

2018–2019 ANNUAL REPORT

Licence

This annual report is licensed by the State of Queensland (Department of Transport and Main Roads) under a Creative Commons Attribution (CC BY) 4.0 International licence.



In essence, you are free to copy, communicate and adapt this annual report, as long as you attribute the work to the State of Queensland (Department of Transport and Main Roads).

To view a copy of this licence, visit: creativecommons.org/licenses/by/4.0

Attribution

Content from this annual report should be attributed as:

- The State of Queensland (Department of Transport and Main Roads)
Annual Report 2018–19
- ISSN: 1837–2694
- ISSN: 1837–2708 (online)

Letter of compliance

11 September 2019

*The Honourable Mark Bailey MP
Minister for Transport and Main Roads
1 William Street, Brisbane Queensland 4000*

Dear Minister,

I am pleased to submit for presentation to the Parliament, the Annual Report 2018–19 and financial statements for the Department of Transport and Main Roads.

I certify that this annual report complies with:

- the prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2019*
- 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 ([see page 299](#)) 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), RPEQ, FIET, FIMechE, FICE, FIEAust, FCILT, FLJMU, FRSA, FSOE, FIRTE, VFF, MAICD

For more information



Phone: +617 3066 7247

Email: annual.report@tmr.qld.gov.au

Visit: www.tmr.qld.gov.au

Annual Report website: www.tmr.qld.gov.au/annualreport



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

©The State of Queensland (Department of Transport and Main Roads) 2019



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 (TMR) moves and connects people, places, goods and services safely, efficiently and effectively across Queensland.

TMR is responsible for planning, managing and delivering an integrated transport network across road, rail, air and sea for the state. Through this, the department is committed to ensuring Queensland's transport system contributes to people's quality of life, a vibrant economy and a sustainable environment.

In 2018–19, the department administered an operating budget of \$5.886 billion, capital budget of \$3.186 billion and managed assets worth \$71.296 billion.

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

The department operates under the *Administrative Arrangements Order (No.2) 2018* and *The Public Service Departmental Arrangements Notice (No.4) 2017*. It discharges its statutory obligations under 23 acts listed in Appendix 1 ([see page 278](#)). Progress in achieving these obligations and further information and links to websites are included throughout the report.

What the report contains

The Department of Transport and Main Roads' Annual Report 2018–19 describes the department's operations for the financial year from 1 July 2018 to 30 June 2019.

The report structure is separated into four main sections to support our vision, creating an integrated transport network accessible to everyone, which is supported by TMR's organisation and delivered by the department's people.



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 294](#)) 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.

* 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 3022 0001.

Contents

Director-General message	8	Accessible to everyone	112
Chief Finance Officer's Report	12	Shaping our products and services with a customer focus	114
Our future state: Advancing Queensland's Priorities plan	14	Digitising customer interactions	119
Key objectives and outcomes	17	Keeping customers informed	122
Strategic opportunities and challenges	18	Engaging with industry	125
The year ahead	19	Delivering with partnerships	127
Fast Facts	20	Environment and Heritage	132
TMR mobilises to get North Queensland moving again	22	Mobilising Queenslanders on our accessible network	138
Repairing the network	26	Road safety	143
Reconnecting the community after natural disasters	28	Protecting our vulnerable road users	151
Integrated Transport Network	30	Rail safety	153
Planning best value investments for our future transport needs	32	Maritime safety	154
Investing in an active Queensland	41	Innovation	161
Major projects	46	Design solutions that create value	161
Delivering across Queensland regions	49	Apply a repeatable and adaptable innovation process	162
Far North	50	Problems worth solving	162
North West	58	Reducing the impact of network disruption	164
Northern	62	Reframing our regulation	167
Mackay and Whitsunday	68	Maintaining high quality standards without onerous compliance	170
Central West	72	Our people	172
Fitzroy	76	Chief Human Resources Officer's Report	174
Wide Bay and Burnett	82	Establishing an agile and future-ready workforce	176
Darling Downs	86	Creating a diverse and inclusive workforce	178
South West	90	Attracting talented people	183
North Coast	94	Building a strong culture	186
Metropolitan	100	Health and Wellbeing	190
South Coast	106	Safety for our staff	193
		Digital uplift of our information and processes	196

Our organisation	198
Governance overview	200
Strategy and direction	200
Robust Management Standards	210
Internal accountability	215
External accountability	217
Risk Management	220
Financial statements	222
Appendices	276
Appendix 1 – Legislation administered by the department	278
Appendix 2 – Associated bodies	279
Appendix 3 – Performance Statements 2018–19	280
Appendix 4 – Camera Detected Offence Program	287
Appendix 5 – Transport Operator Payments	291
Glossary	293
Acronym	296
Compliance checklist	299
Where to find us	300
Index	304
Figures and Tables	305



Director-General message

Change is not slowing down, and neither are we. Over the past year we have been very busy, across our vast state, working towards our vision of creating a single integrated transport network accessible to everyone.

Delivering for the regions

In 2018-19, as always, TMR has had a keen focus on our regional areas. What we all love about our regional areas are the same things that present opportunities and challenges for a transport network. In Queensland, we have rugged outback plains, lush rainforests, beautiful waterways, bustling CBDs and everything in between—all spread across more than 1.8 million square kilometres. Our role is to keep the state moving, whether that's by road, rail or sea, while keeping our sights set firmly on the future.

To ensure our state has access to safe and appropriate transport, we again invested heavily in regional infrastructure. Some highlights were the completion and opening of the western half of the Toowoomba Second Range Crossing ([see page 48](#)), the completed design of the Pacific Motorway (M1) program of works ([see page 47](#)) and the commitment of \$24.2 million for marine infrastructure across the state ([see page 40](#)).

Rail is critical for our regions and we are continuing our support of the network with several projects, including the revitalisation of the Yeppoon Branch line ([see page 78](#)), realignment of 4.7 kilometres of the North Coast Line to accommodate the duplicated Cairns Southern Access Corridor ([see page 54](#)) and the protection of the Townsville Eastern Access rail corridor ([see page 63](#)).



Every year, Queensland continues to throw up new challenges for TMR. In the last 12 months, we saw overlapping natural disasters—fires, cyclones and monsoonal rain—all in the space of just a few months. Almost 12,000 kilometres of the road network and 300 kilometres of the rail network were affected by 11 natural disasters ([see page 22–29](#)). Throughout the severe weather season, we were subjected to unpredictable extremes—we were fighting fires in one location and flooding in another.

TMR's role in these disasters is twofold. Our primary focus during and immediately following the event is to complete any emergency repairs to ensure impacted communities can be connected to critical goods and services. We then turn our attention to any longer-term recovery works. In all stages of response and recovery, we prioritise sharing as much information as we can. Social Media has become a critical tool for this, giving us the ability to reach thousands of Queenslanders—both those directly impacted and those with loved ones in affected areas—with each post.

The people of Queensland

With Australia standing on the cusp of major change—both in how we move people and goods, and in how we build and maintain the transport network—it's important for TMR to understand how we prepare for changing customer expectations, digital disruption and global trends. Accessibility for our customers forms the heart of all future services we offer and with the help of our Accessibility Transport Network team, TMR intends to deliver tangible changes to how we approach accessibility and inclusion within the transport sector—ensuring accessibility and functionality is at the forefront of our business practices.

We also continue our commitment to the long-term vision of zero deaths and serious injuries on Queensland roads. To achieve this vision, we developed community safety campaigns as part of our StreetSmarts program, which aims to reduce the road toll by moving away from consequence-themed communication to a more positive, empowering approach. Our drink driving campaign 'Be a #LiftLegend' encouraged Queenslanders to plan ahead and organise a lift home, while our speed campaign 'Drive smarter, not faster', challenged drivers to try neuroscience based in-car experiments designed to help them stop speeding.

We continue to deliver our Cooperative and Automated Vehicle Initiative (CAVI) with a view to improving driver and pedestrian safety by allowing vehicles to communicate with roadside infrastructure ([see page 161](#)).

Serving our community at 90 Customer Service Centres across the state, we also work closely with the people of Queensland to design our services from a customer perspective. TMR's online customer research panel and community, Transport Talk, is our online platform that gives Queenslanders the opportunity to share their thoughts on transport-related topics through surveys and discussion groups. The success of Transport Talk was recognised as a finalist in the Project of the Year category at the Australian Service Excellence Awards last year—and I'm quite proud of this.

Delving into the Woorabinda Community

This was the fifth year I have had the honour of being Government Champion for the Woorabinda community. In the past year, we have done some important work with the community to support improved economic and social outcomes. We assisted to reinvigorate Black Boy Camp as a training facility, sourcing and delivering temporary on-site accommodation to make the camp functional.

The community is using the site to engage their young people, providing local solutions to local problems. We continued to build on previous years' successes under the Memorandum of Understanding between Woorabinda Aboriginal Shire Council, Central Highlands Regional Council and TMR, supporting the delivery of a sustainable works program for road construction and maintenance, and offering increased local employment and training opportunities.

Looking to the future

While firmly focused on delivery, we also have an eye on the future. TMR's key priorities over the coming years are focused on the future of transport and how this will be shaped by transformative technologies, global trends, future opportunities, and the changing needs of our customers and our people. This year TMR released the Draft Queensland Transport Strategy, our 30-year vision that details how we plan to harness emerging transport trends to continue to move people and products safely and efficiently into the future.

Our exploration of Mobility as a Service (MaaS) continues, (see page 36) with a focus on how a move away from personally owned transport modes will impact the transport network of tomorrow. Public transport will play an increasing part in this. Cross River Rail is just one way we're looking to enable higher frequency, higher capacity rail services in Brisbane. Our Smart Ticketing project has progressed well, with elements of the system being prepared for trial in regional locations (see page 115–116). By actively pursuing these future-focused opportunities, we are positioning TMR as an agent of change and not a victim of it.

The bigger picture

TMR is meeting the Queensland Government Objectives for the community in important ways, including:

- advancing economic prosperity across our cities and regions to create jobs in a strong economy
- keeping Queenslanders healthy by developing and maintaining an accessible network connecting communities
- protecting the Great Barrier Reef through our commitment to climate change and innovative sustainability initiatives
- being a responsive government by delivering customer-centric solutions and embracing critical and creative thinking to deliver on our priorities now and in the future.

The people of TMR

I must finish by acknowledging the people who make this all work, the people of TMR. This year we're celebrating 10 years since Queensland Transport and the Department of Main Roads joined to become the Department of Transport and Main Roads. Our people are our greatest asset and it's the hard work, skills and dedication of our significant workforce that keeps the transport network running 24 hours a day, 7 days a week. Whether it's on our roads, rail or waterways, our dedicated team is committed to delivering for the community.

This becomes evident with the significant accomplishments of our people acknowledged at various award ceremonies over the past 12 months (see page 184–185). Some of these include the Women in Technology Awards, Premier's Awards for Excellence, Marketing Excellence Awards, Queensland Seafood Association Awards and PRIA Golden Target Awards. I was also privileged

to be named Transport and Logistics Executive of the Year at the CEO Magazine's 2018 Executive of the Year Awards.

We are nothing without our people and it is extremely important to me to provide a culture and environment where everyone feels safe at work and returns home safely. I continue to champion the issue of Domestic and Family Violence Awareness (DFVA) and have driven the agenda since 2015, supported by my Executive Leadership Team including the Chief Operations Officer who is Champion for Women in Leadership.



We are also committed to building a mentally healthy workplace, this year releasing *TMR's Mental Health Strategy* (see page 190). The strategy outlines practices to encourage positive mental health, supported by awareness training sessions for managers delivered as part of the roll out. We were also the first department to implement the My health for life program—a free health initiative, funded by the Queensland Government, that aims to help Queenslanders reduce their risk of developing chronic disease.

Looking ahead, we will work collaboratively with our stakeholders and delivery partners to ensure Queenslanders remain connected and continue our work towards creating a single integrated transport network accessible to everyone.

Neil Scales.

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), RPEQ, FIET, FIMechE, FICE, FIEAust, FCILT, FLJMU, FRSA, FSOE, FIRTE, VFF, MAICD



DG Roadshow, Mackay

Chief Finance Officer's Report



Nick Shaw

Chief Finance Officer

BBus (Accountancy), Fellow of CPA Australia

The Department of Transport and Main Roads' vision is *creating a single integrated transport network accessible to everyone*. In order to achieve this vision, the department accelerated investment in major transport and road infrastructure investments during 2018–19, including the continued delivery of upgrades to the Bruce Highway, Toowoomba Second Range Crossing, various State road upgrades and the continued roll-out of the New Generation Rollingstock. The department also continued to respond to the changing transport landscape, investing in customer-centric, digitally-enabled transport solutions including Mobility as a Service, Customer Oriented Registration and Licensing and the Cooperative and Automated Vehicle Initiative.

The department continues to deliver its services in a fiscally responsible way, recording a small operating deficit at the end of the financial year. This was due mainly to the timing in the receipt of grant funding relating to natural disasters.

In accordance with the requirements of section 77(2)(b) of the *Financial Accountability Act 2009*, I have provided the Director-General with a statement that the financial internal controls of the department are operating efficiently, effectively and economically in compliance with section 57(1) of the *Financial and Performance Management Standard 2009*.

This financial summary provides an overview of the department's financial results for 2018–19. A comprehensive set of financial statements is provided in this report, which includes an analysis of actual expenditure compared to the published budget with explanations of major variances (see [page 222–275](#)).

Funding sources

Funding to meet departmental operational requirements and for capital investment in the transport network, is received from the Queensland Government, own sourced revenue, and from allocations from the Australian Government. Key drivers of the department's funding include the delivery of capital investment in the roads and transport infrastructure network and in the provision of our key objectives through operational service delivery. In 2018–19, the budgeted revenue for the department was \$6.074 billion and the capital budget for 2018–19 was \$3.186 billion.

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

Administered revenue

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

Financial performance

The department recorded an operating deficit of \$28 million for 2018–19. Table 1 summarises the financial results of the department's operations for 2018–19 and 2017–18.

