates Airportlink under the service concession arrangement.

In return for collecting the tolls, Transurban Queensland must maintain, operate and manage the toll road for the concession period and also assume the demand and patronage risk.

The department does not recognise any assets associated with this arrangement. Assets will be recognised when control transfers to the department at the end of the service concession arrangement.

Gateway and Logan motorways

A Road Franchise Agreement (RFA) was established between the state and Queensland Motorways Limited (QML) in 2011 to operate, maintain and manage the Gateway and Logan motorways for a period of 40 years. In 2014, Transurban Queensland acquired QML and now operates the Gateway Motorway and Logan Motorway toll roads under the RFA with the state.

In return for collecting the tolls, Transurban Queensland must maintain, operate and manage the toll roads for the period of the franchise and also assume the demand and patronage risk for the franchise period.

The department does not recognise any assets associated with this arrangement. Assets will be recognised when control transfers to the department at the end of the RFA concession period.

Brisbane Airport Rail Link

In 1998, the state entered into a 35 year concession arrangement with Airtrain Citylink Limited (Airtrain) to design, construct, maintain and operate the Brisbane Airport Rail Link (BARL), a public passenger rail system connecting the Queensland Rail City network to the Brisbane Domestic and International Airports. The BARL is currently in the maintain and operation phase of the agreement after commencement of operations on 7 May 2001.

The department does not recognise any assets associated with this arrangement. Assets will be recognised when control transfers to the department at the end of the service concession arrangement.

Department of Transport and Main Roads

Notes to and forming part of the financial statements 2016–17 (continued)

25 Commitments for expenditure

Commitments inclusive of non-recoverable GST input tax credits but not recognised in the financial statements are payable as follows:

(a) Finance lease liability commitments

Refer to Note 24 for finance lease liability commitments.

	2017 \$'000	2016 \$'000
(b) Non-cancellable operating lease commitments		
Not later than one year	40,452	53,861
Later than one year and not later than five years	111,973	90,200
Later than five years	51,950	45,883
Total	<u>204,375</u>	<u>189,944</u>

Operating leases are mostly entered into for office accommodation and storage facilities. Lease payments are generally fixed, but with inflation and/or fixed percentage escalation clauses on which contingent rentals are determined.

Renewal options exist on some operating leases, generally at the sole discretion of the lessee, and no operating leases contain restrictions on financing or other leasing activities.

(c) Property, plant and equipment commitments

Not later than one year	349,784	1,049,606
Later than one year and not later than five years	1,146,892	238,677
Later than five years	-	-
Total	<u>1,496,676</u>	<u>1,288,283</u>

(d) Grants and subsidies commitments

Not later than one year	385,980	429,393
Later than one year and not later than five years	790,779	890,795
Later than five years	-	-
Total	<u>1,176,759</u>	<u>1,320,188</u>

(e) Other commitments

Not later than one year	1,673,896	2,760,574
Later than one year and not later than five years	842,642	981,943
Later than five years	3,748,669	3,783,648
Total	<u>6,265,207</u>	<u>7,526,165</u>

26 Contingencies

Contingent liabilities

At balance date the department has been named as defendant in six cases and 51 other claims not yet subject to court action. The department's legal advisers and management believe it would be misleading to estimate the final amounts payable for litigation filed in the courts.

The Queensland Government Insurance Fund limits the department's liability in each of these cases to \$10,000.

27 Controlled entities

Transmax Pty Ltd

Transmax Pty Ltd (Transmax) was established in order to enhance and market the STREAMS traffic management system. STREAMS is a multifunctional intelligent transport system that provides freeway, traffic signal and incident management as well as driver and passenger information capabilities.

The department exercises control over Transmax through 100 percent ownership of all issued shares recognised at a cost of \$0.601m. The amount of the investment and transactions relating to Transmax are not material, and therefore the entity is not consolidated within the department's financial statements.

Transmax prepares separate financial statements which are audited by the Queensland Audit Office and tabled in parliament in accordance with government policy.

Department of Transport and Main Roads
Notes to and forming part of the financial statements 2016–17 (continued)

28 Financial instruments

Financial assets and financial liabilities are recognised in the Statement of financial position when the department becomes party to the contractual provisions of the financial instrument.

Borrowings are initially recognised at fair value, plus any transaction costs directly attributable to the borrowings, and then subsequently held at amortised cost using the effective interest rate.

(a) Categorisation of financial instruments

The department has the following categories of financial assets and financial liabilities:

	Note	2017 \$'000	2016 \$'000
Financial assets			
Cash		364,335	191,807
Receivables	12	191,997	323,209
Other financial assets	27	601	601
Total		<u>556,933</u>	<u>515,617</u>
Financial liabilities			
Financial liabilities measured at amortised cost:			
Payables	16	560,413	433,823
Interest bearing liabilities	17	1,238,561	1,313,002
Accrued employee benefits	19	41,525	38,033
Total		<u>1,840,499</u>	<u>1,784,858</u>

(b) Financial risk management

The department's activities expose it to a variety of financial risks such as interest rate risk, credit risk, liquidity risk and market risk. Financial risk management is implemented pursuant to government and departmental policy and seeks to minimise potential adverse effects on the financial performance of the department.

All financial risk is managed by each division under policy established by the Finance and Procurement Branch.

(c) Credit risk exposure

Credit risk exposure refers to the situation where the department may incur financial loss as a result of another party to a financial instrument failing to discharge their obligation.

The maximum exposure to credit risk at balance date in relation to each class of recognised financial asset is the gross carrying amount of those assets inclusive of any provision for impairment less any collateral held as security, such as deposits.

The department manages credit risk through the use of a credit management strategy. This strategy aims to reduce the exposure to credit default by ensuring the department invests in secure assets and monitors all funds owed on a timely basis. Exposure to credit risk is monitored on an ongoing basis.

(d) Liquidity risk

The department manages liquidity risk through a combination of regular fortnightly appropriation payments from the Consolidated Fund, and when required, loan drawdowns for major projects based on an already agreed borrowings program with Queensland Treasury. This strategy reduces the exposure to liquidity risk by ensuring the department has sufficient funds available to meet its obligations when they fall due.

The following maturity analysis measures the liquidity risk of financial liabilities held by the department:

Financial liabilities	Note	Payable in			
		<1 year \$'000	1-5 years \$'000	>5 years \$'000	Total \$'000
2017					
Payables	16	560,413	-	-	560,413
Interest bearing liabilities		232,789	488,399	631,713	1,352,901
Accrued employee benefits	19	36,123	5,402	-	41,525
Total		<u>829,325</u>	<u>493,801</u>	<u>631,713</u>	<u>1,954,839</u>
2016					
Payables	16	433,823	-	-	433,823
Interest bearing liabilities		404,944	413,155	604,629	1,422,728
Accrued employee benefits	19	32,778	5,255	-	38,033
Total		<u>871,545</u>	<u>418,410</u>	<u>604,629</u>	<u>1,894,584</u>

Department of Transport and Main Roads
Notes to and forming part of the financial statements 2016–17 (continued)

28 Financial instruments (continued)

(e) Market risk

The department does not trade in foreign currency and is not materially exposed to commodity price changes.

(f) Interest rate sensitivity analysis

All borrowings from Queensland Treasury Corporation are held at fixed rates which means the department is not exposed to interest rate sensitivity.

(g) Fair value

The department does not recognise any financial assets or financial liabilities at fair value.

The fair value of trade receivables and payables is assumed to approximate the value of the original transaction, less any allowance for impairment.

The department's held-to-maturity financial asset is measured at cost. As fair value cannot be reliably measured, fair value is not disclosed.

29 Schedule of administered items

The department administers, but does not control, certain resources on behalf of the government. In doing so, it has responsibility and is accountable for administering related transactions and balances, but does not have the discretion to deploy these resources for the achievement of the department's objectives.

The majority of administered revenue is recognised upon receipt, with the exception of Penalty Infringement Notices and Traffic Offence Notices for which an administered receivable is recognised at 30 June. If the notice is not paid within 56 days, the debt is transferred to Queensland Treasury and is not reported in the financial statements.

The following balances are administered by the department on behalf of the state and relate directly to the Transport Safety and Regulation departmental service area:

	2017	2016
	\$'000	\$'000
Administered income		
User charges, fees and fines *	2,389,153	2,351,362
Other	7,892	7,492
Total	2,397,045	2,358,854
Administered expenses		
Impairment losses on trade receivables	21	9
Other	1,089	198
Transfers of administered revenue to government	2,397,015	2,358,647
Total	2,398,125	2,358,854
Operating result for the year	(1,080)	-
* User charges, fees and fines includes:		
Fines and forfeiture	150,318	183,043
Motor vehicle registration	1,689,973	1,641,345
Transport and traffic fees	399,824	382,506
Other registration	78,402	76,693
Other regulatory fees	68,976	65,793
Other	1,660	1,982
Total	2,389,153	2,351,362
Administered assets		
<i>Current</i>		
Cash	56,347	12,052
Receivables	35,763	35,767
Total	92,110	47,819
<i>Non-current</i>		
Land	268,335	261,311
Total	268,335	261,311
Total assets	360,445	309,130

Department of Transport and Main Roads**Notes to and forming part of the financial statements 2016–17 (continued)**

	2017	2016	
	\$'000	\$'000	
29 Schedule of administered items (continued)			
Administered liabilities			
<i>Current</i>			
Payables	86,204	42,032	
Unearned revenue	5,672	5,553	
Total liabilities	91,876	47,585	
Net administered assets	268,569	261,545	
Administered equity			
Contributed equity	38,691	38,691	
Accumulated surplus/(deficit)	(1,102)	(22)	
Asset revaluation surplus	230,980	222,876	
Total administered equity	268,569	261,545	
30 Budgetary reporting			
Statement of comprehensive income			
	Original budget 2017 \$'000	Actual result 2017 \$'000	Variance \$'000
Income from continuing operations			
Appropriation revenue	5,218,430	4,771,712	(446,718)
User charges and fees	728,778	732,173	3,395
Grants and other contributions	174,528	232,607	58,079
Other revenue	26,926	35,808	8,882
Total revenue	6,148,662	5,772,300	(376,362)
Gains on disposal and revaluation of assets	3,013	3,859	846
Total income from continuing operations	6,151,675	5,776,159	(375,516)
Expenses from continuing operations			
Employee expenses	501,547	536,993	35,446
Supplies and services	3,404,859	3,223,836	(181,023)
Grants and subsidies	569,581	608,718	39,137
Depreciation and amortisation	1,276,881	1,004,108	(272,773)
Decommissioned and disposed assets expense	144,722	-	(144,722)
Finance and borrowing costs	122,139	97,367	(24,772)
Impairment losses	1,720	2,277	557
Other expenses	13,493	109,083	95,590
Total expenses from continuing operations	6,034,942	5,582,382	(452,560)
Operating result from continuing operations before income tax equivalent expense	116,733	193,777	77,044
Income tax equivalent expense	4,780	14,343	9,563
Operating result for the year	111,953	179,434	67,481
Items not reclassified to operating result			
Increase/(decrease) in asset revaluation surplus	-	(3,411,991)	(3,411,991)
Total other comprehensive income	-	(3,411,991)	(3,411,991)
Total comprehensive income	111,953	(3,232,557)	(3,344,510)

Department of Transport and Main Roads**Notes to and forming part of the financial statements 2016–17 (continued)****30 Budgetary reporting (continued)****Statement of comprehensive income (continued)****Explanation of major variances****Appropriation revenue**

Variance of (\$446.718m) is mainly a reflection of the net variations in expenditure indicated below for depreciation and amortisation (\$272.773m), supplies and services (\$181.023m), finance and borrowing costs (\$24.772m) and other expenses \$95.590m.

Grants and other contributions

Variance of \$58.079m reflects:

- \$42.245m in infrastructure assets donated from local governments and other parties for which a budget could not be reliably allocated
- \$16.818m higher than budget due to the timing of a contribution from QIC Limited for the Gateway Upgrade North project. While a construction milestone was reached by 30 June 2016, payment of \$8.6m from QIC Limited did not occur until 2016–17. In addition \$8.2m higher than budget was received for work completed during 2016–17.

Employee expenses

Variance of \$35.446m reflects:

- \$6.036m for additional temporary employees for planning for the Commonwealth Games
- \$11.201m due to the filling of vacancies
- \$15.498m for employee costs for the Transport System Planning program transferred from capital, the budget for which was included in supplies and services.

Supplies and services

Variance of (\$181.023m) mainly reflects works that were brought forward from 2016–17 into 2015–16 (\$161.774m).

Depreciation and amortisation

Variance of (\$272.773m) is due mainly to changes to useful lives for road infrastructure asset components. The impact of the changes was not budgeted for due to the unavailability of reliable measures at the time of budget development.

Decommissioned and disposed assets expense

The approach for recognising an expense related to decommissioned road infrastructure assets was discontinued after the time of budget development. The affected assets are now fully depreciated at the time of their replacement meaning a decommissioned road infrastructure asset expense is no longer reported.

Finance and borrowing costs

Variance of (\$24.772m) is due to reduced finance lease interest costs of (\$19.672m) for the New Generation Rollingstock as a result of the delay in delivery of the train sets and reduced interest of (\$5.221m) on refinanced loans.

Other expenses

Variance of \$95.590m is mainly due to payments of \$90.450m made to payment coordination authorities as part of the Personalised Transport Reforms Industry Adjustment Assistance Package. The Government had not approved funding for the package at the time of budget preparation.

Increase/(decrease) in asset revaluation surplus

Variance of (\$3.412b) includes a revaluation decrement of (\$3.559b) for infrastructure assets following the application of the revised valuation methodology in 2016–17. A budget was not allocated due the unavailability of reliable measures for future movement in replacement costs of existing and new road infrastructure assets.