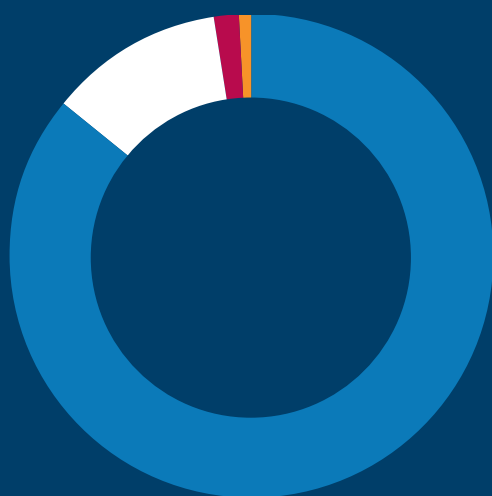
Table 1: Summary of financial results of the department's operations

Category	2018–19 \$'000	2017–18 \$'000
Total income	6,144,435	6,006,492
Total expenses	6,172,880	5,799,630
Operating result for the year	(28,445)	206,862

Income

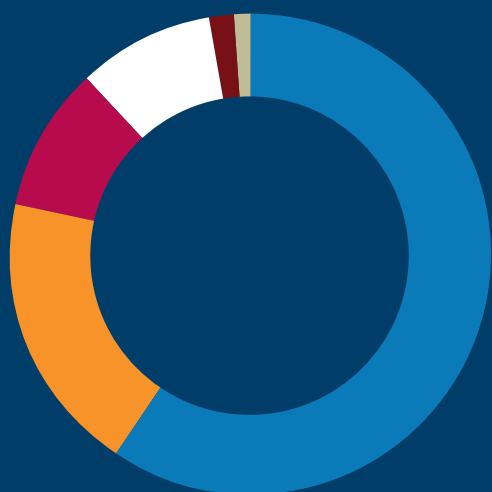
The department's total income of \$6.144 billion included appropriation revenue from the Queensland Government of \$5.275 billion, user charges of \$711 million and grants and other contributions of \$107 million. In 2018–19, the department's total income has increased by \$138 million mainly due to increased appropriation revenue received for revised depreciation funding, funding for bus driver wage parity, South East Queensland 4G bus contracts and increased funding from motor vehicle registration revenue. Queensland Government appropriations are the main source of income and account for 86 per cent of total income earned in the reporting period.

Figure 1: Income by category for the year ended 30 June 2019



Category	Income %	\$'000
● Appropriation revenue	85.92%	5,274,759
● User charges and fees	11.59%	711,380
● Grants and other contributions	1.74%	106,959
● Other revenue	0.75%	46,316
Total revenue		6,139,414

Figure 2: Expenses by category for the year ended 30 June 2019



Category	Expenses %	\$'000
● Supplies and services	59.47%	3,671,862
● Depreciation and amortisation	19.10%	1,178,722
● Grants and subsidies	9.61%	593,073
● Employee expenses	9.26%	571,425
● Finance and borrowing costs	1.69%	104,339
● Other	0.87%	53,459
Total expenses		6,172,880

Expenses

Total expenses for the department were \$6.173 billion. Supplies and services was our largest spend category, constituting 59 per cent of total expenditure. This was followed by asset depreciation and grants and subsidies. Approximately 71 per cent of total supplies and services consists of payments to operators of rail, bus air and ferry services.

Expenditure in 2018–19 has increased by \$373 million, mainly due to increased payments of \$129 million for rail operator services and \$82 million related to work performed on Toowoomba Regional Council and Lockyer Valley Regional Council assets during construction of the Toowoomba Second Range Crossing project.

Financial position

The net assets position reported in the financial statements shows the net worth of the department. As at 30 June 2019, this was \$64.754 billion. Table 2 summarises the department's financial position for 2018–19 and 2017–18.

Table 2: Summary of financial position – Assets and liabilities

Category	2018–19 \$'000	2017–18 \$'000
Total assets	67,262,349	63,712,233
Total liabilities	2,508,073	2,372,514
Total equity	64,754,276	61,339,719

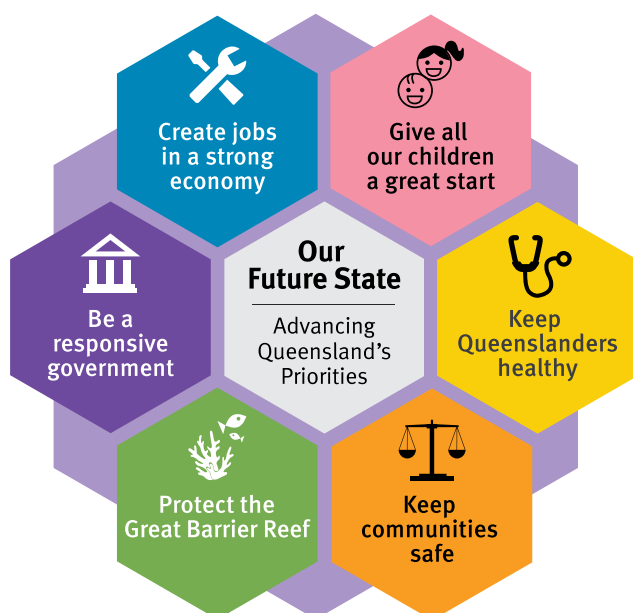
As at 30 June 2019, the department held assets totalling \$67.262 billion, representing an increase of six per cent compared to the previous year. The variance between the years is primarily driven by new road assets capitalised for road sections on the Bruce and Warrego Highways. The department's transport infrastructure network makes up 80 per cent of total assets and is valued at \$53.836 billion. The department's infrastructure assets consist of \$42.110 billion in roads, \$11.420 billion in structures and \$0.306 billion in other assets.

As at 30 June 2019, the department held liabilities totalling \$2.508 billion which comprises mainly of payables, provisions and interest-bearing liabilities. A significant component of the department's lease liabilities relates to transport assets such as Gold Cost Light Rail system, New Generation Rollingstock and the Toowoomba Second Range Crossing.

Our future state: Advancing Queensland's Priorities plan

The Queensland Government objectives guide TMR's strategic direction and provides a framework to support the department to deliver on its strategic objectives.

TMR contributes to the Queensland Government's objectives for the community Our Future State: Advancing Queensland's Priorities by leading significant projects and initiatives with the aim to support and improve the quality of life of all Queenslanders. Some of the departments achievements are noted below under each government objective.



Queensland Government objectives diagram

Create jobs in a strong economy

- The Queensland Transport and Roads Investment Program continues to support the ongoing delivery and maintenance of state-controlled road upgrades supporting the local economy through community employment.
- TMR continues to provide network and training opportunities to the indigenous community to support improved social and economic outcomes:
 - RoadTek Indigenous Trainee Program
 - Indigenous Employee Network
 - Indigenous Australian Science and Infrastructure Development School.

Keep Queenslanders healthy

- Completed BikeHack19, Australia's first bicycle riding hackathon
- Completed the first ever Queensland Walking Summit
- TMR staff participated in the My Health for Life program.

Keep communities safe

- Commenced the Community Road Safety Grants Scheme, allocating over \$14.3 million to implement 346 road safety initiatives.
- Completed three online campaigns, 'Settle down stallion', 'Chin up, phone down' and 'Road to zero', which together reached 12 million people.
- Continued to train Senior Network Officers to tackle fare evasion, and be the face of revenue protection, customer service and safety on the TransLink network.

Protect the Great Barrier Reef

- Commenced the National Asset Centre of Excellence partnership with ARRB Research project P106 which measures the carbon reduction potential from the NACoE program.
- Commenced the implementation of *Sustainable Ports Development Act 2015* and master planning for the priority ports of Gladstone, Townsville, Hay Point/Mackay and Abbot Point.

Be a responsive government.

- Commenced the Digital Licence App pilot (formerly known as the Digital Wallet) to support making Queensland Government services easy to use.
- Completed improvements for customers using self-service channels through new and improved services such as:
 - ability to apply for a disability parking permit online
 - online registration transfer service
 - online safety certificates.

Strategic priorities linkage

Throughout the report, each section highlights how the work the department does each day contributes towards TMR's Strategic Plan and how it aligns with and incorporates the government's objectives for the community—Our Future State: Advancing Queensland's Priorities.

In each section start, there are icons in the top right corner showcasing the connections to the strategic plan and Queensland Government priorities. This is represented through the use of icons.

Building prosperity, Liveable regions and active cities, Customer focus, Investing in the future and Innovation are represented by:



Create jobs in a strong economy, Give all our children a great start, Keep Queenslanders healthy, Keep communities safe, Protect the Great Barrier Reef and **Be a responsive government** are represented by:



Strategic Plan 2016–2020

(revised for 2018-19)



Customer focus

Delivering customer-centric solutions
in partnership with our stakeholders



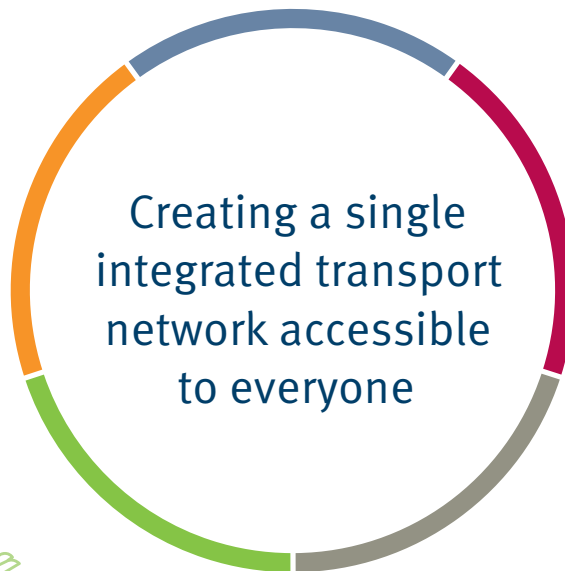
Building prosperity

Advancing economic prosperity
across our cities and regions



Liveable regions and active cities

An accessible network connecting
communities and contributing
to Queensland's quality of life



Creating a single
integrated transport
network accessible
to everyone



Investing in the future

Our people and our investments
delivering the future transport network



Innovation

Embracing critical and creative
thinking to deliver on our key priorities,
now and into the future






We bring Queensland closer together



**Queensland
Government**

Our vision

Creating a single integrated transport network accessible to everyone

	Objective:	Strategies:	Indicators of success:
 Customer focus	Delivering customer-centric solutions in partnership with our stakeholders	<ul style="list-style-type: none"> Shape deliverables and services with a customer focus Co-design solutions that embrace the future and create value for our customers Communicate effectively and meaningfully with customers and stakeholders 	<ul style="list-style-type: none"> Improved customer satisfaction Improved customer experiences On-going certification against the Customer Service Institute of Australia's International Customer Service Standard (ICSS) 2015-2020
 Building prosperity	Advancing economic prosperity across our cities and regions	<ul style="list-style-type: none"> Review the regulatory framework to embrace flexibility and innovation to improve productivity Enable the movement of goods and people cost-effectively, reliably and quickly Reduce the impact of network disruption Improve access to important centres of economic activity in our regions and cities Maintain high quality standards of service and delivery without onerous compliance 	<ul style="list-style-type: none"> Improved accessibility to the transport network (freight and people) Improved performance of the transport network Improved condition of the state-controlled transport network
 Liveable regions and active cities	An accessible network connecting communities and contributing to Queensland's quality of life	<ul style="list-style-type: none"> Promote and invest in active transport and accessible public transport solutions Design, maintain and operate a safe and resilient network Integrate land use and transport to improve liveability and environmental sustainability 	<ul style="list-style-type: none"> Improved accessibility to the transport network (essential services) Improved safety and security of the transport network Improved environmental sustainability Improved transport affordability
 Innovation	Embracing critical and creative thinking to deliver on our key priorities, now and into the future	<ul style="list-style-type: none"> Identify and prioritise problems worth solving Work with others to design solutions that create value Apply a repeatable and adaptable innovation process 	<ul style="list-style-type: none"> Improved innovation maturity Improved research and development outcomes
 Investing in the future	Our people and our investments delivering the future transport network	<ul style="list-style-type: none"> Grow an agile and future ready workforce that is diverse and inclusive Deliver best value investment through long-term planning and prioritisation Develop and implement innovative finance, funding and procurement practices 	<ul style="list-style-type: none"> Improved workforce satisfaction Improved diversity and inclusivity Increased value for money

Meeting government objectives

The Department of Transport and Main Roads meets the Government objectives for the community in a number of ways including the following objectives and their relevant strategies:

Create jobs in a strong economy

- Advancing economic prosperity across our cities and regions
- Our people and our investments delivering the future transport network

Keep Queenslanders healthy

- An accessible network connecting communities and contributing to Queensland's quality of life

Protect the Great Barrier Reef

- An accessible network connecting communities and contributing to Queensland's quality of life

Be a responsive Government

- Delivering customer-centric solutions in partnership with our stakeholders
- Embracing critical and creative thinking to deliver on our priorities, now and into the future
- Our people and our investments delivering the future transport network
- Advancing economic prosperity across our cities and regions

Our opportunities and challenges

The following are external forces that form the sources of TMR's strategic risks and impact our ability to achieve our objectives. In such a large and diverse department, it should be noted what is an opportunity to some areas will be a challenge to others:

- Increasing pace of technological and social change
- Changing customer and stakeholder expectations
- Unplanned economic conditions
- Constrained fiscal environment
- Unplanned or unforeseen changes in network demand
- Local, national and other state regulatory frameworks and processes
- Increasing volume and complexity of data and the ability to analyse it (Big data)
- Disasters and unplanned network incidents including cyber-security
- A geographically diverse population and transport network
- Changing workforce demands

Our purpose

We bring Queensland closer together



Customers first Unleash potential Be courageous Ideas into action Empower people

13 QGOV (13 74 68)
www.tmr.qld.gov.au | www.qld.gov.au

Key objectives and outcomes

Table 3 below is a summary of how the department delivers on its priorities matched with some example projects. It demonstrates how our key projects align with Advancing Queensland Priorities, and the Strategic Plan 2016–2020.

Table 3: Key objectives and outcomes for 2018–19

Advancing Queensland's Priority	TMR Strategic Priority	Key projects/initiatives	Status
Keep Queenslanders healthy	Liveable regions and active cities	Develop the <i>Queensland Cycling Action Plan 2017–2019</i> (see page 43).	✓ Completed
	Liveable regions and active cities	Develop a 10-year <i>Queensland Walking Strategy</i> to guide investment (see page 44).	⊖ In progress
Keep communities safe	Liveable regions and active cities	Deliver a five-point bus driver safety plan.	✓ Completed
	Customer focus	Deliver Step Up sessions to Queensland schools to discuss safe bus behaviour (see page 131).	✓ Completed
	Customer focus	Collaborate with young Queenslanders to create a road safety campaign at Co-Lab (see page 149–150).	✓ Completed
	Innovation	Release an enhancement to the QLD <i>Traffic</i> mobile app to report sightings of cassowaries near roads (see page 123).	⊖ In progress
	Innovation	Contribute to the improvement of sign design to minimise the risk of certain types of signs spearing through vehicles (see page 146).	⊖ In progress
	Innovation	Partner with Queensland Police to trial Hold the Red, an active collision prevention system using radar to detect vehicles that are about to run a red light (see page 149).	⊖ In progress
Protect the Great Barrier Reef	Investing in the future	Deliver electric vehicle fast chargers along the Queensland Electric Super Highway from Cairns to Coolangatta (see page 132).	✓ Completed
	Investing in the future	Commence master planning for the priority ports of Gladstone, Townsville, Hay Point/Mackay and Abbot Point (see page 36).	⊖ In progress
	Innovation	Prepare for the testing phases of the Connected and Automated Vehicle Initiative pilots (see page 161).	⊖ In progress
	Innovation	Partner with National Asset Centre of Excellence to research the carbon reduction for future initiatives (see page 128).	✓ Completed
	Innovation	Introduce the use of EME2 as an alternative to convention asphalt on projects (see page 128, 133).	✓ Completed
Be a responsive government	Innovation	Prepare the pilot for the Digital Licence App to launch in late-2019 (see page 115).	⊖ In progress
	Liveable regions and active cities	Commence the War on Wrecks program to remove derelict and abandoned vessels from Queensland's waters (see page 156).	⊖ In progress
	Customer Focus	Achieve International Customer Service Standard 2015–20 recertification (see page 114).	✓ Completed
	Innovation	Commence issuing new-look contactless licence cards for photo identification for persons over 15 years of age (see page 116).	✓ Completed
	Customer focus	Launch PrepL, an Australian-first online learning and assessment program (see page 116–117).	✓ Completed
	Customer focus	Trial the Demand Response Transport service in Logan to increase accessibility to transport (see page 102).	✓ Completed
	Building prosperity	Develop a new National Notice for the Queensland's Livestock Loading Scheme in conjunction with industry and the National Heavy Vehicle Regulator (see page 125).	✓ Completed
	Customer focus	Design, build and implement Transport Talk—TMR's community research panel (see page 125).	✓ Completed
	Building prosperity	Continue reconstruction works through the NDRRA and DRFA.	⊖ In progress
	Building prosperity	Assist the movement of over 1200 oversized loads of turbine equipment to Coopers Gap Wind Farm (see page 87).	✓ Completed
	Building prosperity	Deliver the 24 kilometre long western half of the \$1.606 billion Toowoomba Second Range Crossing (see page 46, 88–89).	✓ Completed

Strategic opportunities and challenges

New emerging technologies and commercial models that respond to customer demands, such as shared transport services have the potential to profoundly benefit Queensland's transport system and its customers. However, these developments present challenges that will test TMR's ability to satisfy customer needs and expectations, now and into the future. In order to meet our customers' needs it is essential that TMR plans for these challenges and is strategically positioned to overcome them.

Addressing and adapting to climate change

One such challenge is climate change. Increases in severe weather events and greenhouse gas emissions pose risks to Queensland's community, economy and environment. As a major contributor of emissions, the transport sector can play a vital role in mitigating some of these effects. Emerging alternative fuel technologies, such as electric vehicles and hydrogen fuel cell vehicles, present an opportunity to significantly reduce transport emissions. TMR is also investigating other opportunities to reduce emissions from Queensland's transport sector as part of the government's commitment to reach zero net emissions by 2050.

Planning for population growth

Queensland's population is growing faster than most other states and territories and much of this growth is concentrated within the urban south east corner. Population directly impacts on transport demand – more people means more passenger trips on the network for work, leisure and other activities, while demand for freight services also increases due to increased demand for goods and services. Planning for population growth is critical in ensuring good transport outcomes over the long term.

Responding to technological change

The increasing pace of technological change affects the delivery of transport services, the issue of digital technology enabled by cloud technology, big data and its analysis, present significant opportunities for customer centric transport services. The advancement of affordable battery technology leading to increased adoption of electric vehicle technology, the development in automated and connected vehicles and smart motorway technologies to maximise and control traffic flows, also present challenges and opportunities for management of transport networks.

Online environment

Increasing social media use and online connection is changing customer expectations about transport and increasingly challenging TMR's ability to satisfy their needs. TMR has begun investigating and trialling on-demand transport models, that enable customers to access shared transport when and where they want, rather than relying on fixed routes and schedules. The responsiveness and flexibility of these service models are consistent with the current customer expectation for more choice and personalisation of services. The lower relative cost of on-demand services, compared to traditional timetabled services, also has the potential to offer more convenient and affordable transport for all Queenslanders.

TMR is also modernising its registration and licensing system to make it easier for our customers to comply with, make our customers' experience simpler and make our services more accessible. One of the first initiatives is to create a Digital Licence App, allowing customers to securely house their government-issued credentials—such as a driver licence and proof of age card—digitally.

Transport for the future

The concept of 'Mobility as a Service' is driving the developments in our transport future. The emergence of new technologies has the potential to make the transport system safer, cheaper, more efficient, sustainable and responsive to demand. While customers expect us to keep pace with technology developments, we have ultimate responsibility for the safety of those accessing our network. Advances in automated vehicle (AV) and cooperative intelligent transport system technologies have the potential to significantly improve the safety of journeys in Queensland. TMR is currently conducting AV scenario modelling and trialling cooperative and highly automated vehicle technologies. Findings from these initiatives will assist TMR in better understanding the implications of these new technologies for both infrastructure and customers so that the community can access their safety and efficiency benefits sooner.

The year ahead

Key programs commencing or continuing in 2019–20 and beyond include:

- continuing development of key strategies to provide direction for a single integrated transport network including the Queensland Transport Strategy, Queensland Transport Roads Investment Program (QTRIP) and *Regional Transport Plans*
- planning an increased maintenance, preservation and operations program of the existing transport network
- implementing of the *Queensland Freight Strategy – Advancing Freight in Queensland*
- developing the *Queensland Freight Access Framework* and *Queensland Freight Action Plan*
- continuing to work with local government's Regional Roads and Transport Groups across Queensland
- continuing affiliation with National Assets Centre of Excellence to identify innovative treatments to extend life of infrastructure assets across the state
- securing Australian Government funding to progress delivery of improvement priorities on the Bruce Highway Upgrade Program
- continuing the delivery of transport infrastructure under the 2019–20 to 2022–23 QTRIP
- continue construction of the \$812.9 million Bruce Highway six lane upgrade between Caloundra Road and Sunshine Motorway
- continuing the delivery of the \$550.8 million North Coast Line – Beerburrum to Nambour rail project
- continuing construction of the \$514.3 million Haughton River Floodplain project, north of Ayr on the Bruce Highway
- continuing the delivery of the \$497.4 million Mackay Ring Road – Stage 1
- commencing construction of the \$481 million Cairns Southern Access Corridor – Stage 3: Edmonton to Gordonvale
- continuing delivery of the M1 Pacific Motorway upgrades, including:
 - the \$197.5 million Mudgeeraba to Varsity Lakes
 - the \$195.3 million M1, M3 Gateway merges upgrades
- continuing reconstruction works through the NDRRA and DRFA
- continuing the delivery of Stages 2, 3 and 4 of the \$17.2 million North Brisbane Bikeway
- continuing the delivery of the \$63.6 million of widening the Warrego Highway between Dalby and Miles
- continuing the delivery of the Marine Infrastructure Program
- improving road safety through delivery of initiatives in the *Queensland Road Safety Action Plan 2017–19* such as encouraging safer road use and getting people into safer vehicles
- delivering of safety treatments through the Targeted Road Safety Program
 - high risk route actions
 - flashing school zone signs
 - discrete site treatments
 - township entry treatment
 - other targets safety interventions.
- continuing to invest in innovative safety treatments including intelligent transport systems
- contributing to the environmentally stable development and planning of Queensland waterways through the implementation of the *Reef 2050 Plan*
- continuing removal of derelict vessels in Queensland waterways
- continuing to educate recreational mariners and increase awareness of their responsibilities
- continuing to refine and invest in online services
- utilising customer research and insight activities to understand the voice of the customer and implement improvements from findings
- continuing work to deliver an upgraded public transport ticketing system
- implementing actions within the *Disability Action Plan 2018–2022* such as:
 - upgrade existing and provide new, accessible passenger transport infrastructure
 - providing passenger transport concessions
- commencing the roll-out of the accessibility modifications to the next generation rollingstock trains
- continuing the Local Fare Scheme in Far North Queensland to assist with affordable air travel to remote areas
- commencing the fare evasion project
- continuing to deliver the new generation bus contracts for regional Queensland
- continuing to deliver the Transport Infrastructure Development Scheme (TIDS) grants program.

Fast Facts

Data as at 30 June 2019

- Shaping the system
- Building the network

- Providing passenger services
- Serving our customers
- Using our network
- Our people

\$4.95^B Total investments in transport infrastructure program



\$954^M Maintenance and operation state transport network



5.02 M^{*}

Population of Queensland

**ABS – Catalogue 3101.0*



\$143.24^M

Cost for Natural Disaster Relief and Recovery Arrangements (NDRRA) works for the year

65^{KM}

Of state roads reconstructed following natural disasters



33,369^{KM}

State-controlled roads including **4996^{km}** national network

3119

Bridges owned and maintained



Over **236,000**

MyTransLink app active monthly users

2.76^M

go cards used in South East Queensland



1.8^M

QldTraffic website visits

44,493

QldTraffic Twitter posts

500,000

Qld Traffic app visits



Over **189^M**

Passenger trips on bus, rail, ferry and tram we provided our customers with within South East Queensland

11.39^M

Passenger trips on bus, rail and air outside South East Queensland

519,795

Average number of passenger trips per day on South East Queensland network

1.959^M

Passenger trips provided through the Taxi Subsidy Scheme



16^M

Customer interactions for the year

3.33^M

Face-to-face services provided to customers across our **90** Customer Service Centres

8.6^M

Customers conducted transactions using online self-service channels



180

Derelict Vessels removed
from Queensland
waterways this year



Over
21,976

Ship movements in
Queensland ports

Over
11,954

Ship movements
in the ReefVTS
monitored region



5.37^M

Vehicles registered



3.71^M

Driver licences

232,799

Recreational boats
registered

27,743

personal watercrafts
registered

913,825

Recreational boat
licences

198,665

personal watercraft
licences



359.5^M

Tonnes of cargo we
helped our industry
customers move through
our 21 declared ports

1013^M

Tonnes of freight moved on
the surface network



29,433

Gold Coast tram daily
passengers

\$7.79

Average subsidy per trip
provided through Taxi
Subsidy Scheme



3254

Taxi licences

502

Limousine service
licences

17,118

Booked hire
service licences

416

Authorised
booking entities



10.26^{YEARS}

Average length of service

7%

Temporary

22%

Casual

70%

Permanent

82%

Non-corporate
roles

7199

Full-time
equivalents

30%

SES/SO
women



Haughton Bridge in Townsville amid the North Queensland Monsoon Trough.

TMR mobilises to get North Queensland moving again

Following an unparalleled series of natural disasters, the Department of Transport and Main Roads rallied together to restore the network and reconnect affected communities.

The state transport network connects Queenslanders to education, jobs, health care and more. When disaster strikes, impacts to the transport network can severely affect those communities cut off from vital goods and services. TMR customers and the community can be isolated as a result of the transport and freight networks being disrupted.

Almost 12,000 kilometres of road were affected by 11 natural disasters.

Over the last 10 years Queensland has experienced more than 60¹ natural disasters. The department's response to disasters continuously evolves to ensure disruptions are minimised and communities are quickly reconnected.

During the 2018–19 severe weather season, an extensive area of Queensland was impacted by bushfires, heatwaves, heavy rainfall, cyclones, damaging winds, destructive tides and/or riverine flooding. Some of these disasters occurred concurrently, and while one part of the state was being impacted by bushfires, another was experiencing heavy rainfall and flooding.

This year's North Queensland monsoonal floods were unprecedented one-in-500-year flood and one-in-1000-year event affecting more than half of Queensland's geographic area. These events significantly exceeded flooding previously experienced in the region, with floodwaters causing extensive damage throughout Cape York, Townsville, Winton and Mount Isa areas.

The one-in-1000-year event affected more than half of Queensland.

A total of 11,902 kilometres—more than one-third of the state-controlled road network—was closed or had restricted access during the disaster events. This included 3059 kilometres impacted by more than one event. A total of \$33.6 million was spent on the 2018–19 natural disaster works to 30 June 2019. The event also caused widespread impacts to the Queensland Rail network, particularly the Mt Isa line. More than 200 sites across 300 kilometres of track required attention including repair of 38 bridge abutments, replacement of 47 kilometres of track and 120,000 tonnes of ballast. Financial relief measures under the Australian Government's Disaster Recovery Arrangements were activated for a total of 11 natural disaster events in Queensland during the 2018–19 financial year.

¹ Disaster Assist, www.disasterassist.gov.au

An integrated response to unprecedented disasters

Not in living memory has Queensland responded to concurrent severe weather events, impacting vast areas of the state. The full extent of damage to the state-controlled transport network was not known for some time. As the bushfires and heatwaves diminished and flood waters receded, and network access became available, the extent of damage and massive recovery task became apparent.

Deputy Director-General (IMD) Amanda Yeates said the department worked quickly to reinstate network access and essential transport links by completing temporary repairs, clearing road hazards and fixing potholes.

“We plan for and are prepared to respond quickly to the impacts of disruptive events such as cyclones and extreme weather on the transport network. We know to expect the unexpected.

“In very difficult and challenging conditions, TMR crews mobilised quickly, commencing repairs to reopen the road network and importantly enable resupply of impacted communities.

“Where significant damage had occurred, temporary repairs were undertaken where possible to return roads to a safe and trafficable condition until full reconstruction could be completed,” explained Amanda.

Connectivity for business systems remained an essential requirement during the disaster events and was particularly important in the department’s response. These systems ensured access to information to inform planning and decisions and timely communication with stakeholders.

Maintaining Information Communication and Technology (ICT) disaster recovery capability including testing to validate the effectiveness of disaster recovery plans to meet TMR’s business objectives requires the department to work closely with its business representatives. This ensure TMR’s ICT disaster recovery strategy remains aligned to TMR’s essential business functions.

Chief Information Officer Sandra Slater said the department was focused on ensuring TMR staff operating in the disaster effected areas had access to essential ICT equipment, connectivity and on the ground support needed to perform their critical roles.

“We ensured our ICT network and key business systems and applications remained accessible and performed optimally for our colleagues, our external business partners and the broader Queensland public during the disaster management response for the North Queensland floods,” explained Sandra.

In Townsville, Maritime Safety Queensland (MSQ) worked with the Queensland Water Police to communicate the release of waters from Ross River Dam and warn boat owners of the change in currents and water flow. Marine officers also assisted Water Police in coordinating safe operations of volunteer vessels rescuing residents stranded in flooded streets.

Hydrographic surveys were undertaken in the Ports of Weipa and Amrun as well as Ross River and Black Weir. Crews worked across impacted beacons to rebuild destroyed beacons and re-position buoys and arranged for the removal of sunken vessels which posed an immediate hazard to mariners. Hydrographic surveys also were undertaken, to ensure safe navigation of vessels for industry and recreational users.

General Manager (MSQ) Angus Mitchell said the series of natural disasters tested the skills, tenacity and resilience of the department’s staff.

“Our response to the monsoonal flooding, king and storm tides and temperature extremes demonstrated an agile and adaptive culture which made the events valuable learning opportunities,” said Angus.

TMR worked with the Department of Education to reduce the impact of flooding on school bus services, putting amended routes and timetables in place until flood waters receded and roads reopened.



Firefighters crews battling the blazing bushfires on Burnett Highway at Nanango-Tarong Road.