Department of Transport and Main Roads**Notes to and forming part of the financial statements 2016–17 (continued)****30 Budgetary reporting (continued)**

Statement of financial position	Original budget 2017 \$'000	Actual result 2017 \$'000	Variance \$'000
Assets			
Current assets			
Cash	474,670	364,335	(110,335)
Receivables	130,937	191,997	61,060
Inventories	15,145	10,556	(4,589)
Prepayments	428,245	27,871	(400,374)
Non-current assets classified as held for sale	15,000	15,492	492
Total current assets	1,063,997	610,251	(453,746)
Non-current assets			
Prepayments	1,808	344,587	342,779
Other financial assets	601	601	-
Intangible assets	93,534	94,744	1,210
Property, plant and equipment	56,465,142	66,673,596	10,208,454
Deferred tax assets	6,638	7,571	933
Total non-current assets	56,567,723	67,121,099	10,553,376
Total assets	57,631,720	67,731,350	10,099,630
Liabilities			
Current liabilities			
Payables	503,681	560,413	56,732
Interest bearing liabilities	89,425	82,294	(7,131)
Provisions	200,172	187,794	(12,378)
Accrued employee benefits	37,283	36,123	(1,160)
Unearned revenue	45,591	45,418	(173)
Current tax liabilities	(1,073)	3,519	4,592
Other	28,093	35,970	7,877
Total current liabilities	903,172	951,531	48,359
Non-current liabilities			
Interest bearing liabilities	1,420,585	1,156,267	(264,318)
Provisions	80,939	78,164	(2,775)
Accrued employee benefits	4,982	5,402	420
Other	51	51	-
Total non-current liabilities	1,506,557	1,239,884	(266,673)
Total liabilities	2,409,729	2,191,415	(218,314)
Net assets	55,221,991	65,539,935	10,317,944
Equity			
Total equity	55,221,991	65,539,935	10,317,944

Department of Transport and Main Roads**Notes to and forming part of the financial statements 2016–17 (continued)****30 Budgetary reporting (continued)****Statement of financial position (continued)****Explanation of major variances****Cash**

Variance of (\$110.335m) reflects a lower than anticipated opening balance of (\$210.660m) due to bringing forward works from 2016–17 into the 2015–16 financial year, and revenue anticipated to be received in 2015–16 being received in 2016–17, offset by an increase in cash of \$117.017m as illustrated in the Statement of cash flows.

Receivables

Variance of \$61.060m reflects a contribution to be received from QIC Limited for the Gateway Upgrade North project of \$56.575m. While the construction milestone was reached, payment by QIC Limited to clear the receivable was not received by 30 June 2017, as it was dependent on payment by the Commonwealth of its share of the project cost.

Prepayments - Current assets

Variance of (\$400.374m) comprises:

- (\$343.398m) being a reclassification of capital contributions for the Toowoomba Second Range Crossing project from current to non-current prepayments
- a reduction of (\$20.947m) in capital contribution payments for the Gold Coast Light Rail Stage 2 project due to the reclassification of expenditure as state returned works.

Prepayments - Non-current assets

Variance of \$342.779m is due to a reclassification of the capital contributions of \$343.398m for the Toowoomba Second Range Crossing project from current to non-current prepayments.

Property, plant and equipment

The variance is mainly due to road infrastructure asset revaluations which were not budgeted for due to the unavailability of reliable measures.

Payables

Variance of \$56.732m is due to a higher amount of accrued expenditure than anticipated due to increased emergent and restoration works as a result of damage from Tropical Cyclone Debbie and projects being delivered under the Accelerated Works Program.

Non-current interest bearing liabilities

Variance of (\$264.318m) mainly reflects the delay in the delivery of New Generation Rollingstock train sets (\$252.448m).

Statement of cash flows

	Original budget 2017 \$'000	Actual result 2017 \$'000	Variance \$'000
Cash flows from operating activities			
<i>Inflows:</i>			
Service appropriation receipts	5,218,430	4,955,116	(263,314)
User charges and fees	727,478	736,981	9,503
Grants and other contributions	174,528	133,752	(40,776)
GST input tax credits from ATO	634,921	688,282	53,361
GST collected from customers	107,309	65,227	(42,082)
Other	26,926	35,856	8,930
<i>Outflows:</i>			
Employee expenses	(584,808)	(533,129)	51,679
Supplies and services	(3,319,561)	(3,161,242)	158,319
Grants and subsidies	(569,581)	(588,434)	(18,853)
Finance and borrowing costs	(100,941)	(76,047)	24,894
GST paid to suppliers	(637,132)	(689,405)	(52,273)
GST remitted to ATO	(101,344)	(64,317)	37,027
Income tax equivalent paid	(5,325)	(12,213)	(6,888)
Other	(13,493)	(104,603)	(91,110)
Net cash provided by/(used in) operating activities	1,557,407	1,385,824	(171,583)

Department of Transport and Main Roads**Notes to and forming part of the financial statements 2016–17 (continued)****30 Budgetary reporting (continued)****Statement of cash flows (continued)**

	Original budget 2017 \$'000	Actual result 2017 \$'000	Variance \$'000
Cash flows from investing activities			
<i>Inflows:</i>			
Sales of property, plant and equipment	62,118	53,255	(8,863)
<i>Outflows:</i>			
Payments for property, plant and equipment	(2,419,654)	(2,311,142)	108,512
Payments for intangibles	(17,754)	(19,810)	(2,056)
Net cash provided by/(used in) investing activities	<u>(2,375,290)</u>	<u>(2,277,697)</u>	<u>97,593</u>
Cash flows from financing activities			
<i>Inflows:</i>			
Equity injections	2,232,442	2,338,718	106,276
Borrowings	22,000	-	(22,000)
<i>Outflows:</i>			
Equity withdrawals	(817,761)	(821,166)	(3,405)
Borrowing redemptions	(86,195)	(83,434)	2,761
Finance lease payments	(475,594)	(368,219)	107,375
Machinery-of-Government transfers	(1,498)	(1,498)	-
Net cash provided by/(used in) financing activities	<u>873,394</u>	<u>1,064,401</u>	<u>191,007</u>
Net increase/(decrease) in cash	55,511	172,528	117,017
Cash at beginning of financial year	419,159	191,807	(227,352)
Cash at end of financial year	<u>474,670</u>	<u>364,335</u>	<u>(110,335)</u>

Explanation of major variances**Grants and other contributions**

Variance of \$40.776m is due to a timing difference in the payment of contributions by QIC Limited for the Gateway Upgrade North project.

GST input tax credits from ATO and GST collected from customers

Variance is due to variability of the timing, value and payment of invoices issued to external parties.

Finance and borrowing costs

Variance of \$24.894m is due to reduced finance lease interest costs of \$19.672m for the New Generation Rollingstock as a result of the delay in delivery of the train sets and reduced interest of \$5.221m on refinanced loans.

GST paid to suppliers and GST remitted to ATO

Variance is due to variability of the timing, value and payment of invoices received from external parties.

Other expenses

Variance of \$91.110m is mainly due to payments of \$90.450m made to payment coordination authorities as part of the Personalised Transport Reforms Industry Adjustment Assistance Package. The Government had not approved funding for the package at the time of budget preparation.

Borrowings

Variance of (\$22.0m) reflects a change to the Economic Development Queensland funding agreement for the Beaudesert Town Bypass project after the budget had been published. The project will now be funded from the Queensland Transport and Roads Investment Program.

Finance lease payments

Variance of \$107.374m reflects:

- \$91.561m for a decrease in finance lease payments for the New Generation Rollingstock project due to the delay in delivery of the train sets
- \$20.947m for a decrease in the capital contribution payment under the finance lease arrangement for the Gold Coast Light Rail Stage 2 project due to an increase in the value of state returned works completed as part of the project.

Department of Transport and Main Roads**Notes to and forming part of the financial statements 2016–17 (continued)****30 Budgetary reporting (continued)**

Schedule of administered items	Original budget 2017 \$'000	Actual result 2017 \$'000	Variance \$'000
Administered income			
User charges, fees and fines	2,419,174	2,389,153	(30,021)
Other	7,873	7,892	19
Total	2,427,047	2,397,045	(30,002)
Administered expenses			
Impairment losses on trade receivables	-	21	21
Other	-	1,089	1,089
Transfers of administered revenue to government	2,427,047	2,397,015	(30,032)
Total	2,427,047	2,398,125	(28,922)
Operating result for the year	-	(1,080)	(1,080)
Administered assets			
<i>Current</i>			
Cash	20,888	56,347	35,459
Receivables	34,114	35,763	1,649
Total	55,002	92,110	37,108
<i>Non-current</i>			
Land	261,311	268,335	7,024
Total	261,311	268,335	7,024
Total assets	316,313	360,445	44,132
Administered liabilities			
<i>Current</i>			
Payables	48,958	86,204	37,246
Unearned revenue	5,811	5,672	(139)
Total liabilities	54,769	91,876	37,107
Net administered assets	261,544	268,569	7,025
Administered equity			
Total administered equity	261,544	268,569	7,025

Explanation of major variances**Operating surplus/(deficit)**

Variance reflects parcels of land that were transferred from the department's administered entity to its controlled entity. The land was originally acquired for the Moreton Bay Rail Link project but has since been deemed to be surplus to requirements which was not known at the time of budget preparation.

Cash

Variance of \$35.459m reflects the timing of the Compulsory Third Party insurance premiums collected which are yet to be remitted to the insurers.

Payables

Variance of \$37.246m reflects the timing of the Compulsory Third Party insurance premiums collected which are yet to be remitted to the insurers.

Department of Transport and Main Roads Notes to and forming part of the financial statements 2016–17 (continued)

31 Significant restated balances and changes in estimates

Road infrastructure asset valuation

The following significant items have impacted Note 15 Property, plant and equipment:

- In 2016–17 further improvements were made to the road infrastructure asset valuation methodology which involved redeveloping valuation work breakdown structures for stereotypes which align to the physical environment and provide a more accurate estimate of current replacement cost.

These new replacement stereotypes better represent the cost of replacing the service potential in road corridors with extensive road infrastructure as they incorporate constrained environments such as urban or high volume rural corridors, and recognise the significant costs involved in working with existing infrastructure while in use in these areas.

Correspondingly the construction work breakdown schedules were redeveloped to clearly align with the range of stereotypes. This involved the use of new construction schedules to reflect construction conditions with minimal constraints from traffic, development and utility services, and reconstruction schedules to reflect construction conditions with significant constraints from these factors. The most significant effect on the road infrastructure valuation from these changes has been a change in the degree to which pavement and formation components are depreciated.

The change to the road infrastructure asset valuation methodology has been recognised as a change in estimate in accordance with AASB 108 *Accounting Policies, Changes in Accounting Estimates and Errors* and has resulted in a decrease in gross value and net book value/net revaluation decrement of \$5.8b and \$3.6b respectively in 2017.

- A review of the unit rate other construction inputs to the road asset valuation has identified an incorrect assignment in 2016 of market rates for formation earthworks in new construction projects. Accordingly the value of road infrastructure in 2016 has been reduced by \$3.330b with a corresponding adjustment to the asset revaluation surplus. These adjustments have been recorded as prior period corrections in accordance with AASB 108 *Accounting Policies, Changes in Accounting Estimates and Errors*.
- In 2016–17 the estimated useful lives of formation earthworks were comprehensively reviewed. This review assessed the likely replacement program due to the available fiscal provision and considered this against the optimal replacement program. As a result the estimated useful life of a range of formation earthworks components has been revised to ensure the useful life to the department reflects a replacement timeframe which considers fiscal capacity, and which is informed by the department's published infrastructure plans and forecasts, as well as the prior history of funding allocations.

The extended useful lives of formation earthworks components have been recognised as a change in estimate in accordance with AASB 108 *Accounting Policies, Changes in Accounting Estimates and Errors* and has resulted in a reduction in accumulated depreciation and a corresponding increase to the asset revaluation surplus of \$927m.

Moreton Bay Rail Link - expenditure on third party assets

During 2017 the department undertook an assessment of the expenditure incurred on the Moreton Bay Rail Link (MBRL) Project following the commencement of operations of the rail link in October 2016. This analysis included a detailed cost breakdown to calculate the value of the respective assets of the Department of Transport and Main Roads, Queensland Rail, and Moreton Bay Regional Council.

As a result of the assessment it was determined that \$43.312m of expenditure on Queensland Rail assets, and \$268.424m on Moreton Bay Regional Council assets, had been reported in 2016 as property, plant and equipment (capital work in progress), and should instead have been reported as an expense in the Statement of comprehensive income.

In accordance with AASB 108 *Accounting Policies, Changes in Accounting Estimates and Errors* the department has restated property, plant and equipment in 2016 by (\$311.736m), supplies and services by \$43.312m, and grants and subsidies by \$268.424m.

Decommissioned assets expense

In 2015–16 the department comprehensively reviewed the useful lives of road infrastructure surface and pavement components and where necessary adjusted the useful lives to reflect a replacement timeframe which considers fiscal availability.

Components which were replaced in 2016 had their useful lives adjusted to align with their intended replacement dates, which meant that these components had been fully depreciated at 30 June 2016.

In 2016 the department had recorded a decommissioned infrastructure assets expense of \$156.306m representing the remaining written down value of road surfaces and pavements at the time of their replacement. However as these components were fully depreciated in 2015–16, the decommissioned infrastructure asset expense was overstated.

Accordingly the 2016 decommissioned infrastructure assets expense and asset revaluation surplus have been restated by \$156.306m in accordance with AASB 108 *Accounting Policies, Changes in Accounting Estimates and Errors*.

Management Certificate of the Department of Transport and Main Roads

These general purpose financial statements have been prepared pursuant to section 62(1) of the *Financial Accountability Act 2009* (the Act), section 42 of the *Financial and Performance Management Standard 2009* and other prescribed requirements. In accordance with section 62(1)(b) of the Act we certify that in our opinion:

- a) the prescribed requirements for establishing and keeping the accounts have been complied with in all material respects;
- b) the financial statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of the Department of Transport and Main Roads for the financial year ended 30 June 2017 and of the financial position of the department at the end of that year; and
- c) these assertions are based on an appropriate system of internal controls and risk management processes being effective, in all material respects, with respect to financial reporting throughout the reporting period.



Nick Shaw FCPA
Chief Finance Officer

28 August 2017



Neil Scales OBE
Director-General

28 August 2017

INDEPENDENT AUDITOR'S REPORT

To the Accountable Officer of Department of Transport and Main Roads

Report on the audit of the financial report

Opinion

I have audited the accompanying financial report of Department of Transport and Main Roads.

In my opinion, the financial report:

- a) gives a true and fair view of the department's financial position as at 30 June 2017, and its financial performance and cash flows for the year then ended
- b) complies with the *Financial Accountability Act 2009*, the *Financial and Performance Management Standard 2009* and Australian Accounting Standards.

The financial report comprises the statement of financial position and statement of assets and liabilities by major departmental service as at 30 June 2017, the statement of comprehensive income, statement of changes in equity, statement of cash flows and statement of comprehensive income by major departmental service for the year then ended, notes to the financial statements including summaries of significant accounting policies and other explanatory information, and the management certificate.

Basis for opinion

I conducted my audit in accordance with the *Auditor-General of Queensland Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

I am independent of the department in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General of Queensland Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key audit matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial report of the current period. I addressed these matters in the context of my audit of the financial report as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

Infrastructure asset valuation (\$57.889 billion) and depreciation expense (\$878.598 million)

Refer to note 15 in the financial report.