Deploying a contingency of staff supporting response and recovery

The Queensland Disaster Management Arrangements set the state's framework for management of disasters and TMR's obligation during natural disasters. TMR provides response and recovery support to ensure Queensland remains connected and safe during events impacting the state. TMR provided extensive coverage at the State Disaster Coordination Centre (SDCC) to manage impacts to the transport network working collaboratively with Emergency Responders and other state and local government agencies to ensure minimal impacts to the network and expedite repairs to damaged assets.

TMR responded to 11 disruptive events impacting Queensland, including three separate activations of the SDCC, including:

- Central Queensland Bushfire event from 28 November to 4 December 2018
- Tropical Cyclone Owen from 13 to 16 December 2018
- North Queensland Monsoon Trough from 25 January to 14 February 2019.

As the focus shifted from response to recovery, the Community Recovery Ready Reserves (CRRR), made up of 88 volunteers from TMR and other Queensland Government agencies, were deployed. Ready Reserves were deployed to assist the many Queensland regions that were impacted by the Far North, North, North West Queensland Monsoonal event and Tropical Cyclone Trevor (Cairns, Townsville and Cloncurry). These volunteers focus on the human and social recovery, providing information, connecting people with support services and taking applications for eligible grants.



Staff from TMR undertaking liaison officer roles whilst in the SDCC.



22

Activation days



56

Rostered SDCC officers



More than
589

Rostered hours at the SDCC



More than
36

Rostered shifts at the SDCC



88

CRRR deployed



174

CRRR deployments



Embracing social media content to connect communities

Social media played a pivotal role in keeping the Queensland community informed and educated during significant weather events. The department's customers expect a high level of direct engagement; these channels played a key role in keeping communities informed of impacts to the transport network and provided updates about ongoing repairs.

Social media reached people in a way traditional messaging could not, with updates shared widely and reaching large audiences. During the disasters, social media communication became a priority, as the department published posts, photos and videos provided by communication staff on the ground, including:

- major roads and highway closures and reopenings
- general safety and alert messages
- maritime alerts and affected ports and harbours
- public transport suspensions and resumptions
- Customer Service Centre closures
- affected rail tracks and lines
- disaster assistance packages available for affected communities.

TMR also responded to customer questions, providing the latest information, and directing customers to the *QLDTraffic* website and mobile app, where they could stay up-to-date with affected roads. Using Facebook and Twitter allowed customers to quickly share updates, even if they were not directly affected by the severe weather.

The department also supported other organisations involved in flood response and recovery, including Queensland Police Service, Queensland Fire and Emergency Services, the Bureau of Meteorology and Townsville City Council, by sharing their information, in order to reach a wider audience.

The department connected with customers by providing them an informative communication channel where they could get the latest news and information as it became available. Messaging also demonstrated how we were working hard to reconnect communities and ready to begin repairing the damage when safe to do so. TMR's social media platforms became an essential part of the department's effort and response to support our customers and the affect communities during the numerous weather events.



Repairing the network

Alice River Bridge – Hervey Range Road

The Alice River Bridge on Hervey Range Road was severely damaged by floodwaters during the Townsville monsoon rain event. Floodwaters caused significant erosion of the river bed around the bridge foundations which may have compromised the structural integrity of the bridge. One of the bridge abutments was also severely damaged, along with the road embankment.

In mid-February, once floodwaters had completely subsided and it was safe for crews and engineers to access the site, TMR commenced surveying and technical inspections at Alice River Bridge. Crews used heavy machinery to remove large amounts of debris from around the bridge foundations and the demolition of large boulders on the roadway, allowing structural engineers to complete additional inspections to the bridge piers and piles.

The next focus was on re-establishing and stabilising the washed-out areas under the bridge before commencing works on the bridge itself. Earthen material was transported to site and compacted to backfill the scour at both abutments. Rock protection was then placed over the material to prevent further scouring.

Works started in April and TMR initially estimated the repair works could take up to six months to complete due to the significant damage it sustained, however, the restoration and reconstruction works progressed so well that the bridge was able to be reopened on 26 June 2019, two months ahead of schedule. The work included:

- 6400 cubic metres of fill placed at the bridge foundations and approaches
- 4400 cubic metres of scour protection placed to prevent future erosion
- 3500 square metres of geofabric used
- 240 metre long construction access track built.

Reconstruction works, including final rock protection works and site reinstatement, will continue at the Alice River Bridge site until early-July 2019.



Aerial view of the reconstruction works occurring on the Alice River Bridge on Hervey Range Road.

Mount Spec Road – Paluma Range

Mount Spec Road on Paluma Range was heavily impacted by multiple landslides, cutting access to Paluma Village and causing damage including compromised pavement, guardrail damage, potholes and debris. While emergency repair works were completed in February to clear the road and restore access to Paluma village, important slope stabilisation works were still needed to improve safety and allow TMR to reopen the road to all motorists without restrictions.

In June 2019, specialist geotechnical contractors completed slope stabilisation works at nine slopes to prevent them from further erosion. The boulders are secured using high tensile mesh and then broken into smaller pieces by drilling into the boulder at regular intervals. They are then brought down to road level in a controlled manner using a wire rope system, with added protection being provided by barriers and recycled car tyres. Once on the road, larger rocks are broken down further by mechanical rock breakers and taken away by truck. Jute matting and coloured concrete was applied to one high-risk site to reduce further erosion.

TMR has engaged a contractor to place hydromulch, which includes sterile annual grass seed and fern spores native to the local area, over the jute mesh. Given time, the hydromulch will revegetate, making the slopes appear similar to the rest of Mount Spec Road in future.

Departmental engineers will continue inspections of Mount Spec Road to determine any additional works required to provide the safest conditions for road users.



Geotechnical contractors removing unstable boulders on Mount Spec Road, Paluma, reducing the risk of further landslips after natural disasters.

Richmond to Julie Creek – Flinders Highway

The most severely damaged section of the Flinders Highway reopened to traffic just 13 days after major flooding receded.

A 150 kilometre section of the Flinders Highway, from Richmond to Julia Creek, was cut when flooding washed away sections of the road pavement. Water receded on 14 February, revealing major damage on the Flinders Highway at Nelia. The following day, TMR began damage assessment and discussions to undertake emergency works.

Richmond Shire Council commenced works from the Richmond end of the road section. Crews were mobilised from Townsville to undertake major works at Nelia, starting on 21 February and enabling the highway to re-open on 27 February 2019.

Road crews worked under hot and challenging conditions to get the Flinders Highway re-opened. In addition to emergency road repairs, crews had to remove and dispose of 68 cattle carcasses from the road reserve along the Flinders Highway.

While reopening the highway is an important step in the region's recovery, the severity of the damage means further works will be required.



Some of the substantial damage to the Richmond to Julie section of the Flinders Highway.

Ross River and Bowen Road Bridge

The rain event in Townsville caused the Ross River Dam to reach more than 200 per cent capacity. The strong currents from the opened spillway gates caused a number of lateral marker beacons were reported missing and a number of lateral marker buoys were reported off station.

The Bowen Road Bridge was closed and inaccessible for 10 days due to the flooding. As the floodwaters receded, the department's inspectors could check the bridge structure (by boat!) and load test the bridge.

The rapid rise of the Ross River Dam caused a carpet of weeds to flow into the Marina Precinct in Townsville. Local port crew removed the weeds before it created mischief above and below the waterline.



A carpet of weeds in Townsville's Marina Precinct.

Hervey Range Road

Following the record rainfall, debris from a landslide had blocked a culvert under the Hervey Range Road, causing the rainwater to back up and—eventually—find its own damaging path down the range. In some sections, the debris caused sub-surface erosion which was almost half a metre deep, across a distance of roughly 200 metres and caused large sub-surface cavities.

The department worked with Townsville City Council to prioritise emergency works to repair the extensive damage. RoadTek was mobilised to the site to begin the breaking down of large boulders which had landed on the pavement following landslips. Once the boulders were broken down, Townsville City Council removed the debris and completed the pavement repairs. In some sections, repairs for piping was a priority. Piping is a term for sub-surface erosion caused by a large volume of water creating its own flow path under the roadway. The department worked with council to determine the safest method for managing the piping on Hervey Range Road.

Even though the area was an active construction zone, the Hervey Range Road reopened to local traffic under very controlled conditions in mid-February 2019 to reconnect the Townsville community. Temporary rock fall protection barriers were installed on the Hervey Range Road to protect road users, with the intention of installing permanent rock fall protection in the future.



Crews inspecting the damage on Hervey Range Road following landslides after the North Queensland monsoon trough.

Eligible reconstruction works are jointly funded by the Commonwealth and Queensland Governments under the Disaster Recovery Funding Arrangements (DRFA).



During the extreme flooding events, barges were used to connect communities cut off by floodwaters and get vital resources to where they were needed most.

Reconnecting the community after natural disasters

The flooding isolated many communities and the department was focused on reopening key routes to allow the restock of essential supplies and access to essential services for residents and road users.

Safety of road users and roadworkers was the number one priority during reconstruction work.

We'd like to thank residents for their patience while we undertook these essential works.

Director-General Neil Scales

Re-establishing important links for communities, business and industry is one of TMR's priorities after natural disasters. The Flinders Highway was reopened within two weeks, which in turn enabled work to start on recovery of the Mt Isa Rail line. Recovery works included creation of additional culverts and installation of corrugated metal pipes along high-risk areas to aid water flow and drainage in the event of another flooding event.

TMR worked with more than 30 local government authorities to mobilise crews and inspect roads and bridges for safety.

Transport Network Security and Resilience Chief Don Bletchly said during these times the best outcomes are achieved when

partners from across government, business and industry work together.

"Like all complex and challenging community issues, we couldn't do this alone.

"Having strong, trusting networks and relationships with our stakeholders is critical to our success in keeping our transport network safe and running efficiently—no matter what the hazard," said Don.

TMR immediately addressed issues to quickly reopen the rail line to Mount Isa. A joint regional coordination centre was established in Townsville to guide and locally direct operations to re-establish road and rail functions as quickly as possible for the community and commercial purposes. From the centre, a staged plan based on local decisions and direction was established to allow timely road repairs. This also allowed vital heavy machinery and equipment to be sent quickly to targeted locations to repair and rebuild some of the damaged rail line.

Through this local knowledge and decision making, large sections of the rail line were quickly reopened, allowing mining, livestock and other critical supplies and resupplies to again be transported across the rail network.

TMR worked with local, district and state groups to enable better road access for responders and resupply providers along the Bruce Highway, including working with Coles and



Woolworths to undertake an escorted convoy of food trucks from Brisbane to North Queensland.

General Manager (Land Transport Safety and Regulation), Andrew Mahon explained in events of natural disasters, TMR provides assistance for eligible Queenslanders impacted by natural disasters or those who live in declared disaster areas.

“We know times like this are already difficult and emotionally draining. That’s why TMR waives the fee for replacement of lost, damaged or destroyed documentation, such as driver’s licence, in the aftermath of a natural disaster. In addition, TMR’s disaster assistance package provides eligible registered operators with assistance with their vehicle registration. This includes customers paying a three-month registration pay term and being exempt from administration surcharges and late-payment fees.

“We also recognise that because of a flood or a fire, a person may have lost all of their Evidence of Identity documentation. To make life easier during this difficult time, TMR uses its existing facial recognition technology to help identify a person when they transact with TMR. This can save our customers having to source and pay for a replacement document, which could take weeks,” said Andrew.

The department assisted property owners to reinstate damaged boundary fencing along state-controlled roads to help manage livestock movement and mitigate safety risks for drivers, particularly along high-capacity freight routes in North West Queensland.

When completing reconstruction works, the department has processes to ensure environmental standards are met. Every repair site is individually assessed to ensure environmental impacts are minimised, in accordance with legislation.

Some of the damage has been assessed and repaired, and TMR has a reconstruction plan to ensure a coordinated approach to undertake the other long-term repairs to the state-controlled network.

While the series of disaster events in 2018–19 was extraordinary in terms of size, scale and impact, with approximately 56 per cent of Queensland impacted, TMR’s coordinated responsive efforts demonstrated leading practice putting customers first. The department is continuing to scope reconstruction work to be done as the full extent of the damage is still not yet known.

TMR continues to provide regular and ongoing reporting on the recovery of state roads and assets in support of the work of the Queensland Reconstruction Authority. In applying leading practice, to minimise any disruptions to the network, TMR continues to assess and improve systems and processes to enable staff to prepare, prevent, respond and recover from disaster events.



Integrated Transport Network



To read more about the strategies and indicators of success linked to these strategic priorities, see page 14–16.



Highlights

- Completed construction and opened the western half of the \$1.606 billion Toowoomba Second Range Crossing.
- Implemented the revised *Queensland Procurement Policy*.
- Completed the evaluation of the Local Fare Scheme to improve the standard of living and connectivity in remote parts of Far North Queensland.
- Completed the \$800,000 project to install eight Township Entry Treatments on the Bruce Highway in Central Queensland.
- Launched the *Queensland Cycling Strategy 2017–2027*, which was accompanied by a two-year *Queensland Cycling Action Plan 2017–2019*.
- Released the long-term *Maintenance Dredging Management Plans*.
- Completed \$143.25 million restoration works in the Mackay and Gold Coast hinterland areas following Ex-Tropical Cyclone Debbie.
- Commenced piling work and demolition on Maryborough's \$1.5 million March Street jetty.
- Completed the detailed design of the continued Pacific Motorway (M1) program of works including the Eight Mile Plains to Daisy Hill (\$749 million) and Varsity Lakes to Tugun upgrades (\$1.03 billion).
- Committed \$24.2 million to marine infrastructure throughout Queensland.
- Rolled out TransLink in Townsville, including a new centralised bus hub.
- Completed the \$8.5 million construction of a replacement bridge at Beames Brook on Wills Developmental Road.
- Completed \$22 million of construction of an additional northbound lane on Nicklin Way between Main Drive and Waterview Street, as part of the Sunshine Coast University Hospital access improvements.
- Completed \$700,000 dredging works at Kedron Brook at Brisbane Airport floodway entrance.
- Released the *Queensland Freight Strategy – Advancing Freight in Queensland*, setting out the 10-year vision for the freight system.
- Completed \$29.3 million pavement widening at various locations on the Carnarvon Highway between St George and Surat and between Injune and Rolleston.

Planning best value investments for our future transport needs

Queensland's vast and diverse transport network continues to grow and plays a fundamental role in the state's economic growth. Responsible planning and prioritising ensures Queensland's long-term transport needs are met in the most cost-effective way and provides clear direction. This is achieved through long-and medium-term strategies and plans critical to Queensland's transport needs. These are developed and managed to ensure integrated planning across the state, designing for the transport needs of the future.

Queensland Transport Strategy

The *Draft Queensland Transport Strategy*—a 30-year vision for transport in Queensland—was released for community and stakeholder consultation on 29 March 2019. Consultation closed 10 June 2019. During the consultation:

- over 1900 customers visited the external consultation website, generating 322 idea posts, comments or likes
- 269 TMR staff visited the gallery walkthrough events and provided 544 suggestions
- 37 stakeholders provided formal feedback submissions.