Key audit matter	How my audit addressed the key audit matter
The Department's accounting policy was to value infrastructure as defined in AASB 13 <i>Fair Value Measurement</i> using the cost approach. Under the AASB13 fair value hierarchy the valuation was classified as level 3 due to significant inputs that require estimation and that were not based on	My procedures included, but were not limited to: Gross replacement cost Assessing the adequacy of management's review of the valuation process including:

Key audit matter	How my audit addressed the key audit matter
<p>observable market data. To derive current replacement cost (fair value) the Department adjusted gross replacement cost for accumulated depreciation.</p> <p>A valuation model was used to estimate the gross replacement cost for road infrastructure assets.</p> <p>The model involved significant judgement for:</p> <ul style="list-style-type: none"> the categorisation of the road network, features of a modern equivalent asset, and current economic and market conditions affecting costs for road construction. componentisation of the road assets and identifying the significant parts of the road infrastructure assets that have different replacement costs per unit. categorising road stereotypes (such as road type, region, soil type, terrain, climatic and environmental conditions, and project type such as reseal, rehabilitation, reconstruction or new construction. assigning road segments to a road stereotype. establishing unit rates for the full replacement and renewal of components. <p>In measuring accumulated depreciation, the Department used significant judgement estimating remaining useful life of road infrastructure components including:</p> <ul style="list-style-type: none"> past experience to determine when an appropriate works intervention will occur. consideration of planned replacement programs as a result of observation of road use deterioration and environmental factors such as traffic volume, rutting, cracking, roughness, safety and number of years in use. 	<ul style="list-style-type: none"> Obtaining an understanding of the methodology, assessing its design, integrity and appropriateness of the valuation model. Analysing key assumptions used in the model and corroborating these to supporting evidence and my knowledge of the entity and industry. Verifying the mathematical accuracy of the model through recalculation. <p>Unit rates</p> <p>Assessing the reasonableness of unit rates by evaluating the methods used in determining the movement in unit rates, including:</p> <ul style="list-style-type: none"> Examining a sample of unit rates to assess consistency in calculations and reasonableness in application from the underlying inputs obtained from the Department's external consultant. Reviewing the 2017 Unit Rate Expert Panel's process into unit rate movements and approval of final rates. Verifying a sample of approved unit rates applied in the final calculation of gross replacement value. Comparing a sample of the movement of unit rates against other publicly available information. <p>Useful lives</p> <p>Assessing the reasonableness of infrastructure assets useful lives by:</p> <ul style="list-style-type: none"> Reviewing management's annual assessment of useful lives against evidence supporting current condition and planned replacement programs. Reviewing evidence of planned use of assets, with a focus on assets that are planned to be used for longer or shorter than standard engineering estimates. Assessing the consistency between asset management plans and useful lives assigned to infrastructure assets.

Other information

Other information comprises the information included in the Department's annual report for the year ended 30 June 2017, but does not include the financial report and my auditor's report thereon. Those charged with governance are responsible for the other information.

My opinion on the financial report does not cover the other information and accordingly I do not express any form of assurance conclusion thereon. In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

Responsibilities of the department for the financial report

The Accountable Officer is responsible for the preparation of the financial report that gives a true and fair view in accordance with the *Financial Accountability Act 2009*, the *Financial and Performance Management Standard 2009* and Australian Accounting Standards, and for such internal control as the Accountable Officer determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

The Accountable Officer is also responsible for assessing the department's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the department or to otherwise cease operations.

Auditor's responsibilities for the audit of the financial report

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for expressing an opinion on the effectiveness of the department's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the department.
- Conclude on the appropriateness of the department's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the department's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. I base my conclusions on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the department to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Accountable Officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

From the matters communicated with the Accountable Officer, I determine those matters that were of most significance in the audit of the financial report of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter

should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

In accordance with s.40 of the *Auditor-General Act 2009*, for the year ended 30 June 2017:

- a) I received all the information and explanations I required.
- b) In my opinion, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.



D Adams
as delegate of the Auditor-General



Queensland Audit Office
Brisbane

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Appendix 1 – Legislation administered by the department

The Department of Transport and Main Roads administers a range of Acts for transport related purposes and are listed below:

Deputy Premier, Minister for Transport and Minister for Infrastructure and Planning

- *Adult Proof of Age Card Act 2008*
- *Air Navigation Act 1937*
- *Civil Aviation (Carriers' Liability) Act 1964*
- *Queensland Nickel Agreement Act 1970* (Sch pts IV-V)
- *Queensland Rail Transit Authority Act 2017*
- *State Transport Act 1938*
- *State Transport (People Movers) Act 1989*
- *Thiess Peabody Mitsui Coal Pty. Ltd. Agreements Act 1965*
*Except to the extent administered by the Treasurer,
Minister for Trade and Investment, and the Minister for State
Development and Minister for Natural Resources and Mines
- *Transport Infrastructure Act 1994*
*Jointly administered with the Minister for Main Roads,
Road Safety and Ports and Minister for Energy,
Biofuels and Water Supply
- *Transport Operations (Passenger Transport) Act 1994*
*Jointly administered with the Minister for Main Roads,
Road Safety and Ports and Minister for Energy,
Biofuels and Water Supply
- *Transport Planning and Coordination Act 1994*
*Jointly administered with the Minister for Main Roads,
Road Safety and Ports and Minister for Energy,
Biofuels and Water Supply
- *Transport (South Bank Corporation Area Land) Act 1999*
- *Transport Security (Counter-Terrorism) Act 2008*

Minister for Main Roads, Road Safety and Ports and Minister for Energy, Biofuels and Water Supply

- *Central Queensland Coal Associates Agreement Act 1968*
(Sch pts IV-IVC)
- *Century Zinc Project Act 1997*
(Sections 5(2) to (7), 11, 12, 13 and 21)
- *Gold Coast Waterways Authority Act 2012*
- *Heavy Vehicle National Law Act 2012*
- *Maritime Safety Queensland Act 2002*
- *Tow Truck Act 1973*
- *Transport Infrastructure Act 1994*
*Jointly administered with the Deputy Premier, Minister
for Transport and Minister for Infrastructure and Planning
- *Transport Operations (Marine Pollution) Act 1995*
- *Transport Operations (Marine Safety) Act 1994*
- *Transport Operations (Marine Safety – Domestic Commercial
Vessel National Law Application) Act 2016*
- *Transport Operations (Passenger Transport) Act 1994*
*Jointly administered with the Deputy Premier, Minister
for Transport and Minister for Infrastructure and Planning
- *Transport Operations (Road Use Management) Act 1995*
- *Transport Planning and Coordination Act 1994*
*Jointly administered with the Deputy Premier, Minister
for Transport and Minister for Infrastructure and Planning

Appendix 2 – Performance Statements 2016–17

Service Area: Transport System Investment Planning and Programming

Service Area Objective: To develop long term transport policies and plans for the future development of the integrated transport system and to plan and prioritise strategic investment in effective, efficient and sustainable infrastructure, systems and services.

Responsible transport system planning ensures Queensland’s long-term transport needs are met in the most cost-effective way and that development impacts are managed effectively. This is achieved through developing and managing:

- Queensland’s long-term transport strategy and Regional Transport Plans
- the Transport System Planning Program to coordinate and prioritise planning across all modes of transport
- the Queensland Transport and Roads Investment Program (QTRIP), a four year rolling program of priority transport infrastructure works which is published annually
- asset management plans for maintenance, preservation and operation of state-controlled transport infrastructure
- funding submissions to the Australian Government for nationally significant transport infrastructure and investment strategies for key priority routes that support resource development areas
- major transport infrastructure project evaluation and assurance to ensure delivery on a value-for-money basis.

Details on achievements under this service standard are listed on [pages 36 to 55](#).

Service standards	Notes	2016–17 Target / Estimate	2016–17 Actual	Status
Effectiveness measures				
Percentage of projects in the Transport System Planning Program:	T,1			
commencing no later than four months after the programmed commencement date		90	96	▲
completed no more than four months after the programmed commencement date		80	81	▲
costing less than 10% over the programmed estimate		85	94	▲
Road system seal age (percentage of the state-controlled road network exceeding the optimal seal age)	M,2,3	28.2	29.93	▼
Road system condition (the percentage of urban and rural State-controlled roads with condition better than the specified benchmark)	M,4			
Urban		97-99	97-99	▲
Rural		95-97	95-97	▲
Efficiency measures				
Administrative cost to plan, develop and manage the QTRIP as a percentage of the overall value of the program	M,5	1	0.43	▲

▲ On track ● Slight variance ▼ Major issues

Notes:

- M Denotes service standards for which accountability rests with the Minister for Main Roads, Road Safety and Ports and Minister for Energy, Biofuels and Water Supply.
 T Denotes services standards for which accountability rest with the Deputy Premier, Minister for Transport and Minister for Infrastructure and Planning.
- 1 The Transport System Planning Program was formerly named the State Planning Program.
 - 2 The road system seal age measure is indicative of the level of risk to the preservation of the underlying road pavement layers.
 - 3 As at 30 June 2017, 29.9 per cent of the state-controlled road network (8700km) exceeded the optimal point in time for resurfacing to ensure waterproofing of the underlying pavement structure. This was slightly worse than the 2015–16 result of 28.5 per cent (8300km). Sections with old surfaces are at an increased risk of pavement damage during wet weather events. Within available funding, TMR proactively targets investment in pavement surfaces, and it is expected that the length of old seals will decrease over the next four years.
 - 4 The road system condition measure reports the surface layer smoothness of the road network from a road users’ perspective.
 - 5 QTRIP is a four year rolling program of priority transport infrastructure works which is published annually. This is a new service standard developed to measure how efficiently the QTRIP is being developed and managed. It excludes Queensland Rail and Ports.

Service Area: Transport Infrastructure Management and Delivery

Service Area Objective: To construct, maintain and operate an integrated transport network accessible to all.

Activities undertaken in this service area relate to stewardship of the state road network and include:

- delivering, managing and maintaining transport infrastructure
 - leading innovation in transport infrastructure delivery
 - setting value for money standards for transport infrastructure
- managing road operations, including traffic incidents, heavy vehicle operations and traveller and traffic information
- managing use of the road corridor, including environmental preservation and third party road access
- controlling access to and recovering the road network during and following emergency events.

This work is underpinned with technical expertise to mitigate risk and sustain the transport system's performance.

Details on achievements under this service standard are listed on [pages 80 to 106](#).

Service standards	Notes	2016–17 Target / Estimate	2016–17 Actual	Status
Service: Transport Infrastructure Management and Delivery	M			
Effectiveness measures				
Road network efficiency – Average travel time per 10km	1			
AM peak		11.1	11.3	▲
Off peak		9.9	10.2	▲
PM peak	2	11.3	11.9	●
Road network reliability – Percentage of the road network with reliable travel times	1			
AM peak		79	78	▲
Off peak		91	88	▲
PM peak		75	71	▲
Road network productivity – Percentage of the road network with good productivity	1,3			
AM peak		72	70	▲
Off peak		76	73	▲
PM peak		71	66	▲
Arterial intersection performance – Percentage of intersections congested less than 20 minutes per hour				
AM peak		87	84	▲
Off peak		94	92	▲
PM peak		82	77	▲
Number of fatal crashes on State-controlled roads per 100 million vehicle kilometers travelled where the road condition was likely to be a contributing factor		0.05	0.05	▲
Efficiency measures				
Administrative/staff costs of operating and delivering the department's Road Operations Program as a percentage of the total value of the Roads Operations Program (including operations, maintenance and projects)	4,5	10	12.6	●
Service: Transport Infrastructure Delivery	M			
Effectiveness measures				
Percentage of QTRIP projects >\$5 million:				
commencing no later than four months after the programmed commencement date	6	90	84	●
completed no more than four months after the programmed construction period	7	90	81	●
costing less than 10 per cent over the published QTRIP figure		90	92	▲
Efficiency measures				
Administration costs of managing and delivering the QTRIP as a percentage of the current financial year's QTRIP allocation	6	<5.1	3.8	▲

▲ On track ● Slight variance ▼ Major issues

See notes on next page.

Notes:

- M Denotes service standards for which accountability rests with the Minister for Main Roads, Road Safety and Ports and Minister for Energy, Biofuels and Water Supply.
- 1 Through proactive departmental initiatives, the status of the road system network is performing at generally the same levels, withstanding population, traffic and economic growth in the current financial year. The department will continue to deliver a number of road and motorway initiatives to mitigate increasing congestion issues driven by increased vehicle usage.
 - 2 This performance measure is currently just inside the amber assessment band (indicating a slight adverse variation). It is the first year that any of the road operation effectiveness measures have moved outside the green assessment band. Note that over the last five years, travel time during this peak period has increased by an average of over 1 per cent per year, which is less than half the rate of traffic growth over the same period. The fact that travel time during this period is the highest can be attributed to a number of reasons. The PM peak (in terms of traffic volumes) is generally higher and wider than the AM peak (that is, more vehicles are travelling in congested conditions compared to the AM peak). This could be related to a wider mix of trip purposes, for example shopping trips and school pickups that generally occur earlier than the afternoon commuter trips, while increased congestion could also be due to other factors such as Queensland rain storms which occur more often during the PM peak.
 - 3 Good road network productivity occurs under two scenarios of performance: (a) speeds are in excess of a benchmark value (for example, 80 kilometres per hour on motorways) irrespective of traffic flow, or traffic flow is relatively high (for example, 2000 vehicles/hour/lane for motorways) in combination with moderately degraded speeds.
 - 4 This is a new service standard developed to measure how efficiently the Road Operations Program is being operated and delivered. Costs include administration of operations (including managing traffic incidents, heavy vehicle operations and traveller and traffic information), maintenance and projects.
 - 5 As a new measure, the 2016–17 Target (10 per cent) was an estimate based on limited historical data. Current data suggests that this target may be unobtainable in the short term, and should be considered as a long term aspirational target. The result shows there is a high demand on departmental staff capability in operating the road transportation system. It is expected that over time the figure may remain stable as more effort is put into managing the network through non-infrastructure solutions. TMR is moving to managing the network in smarter ways, and are investing in innovative technologies (including big data and analytics) and systems to manage the network, to ultimately get more out of our existing transport system. With the onset of co-operative ITS, Internet of Things (IoT), big data, cloud technology, advanced analytics there will be an increased demand on departmental road operations people capability and capacity in operating the network using complex systems and technology tools. TMR will continue to deliver a program of road operational system technology enhancements.
 - 6 Delays can be attributed to scope changes, design issues, wet weather impacts of Ex-Tropical Cyclone Debbie on the diversion of resources to higher priority projects.
 - 7 The project delays can be attributed to scope changes; design issues; wet weather and the diversion of resources to emergent projects.
 8. This is a new service standard developed to measure how efficiently the four year rolling program of priority transport infrastructure works (the Queensland Transport and Roads Investment Program) is being managed and delivered.