The Strategy provides a vision for the transformation of the state's transport system to provide flexibility in responding to customer preferences, global trends and emerging technologies. It puts customers first and articulates the department's plan for maximising the benefits of future changes for all Queenslanders.

The Strategy is structured around five customer-focused outcomes that will guide how TMR responds to future changes:

1. accessible, convenient transport
2. safe journeys for all
3. seamless, personalised journeys
4. efficient, reliable and productive transport for people and goods
5. sustainable, resilient and liveable communities.

The draft Strategy shows how the department plans to harness emerging transport trends to continue to move people and products safely and efficiently now, and into the future. The Strategy is due to be finalised in late-2019.



For more information: www.tmr.qld.gov.au/QueenslandTransportStrategy

Transport Coordination Plan

The *Transport Coordination Plan 2017–2027* (TCP) brings a contemporary approach to the coordinated planning and management of transport, including a strong focus on customer needs and technology. Developed in accordance with the *Transport Planning and Coordination Act 1994*, the TCP establishes five high-level objectives for the transport system across the key areas of:

- customer experience and affordability
- community connectivity
- efficiency and productivity
- safety and security
- environment and sustainability.

The TCP sets clear criteria for prioritising spending on transport and includes decision-making principles and a suite of transport key performance indicators (KPIs) to monitor progress towards its objectives.

Examples of progress against these KPIs for 2018–19 are:

- customer satisfaction ratings of public transport by service type
- patronage on government contracted services
- number of road fatalities and hospitalised casualties
- proportion of the network with good productivity
- proportion of the network with reliable travel times.

The TCP, along with the *Draft Queensland Transport Strategy*, informs the development of more detailed transport strategies and plans produced by TMR, such as regional transport plans and modal strategies.



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

Case study

Time Travel – Megatrends and Scenarios for Queensland Transport out to 2048

The future of transport is uncertain, with potentially massive changes on the horizon. *Time travel: Megatrends and scenarios for transport in Queensland out to 2048* helps TMR to understand and plan for the challenges, risks and opportunities that the future may hold for transport in Queensland.

Developed under the Queensland Government and CSIRO's/ Data61 Strategic Partnership Agreement, TMR and Data61 identified megatrends that will likely transform the transport system over the coming decades. Data61 then modelled how certain transport

fundamentals (such as congestion, safety, household expenditure, greenhouse gas emissions, and registration) would likely fare under four plausible future transport scenarios that might play out, depending on:

- how quickly Queenslanders take up emerging technologies (like driverless and electric vehicles) and business models (such as ride-sharing and car-sharing)
- where and how they choose to live and work, which will determine length and number of trips Queenslanders need to make and whether (in urban centres) peak-hour weekday commutes continue to be the norm.

The four different worlds identified in this report show very different outcomes for transport fundamentals such as public transport usage, the cost of transport for households, and road safety. For instance, the number of road fatalities and injuries could be very different in a world where automated vehicles are widely adopted, or where people travel shorter distances, less often—compared to a world where automated vehicle technology is not taken up, or people continue to travel longer distances during peak hours.

The time travel report models key transport fundamentals for each of the four scenarios, to show us what could be at stake and help TMR prepare for the changes coming our way. This will assist TMR in ensuring that no group is unfairly disadvantaged by these changes and that the benefits are shared equitably across our communities, steering us towards the best future for transport in Queensland.

Queensland Transport and Roads Investment Program

The department developed and published the Queensland Transport and Roads Investment Program 2019–20 to 2022–23 (QTRIP). The report outlines approximately \$23 billion of investment in roads and transport infrastructure across Queensland. A key priority of QTRIP is supporting local communities and regional infrastructure. The regional section of the Annual Report 2018–19 ([see page 50–111](#)) highlight projects delivered under the QTRIP 2018–19 to 2021–22, as well as current and upcoming projects which shape the future of our network across the state.

A selection of key projects from QTRIP 2018–19 to 2021–22 being delivered by the department include:

Australian Government and Queensland Government jointly-funded:

- \$1.606 billion for Toowoomba Second Range Crossing
- \$1.143 billion for Gateway Motorway North
- \$1.03 billion for Pacific Motorway (Varsity Lakes to Tugun)
- \$812.9 million for Caloundra Road to Sunshine Motorway project
- \$550.8 million for the North Coast Line – Beerburrum to Nambour Rail Upgrade
- \$514.3 million for Houghton River Floodplain
- \$497.4 million for Mackay Ring Road (Stage 1)
- \$481 million for Cairns Southern Access Corridor (Stage 3)
- \$400 million for Ipswich Motorway (Rocklea to Darra) (Stage 1)
- \$197.5 million for Pacific Motorway (Mudgeeraba to Varsity Lakes)
- \$195.3 million for Pacific Motorway/Gateway Motorway merge
- \$189.3 million for Eton Range Realignment project
- \$121 million for Rockhampton Northern Access Upgrade (Stage 1)
- \$110.6 million for Mackay Northern Access
- \$104.1 million for Cairns Southern Access Corridor (Stage 4).

Queensland Government funded:

- \$152 million for Smithfield Bypass in Cairns
- \$88.6 million for extra car spaces at seven south-east Queensland train stations
- \$80 million for Centenary Motorway/Sumners Road interchange
- \$53 million for Northern Transitway on Gympie Road
- \$43 million for Veloway 1 (V1) Cycleway (Stage E) from Birdwood Road to Gaza Road
- \$25.5 million for extra car spaces at Greenbank and Eight Mile Plains bus stations
- \$22 million for Eastern Transitway on Old Cleveland Road
- \$17.2 million for North Brisbane Bikeway (Stages 2, 3 and 4).

Queensland Road System Performance Plan

The *Queensland Road System Performance Plan* (QRSP) is a rolling four-year plan for the maintenance, preservation and operation of the state-controlled road network. The plan covers both:

- Maintenance, Preservation and Environment Investment Program—focused on the long-term sustainability of transport infrastructure assets and connectivity
- Road Operations Investment Program—focused on safe, reliable and efficient operation of the state-controlled road network.

The plan has a total allocation of \$4.24 billion over the next four years, including an allowance of \$334.29 million provided by the Australian Government towards maintenance of National Land Transport Network. The plan includes performance targets using network-level, life-cycle costing analysis across 23 investment categories which were refined in consultation with TMR regions, consistent with their tactical asset management strategies.

Developed within the Queensland Government's Asset Management Planning Framework, TMR's Total Asset Management Plan sets out the predicted long-term performance of transport system assets under the current Transport Infrastructure Portfolio Plan and Schedule investment levels, plus the investment required to sustain adequate levels of service in the future.

In 2019, TMR staff engaged with industry experts to explore how TMR's framework for maintenance and preservation investment can better incorporate performance (in terms of customer expectations) and residual risk (and its management) into investment decision making.



Road resurfacing works on the Cunningham Highway near Goondiwindi.



Road operations on the Ipswich Motorway.

State Infrastructure Plan

The department remains actively involved in the annual development and update of the *State Infrastructure Plan* (SIP), providing confidence and certainty to industry, the community and all levels of government about planned infrastructure investment and delivery.

Developed by the Department of State Development, Manufacturing, Infrastructure and Planning, the SIP illustrates how transport infrastructure will play a key role in responding to the longer-term infrastructure challenges and opportunities for Queensland. The scope of the SIP is to:

- set strategic direction and foster innovation in government's planning, investment and delivery of infrastructure
- identify the anticipated service needs and infrastructure investment opportunities for a prosperous Queensland
- develop a sustainable and credible program of investment for industry with independent advice from Building Queensland
- provide context to enable greater coordination between public and private infrastructure.

The transport response (or strategic intent for the next 15 years) is to invest in:

- maintenance and rehabilitation of existing infrastructure
- identification and improvement of the freight network
- innovation and technology solutions
- public transport solutions, including demand management
- digitally connected smart infrastructure
- regional community access to essential services and opportunities.

Addressing network sustainability through our investment approach

The department continued its improvement journey and implementing a robust infrastructure investment approach, including:

- strengthening state-wide data and analytic capabilities to monitor network performance at program and portfolio levels
- increasing program management capability
- developing long-term investment criteria aligned to the *Transport Coordination Plan 2017–2027* ([see page 200](#)).

The department's investment approach outlines the choices TMR has made on balancing the needs for operation, maintenance and upgrade of transport infrastructure assets.

The department's discipline in portfolio management continues to address sustainability by making better use of the existing network (a priority government directive in the *State Infrastructure Plan*).

Highlights for the year include:

- increased funding for road routine maintenance, programmed maintenance, pavement rehabilitation and bridge/culvert rehabilitation over the forward estimates period
- increased funding for roads operations traffic incident field services and maintenance of Intelligent Transport Systems and signals over the forward four-year period
- continued funding of maritime dredging of recreational boat harbours and channels
- continued funding off-road cycleways programmed maintenance and rehabilitation.

Infrastructure Australia 2019 Infrastructure Priority List Update

In February 2019, Infrastructure Australia (IA) released its annual update of the Infrastructure Priority List (IPL), a referent point for nationally-significant infrastructure investments Australia needs over the next 15 years, wherein a further four TMR initiatives were positively assessed for inclusion on the IPL:

- Warrego Highway East corridor improvements
- Centenary Motorway capacity (Frederick Street to Sumners Road)
- Pacific Motorway (M1): Daisy Hill to Loganholme
- Pacific Motorway (M1): Loganholme to Nerang.

The Townsville Ring Road (Stage 5) on the Bruce Highway has been included as part of the Bruce Highway Upgrade initiative, a Priority Initiative on the IPL.

The Queensland Government also resubmitted the Gold Coast Light Rail (Stage 3A–Broadbeach to Burleigh Heads) initiative (see page 110) with updated information, which resulted in the initiative being positively assessed and recognised by IA, as part of the Broadbeach – Burleigh Heads public transport connectivity Priority Initiative.



For more information: www.infrastructureaustralia.gov.au/infrastructure-priority-list

Regional Transport Plans

The department is developing twelve *Regional Transport Plans* which will guide the planning of an efficient and responsive transport system in Queensland over the next 15 years.

The department is working with key stakeholders, including representatives from state and local government, business and industry to prioritise and manage the transport system so that the plans effectively support regional communities, growth and productivity.

The *Mackay Isaac Whitsunday Regional Transport Plan* was finalised in June 2018 and will be periodically reviewed. On 3 December 2018, a further 11 draft *Regional Transport Plans* were released for public consultation. The *Regional Transport Plans* will be finalised and progressively released in 2019–20. During consultation for the draft plans, TMR facilitated over 45 briefings to elected representatives and local government. Since December 2018, there have been over 9000 hits to our website and over 350 submissions received from stakeholders. The feedback from these submissions is being used to further shape and improve the plans to guide future planning.



For more information: www.tmr.qld.gov.au/About-us/Corporate-information/Publications/Regional-Transport-Plans

Bridge Renewal Scheme

The Bridge Renewal Program has been a part of the QTRIP since 2015–16 to fund bridge projects contributing to increasing productivity or community access across Queensland. The program is jointly funded with the Australian Government contributing 50 per cent (capped at \$5 million) towards total project costs for the life of the project.

Under Round 3 of the Bridges Renewal Program in 2018–19 five Queensland Government projects, at a total project cost of \$46.282 million, were successful in receiving \$20.35 million of Australian Government funding:

- Beames Brook bridge replacement – construction completed late-2018 (see page 60)
- Bowen Road bridge upgrade – construction due to be completed late-2019 (see page 65)
- Lochaber Creek bridge replacement – construction due to be completed by early 2020 (see page 84)
- Valentine Creek bridge replacement – construction due to start early-2019 with estimated completion by early-2020 (see page 77)

Mobility as a Service

TMR continues to explore Mobility as a Service (MaaS) and the role it can play in shaping the future of transport. MaaS embodies a shift away from personally owned modes of transport and towards mobility solutions which are consumed as a service.

It is the combination of public transport and private mobility services accessed via an application to provide personalised journey planning, booking and payment. It enables individual mobility budgeting through single payment or subscription models, it offers choice and dynamic travel options and it provides a platform to incentivise and influence behaviour to better optimise the network.

MaaS has the potential to provide significant value to Queenslanders across the state by providing an alternative to the private use car which may be more convenient, sustainable and cost effective. MaaS applies a tailored approach specific to community needs and will operate differently in urban, regional and rural areas.

To support this exploration and determine the role of TMR in MaaS, a Program Management Office was established in July 2018. The team has collaborated with key stakeholders in industry and government, conducted customer research, actioned elements of the MaaS roadmap and commenced co-designing, prototyping and testing MaaS proofs of concept.

As the department progresses to understand the role of MaaS in the future, it will continue to provide stability and protection through regulation, ensure safety and accessibility, manage and build the network and support the delivery of transport services. However, to ensure the department is leading and driving this innovation it will also begin to:

- co-design and create the MaaS ecosystem including designing the framework, enabling innovation and encouraging growth in the market
- rethink mobility to ensure integration, aggregation and personalisation is a key priority
- discover how to enable and broker services through the facilitation of partnerships
- set and monitor performance with respect to quality, affordability, access and inclusiveness.

Priority Ports Master Planning

The department is delivering master plans to ensure the long-term growth of priority ports of Gladstone, Townsville, Hay Point/Mackay and Abbot Point.

Priority port master planning will support the sustainable development of critical economic infrastructure, the state's priority ports, in a way that will balance growth, job creation, environmental values and community interests.

Master planning processes for the priority ports will ensure:

- the outstanding universal value of the Great Barrier Reef World Heritage Area is an intrinsic consideration in future port development, management and governance
- optimisation is pursued for the use of infrastructure at the long-established major ports
- transparent decision making
- meaningful engagement with stakeholders.

Master planning for priority ports is a port-related action of the *Reef 2050 Long-Term Sustainability Plan* and mandated under the *Sustainable Ports Development Act 2015*.



For more information: www.tmr.qld.gov.au/business-industry/Transport-sectors/Ports/Sustainable-port-development-and-operation/Reef-2050-Plan

Port of Gladstone

Master planning for the priority port of Gladstone was finalised on 12 November 2018 after research and extensive consultation with Gladstone Ports Corporation, Gladstone Regional Council, state and federal agencies and other stakeholders.

The next step will involve the preparation of a draft port overlay which clearly defines the regulatory and developmental considerations in the master planned area.

Port of Townsville

The priority Port of Townsville draft master plan and supporting documentation was released on 5 November 2018 for public consultation. The public consultation period closed on 17 December 2018.

The department will now consider submissions received during the consultation period in preparing the final master plan. It is anticipated the final master plan will be released in 2019.



For more information: www.tmr.qld.gov.au/business-industry/Transport-sectors/Ports/Sustainable-port-development-and-operation/Master-planning-for-priority-ports

Queensland Freight Strategy

With Queensland's freight task expected to significantly increase over the next 20 years, an integrated, resilient and safe freight system is integral to supporting Queensland's economic prosperity.

On 5 March 2019, the *Queensland Freight Strategy – Advancing Freight in Queensland* (QFS) was released. The QFS sets a 10-year vision for the freight system through five shared commitments to:

- build effective partnerships
- unlock economic opportunity
- smarter connectivity and access
- resilient freight system
- safer freight movements.

The QFS will be implemented through a rolling two-year *Queensland Freight Action Plan* (under development) that will outline a range of actions and activities industry, the community and all levels of government will undertake. Its focus will be to ensure logistic movements throughout the agricultural, mining, industrial and retail sectors provide the best outcomes for Queenslanders and provides Queensland businesses, and their customers, greater choice with how they engage with the freight system.



For more information: www.tmr.qld.gov.au/business-industry/Transport-sectors/Freight/Freight

Queensland's Heavy Vehicle Safety Action Plan 2019–21

The *Heavy Vehicle Safety Action Plan 2019–21* (Action Plan) builds on the achievements of the previous plan delivering heavy vehicle safety interventions across the key action areas of safer roads, safer vehicles, safer speed and safer people.

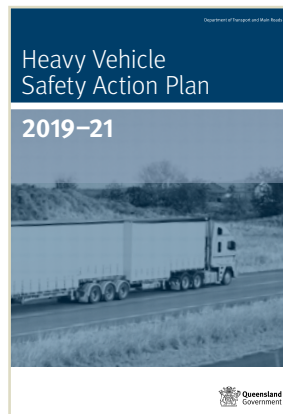
The 36 evidence-based safety interventions identified in the Action Plan were developed to further improve infrastructure, encourage technology and innovation, administer safe speeds, modify driver behaviour and create heavy vehicle awareness for all road users.

Informed and supported by heavy vehicle industry and government agency partners, this plan incorporates current and emerging technologies and design thinking principles to identify a range of safety interventions which target safer roads, vehicles, speeds and people.

The Action Plan was developed in consultation with the Heavy Vehicle Safety Working Group, in partnership with the Queensland Police Service, the Queensland Trucking Association, National Heavy Vehicle Regulator, Workplace Health and Safety Queensland and key heavy vehicle industry representatives.



For more information: www.tmr.qld.gov.au/Safety/Road-safety/Strategy-and-action-plans.aspx



The Heavy Vehicle Safety Action Plan 2019–21 builds on the priorities and initiatives of its predecessor, identifying 36 heavy vehicle safety interventions for implementations over the next two years.

Regional air services

In 2018–19 TMR continued to provide seven regulated air routes in Queensland via service contracts. The regulated air service contracts set minimum service levels, maximum airfare prices, minimum aircraft size and on-time performance standards along regulated routes to ensure an appropriate level of service is provided to regional Queensland at an affordable price.

This year, a total of 173,133 passengers travelled on these Queensland Government regulated air services providing valuable access to our rural and remote customers.

Personalised Transport Horizon

During the year, TMR further progressed the implementation of the Queensland Government's reform program *Queensland's Personalised Transport Horizon – Five Year Strategic Plan for Personalised Transport Services 2016–2021*. The reforms have contributed to the delivery of a modern, safe, affordable and accountable personalised transport industry for all Queenslanders.

TMR continued to engage with industry and have commenced monitoring and evaluating the implemented reforms which aim to strengthen safety standards, provide customers with greater choice and flexibility and support innovation and customer service through a regulatory framework for the personalised transport industry.

The department has commenced work on commitments to review personalised transport fees, driver and passenger safety and driver conditions in consultation with industry and other stakeholders. Work to establish a Personalised Transport Ombudsman has been progressing through a bill which was introduced to Parliament in February 2019. We also published

the driver training guideline to ensure that all drivers in the personalised transport industry have received training in disability awareness and anti-discrimination, including sexual harassment.



For more information: tmr.qld.gov.au/business-industry/Taxi-and-limousine/Queenslands-Personalised-Transport-Horizon

Passenger Transport Infrastructure Investment Program

This year, the Passenger Transport Infrastructure Investment Program delivered over \$44 million of investment across Queensland to enable a more accessible, efficient and integrated network that offers better value to customers and makes passenger transport an attractive option for everyone.

Key initiatives included:

- delivery of the second and final stage of an upgrade to the Helensvale bus station following the Commonwealth Games
- opening of the multi-storey park 'n' ride at Mains Road, Nathan
- construction of Stage 2 of the Murarrie park 'n' ride upgrade
- commencing construction for a new bus station at Victoria Point Central improving access to Queen Street Bus Station through an additional elevator
- opening of the new Townsville City bus hub
- installation of over 100 new braille identifiers at bus stops in Brisbane to assist customers locate the right bus stop and access relevant real-time information on smart phones
- rolling out funding grants to local governments to deliver new bus stop shelters across Queensland
- provision of over \$5 million to assist local governments across Queensland to upgrade their bus stops to meet accessibility standards.

Case study

Customer Satisfaction levels running high on the Gold Coast

In its first year of passenger services, Stage 2 of the Gold Coast Light Rail (GCLR) has helped the system deliver record-setting performance.

More than 10.5 million passenger trips were completed in the first year of paid operations, with trams carrying an additional 1.1 million passengers during the 2018 Commonwealth Games.

Customer satisfaction levels remain high following the significant increase in patronage with a December 2018 customer satisfaction survey finding GCLR customers rated the system 9 out of 10 for reliability, safety, cleanliness and ease of use.

Stage 2 of GCLR also delivered improvements in connectivity with the heavy rail network, with Helensvale station achieving a 55 per cent increase in passenger boarding in the first year of light rail operations.

As at the end of financial year 2018–19, public transport patronage on the Gold Coast has increased by 50.1 per cent since the introduction of light rail services in 2014. Specifically, over 42.1 million passenger trips have been conducted on tram services.

A detailed business case for the Stage 3A extension of the light rail from Broadbeach South station to Burleigh Heads was also completed in late 2018. With a project cost estimated at \$709 million, the next stage of the high-capacity light rail will offer locals and visitors an attractive alternative to car travel that supports and encourages the continued migration to public transport. A southern extension to the light rail will allow the Gold Coast to accommodate its growing population and preserve the attractiveness and liveability of the southern Gold Coast. During community consultation undertaken as part of the business case development, market research found 86 per cent of Gold Coast residents supported the proposed light rail extension.



For more information: www.tmr.qld.gov.au/Projects/Name/G/Gold-Coast-Light-Rail-Stage-3A



A customer service officer conducting customer assistance duties on the tram network (Photo credit: Keolis Downer).

Park 'n' ride program overview

Park 'n' ride (see glossary page 294) is an important part of the South East Queensland transport network. TMR prioritises investment in park 'n' ride where it will create the largest positive impact. The department continues to deliver significant commitments to increase park 'n' ride across the network to enable more people to connect with public transport to access jobs, education and other important services in their communities. Park 'n' ride, delivered in the right locations, also helps to manage congestion on the road network in the growing South East region.

In 2017, the Queensland Government committed \$114 million to increase park 'n' ride capacity at nine locations in South East Queensland, adding over 2300 spaces to more than 30,000 existing spaces across the network. These nine sites for investment were as follows: Eight Mile Plains bus station, Greenbank bus facility, and Lawnton, Geebung, Virginia, Springfield Central, Lindum, Darra and Salisbury train stations.

Progress on these projects in 2018–19 included:

- starting the construction on the Eight Mile Plains park 'n' ride expansion in April 2019, due to be completed in late-2019
- commencing the design phase to increase capacity and Virginia, Geebung and Lawnton park 'n' rides, and for a multi-storey parking facility at Springfield Central station
- acquiring land and progressing planning for sites at Greenbank, Lindum, Darra and Salisbury.

This major investment package by the government builds upon a program of other significant departmental park 'n' ride projects already delivered or underway across South East Queensland, including:

- opening of a new multi-storey park 'n' ride at Mains Road, Nathan in November 2018, delivered in conjunction with the new Queensland State Netball Centre, with over 680 park 'n' ride spaces now provided for customers at the precinct
- opening of 132 new park 'n' ride spaces as the final stage of the Murarrie park 'n' ride upgrade, which was completed in June 2019
- progressing design for expanding park 'n' ride at Cannon Hill, Ebbow Vale and Ormeau train stations, all scheduled to start construction during the 2019–20 financial year
- completing planning to increase park 'n' ride capacity at Varsity Lakes station, with design committed to progress in 2019–20.



For more information: translink.com.au/travel-with-us/parking



Mains Road park 'n' ride at Nathan: new multi-storey car park opened in November 2018.

Fare Evasion Project

Fare evasion across the South East Queensland public transport network costs Queenslanders approximately \$25 million per year. In April 2019, a Youth Fare Evasion Roundtable was held at Parliament House to address a growing trend of deliberate fare evasion by young people. Attended by representatives from the education, police, academic, transport and justice sectors as well as the Daniel Morcombe Foundation, the roundtable considered potential solutions for investigation in three key focus areas: prevention and education; detection and enforcement; and penalties and deterrents.

A list of priority actions suggested by representatives during the roundtable will be reviewed by the Queensland Government while, in June 2019, Youth Advisory Co-Lab Workshop with teenage public transport users gained further insight into the issue.

To further support efforts to tackle the issue of fare evasion, the recruitment of 16 additional Senior Network Officers commenced in April 2019. Senior Network Officers play a critical front-line role undertaking ticketing compliance activities, providing customer service and working to support passenger safety on bus, ferry, tram and rail services across the network. This new cohort of officers will bring the total number of Senior Network Officers to 71.

Marine Infrastructure Investment Program

The Marine Infrastructure Investment Program (MIIP) provides safe, reliable and efficient recreational boating infrastructure that optimises access to the water, and on the water, for both trailer boats and deep-draught vessels (such as yachts and launches). MIIP capital projects are funded through the MIF.

The MIIP provides:

- public recreational boating facilities for launching and retrieving recreational trailer boats
- maintaining depths in channels to ensure access to high-use recreational boating facilities
- new and upgraded pontoons and floating walkways at or near boat ramps
- pontoon and jetties for deeper-draught vessels for pick-up and set-down of passengers and supplies.

TMR owns and maintains the public boating infrastructure (boat ramps, floating walkways, pontoons, jetties and breakwaters) in all 10 harbours and is responsible for maintaining the entrance and internal public navigation channels to those facilities.

The MIIP funds regular structural maintenance of TMR's boating assets, determined by regular condition inspections. Councils assist TMR to identify these structural maintenance needs.

With the continuing growth in recreational boating, the demand for dredging is always high. New dredging projects are identified through proposals received from councils and port authorities, information provided by boating organisations and boat users, and monitoring channel depths. Lessees of seabed within the harbour precinct (such as marinas, commercial operators and boat clubs) are responsible for maintenance dredging within their leased areas.

The department owns 422 recreational boating assets across Queensland

Data source: Recreational ship census March 2019.

The MIIP also has a grant funding program of approximately \$1 million per year. In 2018–19, grants to local managing authorities included funding for a breakwater extension at William Street, Cleveland, an access road, car-trailer park, fencing and road closure at Thompson Point on the Fitzroy River and a new pontoon at March Street, Maryborough (see page 83).

Marine Infrastructure Fund

The Queensland Government has committed to a \$30 million two-year extension of the Marine Infrastructure Fund (MIF), running from July 2018 to June 2020 to provide new and upgraded recreational boating facilities.

TMR works in partnership with local government and port and water authorities to provide new and improved recreational boating facilities throughout Queensland. TMR builds the in-water components and councils, port and water authorities build the land-side components (car-trailer parking and associated land-side facilities) and manages the whole facility when complete.

Marine capital projects are funded through the MIF, which is the capital component of the MIIP.

To view some of the projects underway or completed in your region as part of the program, refer to the regional maps (see pages 50–111).

One in 19 Queenslanders are recreational boating enthusiasts.

Data source: Recreational ship census March 2019.



For more information: www.tmr.qld.gov.au/Projects/Name/R/Recreational-boating-facilities

Investing in an active Queensland

TMR recognises and embraces that the department's diverse forms of network services contribute to the quality of life of Queenslanders. Promoting and investing in active transport solutions—bike riding or walking—help support broader community benefits and improve accessibility to the transport network.

Active Transport Investment Program

Principal Cycle Network Plans and Priority Route Maps provide a blueprint for a connected network of core cycling routes across Queensland. The maps show more than 10,400 kilometres of Principal Cycle Network (PCN) and cover 53 local government areas.

TMR's Active Transport Investment Program (ATIP) has been in place since 2006 and is a major funding initiative to accelerate delivery of the PCN and encourage people to ride bikes more often. The program promotes and supports collaboration between state and local governments to achieve a 'one network' outcome for bike riding.

Investment is prioritised to provide bikeways that are physically separated from other traffic to make riding safer and support new riders. More people riding benefits everyone through better health, a better transport system and better communities.

On average, every \$1 invested in bike riding returns about \$5 in economic benefits to Queensland through better health outcomes and congestion reduction.

Over \$67 million in funding was committed through the ATIP for cycling infrastructure, planning and programs, and into walking initiatives across Queensland in 2018–19.

Cycling Works

This program provides on-going capital funding for the development of cycling infrastructure on the state-controlled PCN with projects being delivered by TMR. This program has funded 39 major state bike riding facilities since 2006, delivering over 56 kilometres of network for over \$120 million in investment.

An example of some of the projects that either started construction or were delivered by TMR in 2018–19 under the Cycling Works program are:

- North Brisbane Bikeway Stages 2 and 3, north of Brisbane that started construction in May 2019
- Stage E of the Veloway 1 south of Brisbane started construction late 2018 ([see page 101](#))

- Mission Beach Cycleway in Cairns completed in June 2019
- Veloway 1 Cycleway (Logan Road – Paradise Road), Springwood completed in March 2019
- David Low Way (Warran Road to Andrew Street) in the Sunshine Coast completed in November 2018
- Ferry Street cycle crossing in Maryborough finished in November 2018.

Cycling Grants

This program provides on-going capital grant funding to local governments for the development of bike riding infrastructure on the local PCN. Funding is provided on a dollar for dollar matched basis (50 per cent) with local government responsible for delivery and ownership of the facilities.

This program has funded 454 projects since 2006, delivering around 444 kilometres of network through a commitment of \$139 million in Queensland Government funding.