Service Area: Transport Safety and Regulation

Service Area Objective: To regulate the transport system safely, economically and sustainably without imposing unnecessary red tape.

Safety of the transport network is critical to supporting Queensland's future growth. A safe, secure and resilient transport system aims to protect the lives and property of everyone who interacts with the network for business, employment and leisure.

Regulatory and safety related activities undertaken in this service area include:

- managing the movement of vessels using Queensland's waterways as well as the Great Barrier Reef and Torres Strait
- maritime safety activities for commercial and recreational vessels, pilotage and hydrographic services, and supporting safe port development
- maintaining effective maritime emergency preparedness, response, and recovery capability and capacity
- developing and implementing rail safety initiatives and legislation
- conducting regulatory activities including audits, inspections, accreditation, investigation and education programs
- regulating vehicle safety in accordance with best practice and national vehicle standards
- delivering vehicle and vessel registration, driver and marine licensing and accreditation services.

Details on achievements under this service standard are listed on [pages 56 to 79](#).

Service standards	Notes	2016–17	2016–17	Status
		Target / Estimate	Actual	
Effectiveness measures	1			
Marine fatalities per 100,000 registered vessels regulated in Queensland	M,2,3	2.96	4.24	●
Rail fatalities per 100,000 population	T	0.10	0.06	▲
Hospitalised rail casualties per 100,000 population	T, 4	0.40	0.24	▲
Number of level crossing collision occurrences per 1,000,000 train kilometres travelled	T	0.45	0.23	▲
Fatalities per 100,000 population on State-controlled roads	M,5	3.03	3.26	●
Road fatalities per 100,000 population	M	5.05	5.18	▲
Hospitalised road casualties per 100,000 population	M	133	129.06	▲
Percentage of vessel movements without serious incidents	M			
Pilotage areas		100	100	▲
ReefVTS area		100	100	▲
Efficiency measures				
Cost of rail regulation per 100 kilometres of rail infrastructure	T,6	\$20,261	\$15,119	▲
Cost of rail regulation per 1,000,000 kilometres of rail operations	T,7	\$43,490	\$33,924	▲
Direct operational cost of Vessel Tracking Services per monitored vessel movement	M,8	\$456	\$458	▲

▲ On track ● Slight variance ▼ Major issues

Notes:

- T Denotes service standards for which accountability rests with the Deputy Premier, Minister for Transport and Minister for Infrastructure and Planning.
- M Denotes service standards for which accountability rests with the Minister for Main Roads, Road Safety and Ports and Minister for Energy, Biofuels and Water Supply.
- 1 The two former material services 'Transport regulation' and 'Transport safety' have been re-merged following agreement with Queensland Treasury and the Department of the Premier and Cabinet that transport safety is a key outcome directly associated with effective regulation.
- 2 Under the National System for Domestic Commercial Vessel Safety, the Australian Maritime Safety Authority has assumed regulatory responsibility for the State's domestic commercial vessels. The new service standard excludes vessels that are not regulated under Queensland legislation.
- 3 The number of marine fatalities in 2016–17 involving regulated vessels was 11 against an annual estimate of 8. The number of deaths in three of the four quarters was larger than the average expected number of 2 per quarter. Substantial quarter to quarter variation will occur at times given the nature of the variables.
- 4 Actual results reflects data available for hospitalisation crashes for the 12 months to 31 December 2016.
- 5 The rate for the 12 months ending 30 June 2017 is 3.26 fatalities along state-controlled roads per 100,000 population.
- 6 The calculation for this service standard is based on the total number of kilometres of railway track (rail infrastructure) across Queensland in the financial year. Regulation refers to the department's accreditation and compliance role in relation to the activities of rail transport operators including the construction of a railway, railway tracks and associated track structures and the management, commissioning, maintenance, repair, modification, installation, operation or decommissioning of rail infrastructure.
- 7 The calculation for this service standard is based on the total number of kilometres travelled by rollingstock in the transportation of passengers and freight across Queensland in the financial year. Regulation refers to the department's accreditation and compliance role in relation to the activities of rail transport operations including the commissioning/decommissioning, maintenance, repair, modification and operation of rollingstock or operating a railway service.
- 8 This is a new service standard developed to track the cost of the department delivering Vessel Tracking Services in monitoring vessel movements in Port Pilotages and REEFVTS areas.

Service Area: Customer Experience

Service Area Objective: To put customers at the centre of the delivery of the department's products and services to understand their expectations, improve their experience and reduce rework.

The department is committed to delivering services with a 'customers first' approach, engaging with customers to better understand their needs and behaviours with regard to: roads usage, maritime safety information, licensing services, registration services and passenger transport services.

We will provide flexible delivery methods and channels for customers; including the ability to self-serve online 24/7. This includes undertaking customer research and insights activities to consider customer perspectives, motivations and expectations upfront in guiding the development of all product and service delivery across the department in the future.

Details on achievements under this service standard are listed on [pages 25 to 35](#).

Service standards	Notes	2016–17 Target / Estimate	2016–17 Actual	Status
Effectiveness measures	T			
Average wait time in Customer Service Centres (minutes)		8	7:22	▲
Percentage of call centre calls answered within three minutes	1	80	69.45	▼
Overall customer satisfaction with transactional services (on a scale of 1 – 10)	2	8	8.2	▲
Customer satisfaction ratings of public transport by service type (using a 0–100 index – 100 being excellent)	3			
Whole of Queensland – Taxi	4,5	≥68	65	●
South-east Queensland				
Bus		≥70	72	▲
Rail		≥70	69	▲
Ferry		≥70	80	▲
Rest of Queensland				
Regional urban bus		≥70	73	▲
Customer service complaints in SEQ per 10,000 trips		≤3	2.57	▲
Efficiency measures				
Average unit cost per transaction in a Customer Service Centre	6,7,8	\$17.68	\$19.30	–
Average cost per customer enquiry – TransLink Contact Centre	9	\$4.70	4.53	▲

▲ On track ● Slight variance ▼ Major issues

Notes:

- T Denotes service standards for which accountability rests with the Deputy Premier, Minister for Transport and Minister for Infrastructure and Planning.
- The call centre continues to implement remedial actions to improve performance. These include promotion of self service, migration of customers to online services, the implementation of call steering technology, additional call resources to meet peak demand and ongoing training.
 - Transactional services include any licensing and registration transactions and enquiries which are handled/processed using the following channels: the department's Customer Service Centres, call centres, website, service agents (Australia Post/BPAY), Smart Service Queensland call centre, mail/fax/email, Queensland Government Agency Program offices, Queensland Police Service stations, and Clerk of the Court locations.
 - The Customer Satisfaction Survey investigates how customers rate a range of experiences when travelling on public transport services in Queensland. The survey assists the department in identifying and prioritising areas for improvement and allows the department to monitor the impact of service changes, new products and services on customer perceptions.
 - Customer satisfaction with Queensland taxi services remained stable at 65 (out of a possible 100) in Quarter 4 (one point higher than the previous quarter although not a statistically significant increase) and all ten KPIs remained stable when compared to the previous quarter. Satisfaction with SEQ Taxi remained stable at 65 (out of 100) – one point higher than the previous quarter although not a statistically significant increase. Three KPIs increased (Reliability & Frequency Information and Staff). Satisfaction with regional Queensland Taxi remained stable at 66 (out of 100) and all ten KPIs also remained stable.
 - Overall satisfaction with Queensland taxis remains stable. However, satisfaction with affordability, information and proximity remain comparatively low and impact on overall satisfaction.
 - Reporting cycle is every two years in alignment with Corporate Finance ABC Costing Schedule. The next fully calculated average unit cost will be available in early 2017–18.
 - Costs include training, travel, administration expenses, and nominal cost for information technology, accommodation, shared services provider, and labour (salaries and wages).
 - Assessment criteria has not been set for this measure, although the result is more than the target set for the 2016–17 it is within acceptable result ranges.
 - This is a new service standard developed to measure the cost efficiency of providing customer enquiry services through our TransLink contact centre for the passenger transport network.

Service Area: Passenger transport services

Service Area Objective: To lead and shape Queensland's passenger transport system by providing an integrated passenger transport network that allows fair access to all.

This service area facilitates passenger transport systems across the State and aims to provide a single integrated and safe transport system allowing fair access to everyone. Key passenger transport activities managed by this service area include:

- providing funding for fair access to public transport to deliver economic, social and community benefits for Queenslanders
- effectively managing and regulating the passenger transport industry
- enhancing customer experience by improving service integration, passenger information and ticketing products
- driving efficiencies through network optimisation and next generation service contracts
- supporting public transport patronage increases by maximising our service offering, extending the passenger transport network and delivering innovative ticketing products
- overseeing and funding the School Transport Assistance Scheme.

Details on achievements under this service standard are listed on [pages 102 to 113](#).

Service standards	Notes	2016–17	2016–17	Status
		Target / Estimate	Actual	
Wheelchair accessible taxi response times compared to conventional taxi fleet response times	T			
Peak				
Percentage within 18 minutes				
Conventional		85	94	▲
Wheelchair	1	85	86	●
Percentage within 30 minutes				
Conventional		95	99	▲
Wheelchair	1	95	96	●
Off peak				
Percentage within 10 minutes				
Conventional		85	87	▲
Wheelchair	1, 2	85	73	●
Percentage within 20 minutes				
Conventional		95	97	▲
Wheelchair	1, 2	95	92	●
Patronage on Government contracted services (millions)	T			
South-east Queensland	3	183.21	177.42	●
Bus	4	115.79	111.70	●
Rail	5	52.55	51.01	●
Tram	6	7.8	7.97	▲
Ferry	7	7.07	6.72	●
Rest of Queensland	8	12.04	11.85	●
Regional air	9	0.2	0.15	▼
Long distance bus		0.06	0.06	▲
Regional urban bus		11.45	11.33	▲
TravelTrain	10	0.33	0.30	●
Average on-time running performance in peak times – CityTrain	11	95%	94.03%	●
Percentage of scheduled services delivered – CityTrain	12	99.50	99.46	●
Efficiency measures				
Average subsidy per trip provided through the Taxi Subsidy Scheme		\$8.05	\$7.74	▲
Average subsidy per passenger on Government contracted services				
Regional air	13	\$33.40	\$49.58	▼
Long distance bus	14	\$92.55	\$114.97	▼
Regional urban bus		\$3.32	\$3.34	▲
TravelTrain		\$588.11	\$597.15	▲
Average cost of subsidy per passenger trip in SEQ – bus, rail, tram and ferry		\$7.05	\$7.05	▲

▲ On track ● Slight variance ▼ Major issues

See notes on next page.

Notes:

- T Denotes service standards for which accountability rests with the Deputy Premier, Minister for Transport and Minister for Infrastructure and Planning.
- The Queensland taxi fleet consists of 3259 taxis of which 642 (20 per cent) are wheelchair accessible taxis. The department notes that minimum service levels are currently not being met, which is possibly due to the announcement of the personalised transport reforms and fewer taxis on the road in off-peak times.
 - Response times for wheelchair accessible jobs are longer than response times for conventional taxis. This may be due to drivers not prioritising wheelchair work or because they are engaged in providing other services under a contract with other entities such as the Department of Veterans' Affairs.
 - The lower 2016–17 result can be attributed to rail network issues and a subsequent reduction in services affected patronage. The effects of Ex-Tropical Cyclone Debbie significantly impacted the network resulting in fewer trips across all modes. Fewer Tertiary Concession trips were registered following the introduction of card data matching with bus patronage being impacted more than other modes.
 - Bus was 3.5 per cent below EOFY budget due to the go study project changing some customers behaviour and leaving the system as they were now required to pay adult fares instead of previously paying a concession fares, Fairer Fares not attracting additional trips onto the bus network, weaker weekend demand due to 'nine and free' being replaced with 'eight and 50 per cent free' travel days, a mode shift from bus to rail following the opening of the Redcliffe Peninsula rail line and heavy rain and flooding in March/April resulting from Ex-Tropical Cyclone Debbie affecting travel.
 - Rail was 2.9 per cent below EOFY budget due to the go study project changing some customers behaviour and leaving the system as they were now required to pay adult fares instead of previously paying a concession fares, fairer fares not attracting additional trips on the Train network (this would be mainly as a result of all the negative media about reliability of the network since Oct 2016 weaker weekend demand due to 9 and free being replaced with 8 and 50 per cent free travel days and Ex-Tropical Cyclone Debbie affecting travel. This was partially offset by a positive increase in rail patronage with the opening of the MBRL line.
 - The term 'Tram' replaces 'Light Rail' in this measure to better differentiate the service from the term 'Rail' which, in the Service Delivery Statement is used to refer to Heavy Rail.
 - Ferry was 4.9 per cent below EOFY budget due to the go study project changing some customers behaviour and leaving the system as they were now required to pay adult fares instead of previously paying a concession fares fairer fares not attracting additional trips on the Ferry network weaker weekend demand due to 9 and free being replaced with 8 and 50 per cent impacts from free travel days impacts of Ex-Tropical Cyclone Debbie affecting travel and Kingsford Smith Drive development works impacting on network operations due to speed restrictions.
 - The 2016–17 result can be attributed to the decline in the resource sector and overall economic conditions. Regional air was the mode most impacted with passenger numbers failing to reach expected targets across all air routes.
 - The 2016–17 result is tracking red with a 40,909 decrease against the target. The result can be attributed to the decline in the resource sector and overall economic conditions. Passenger numbers failed to reach expected targets across all air routes. Central 1 passenger numbers have stabilised at lower levels. Minimal growth expected on all other regional air routes.
 - Patronage continues to trend unfavourably (over the last five years) reflecting higher competition from other modes which offer shorter travel times and are deemed by the public to be more cost effective alternative transport options.
 - On time running has been impacted by train crew shortages at Queensland Rail.
 - Reliability has been impacted by the shortages of train crew at Queensland Rail.
 - The 2016–17 result is tracking red with a \$15.80 increase against the target. The result can also be attributed to reduced patronage related to the decline in the resource sector and a decline in overall economic conditions. The reduction in passenger numbers has led to the flight schedules being significantly reduced on Central 1 resulting in less revenue to the state which increases the average subsidy per passenger.
 - The 2016–17 result is tracking red with a 24 per cent [\$22.42] increase against the target. This result can be attributed to: increase in funding payments (Revenue Sharing Payments) to one operator (five routes); aggressive competition from commercial operators; downturn in the resources sector; completion of infrastructure development; drought.

Service Area: RoadTek

Service Area Objective: RoadTek provides transport infrastructure solutions, including construction and maintenance services to enable the department to deliver on Government priorities and outcomes for the community

As a commercial business unit within the department, RoadTek is instrumental in the delivery of numerous projects on the state's extensive road and bridge network. This includes emergency response and related activities, as well as the delivery of projects that restore infrastructure and services after natural disasters.

Details on achievements under this service standard are listed throughout the report.

Service standards	Notes	2016–17	2016–17	Status
		Target / Estimate	Actual	
Effectiveness measures				
Lost time injury frequency rate	1	<10	11.1	●
Customers' and stakeholders' value of RoadTek (on a scale of 1 to 5)		>4	4.40	▲
Efficiency measures				
Long term debt / equity		12.1%	10.3	▲
Long term debt / total assets	2	8.5%	6.7	▲
Return on equity	3	7.1%	18.2	▲
Return on revenue (after tax)	4	2.5%	5.3	▲
Profit margin (earnings before income tax / user charges)	5	3.5%	7.5	▲

▲ On track ● Slight variance ▼ Major issues

Notes:

- This year's result was good in comparison to the 2015–16 result of 16.5. There were 10 less lost time injuries this year in contrast to 2015–16. The long term trend is on a positive downward trajectory but has plateaued over recent years.
- Both long term debt and assets expected to remain steady over the next two years.
- Equity position expected to remain steady over the medium term.
- Target expected to be similar to 2015–16 Budget figure.
- Trading position expected to be similar to 2016–17 Budget result.

Discontinued measures 2018–19

Performance measures included in the 2016–17 Service Delivery Statements that have been discontinued or replaced are reported in the following table. Please refer to the notes below for further information.

Service standards	Notes	2016–17 Target / Estimate	2016–17 Actual
Service area: Transport System Investment Planning and Programming			
Percentage of projects in the Transport System Planning Program:	T, 1		
Commencing no later than four months after the programmed commencement date		90	96
completed no more than four months after the programmed period		80	81
costing less than 10% over the programmed estimate		85	94
Road system seal age (percentage of the State-controlled road network exceeding the optimal seal age)	M,1	28.2	29.93
Service area: Transport Safety and Regulation			
	T		
Rail fatalities per 100,000 population	2	0.1	0.06
Hospitalised rail casualties per 100,000 population	2	0.4	0.24
Number of level crossing collision occurrences per 1,000,000 train kilometers travelled	2	0.45	0.23
Cost of rail regulation per 100 kilometres of rail infrastructure	2	\$20,261	\$15,119
Cost of rail regulation per 1000,000 kilometres of rail operations	2	\$43,490	\$33,924
Service area: Customer Experience			
Average wait time in Customer Service Centres (minutes)	3	8	7:22
Percentage of call centre calls answered within three minutes	3	80	69.45

Notes:

- M Denotes service standards for which accountability rests with the Minister for Main Roads, Road Safety and Ports and Minister for Energy, Biofuels and Water Supply.
- T Denotes service standards for which accountability rests with the Deputy Premier, Minister for Transport and Minister for Infrastructure and Planning
- 1 This is a measure of process, not a measure of effectiveness or efficiency. This measure will continue to be reported in the Department of Transport and Main Roads Annual Report and internally within the Department of Transport and Main Roads.
- 2 These measures have been discontinued due to the transition of rail regulatory functions to the Office of the National Rail Safety Regulator (ONRSR) on 1 July 2017.
- 3 This is a measure of activity, not a measure of effectiveness or efficiency. This measure will continue to be reported in the internally within the Department of Transport and Main Roads.

Appendix 3 – Camera Detected Offence Program

Table 16: Camera Detected Offence Program financial overview for 2016–17

Revenue	\$'000
Department of Transport and Main Roads	92,214
Department of Treasury and Trade (State Penalties Enforcement Registry)	40,565
Total revenue	132,779
Administrative/operational costs	
Department of Transport and Main Roads - operating	5,540
Department of Transport and Main Roads - equity	594
Queensland Police Service – operating (including road safety enforcement initiatives)	38,837
Queensland Police Service – equity	2,202
Department of Treasury and Trade (State Penalties Enforcement Registry)	6,867
Total administrative/operational costs	54,040
Expenditure from remaining revenue	
Road safety education and awareness	
Department of Transport and Main Roads	14,616
Public Safety Business Agency	808
Road accident injury rehabilitation programs	
Queensland Health – to support the purchase of blood and blood products used in the treatment of victims of road trauma	4,500
Improvements to the safety of state-controlled roads	
Department of Transport and Main Roads – operating	360
Department of Transport and Main Roads – equity	118,586
Total Expenditure from remaining funds	138,870
Total Expenditure 2016–17	192,910
Total Revenue less Total Expenditure	(60,131)

Note: Total 2016–17 expenditure on CDOP related activities, includes expenditure from prior year surpluses.

Community attitudes

The following results from recent research* indicate the community regards speeding as a dangerous and unacceptable behaviour.

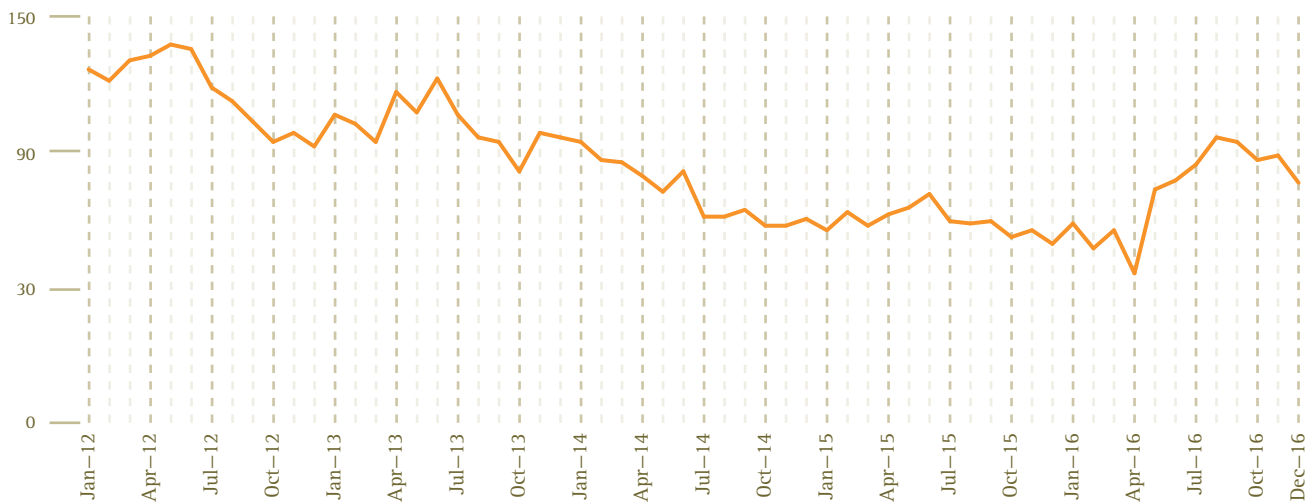
Of those drivers surveyed:

- 86 per cent agreed with the statement ‘I think speeding is a major contributor to crashes’.
- 94 per cent agreed with the statement ‘There can be serious consequences for others when people speed’.
- 65 per cent felt that speeding is as dangerous as drink driving/riding.
- 70 per cent agreed with the statement ‘No matter what, I always drive under or at the speed limit’.
- 80 per cent agreed that driving/riding 10 kilometres per hour over the speed limit increases crash risk.

*Each year, Transport and Main Roads commissions a Road Safety Attitudes Tracking Study by an independent market research company, Marketing and Communications Research. The 2016 survey 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 21 shows the average number of vehicles that were monitored for every mobile speed camera notice that was issued between January 2012 and December 2016.

Figure 21: Mobile speed cameras - Vehicles monitored per notice issued



Data source: Queensland Police Service

Table 17: Number of mobile speed camera infringements per penalty bracket for 2016

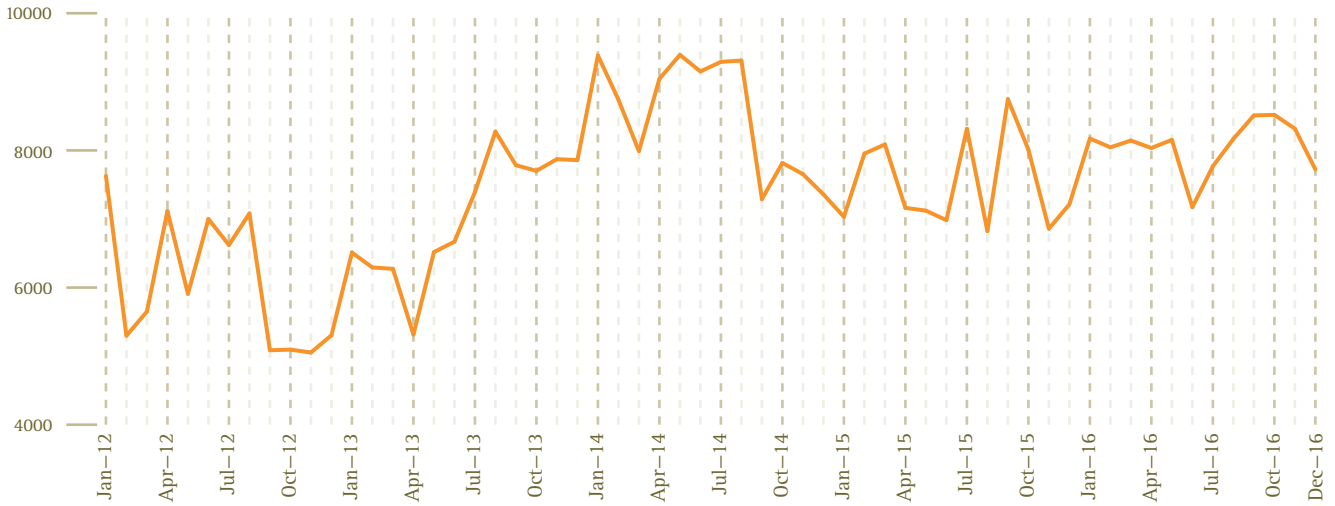
Penalty bracket	< 13 km/h	13–20 km/h	21–30 km/h	31–40 km/h	> 40 km/h	Total
Number of mobile speed camera infringements	373,246	89,821	12,397	1,427	642	477,533
Percentage	78.16%	18.81%	2.60%	0.30%	0.13%	100%

Data source: Transport and Main Roads Data Analysis Team
 Note: Penalty bracket is vehicle exceeding the speed limit by this amount.

In the 2016 calendar year, 238,387 red light camera infringement notices were issued. This includes red light camera notices detected by combined red light/speed cameras.

Figure 22 shows the average number of vehicles that were monitored for every red light camera notice that was issued between January 2012 and December 2016.

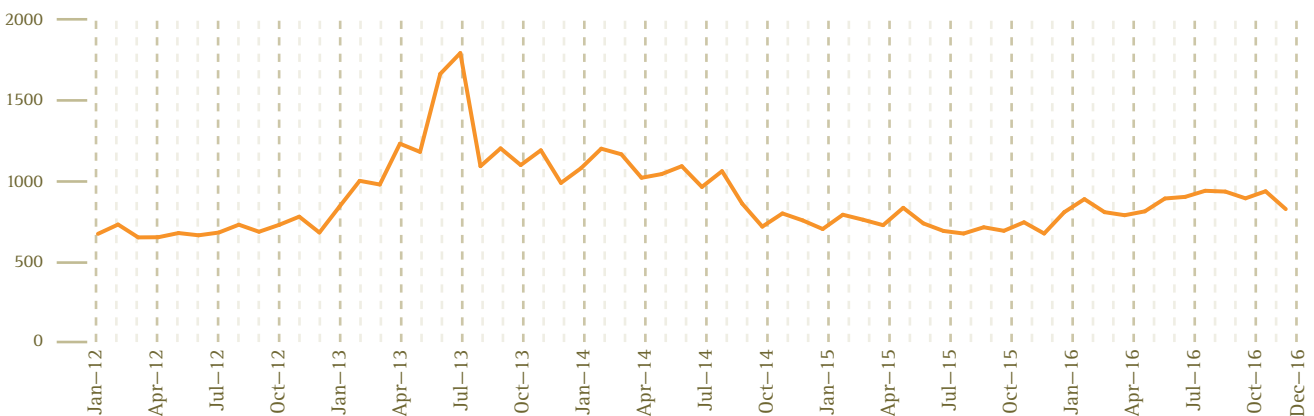
Figure 22: Red light cameras - Vehicles monitored per notice issued



Data source: Queensland Police Service
 Note: This graph does not include red light camera notices issued by combined red light/speed cameras. See Figure 24: Combine red light/speed cameras – vehicles monitored per notice issued.

Figure 23 shows the average number of vehicles that were monitored for every fixed speed camera notice that was issued between January 2012 and December 2016.

Figure 23: Fixed speed cameras - Vehicles monitored per notice issued



Data source: Queensland Police Service
 Note: This graph does not include fixed speed camera notices issued by combined red light/speed cameras. See Figure 24.

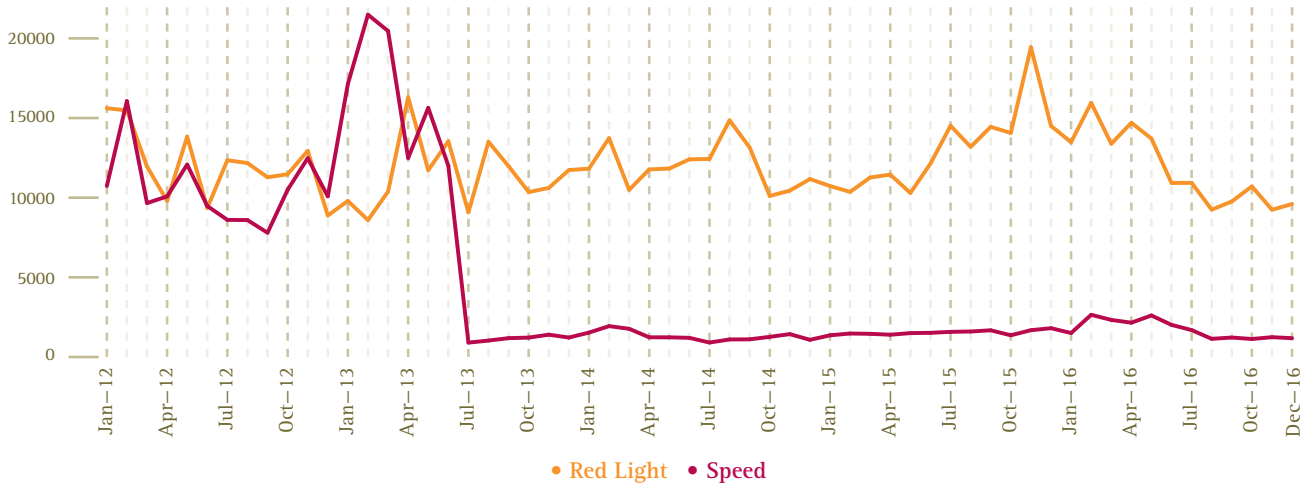
Table 18: Number of fixed speed camera infringements per penalty bracket for 2016

Penalty bracket	< 13 km/h	13–20 km/h	21–30 km/h	31–40 km/h	> 40 km/h	Total
Number of fixed speed camera infringements	113,094	33,961	4,577	772	424	152,828
Percentage	74.00%	22.22%	2.99%	0.51%	0.28%	100%

Data source: Transport and Main Roads Data Analysis Team
 Notes: Penalty bracket is vehicle exceeding the speed limit by this amount. This data includes fixed speed camera notices detected by combined red light/speed cameras.