An example of some of the projects with funding in 2018–19 included:

- \$1.7 million in funding to Livingstone Shire Council towards the design and construction of Kemp Beach, Rosslyn, Mulambin Road – Wildin Way, shared path currently under construction
- \$1.5 million in funding to Moreton Bay Regional Council towards the design and construction of the Caboolture – Wamuran Rail Trail, Beerburrum Road – King Street, (Stage 1) completed in May 2019 ([see page 44](#))
- \$693,361 in funding to Torres Shire Council towards the design and construction of Thursday Island shared path stage 3 construction currently in detailed design (construction forecast for 2019–20)
- \$533,657 in funding to Central Highlands Regional Council towards the design and construction of Clermont Street, Emerald, to Racecourse Road, shared path currently under construction
- \$245,000 in funding to Somerset Regional Council towards the design and construction of Esk-Hampton Road, Esk, Pineliner Park – Redbank Creek, shared path completed in January 2019
- \$211,950 in funding to Burdekin Shire Council towards the design and construction International Park, Ayr, Beach Road – Clayton Street, shared path that is currently under construction
- \$160,000 in funding to Gladstone Region Council towards the design and construction of the Tannum Sands Road shared path currently under construction
- \$152,500 in funding to Weipa Town Authority towards the design and construction of Central Avenue, Weipa, Duyfken Crescent – Boundary Road, shared path completed June 2019.

Cycling Operations

This program provides on-going operations funding to delivery actions in the *Queensland Cycling Action Plan* under the *Queensland Cycling Strategy 2017–2027* and includes an allocation to deliver and support walking initiatives, including the *Queensland Walking Strategy*.

Cycling Maintenance

This program provides on-going capital funding in the maintenance and rehabilitation of off-road cycleways on the state-controlled transport network including:

- Veloway 1
- Centenary Cycleway
- Ipswich Motorway Shared Path.

Active Transport Rail Trails

This program provides funding to 2020–21 to support local governments to develop trails for bike riding, walking and horse riding on disused rail corridors. The 2018–19 program involved funding feasibility studies for the following:

- \$99,000 to Gladstone and North Burnett Regional Councils for Reid Creek to Taragoola (Taragoola, Monto and Gayndah) rail trail completed in 2018–19
- \$92,000 to Bundaberg Regional Council for Bundaberg to Gin Gin rail trail completed in 2018–19
- \$225,354 to Livingston Shire Council for the Pineapple (Yeppoon to Mount Chalmers) rail trail due for completion late July 2019
- \$97,688 to Mareeba Shire Council for the Mareeba to Walkamin rail trail due for completion late September 2019
- \$66,000 to Fraser Coast Regional council for the Mary to the Bay (Urraween to Colton) rail trail due for completion late July 2019.

Completion of the feasibility studies will allow local governments to determine whether facilities could be constructed, and it is anticipated that this will generate further applications for funding from the program to support delivery.

More than 802,000 Queenslanders ride a bike each week¹ and 1.53 million would ride if the conditions were right².

¹ Austroads, 2017

² The University of Sydney, 2015

Case study

Active transport infrastructure benefit studies

Investment in active transport infrastructure returns on average \$5 to Queensland in health benefits, reduced traffic congestion and other benefits for every dollar spent³. To gain more detailed insights into the benefits of active transport infrastructure at a local level, the department commissioned evaluations on projects delivered across the state.

To share the findings, the department published 18 cost benefit analysis and evaluation reports covering projects like the Eudlo Creek cycle and pedestrian bridge and the Mooloolaba to Minyama bikeway on the Sunshine Coast, Brisbane's Veloway 1 (Stage D) and Moggill Road cycle bridge, as well as the award-winning Brinsmead-Redlynch Connector Path in Cairns.

The reports will be useful for practitioners involved in the design and assessment of active transport infrastructure, as well as our key bike riding stakeholders. They also demonstrate how the department is delivering customer-centric solutions in partnership with our stakeholders across state and local jurisdictions, embracing critical and creative thinking and investing in the transport network for the future.

The technical information found in the evaluation reports has been used to develop case studies that showcase innovative and fit-for-purpose projects funded by the department.



For more information: www.tmr.qld.gov.au/cycling

³ Department of Transport and Main Roads. 2016. *Queensland Cycle Infrastructure Investment Strategy 2016-26 and Business Case*. Brisbane. Unpublished report.



Moggill Road Cycle Bridge adjacent the Western Freeway in Indooroopilly, Brisbane.

Case study

Wayfinding signage

TMR is making it easier for people to find their way while riding on our extensive and growing cycle networks.

More than 120 new wayfinding signs have been installed on the Veloway 1 (V1) Cycleway from Eight Mile Plains to Brisbane City, helping riders to make full use of this world class facility. A further 100 new wayfinding signs have been installed on the Centenary Cycleway covering more than 16 kilometres from Carole Park to Toowong.

Investment in these new high-quality signs is part of TMR's \$6.91 million commitment towards rehabilitation of state-controlled off-road cycleways between 2017–18 and 2020–21.

To understand the impacts of improvement works like the installation of new signage, the department has installed permanent bicycle counters to monitor use on these cycleways.

Making sure signage on Queensland cycle networks is up to date and consistent is a priority of the *Queensland Cycling Strategy 2017–2027* and will help get more people riding more often.

TMR has recently published new guidance that supports best practice design and installation of wayfinding signage, helping local governments and TMR districts to make it easier for people to plan their journey and navigate bicycle networks across the state.

Local governments can also apply for state matched funding to deliver signage and wayfinding upgrades on the Principal Cycle Network through TMR's Cycle Network Local Government Grants Program.



For more information: www.tmr.qld.gov.au/travel-and-transport/cycling



Newly installed wayfinding signage on the Centenary Cycleway.

Queensland Cycling Strategy 2017–27 and Queensland Cycling Action Plan 2017–19

In August 2017, the Queensland Government launched the *Queensland Cycling Strategy 2017–2027* with a vision for more cycling, more often across Queensland.

The strategy was accompanied by a two-year *Queensland Cycling Action Plan 2017–2019* which outlined 63 practical and targeted actions to make bicycle riding safer and more convenient for everyone.

Through the strategy and action plan, the department has demonstrated continued commitment and investment into active transport.

Over \$67 million was committed to cycling infrastructure, planning and programs, and walking initiatives across Queensland during 2018–19, including:

- \$18.7 million in grant funding committed to local governments this year, with over 20 projects in regional Queensland
- \$37.2 million committed to the construction of major facilities such as the North Brisbane Bikeway and Bruce Highway facilities
- \$45 million for Stage E of Veloway 1 to complete a significant missing link on this important high-volume cycleway
- \$14 million over four years to support local governments develop rail trails and spur regional economic development
- \$2.5 million to deliver Queensland's first statewide walking strategy.

Principal Cycle Network Plans

The Principal Cycle Network Plans (PCNPs) and accompanying Priority Route Maps provide a blueprint for a connected network of core routes across the state. There are now more than 10,400 kilometres of principal cycle network identified throughout Queensland covering more than 99 per cent of the state's population.

Councils with an approved PCNP are eligible to apply for 50:50 funding under the Cycle Network Local Government Grants (CNLGG) Program. The CNLGG program has funded 454 projects since 2006, delivering around 444 kilometres of network through a commitment of \$139 million in Queensland Government funding.

In 2018, the Central Queensland PCNP was expanded to include five additional councils—Barcaldine, Longreach, Winton, Blackall-Tambo and Boulia. These councils can now apply for grants to help fund bicycle infrastructure projects on their highest priority routes.

In 2018–19, the department invested over \$18 million in 49 new local government grant projects that will deliver over 33 kilometres of bike riding facilities when complete, including 20 projects in regional Queensland. Some of the projects included in the 2018–19 CNLGG program are:

- Caboolture - Wamuran Rail Trail, Beerburrum Road - King Street, (Stage 1)
- International Park, Ayr, Beach Road - Clayton Street, shared path
- Esk-Hampton Road, Esk, Pineliner Park - Redbank Creek, shared path
- Clermont Street, Emerald, to Racecourse Road, shared path
- Kemp Beach, Rosslyn, Mulambin Road - Wildin Way, shared path
- Thursday Island shared path stage 3 design and construction
- Central Avenue, Weipa, Duyfken Crescent - Boundary Road, shared path
- Tannum Sands Road Shared Path, design and construction.

Riding a bike is one of life's great pleasures. As TMR's Cycling Champion, I am committed to making sure that we do everything we can to make the transport system bike-friendly so that riding is easy, safe and fun for everyone.

Matt Longland, Cycling Champion

Rail trails: Caboolture to Wamuran

Rail trails are an example of the department working with local governments to repurpose some of Queensland's network of disused rail corridors to allow local communities and visitors to use them for walking, bike riding and horse riding.

While retaining the corridors for potential future transport use, rail trails support active, healthy lifestyles, capitalise on our great weather and stunning destinations, and contribute to environmental preservation and management. Encouraging locals and visitors to use the rail trails also contributes to the growth and creation of small businesses in the hospitality and tourism sectors.

To do this, TMR's Rail Trail Local Government Grants Program is investing up to \$14 million over four years in grants to support local governments to plan, design and construct rail trails. The program is a collaborative effort between the Active Transport Investment Program ([see glossary page 293](#)) which manages the funding, and Rail Corridor Management which is establishing sub-leasing arrangements and coordinating maintenance arrangements with local government.

This grants program builds on the success of trails already in operation such as the Brisbane Valley Rail Trail and the Caboolture to Wamuran Rail Trail funded through the Cycle Network Local Government Grants program. The Caboolture to Wamuran Rail Trail is being delivered in three stages with stage one of construction now complete and stage two underway.



Find out information: www.tmr.qld.gov.au/railtrails

Queensland Walking Strategy

The *Queensland Walking Strategy* will provide the framework for promoting walking as an accessible, active transport mode across the state, delivering the health benefits for Queenslanders and access to important destinations such as schools, shops and public transport.

The department is developing the *Queensland Walking Strategy* in consultation with community members and stakeholders. A two-month engagement period closed 3 February 2019 and a Walking Summit was held 14 March 2019.

This engagement has helped set the direction, policies and priorities the department will focus on to get more people walking, more often, for more reasons.

The strategy is due for release late 2019 and it will include:

- 10-year strategy document
- 2-year action plan
- Walking in Queensland report.

The *Queensland Walking Strategy* will guide the investment of \$2.5 million over three years to deliver a range of walking initiatives.



For more information: www.tmr.qld.gov.au/Travel-and-transport/Pedestrians-and-walking/Queensland-Walking-Strategy

A OneTMR approach to deliver a world-class Tour de Brisbane

On Sunday 14 April 2019, Brisbane hosted the inaugural Tour de Brisbane event as part of the Brisbane Cycling Festival. More than 4000 competitive and non-competitive cycling participants rode through the heart of Brisbane on a course that involved closures of multiple major roads, including the Legacy Way Tunnel, the historical Story Bridge, and Brisbane's South East Busway.

Ensuring the success of the event was a OneTMR effort, with six months of planning between TMR's roads and public transport teams, Brisbane City Council, and the event organisers to identify a suitable, world-calibre course design that minimised impact for affected road users and public transport passengers.

Rolling road closures and public transport diversions for the event were in place between 4am – 2pm. To ensure the smooth running of the event on the day, the department participated in a multi-agency situation room with the event managers and Brisbane City Council to monitor and manage road and public transport impacts. To ensure public transport customers were well supported through the changes, departmental staff were stationed across the bus network to provide information on alternative transport options.

The event has been recognised as an outstanding success, thanks to the co-operation and efforts in pre-event planning and on-the-day operational management.

Tour de Brisbane event at Eight Mile Plains Busway station.



Major projects

TMR constructs, maintains and operates an integrated transport network accessible to all. This includes the stewardship of the state road network, delivering, managing and improving transport infrastructure, providing access to important centres of economic activity in Queensland regions and cities. This section highlights the significant infrastructure improvement TMR has coordinated, planned and completed.

Bruce Highway Upgrade Program

The Bruce Highway is Queensland's major north-south freight and commuter corridor, connecting coastal population centres from Brisbane to Cairns over 1677 kilometres.

Commencing in 2013, the Bruce Highway Upgrade Program was initially developed as an \$8.5 billion 10-year commitment. In May 2018, the Australian Government committed an additional \$3.3 billion (based on 80:20 funding arrangements), bringing the total commitment to \$12.6 billion over 15 years (2013–14 to 2027–28). The program is aimed at improving safety, flood resilience, and capacity along the length and breadth of the highway between Brisbane and Cairns.

The *Future-proofing the Bruce* policy commits to establishing a trust with a total investment remit of \$1 billion annually, based on the long-standing agreement of 80:20 federal and state funding arrangements, to identify investment priorities for upgrading the Bruce Highway between Brisbane and Cairns. The policy outlined specific commitments for Cooroy to Curra – Section D and Townsville Ring Road (Stage 5) project (subject to Australian Government funding contribution), as well as funding for:

- targeted productivity-boosting, safety and flood resilience projects
- addressing safety hot spots
- reducing the distance between electric charging stations
- the Bruce Highway Trust to develop a 15-year vision and rolling 5-year action plans.

The Bruce Highway Upgrade Program has delivered the following completed works to date:

- 154 kilometres of wide centre line treatment installed (in addition to 667 kilometres of wide centre line treatment delivered on the Bruce Highway under other funding programs)
- 63 kilometres of shoulder sealing/widening completed
- 315 kilometres of audio tactile line marking installed (in addition to 378 kilometres of audio tactile line marking delivered on the Bruce Highway under other funding programs)

- 27 new rest area/stopping places built, and seven existing locations upgraded
- 100 protected right-hand turns installed
- 17 signalised intersections installed
- 122 kilometres of roadside barriers installed
- 69 overtaking lanes installed
- 31.6 kilometres of highway has been duplicated.



For more information: www.tmr.qld.gov.au/Projects/Featured-projects/About-the-Bruce-Highway-Upgrade-Program

Warrego Highway Upgrade Program

The Warrego Highway Upgrade Program (WHUP), jointly funded by the federal and state government (80:20), comprises of 20 projects being delivered between Toowoomba and west of Miles.

The improvements focus on improving the road safety, efficiency and reliability by connecting people and freight from Charleville to Ipswich along Queensland's principal east-west route and are essential to the region's economic growth and will benefit the agriculture, resources and tourism industries

In 2018–19, TMR completed:

- \$2 million Toowoomba to Oakey Duplication Planning Stage 3 (Kingsthorpe to Oakey), including investigated the proposed 4-lane highway construction from Kingsthorpe to Oakey
- \$11.5 million Miles Western Access Upgrade, including widening and rehabilitating the highway through Miles, and the western outskirts at two intersections that connect to the Leichhardt Highway and improve road safety and efficiency for motorists by reducing the risk of traffic crashes, particularly at intersections
- \$115 million Dalby Eastern and Western Access Upgrades, including dedicated turning lanes and traffic signals to accommodate growing traffic volumes through Dalby, with four lanes through the town
- \$35 million Dalby to Miles Overtaking Lanes, including constructing seven overtaking lanes at four sites between Dalby and Miles, in both eastbound and westbound directions, to improve safety, freight efficiency and reduce congestion for motorists
- \$11 million Drillham to Palardo Upgrade Sections C, D and F, including widening narrow sections of the highway to improve road safety and freight efficiency.