A combined red light/speed camera is placed at a signalised intersection and is able to detect both failure to obey the red signal and/or speeding. The speed detection component of the camera can operate on the red, yellow and green signal. Figure 24 shows the average number of vehicles that were monitored for every red light or speed camera notice issued from combined red light/speed cameras since January 2012.

Figure 24: Combined red light/speed cameras - Vehicles monitored per notice issued



Data source: Queensland Police Service
 Notes: Combined red light/speed cameras were introduced on 2 August 2011. Between 2 August 2011 and 31 December 2013, data was captured from two combined red light/speed cameras.

Table 19: Number of point-to-point speed camera infringements per penalty bracket for 2016

Penalty bracket	< 13 km/h	13–20 km/h	21–30 km/h	31–40 km/h	> 40 km/h	Total
Number of point-to-point speed camera infringements	3,113	2,985	415	64	46	6,623
Percentage	47.00%	45.07%	6.27%	0.97%	0.69%	100%

Data source: Transport and Main Roads Data Analysis Team
 Notes: Penalty bracket is vehicle exceeding the speed limit by this amount. 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: Speed = Distance ÷ Time.

Appendix 4 – Transport Operator Payments

Table 20: Passenger transport operator payments: South east Queensland

The department provides funding assistance for private operators to deliver scheduled passenger services across Queensland as part of its purpose - to provide a safe, integrated, reliable and efficient transport system accessible to everyone.

Payments are for the period of 1 July 2016 to 30 June 2017 and are GST exclusive.

Operator	2016–17 Amount \$
Bus	
BIC Coaches Pty Ltd ACN 134 809 617	5,290,372
Brisbane Bus Lines Pty Ltd ACN 009 739 593	106,875
Brisbane City Council (Transport for Brisbane)	304,262,037
Bus Queensland Pty Ltd ACN 010 516 757 t/a Park Ridge Transit	13,082,742
Buslink Sunshine Coast Pty Ltd ACN 085 000 693	13,555,256
Caboolture Bus Lines Pty Ltd ACN 010 974 599	6,679,166
Clark's Logan City Bus Service (qld) Pty Ltd ACN 081 364 776	27,370,970
G.K. & J.M. Thompson Pty Ltd ACN 064 465 176 t/a Thompson Bus Services	8,608,844
Hornibrook Bus Lines Pty Ltd ACN 010 013 224	16,644,777
Mt Gravatt Bus Service Pty Ltd ACN 010 232 827 atf the L G Cole Family Trust	4,508,810
S & S Webster Investments Pty Ltd ACN 004 804 497 t/a Kangaroo Bus Lines	14,328,999
Southern Cross Transit (QLD) Pty Ltd ACN 097 130 615	150,704
Surfside Buslines Pty Ltd ACN 010 957 552	83,744,215
Transdev Queensland Pty Ltd ACN 087 046 044	26,766,321
Transit Australia Pty Ltd ACN 065 794 943 t/a Sunshine Coast Sunbus	33,361,154
Westside Bus Co Pty Ltd ACN 083 497 312 atf Westside Unit Trust	18,795,088
	577,256,330
Ferry	
Brisbane City Council (Transport for Brisbane)	18,287,950
Coochiemudlo Island Ferry Service Pty Ltd ACN 109 277 376	48,915
Amity Trader Pty Ltd ACN 146 155 204 atf the trustee for the Scorpio Trust t/a Coochiemudlo Island Ferry Service	161,539
Kellstar Pty Ltd ACN 073 449 439 t/a Stradbroke Flyer	993,914
Stradbroke Ferries Pty Ltd ACN 009 725 713	777,248
TSA Ferry Group Pty Ltd ACN 108 664 848 t/a Bay Islands Transit System	6,461,083
	26,730,648
CityTrain	
Queensland Rail Limited ACN 132 181 090	1,196,042,898
Rail Bus Replacement Services	
Brisbane Bus Lines Pty Ltd ACN 009 739 593	3,114,270
Cav Queensland Pty Ltd ACN 115 410 725	1,866,374
G.K. & J.M. Thompson Pty Ltd ACN 064 465 176 t/a Thompson Bus Services	1,693,629
S & S Webster Investments Pty Ltd ACN 004 804 497 t/a Kangaroo Bus Lines	5,311,079
Get Directed Traffic Control ACN 139 521 494	-
Regent Taxis Limited ACN 009 705 113 t/a Gold Coast Cabs	4,349
Yellow Cabs (Queensland) Pty Ltd ACN 009 662 408 atf The Monburn Trust	14,014
Black & White Cabs Pty Ltd ACN 054 497 353	1,239
Belbaker Pty Ltd t/a Belbaker Bus Charter ACN 137 857 660	18,851
Suncoast Cabs Ltd ACN 010 183 892	1,539
	12,025,343
Light Rail	
GoldLinQ Pty Ltd ABN 88 147 815 441	44,187,088
Railbus	
Bus Queensland (Lockyer Valley) Pty Ltd ACN 140 535 888	1,107,944
S & S Webster Investments Pty Ltd ACN 004 804 497 t/a Kangaroo Bus Lines	1,184,305
Westside Bus Co Pty Ltd ACN 083 497 312 atf Westside Unit Trust	275,576
	2,567,825
Flexilink Taxi Service	
Yellow Cabs (Queensland) Pty. Ltd. ACN 009 662 408 atf The Monburn Trust	126,531
Total subsidy	1,858,936,664

Table 21: Passenger transport operator payments: Rest of Queensland

Payments are for the period of 1 July 2016 to 30 June 2017 and are GST exclusive.

Operator	2016–17 Amount \$
Regional Urban Bus	
Astronomical Chillagoe Pty Ltd ACN 107 487 972 atf Seven Bridges Unit Trust	11,846
Bowen Transit Pty Ltd ACN 105 749 602	138,091
Buslink Gladstone Pty Ltd ACN 612 803 406	1,118,647
Campsie Bus Co Pty Ltd ACN 000 953 328 t/a Whitsunday Transit	829,264
Cavbus Pty Ltd ACN 096 924 677	20,179
Cavglass Pty Ltd ACN 124 444 711 t/a Glasshouse Country Coaches	519,431
Complete Golf Coaching Pty Ltd ACN 101 380 116 t/a Kerry's Bus Service	15,548
D.G. Young & P.J. Young & P.J. Young t/a Youngs Bus Service	1,945,626
Duffy's City Buses Pty Ltd ACN 053 761 023 atf The Duffy Trust	1,334,896
Fultonlawn Pty Ltd ACN 010 489 068 atf NHPriebbenow Family Trust t/a Wide Bay Transit	2,515,461
GJ & LE Christensen t/a Christensens Bus and Coach	323,050
Haidley, Donald Joseph t/a Haidley's Panoramic Coaches & Motors	209,321
Hubbards Coaches Pty Ltd ACN 076 988 120 atf Hubbard Family Trust	6,520
Kuhle Pty Ltd ACN 093 136 317 atf The Khlewein Family Trust t/a Coast & Country Buses	10,053
L.G. Stewart Family Co. Pty Ltd ACN 009 971 617 atf LG Stewart Family Trust	65,337
Mackay Transit Coaches Pty Ltd ACN 050 416 227	2,537,803
Polleys Coaches Pty Ltd ACN 134 694 992	497,888
Stradbroke Island Buses Pty Ltd ACN 151 219 420	481,427
Toowoomba Transit Pty Ltd ACN 135 249 062 t/a Bus Queensland Toowoomba	4,383,345
Trans North Pty Ltd ACN 074 538 159 t/a Trans North Bus and Coach Service	222,531
Transit Australia Pty Ltd ACN 065 794 943 t/a Marlin Coast Sunbus	10,119,227
Transit Australia Pty Ltd ACN 065 794 943 t/a Capricorn Sunbus	2,172,503
Transit Australia Pty Ltd ACN 065 794 943 t/a Townsville Sunbus	8,294,581
Yellow Cabs (Queensland) Pty Ltd ACN 009 662 408 atf The Monburn Trust	40,772
	37,813,347
Ferry	
Sea-Cat Charters Pty Ltd ACN 010 551 925 t/a Peddells Thursday Island Tours	154,375
Sealink Queensland Pty Ltd ACN 148 811 170	1,788,060
	1,942,435
Long Distance Rail	
Cairns - Kuranda Rail Pty Ltd ACN 084 801 212	1,789,692
Queensland Rail Limited ACN 132 181 090	421,389,334
NSW Trains ABN 50325560455 (XPT)	2,541,000
	425,720,026
Regional Air	
Qantas Airways Ltd ACN 009 661 901*	1,685,614
Regional Express Pty Ltd ACN 101 325 642	9,710,419
Skytrans Pty Ltd ACN 100 751 139	836,610
Hinterland Aviation Pty Ltd ACN 010 617 893	202,727
West Wing Aviation Pty Ltd ACN 092 553 467	571,402
	13,006,772
Long Distance Coach	
Bowen Transit Pty Ltd ACN 105 749 602	102,382
G.A Shultz & S.G Shultz	7,682
Greyhound australia Pty Ltd ACN 104 326 383	574,172
Mackay Transit Coaches Pty Ltd ACN 050 416 227	445,834
North Burnett Regional Council	337,927
Toowoomba Transit Pty Ltd ACN 135 249 062 t/a Bus Queensland Toowoomba	4,276,526
Trans North Pty Ltd ACN 074 538 159 t/a Trans North Bus and Coach Service	306,702
	6,051,225
Regional Railbus	
TD & GR ECKEL PTY LTD ACN 074 098 114	205,050
OUTBACK AUSSIE TOURS PTY LTD ACN 010 813 313	135,572
	340,622
Total subsidy	484,874,427

ATF – As trustee for * Expenditure only - does not include QANTAS Central 1 contract revenue of \$3.099M.

School transport operator payments

TMR contracts 540 school transport operators. Total payments (subsidy) for the period were \$164,046,325.86 (GST exclusive). A full list of operators and payments is available on the Open Data portal: data.qld.gov.au

Glossary

Term	Definition
Advance Queensland	Advance Queensland is a comprehensive suite of programs, based on international evidence of ‘what works’, designed to create the knowledge-based jobs of the future.
App / Application	An application (application software) is a set of computer programs designed to permit the user to perform a group of coordinated functions, tasks or activities.
Austrroads	The association of Australasian road transport and traffic agencies. Austrroads members are collectively responsible for the management of more than 900,000km of roads valued at more than \$200 billion representing the single largest community asset in Australia and New Zealand.
Australian Roads Assessment Program (AUSRAP)	A program run by the Australian Automobile Association (AAA) and state and territory motoring clubs that assesses the level of risk of fatal and serious injury crashes across the road network, publishing star ratings and risk maps. The level of risk is derived from analysis of road and roadside infrastructure features that are known to influence safety risk and analysis of historic crash data.
Australian Roads Research Board (ARRB)	Provides research, consulting and information services to the road and transport industry.
Black Spot Programme	Black spots are locations where high-severity crashes occur. The Australian Government-funded Black Spot Programme targets known crash sites through cost-effective, high-benefit engineering works to reduce accidents on Australian roads.
Bridge Renewal Programme	An Australian Government initiative to contribute to the productivity of bridges serving local communities, and facilitate higher productivity vehicle access.
Building our Regions Program	A regional infrastructure funding program focused on building regional infrastructure. Infrastructure initiatives may be funded from the Regional Capital Fund, Royalties for Resource Producing Communities Fund, Remote Communities Infrastructure Fund and Transport and Infrastructure Development Scheme.
Busway	A dedicated roadway that separates buses from general traffic.
Camera Detected Offence Program (CDOP)	A joint partnership between the Department of Transport and Main Roads and the Queensland Police Service, the CDOP comprises revenue collected from mobile speed cameras, fixed speed cameras, red light cameras, combined red light/speed cameras and point-to-point speed camera systems and trailer mounted speed cameras. CDOP revenue is used as a partial source of funding for the Safer Roads Sooner Program and a number of other safety-related state-funded special initiatives.
Cycling infrastructure	Facilities such as on-road and off-road cycling networks, and end-of-trip facilities to promote increased use of cycling through safe direct and connected routes and increased transport choices.
Disability Standards for Accessible Public Transport 2002	The <i>Disability Standards for Accessible Public Transport 2002</i> protects individuals from direct and indirect discrimination in areas such as employment, education and access to premises and public transport.
Engagement	Measures the amount of interest in a social media post. It’s determined by the number of people a post reaches who then like, comment, share or click on the post.
Enhanced (Flashing Light) School Zone program	A Queensland Government-funded \$10 million program over four years for the installation of approximately 330 school zones, covering 300 schools, to improve safety around school zones for students.
European Train Control System Level 2	European Train Control System Level 2 is a new generation of train protection and control for the rail network in SEQ, providing automated train protection and communications-based signalling.
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.

Term	Definition
go card	TransLink's smartcard (a thin, compact card about the size of a credit card) which stores up to \$250 of electronic credit.
Impressions	Measures the amount of time a social media page's content is displayed.
In situ	A stabilisation technique involving mixing of cementitious additives or foamed bitumen and lime using a stabiliser with the existing pavement material, which is then compacted with dedicated rollers.
Intelligent Transport System (ITS)	Intelligent Transport Systems (ITS) describe technology applied to transport and infrastructure to transfer information between systems for improved safety, productivity and environmental performance.
Local Government Association of Queensland (LGAQ)	The peak body representing local government in Queensland in its dealing with other governments, unions, business and the community.
Maritime Safety Queensland (MSQ)	A branch of the department responsible for: improving maritime safety for shipping and small craft through regulation and education; minimising vessel-sourced waste and responding to marine pollution; providing essential maritime services such as aids to navigation and Vessel Traffic Services; and encouraging and supporting innovation in the Queensland maritime industry.
National Highway Upgrade Programme	An Australian Government initiative to provide jurisdictions with funding for priority improvements to Australia's key national highway networks through works such as shoulder and centreline widening, ripple strips and wire rope barriers, overtaking lanes, turning lanes and pavement improvements.
Natural Disaster Relief and Recovery Arrangements (NDRRA)	Funds provided to districts to reinstate parts of the road network which have been subject to weather damage under declared emergency conditions. NDRRA is funded by both the Australian and Queensland Governments.
New Generation Rollingstock (NGR) project	The NGR project involves the delivery of 75 6-car trains and the construction of a new purpose-built Maintenance Centre to maintain the new trains for the next 30 years. The new trains will replace an aging fleet and increase the current fleet by 30%.
OneTMR	A Department of Transport and Main Roads-wide culture and way of operating.
Park 'n' ride	A dedicated car park located at bus and train stations for customers to park their car and then catch public transport to their destination.
The Pipeline	A document used to inform the supply market of goods and services procurement activities that TMR plans to undertake in the coming 12 months.
Procurement Performance Management Framework	The mechanism for measuring the performance of the procurement function and directly links to the strategies set out in the Strategic Procurement Plan, as well as incorporating 24 procurement measures.
Q-Ride	Queensland's primary motorbike licensing practical test.
Queensland Government Open Data	A Queensland Government searchable portal that allows visitors to view datasets on a range of government activities and responsibilities.
Queensland Transport and Roads Investment Program (QTRIP)	An annually published program of works the department plans to deliver over the next four-year period.
Rail infrastructure	All physical rail-related assets, including tracks, trains (often referred to as rollingstock), stations and associated infrastructure.
Regional Roads and Transport Group (RRTG)	The primary decision-making bodies of the Roads and Transport Alliance. RRTGs regionally prioritise investments in their communities' transport infrastructure. Each RRTG comprises representatives from the Department of Transport and Main Roads, and local governments.
Roads and Transport Alliance	A cooperative governance arrangement between the Department of Transport and Main Roads, the Local Government Association of Queensland (LGAQ) and local governments to invest in and regionally manage the Queensland transport network.

Term	Definition
Roads Australia	A not-for-profit, non-political industry association with membership drawn from the Australian road sector.
Road corridor	The road corridor comprises the space alongside, under and over the travelled way.
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	A commercial business within the Department of Transport and Main Roads, RoadTek is a major provider of transport infrastructure solutions throughout 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).
Rock groyne	A rigid hydraulic structure built from an ocean shore (in coastal engineering) or from a bank (in rivers) that interrupts water flow and limits the movement of sediment.
Rollingstock	Rail locomotives and wagons.
Royalties for the Regions	A Queensland Government initiative to invest in regional community infrastructure projects. This initiative helps regions hosting major resource developments receive genuine long-term royalty benefits through better planning and targeted infrastructure investment. The program will help resource communities better manage the consequences of resource sector development, seize economic opportunities and encourage growth.
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.
Service Delivery Statements (SDS)	Budgeted financial and non-financial information for the Budget year. In addition to financial statements, the SDS includes the department's achievements, highlights for the forthcoming year and performance statements.
Smartship Australia	A training centre for environment and maritime simulation services, based in Brisbane.
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).
Strategic plan	A high level document used to communicate departmental vision, purpose and objectives to provide a foundation for operational delivery.
STREAMS	Intelligent transport systems product which enables holistic road network management and integrates with other ITS devices.
Taxi Subsidy Scheme	A subsidised transport option for people with a disability who experience profound difficulties using other modes of public passenger transport.
TransLink	TransLink is the brand name for passenger transport services in Queensland, including TransLink buses, trains, ferries and trams.
Transport and Infrastructure Council	The Transport and Infrastructure Council comprises ministers from the Commonwealth, State, Territory and New Zealand with transport and infrastructure responsibilities, plus the Australian Local Government Association who consider and recommend key national reform agendas, such as surface transport, transport safety and security, infrastructure policy and investment and related land use planning.
Transport and Infrastructure Senior Officials Committee (TISOC)	TISOC comprises of Chief Executive Officers and equivalent Senior Officials from each transport and infrastructure jurisdiction (Commonwealth, State, Territory and New Zealand) who consider key national reform agendas, assist in resolving issues, and advise on recommended approaches to Ministers prior to Transport and Infrastructure Council meetings.

Term	Definition
Transport Infrastructure Development Scheme (TIDS)	The grants program through which the Department of Transport and Main Roads provides funding to local governments for the development of transport related infrastructure.
Transport System Planning Program	Aimed at funding transport planning, modelling and investment proposal activities for all modes of transport across all regions of Queensland. The program plans an integrated transport system that promotes the right investment at the right time and drives better transport outcomes for Queensland.
Twitter	Twitter is an online social networking service that enables users to send and read short 140-character messages called ‘tweets’.
Whole-of-TMR Personas	Describes the diversity of TMR customers’ characteristics, wants, needs and expectations in a form that’s accessible to all staff.
Wide centreline treatments	Painting two white lines one metre apart in the centre of the road to provide greater separation for opposing traffic.
Yammer	A private social network used within organisations for internal communication and collaboration.

Acronyms

Acronym	Definition
3PCM	Portfolio, Program, Project, and Contract Management
ABS	Australian Bureau of Statistics
AMSA	Australian Maritime Safety Authority
ANPR	Automated Number Plate Recognition
ARC	Audit and Risk Committee
ARG	Accessibility Reference Group
ARTC	Australian Rail Track Corporation
ARRB	Australian Roads Research Board
ASIO	Australian Security Intelligence Organisation
AtoN	Aids to Navigation
ATSB	Australian Transport Safety Bureau
ATSI	Aboriginal and Torres Strait Islander
AusRAP	Australian Road Assessment Program
AV	Autonomous Vehicle
AWP	Accelerated Works Program
BATOMG	Beaudesert Aboriginal Traditional Owners Men's Group
BCC	Brisbane City Council
BCM	Business Continuity Management
BW	Business Warehouse
C-ITS	Cooperative Intelligent Technology System
CaPE	Conduct and Performance Excellence
CARRS-Q	Centre for Accident Research and Road Safety
CAVI	Cooperative and Automated Vehicle Initiative
CBD	Central Business District
CCC	Crime and Corruption Commission
CCH	Captain Cook Highway
CDOP	Camera Detected Offence Program
CGF	Commonwealth Games Federation
CHAD	Cooperative Highly Automated Driving
CMAP	Corridor Management Action Plan
COAG	Council of Australian Governments
COTS	Commercial off the Shelf
CP	Continuity Process
CQLX	Central Queensland Livestock Exchange
CRF	Commercial Roadside Facilities
CRM	Crumb Rubber Modified
CRRDA	Cross River Rail Delivery Authority
CSC	Customer Service Centre
DDMGs	District Disaster Management Groups
dECI	Double Early Contractor Involvement
DEHP	Department of Environment and Heritage Protection
DILGP	Department of Infrastructure, Local Government and Planning
DG	Dangerous Goods
DRA	Driver Rest Areas
DSD	Department of State Development
DRT	Demand Responsive Transport
ECAD	Executive Capability Assessment and Development
EHP	Department of Environment and Heritage Protection

Acronym	Definition
ELT	Executive Leadership Team
EMS	Expense Management System
EOS	Employee Opinion Survey
ESU	Ethical Standards Unit
EVP	Emergency Vehicle Priority
FTE	Full-time Equivalent
GBR	Great Barrier Reef
GC2018	Gold Coast 2018 Commonwealth Games™
GLT	Greater Leadership Team
GOC	Government Owned Corporations
GOLDOC	Gold Coast 2018 Commonwealth Games Corporation
GPCL	Gladstone Ports Corporation Limited
GRDS	General Retention and Disposal Schedule
HPV	High Powered Vehicle
HR	Human Resources
HRMi	Human Resources Management Improvement
HVSPP	Heavy Vehicle Safety and Productivity Programme
HVASC	Hope Value Aboriginal Shire Council
HVSWG	Heavy Vehicle Safety Working Group
IAP	Intelligent Access Program
ICT / IT	Information and Communication Technology / Information Technology
IIC	Information Investment Committee
IP Act	Information Privacy Act 2009
ISC	Information and Systems Committee
ISSN	International Standard Serial Number
ITB	Information Technology Branch
ITS	Intelligent Transport Systems
LCAD	Leadership Capacity Assessment and Development
LDMG	Local Disaster Management Groups
LGAQ	Local Government Association of Queensland
LMS	Learning Management System
LNG	Liquefied Natural Gas
LTSC	Livestock Transport Service Contract
MBRL	Moreton Bay Rail Link
MOU	Memorandum of Understanding
MSQ	Maritime Safety Queensland
NaCOE	National Asset Centre of Excellence
NDRRA	Natural Disaster Relief and Recovery Arrangements
NESMP	North East Shipping Management Plan
NHVR	National Heavy Vehicle Regulator
NGR	New Generation Rollingstock
NOF	Network Optimisation Framework
NPA	National Partnership Agreement
NQBP	North Queensland Bulk Ports Corporation Limited
ONRSR	Office of National Rail Safety Regulator
PBS	Performance Based Standards
PCNP	Principal Cycle Network Plan
PID	Passenger Information Display
PMB	Polymer Modified Binder
PRM	Priority Route Maps
POTL	Port of Townville Limited
PPN	Planning and Performance Network
PPP	Public Private Partnership
PSBA	Public Safety Business Agency

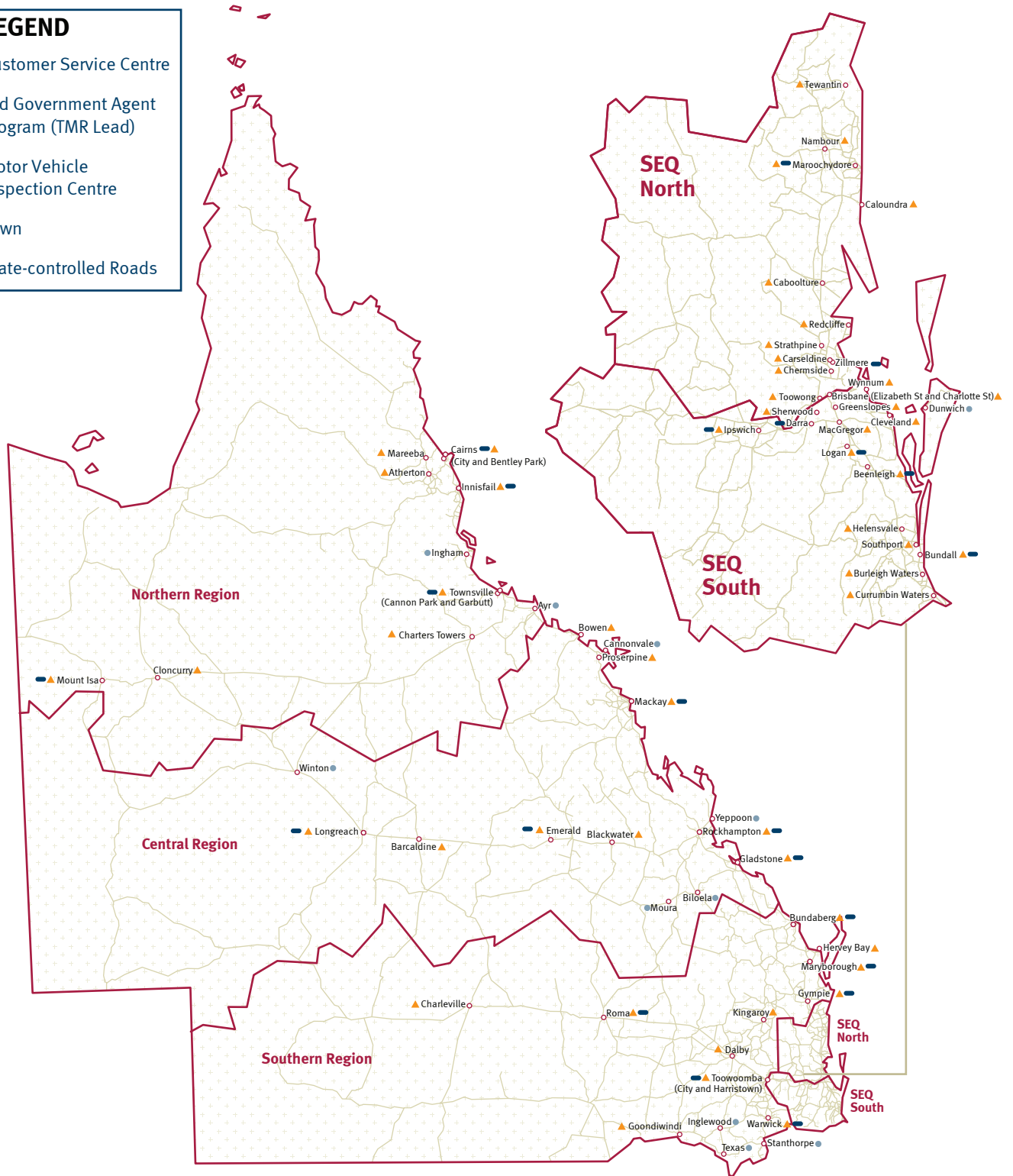
Acronym	Definition
PSC	Public Service Commission
QAO	Queensland Audit Office
QDAN	Queensland Disposal Authority Number
QFS	Queensland Freight Strategy
QPS	Queensland Police Service
QR	Queensland Rail
QRA	Queensland Reconstruction Authority
QRSAP	Queensland Road Safety Action Plan
QRSPP	Queensland Road System Performance Plan
QSA	Queensland State Archives
QTP	Queensland Transport Policy
QTRIP	Queensland Transport and Roads Investment Program
QTS	Queensland Travel Survey
R&D	Research and development
R4R	Royalties for the Region
RACG	Remote Areas Consultative Group
RACQ	Royal Automotive Club of Queensland
ReefVTS	Great Barrier Reef and Torres Strait Vessel Traffic Services
RRTG	Regional Roads and Transport Group
RTP	Regional Transport Plan
RTI Act	<i>Right to Information Act 2009</i>
SARAS	Study and Research Assistance Scheme
SAP	System, Application and Products
SBEnc	Sustainable Built Environment National Resource Centre
SCS	School Crossing Supervisor
SCSS	School Crossing Supervisor Scheme
SCUH	Sunshine Coast University Hospital
SDS	Service Delivery Statements
SEQ	South East Queensland
SES/SO	Senior Executive Service/Senior Officer
ShapingSEQ	South East Queensland Regional Plan
SHE	Safety, Health and Environment
SIF	State Infrastructure Fund
SISTO	Security Identified Surface Transport Operations
SLT	Senior Leadership Team
SMS	Safety Management System
SNO	Senior Network Officer
SPAD	Signals Passed at Danger
SPP	Strategic Procurement Plan
SRA	Security Risk Assessment
STAS	School Transport Application Scheme
TAMP	Total Asset Management Framework
TCP 2017	Transport Coordination Plan 2017–2027
TIDS	Transport Infrastructure Development Scheme
TIP	Transport Infrastructure Portfolio
TIPPS	Transport Infrastructure Portfolio Plan and Schedule
TIS	Transport and Infrastructure Services
TISOC	Transport and Infrastructure and Senior Officials' Committee
TMR	Transport and Main Roads
TNSR	Transport Network Security and Resilience
TOD	Transport Oriented Developments
TRSP	Targeted Road Safety Program
TSCR	Toowoomba Second Range Crossing
TSPP	Transport System Planning Program

Acronym	Definition
TSS	Taxi Subsidy Scheme
UNESCO	The United Nations Educational, Scientific and Cultural Organisation
VAS	Vehicle Activated Sign
VCD	Virtual Corporate Desktop
VITP	Vision Impairment Travel Pass
VTS	Vessel Traffic Systems
WfQ	Working for Queensland
WHS	Workplace Health and Safety
WIL	Women in Leadership

WHERE TO FIND US

LEGEND

- ▲ Customer Service Centre
- Qld Government Agent Program (TMR Lead)
- Motor Vehicle Inspection Centre
- Town
- State-controlled Roads



Note:

- For more information visit: www.qld.gov.au
- TMR delivers services through third parties, not represented on this map.

Our principal place of business is: 61 Mary Street, Brisbane, Queensland.

Addresses for the department's statewide network of customer service centres are listed below. 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*.

Follow us:  

Table 22: Customer service centres

Customer service centres

Suburb	Address
Atherton	Shop 2, 13B Herberton Road, Atherton Qld 4883
Barcardine	74 Ash Street, Barcardine Qld 4725
Beenleigh	31 Logan River Road, Beenleigh Qld 4207
Blackwater	8 Blain Street, Blackwater Qld 4717
Bowen	6 Herbert Street, Bowen Qld 4805
Brisbane (City)	229 Elizabeth Street, Brisbane Qld 4000
Brisbane (Charlotte Street)	Queensland Government Service Centre, 33 Charlotte Street, Brisbane Qld 4000
Bundaberg	9 Production Street, West Bundaberg Qld 4670
Bundall	30 Upton Street, Bundall Qld 4217
Burleigh Waters	Shop 1, Burleigh Home Space, 1 Santa Maria Court, Burleigh Waters Qld 4220
Caboolture	Cnr Aerodrome Road and Piper Street, Caboolture Qld 4510
Cairns (Bentley Park)	Shop 18, Bentley Village Shopping Centre, 96 McLaughlin Road, Bentley Park Qld 4869
Cairns (Kenny Street)	82–86 Kenny Street, Portsmith, Cairns Qld 4870
Caloundra	54 Canberra Terrace, Caloundra Qld 4551
Charleville	Hood Street, Charleville Qld 4470
Charters Towers	11–15 Church Street, Charters Towers Qld 4820
Chermside	766 Gympie Road, Chermside Qld 4032
Cleveland	Ross Court Centre, Cnr Bloomfield Street and Ross Court, Cleveland Qld 4163
Cloncurry	16–22 Ramsay Street, Cloncurry Qld 4824
Currumbin Waters	Unit 3, 109 Currumbin Creek Road, Currumbin Waters Qld 4223
Dalby	20 Cunningham Street, Dalby Qld 4405
Emerald	83 Esmond Street, Emerald Qld 4720
Gladstone	2 Paterson Street, Gladstone Qld 4680
Goondiwindi	6 Brisbane Street, Goondiwindi Qld 4390
Greenslopes	Greenslopes Shopping Mall, 700 Logan Road (Cnr Plimsoll Street), Greenslopes Qld 4120
Gympie	Floor 1, 50 River Road, Gympie Qld 4570
Helensvale	Helensvale Plaza Shopping Centre, 12 Sir John Overall Drive, Helensvale Qld 4212
Hervey Bay	50–54 Main Street, Pialba Qld 4655
Innisfail	12–14 Clifford Road, Innisfail Qld 4860

Suburb	Address
Ipswich	2 Colvin Street, North Ipswich Qld 4305
Kingaroy	Artie Kerr Building, 130 Kingaroy Street, Kingaroy Qld 4610
Logan City	43–45 Jacaranda Avenue, Logan Central Qld 4114
Longreach	14 Wonga Street, Longreach Qld 4730
Macgregor	Kessels Court, 567 Kessels Road, Macgregor Qld 4109
Mackay	Cnr Endeavour Street and Industrial Street, Mackay Qld 4740
Mareeba	147 Walsh Street, Mareeba Qld 4880
Maroochydore	6 Kelly Court (off Kayleigh Drive), Maroochydore Qld 4558
Maryborough	Bright Street, Maryborough Qld 4650
Mount Isa	Shop 1, 29 Simpson Street, Mount Isa Qld 4825
Nambour	Cnr Stanley Street and Coronation Avenue, Nambour Qld 4560
Proserpine*	55 Main Street, Proserpine Qld 4800
Redbank**	Shop 221, Level 2, Redbank Plaza Shopping Centre, 1 Collingwood Drive, Redbank Qld 4301
Redcliffe (Kippa Ring)	Cnr Beach Street and Bingle Street, Kippa Ring Qld 4021
Rockhampton	31 Knight Street, North Rockhampton Qld 4701
Roma	56–58 Gregory Street, Roma Qld 4455
Sherwood	14 Primrose Street, Sherwood Qld 4075
Southport	265 Nerang Street, Southport Qld 4215
Strathpine	43 Bells Pocket Road, Strathpine Qld 4500
Tewantin	8 Sidoni Street, Tewantin Qld 4565
Toowong	15 Lissner Street, Toowong Qld 4066
Toowoomba (Cannon Park)	Shop 14, 31–57 High Range Drive, Thuringowa Qld 4817
Toowoomba (Harristown)	Cnr Yaldwyn Street and Warwick Street, Toowoomba Qld 4350
Townsville (City)	146 Wills Street, Townsville Qld 4810
Townsville (Garbutt)	21–35 Leyland Street, Garbutt Qld 4814
Warwick	51 Victoria Street, Warwick Qld 4370
Wynnum	139 Tingal Road, Wynnum Qld 4178
Zillmere**	69 Pineapple Street, Zillmere Qld 4034

Notes:

- Local call charge in Australia. Higher rates apply from mobile phones and payphones. Check with your service provider for call costs. For international callers, please phone +61 7 3834 2011.
- ** Limited services available.
- Proserpine CSC sustained severe damage as a result of Ex-Tropical Cyclone Debbie and it is unknown at this stage as to whether the building will be repaired for staff to move back in. To ensure Proserpine residents have access to TMR services, a mobile CSC has been set up at the Proserpine Railway Station on Hinschen Street and is open from 8.30am to 4pm, Monday to Friday.
- The department has four mobile customer service centre units operating across Queensland to deliver services to regional and remote areas
- The department's Indigenous Driver Licensing Unit (based in Cairns) also delivers a range of licensing services to remote areas.

Queensland Government Agency Program

Suburb	Address
Ayr QGAP	Ayr Magistrates Court, 163 Queen Street Ayr QLD 4807
Beaudesert Customer Centre	Tenancy 2, 1 Telemon Street, Beaudesert QLD 4285
Biloela QGAP	60 Kariboe Street, Biloela QLD 4715
Cannonvale QGAP	Shops 5-7, 11 Island Drive, Cannonvale QLD 4802
Ingham QGAP	Ingham Magistrates Court, 35 Palm Terrace, Ingham QLD 4850
Inglewood QGAP	25 Albert Street, Inglewood QLD 4387
Moura QGAP	Marshall and Shirley Streets, Moura QLD 4718
North Stradbroke Island QGAP	5 Ballow Street, Dunwich QLD 4183
Stanthorpe QGAP	51 Marsh Street, Stanthorpe QLD 4380
Texas QGAP	32 Cadell Street, Texas QLD 4385
Winton QGAP	Courthouse, 59 Vindex Street, Winton QLD 4735
Yeppoon QGAP	21-23 Normanby St., Yeppoon QLD 4703

Key regional maritime offices

Suburb	Address
Brisbane	Floor 1, Pinkenba Marine Operations Base, MacArthur Avenue East, Pinkenba Qld 4008 (07) 3632 7500
Cairns	Floor 1, Portsmouth Marine Operations, 100–106 Tingira Street, Portsmouth Qld 4870 (07) 4052 7400
Gladstone	Floor 7, 21 Yarroon Street, Gladstone Qld 4680 (07) 4971 5200
Mackay	Floor 3, Mackay Government Office Building, 44 Nelson Street, Mackay Qld 4740
Townsville	60 Ross Street, Townsville Qld 4810
Townsville (Garbutt)	21–35 Leyland Street, Garbutt Qld 4814
Warwick	51 Victoria Street, Warwick Qld 4370
Wynnum	139 Tingal Road, Wynnum Qld 4178

Traffic management centres

Office	Contact
Brisbane Metropolitan Transport Management Centre	Phone: (07) 3292 6000 Post: GPO Box 1434, Brisbane Qld 4001
Statewide Traffic Management Centre, Nerang	Phone: (07) 5561 3800
Maroochydore Traffic Management Centre	Phone: (07) 5313 8737
Townsville Traffic Management Centre	Phone: (07) 44218807
Cairns Traffic Management Centre	Phone: (07) 40457244
Toowoomba Traffic Management Centre	Phone: (07) 4639 0700

Transport and traffic information

Office	Contact
Public transport	Phone: 13 12 30 Web: www.translink.com.au
Traffic information	Phone: 13 19 40 Web: qldtraffic.qld.gov.au

Motor Vehicle Inspection Centres

Suburb	Address
SEQ South	Darra MVIC, Argyle Parade, Darra 4077
	Ipswich MVIC, 2 Colvin Street, North Ipswich 4305
	Bundall MVIC, 30 Upton Street, Bundall 4217
	Beenleigh MVIC, 31 Logan River Road, Beenleigh 4207
	Logan MVIC, 43-45 Jacaranda Ave, Logan Central 4114
SEQ North	Maroochydore MVIC, 5 Kelly Court, Maroochydore QLD 4558
	Zillmere MVIC, 69 Pineapple Street, Zillmere QLD 4034
Southern	Bundaberg MVIC, 14 Production Street, Bundaberg QLD 4670
	Maryborough MVIC, Bright Street, Maryborough QLD 4650
	Warwick MVIC, 1 Parker Street, Warwick QLD 4370
	Roma MVIC, 44 Tiffin Street, Roma QLD 4455
	Toowoomba (Harristown) MVIC, Cnr Yaldwyn and Warwick Streets, Toowoomba QLD 4350
	Gympie MVIC, 17 Oak Street, Gympie
Central	Emerald MVIC, 20 Batts Street, Emerald Qld 4720
	Mackay MVIC, Corner Endeavour and Industrial Streets, Mackay Qld 4740
	Longreach MVIC, 14 Wonga Street, Longreach Qld 4730
	Gladstone MVIC, 2 Paterson Street, Gladstone Qld 4680
	Rockhampton MVIC, 31 Knight Street, North Rockhampton Qld 4701
Northern	Cairns MVIC, 82-86 Kenny Street, Portsmouth 4870
	Townsville MVIC, 21-35 Leyland Street, Garbutt 4814
	Mount Isa MVIC, 17 Enterprise Road, Mount Isa 4825
	Innisfail MVIC, 12-14 Clifford Road, Innisfail 4860

Compliance checklist

Summary of requirement	Basis for requirement	Annual report reference
Letter of compliance	A letter of compliance from the accountable officer or statutory body to the relevant Minister/s	ARRs – section 7 Page 3
Accessibility	Table of contents	ARRs – section 9.1 Page 1
	Public availability	ARRAs – section 9.2 Page 2
	Interpreter services statement	<i>Queensland Government Language Service Policy</i> ARRAs – section 9.3 Page 2
	Copyright notice	<i>Copyright Act 1968</i> ARRAs – section 9.4 Page 2
	Information Licensing	<i>QGEA – Information Licensing</i> ARRAs – section 9.5 Page 2
General Information	Introductory Information	ARRs – section 10.1 Pages 2, 10
	Agency role and main function	ARRS – section 10.2 Pages 2, 3, 4
	Operating environment	ARRs – section 10.3 Pages 6, 7
Non-financial performance	Governments objectives for the community	ARRs – section 11.1 Page 5
	Other whole-of-government plans /specific initiatives	ARRs – section 11.2 Pages 76, 112
	Agency objectives and performance indicators	ARRs – section 11.3 Page 23–136
	Agency service areas and services standards	ARRs – section 11.4 Pages 4, 216–223
Financial performance	Summary of financial performance	ARRs – section 12.1 Page 13
Governance – management and structure	Organisational structure	ARRs – section 13.1 Pages 138–139
	Executive management	ARRs – section 13.2 Pages 140–142
	Government bodies (statutory bodies and other entities)	ARRs – section 13.3 Pages 135–136
	Public Sector Ethics Act 1994	<i>Public Sector Ethics Act 1994</i> ARRAs – section 13.4 Page 154
	Queensland public services values	ARRs – section 13.5 Pages 12, 125–129
Governance – risk management and accountability	Risk management	ARRs – section 14.1 Pages 149–150
	Audit committee	ARRs – section 14.2 Page 144
	Internal audit	ARRs – section 14.3 Page 151
	External scrutiny	ARRs – section 14.4 Page 152
	Information systems and recordkeeping	ARRs – section 14.5 Pages 156–157
Governance – human resources	Workforce planning and performance	ARRs – section 15.1 Page 118
	Early retirement, redundancy and retrenchment	Directive No. 11/12 <i>Early Retirement, Redundancy and Retrenchment</i> Directive No. 16/16 <i>Early Retirement, Redundancy and Retrenchment</i> (from 20 May 2016) ARRAs – section 15.2 Page 120
Open Data	Statement advising publication of information	ARRs – section 16 Page 2
	Consultancies	ARRs – section 33.1 www.qld.gov.au/data
	Overseas travel	ARRs – section 33.2 www.qld.gov.au/data
	Queensland Language Services Policy	ARRs – section 33.3 www.qld.gov.au/data
Financial statements	Certification of financial statements	FAA – section 62 FPMS – sections 42, 43 and 50 ARRs – section 17.1 Page 208
	Independent Auditor's Report	FAA – section 62 FPMS – section 50 ARRs – section 17.2 Page 209–212

FAA - Financial Accountability Act 2009

FPMS - Financial and Performance Management Standard 2009

ARRs - Annual report requirements for Queensland Government agencies

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