In 2018–19, works continued on:

- \$63.6 million Dalby to Miles Pavement Widening and Safety Upgrade and Oakey to Miles Safety Upgrade Stage 2
- \$4.9 million Carroll Creek culvert replacement
- \$19 million Chinchilla Open Level Crossing Upgrade and Colamba Street Signals, including installing lighting and signalised boom gates at the level crossing (see page 87)
- \$43.5 million Oakey to Miles Safety Upgrade Packages 2, 3 and 5, including upgrades to six intersections from Oakey to Miles as well as signage upgrades and a range of safety works including the identification and removal of roadside hazards such as trees, edge drop-offs, batter slopes and culvert drop-offs.



For more information: www.tmr.qld.gov.au/Projects/Featured-projects/Warrego-Highway-Upgrade-Program

Gateway Upgrade North

The \$1.1 billion Gateway Upgrade North (GUN) project (Nudgee to Bracken Ridge section), was completed in March 2019. The GUN project was jointly funded by the Australian Government and the Queensland Government, based on 80:20 funding arrangements. The project included widening the motorway to three lanes in each direction between Nudgee and Deagon, reconfiguring major interchanges at Nudgee and the Deagon Deviation, and construction of an off-road pedestrian and cycle path from Nudgee to Bracken Ridge.

This work has reduced congestion and improved travel times on the motorway from Nudgee to Deagon, since the widened motorway was progressively opened for use from late-2018, and the speed limit was raised in February 2019. The upgrade not only provides additional capacity on the Gateway Motorway, it also improves connectivity to the local road network in key surrounding areas such as Nudgee, Deagon and Redcliffe.



For more information: www.tmr.qld.gov.au/Projects/Name/G/Gateway-Motorway-North-Nudgee-to-Bracken-Ridge.aspx



Aerial view of the Deagon Deviation (looking south) on the Gateway Upgrade North.



Case Study

Environmentally friendly boat moorings

The Environmental Management Plan for the Gateway Upgrade North project sets standards for environmental monitoring and management throughout construction, in order to assess the project's environmental footprint. An environmental component of the project included the protection of marine plants within the project area.

TMR teamed up with South East Queensland organisation, Healthy Land and Water, to replace 115 standard boat moorings with Environmentally Friendly Moorings across Moreton Bay. Traditional moorings continuously drag along the sea floor, ripping out seagrass and eventually causing bare patches which impact marine fauna. The Environmentally Friendly Moorings have a screw pile and floating line combination which prevent impacts to seagrass and eventually allow it to re-establish.

Marine plant offsets for the Gateway Upgrade North Project have been finalised, which has significantly improved the habitat in the Moreton Bay Marine Park, accessibility for recreational fishermen and the safety of marine life such as dugongs.

Pacific Motorway upgrade

The Pacific Motorway (M1) is one of Australia's busiest highways and is a national freight route. The upgrade and widening of the Pacific Motorway is being delivered in strategic priority stages as funding becomes available, based on traffic volumes and best value for money.



For more information: www.tmr.qld.gov.au/Projects/Name/P/Pacific-Motorway-M1-upgrade-program



The first two lanes of the new Underwood Road four-lane bridge over the Pacific Motorway (M1) at Eight Mile Plains.

Toowoomba Second Range Crossing

The department is delivering the Toowoomba Second Range Crossing (TSRC), a 41 kilometre long toll road that 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 toll road will position Toowoomba as a key strategic link in the National Land Transport Network, improving transport safety and efficiency by providing commercial vehicles with an alternative crossing of the Toowoomba range to improve freight efficiency and driver safety. Other benefits include:

- reduced travel time across the Toowoomba range by up to 20 minutes for heavy vehicles
- reduced vehicle operating costs by ensuring a maximum grade of 6.5 per cent across the Toowoomba Range, a significant decrease from the existing range crossing
- improving the impact of traffic to Toowoomba and Lockyer Valley area residents by reducing truck noise, exhaust fumes and other forms of pollution.

There will be no new superheavy vehicle class imposed on trucking companies and all trucks will pay a maximum toll of \$22.85, which is generally consistent with the rest of the toll network in Queensland. Cars will pay the cheapest toll of any toll road in Queensland at \$2.50, whilst motorcycles will pay \$1.15 and light commercial vehicles will pay \$5.70.

The 24 kilometre long western half of the TRSC was opened to traffic between Cranley on Toowoomba's northern edge and the Gore Highway, at Athol, 25 kilometres west of the city, in December 2018 (see page 88–89).

The remainder of the TSRC to the east is a designated B-double route due to network restrictions on the Warrego Highway further to the east. TMR is planning for the construction of a decoupling pad in the Gatton area, which will enable the entire TSRC to be utilised to its design capacity as a Type 1 Road Train route.

This project is being delivered under a Public Private Partnership arrangement, with an indicative total cost of \$1.606 billion. This includes an Australian Government contribution of \$1.137 million, with the balance funded by the Queensland Government.



For more information: www.tmr.qld.gov.au/Projects/Name/T/Toowoomba-Second-Range-Crossing

Ex-Tropical Cyclone Debbie repairs

In 2018–19, TMR spent \$143.25 million repairing the state road network following natural disasters.

Ex-Tropical Cyclone Debbie (Ex-TC Debbie) crossed the Queensland coast in March 2017 and caused significant damage. Initial repairs were completed in 2017–18 and most of full reconstruction works were completed by December 2018. This included reopening Marlborough-Sarina Road on the Sarina Range south of Mackay (see page 69), and Gold Coast-Springbrook Road in the Gold Coast hinterland (see page 110–111), where severe landslips had caused road closures. The remaining Ex-TC Debbie works were completed by June 2019.

The total Ex-TC Debbie reconstruction program spanned the 2017–18 and 2018–19 financial years and included:

- repairing 639 earthworks and batter locations
- repairing 113 structures (including bridges and culverts)
- reconstructing 45 kilometres of road pavement
- clearing 588 silt and debris locations.

Eligible reconstruction works will be jointly funded by the Commonwealth and Queensland Governments under the Natural Disaster Relief and Recovery Arrangements (NDRRA) and Disaster Recovery Funding Arrangements (DRFA).



Aerial view of Toowoomba Second Range Crossing.

Delivering across Queensland regions

When referring to ‘the network’ this is more than the transport modes, such as those covered in the previous section, it is also the network of services the department provides across the state.

Throughout the following section a sampling of the services and highlighted achievements are included for each region in a geographic map including fast facts and project achievements—demonstrating how the department connects communities and contributes to Queenslanders’ quality of life.

Fast fact icon	Symbol	TMR network services
State-controlled road		Roads controlled and managed by the state (see glossary page 295) including, state strategic roads, regional roads and district roads (not including the National Land Transport Network or local roads).
National Land Transport Network		TMR supports the delivery of a sustainable and safer National Land Transport Network (see glossary page 294) by building and preserving the network, which contributes to the state’s and the nation’s social, economic and environmental wellbeing.
Bridges		The department is responsible for construction, rehabilitation and maintenance of bridges supporting the road network.
Priority enabled intersections		Road intersections equipped with technology that enables emergency vehicles to trigger traffic light sequence change.
Calls to QLDTraffic (13 19 40)		QLDTraffic (see glossary page 294) phone services providing traffic and travel information, enabling motorists and commuters to plan their journeys.
Vehicle and machinery registrations		Total number of vehicles and machinery (excluding trailers) registered with the department as at 30 June 2019.
Driver testing		Practical driving tests undertaken throughout 2018–19 by a driving examiner in a TMR Customer Service Centre or Queensland Government Agency Program.
Driver Reviver locations		Driver reviver sites are rest areas for all travellers. The sites are operated by a variety of service organisations, community groups and community minded individuals, supported locally by Queensland Police Service and TMR. The department own some of the driver reviver sites and are responsible for maintaining the sites.
Face-to-Face interactions		Interactions where customers have come into a customer service centre and undertaken an interaction/service with a customer service operator.
Township Entry Treatments (TET)		A TET is a speed management treatment that involves the installation of signage and pavement marking at the entry point to a town, where the speed limit transitions from high speed rural environment to a lower speed environment that coincides with entering a town.
Boating infrastructure		Recreational boat launching and landing facilities, plus channels and breakwaters.
Vehicle safety inspections completed		Includes Programmed Vehicle Inspections (that is, legislated scheduled Mechanical Inspections) and the On-Road Intercept Inspections that occur in those regions.
Community safety events		Road Safety Community events provide a valuable opportunity to engage a targeted demographic with relevant road safety messages.

Our regions

Far North

Data source: *Bridge Information System (BIS), 30 June 2019

Data source: **A Road Management Information System (ARMIS), 2019

3156^{KM}State-controlled
road**217^{KM}National Land
Transport Network**

299,274

Vehicle and machinery
registrations

79

Boating
infrastructures

9

Community safety
events held

6826

Vehicle safety
inspections completed

324

Bridges*



8949

Drivers licence tests
conducted

215,590

Customer face-to-face
interaction

2

Driver reviver
locationsArea covered
272,216^{KM²}Population of Queensland
5.72%Data source: Queensland Government Statistician's Office (Queensland Treasury),
Queensland Regional Profiles. www.qgso.qld.gov.au (retrieved 16 May 2019)

Far North covers an area of 272,216 square kilometres, or around 15.8 per cent of Queensland and is the northern most part of the state. Extending from the Torres Strait Islands in the north, to the top of the Cardwell Range in the south, and from Cairns in the east to Croydon in the west, this district is home to around 5.72 per cent of Queensland's total population. Far North Queensland supports a significant agricultural sector and a number of significant mines and many national parks. Home to World Heritage sites including the Great Barrier Reef and the Wet Tropics of Queensland. The region includes 3156 kilometres of state-controlled roads (see glossary page 295) and 217 kilometres of the National Land Transport Network (see glossary page 294).

Cape York Region Package

The Cape York Region Package (CYRP) is nearing completion, with 16 of the 18 sections upgraded and sealed on the Peninsula Developmental Road (PDR) and the completion of more than 70 per cent of the community infrastructure works program.

In 2018–19, the \$276 million CYRP delivered significant achievements including:

- 160 kilometres of upgrades and bitumen seal on the PDR
- completion of the Endeavour Valley Road which provides a sealed road between Cooktown and Hope Vale

- completion of key community infrastructure projects delivered with Cape York councils, such as the \$1.2 million airport bridge at Lockhart River. This important project improved flood immunity and reliability on a key route linking the community to the airport and PDR
- completion of more than 50 kilometres of community access roads that connect remote Indigenous communities to the PDR.

The CYRP continues to provide outcomes for communities by improving access across the Cape and empowering local communities across generations through training, employment and business development opportunities. As at 30 June 2019, 16 PDR projects have provided 140,000 hours of training and employment to local Indigenous community members in civil construction, vegetation and road maintenance works.

Future priorities under the CYRP will include two final sealing projects on the PDR programmed for completion in late-2019, and the further delivery of community infrastructure projects in local council areas, connecting people across the Cape.



For more information: www.tmr.qld.gov.au/Projects/Name/C/Cape-York-Region-Package-Peninsula-Developmental-Road

Highlights

- Provided funding through the Community Road Safety Grants Scheme to the Port Douglas Football Club to address fatigue management in the Palm Cove and Port Douglas areas.
- Completed the evaluation of the Local Fare Scheme aims to improve the standard of living and connectivity in remote parts of Far North Queensland.
- Commenced construction on the \$104.1 million¹ Cairns Southern Access (Stage 4) Kate Street to Aumuller Street Project.
- Completed the \$800,000 boat ramp and new floating walkway at Edmonton.
- Commenced construction of the \$152 million² Smithfield Bypass Project.
- Completed a \$14.5 million² project to seal Endeavour Valley Road between Cooktown and Hope Vale.
- Completed the \$6.1 million^{1,3} upgrade of the intersections of Ash, Pine and Blackwood Streets, Innisfail.
- Commenced a \$23.3 million¹ upgrade of the Mission Beach Clump Point Boating Infrastructure.
- Completed \$26.2 million⁴ upgrade works at priority locations on the Peninsula Developmental Road including Piccaninny Black Soil, South of Duck Holes and 10 Mile Creek as part of the Cape York Region Package.



Indigenous employees at Fair View West to Kennedy (Part A).

Cairns Shipping Development Project

On 15 December 2018, the state government announced the Cairns Shipping Development Project, a \$127 million project which will increase the size and number of cruise and other vessels able to berth in Cairns.

The project, led by Far North Queensland Ports Corporation (trading as Ports North), will facilitate cruise ship growth for vessels up to 300 metres, with a forecast demand of up to 150 cruise ships through Cairns by 2031. It is estimated to provide a \$850 million boost for Far North Queensland.

Environmental approvals were granted by both state and federal governments in 2018, with the project passing one of the most rigorous environmental reviews in Australia. Following Building Queensland's detailed business case and shareholding Ministers' approval for the project in December 2018, Ports North has initiated vital construction steps to progress with the works.

Ports North plans to undertake dredging and wharf upgrade works in mid-2019 with a final project completion in 2020.

Construction commences on the Smithfield Bypass

Delivery of the \$152 million project to design and construct a new bypass road at Smithfield continued with construction commencing in December 2018.

The Smithfield Bypass will significantly improve traffic flow between McGregor Road and Cairns Western Arterial Road, north of Cairns.

This year, the department established two Community Liaison Groups, one for local business stakeholders, the other for residents and community members. These groups provide an opportunity for bi-lateral information sharing with TMR's project team and the wider community to enhance their understanding of the project.

The new bypass road will provide vital community infrastructure for the northern beaches of Cairns and meet the strategic transport needs of the area into the future. It will also deliver a safer, more efficient travel route for motorists and industry along this section of the Captain Cook Highway.

Construction is expected to be complete by late-2021, construction and weather conditions permitting.



For more information: www.tmr.qld.gov.au/Projects/Name/S/Smithfield-Bypass-project

Assistance to vessel in distress

On 11 July 2018, the department assisted the vessel in distress, 'Touraraken III', 148 kilometres east of the tip of Cape York. The vessel's compass was broken, it had no global positioning system equipment, no satellite phone and the anchoring system was not functioning, so the ship could not hold position. Radio reception was unreliable given the remote location.

Over the next 14 hours, the department played a central role in the rescue and welfare of eight foreign sailors from the vessel lost in a remote section of Torres Strait through maintaining the communication conduit between state and federal government agencies coordinating the operation. The vessel was safely escorted to Thursday Island, where TMR staff met the tired crew, ensured compliance with immigration requirements and looked after their welfare. Arrangements were made for a surveyor to inspect the ship to ensure rectifications were made to enable safe passage to Vanuatu.



Touraraken III at sea.



The Magnetic Island ferry, servicing the Townsville to Magnetic Island route.

Regional ferries connecting communities

The department partners with five operators to deliver regional ferry services facilitating year-round government-guaranteed community service through concessional agreements and service contracts. These ferries service islands with no other public transport options for residents to ensure communities can connect to essential services on the mainland.

The communities this service is provided to are:

- Thursday Island - in the Torres Strait
- Palm Island - off Ingham
- Magnetic Island - off Townsville
- Coochiemudlo Island - off Cleveland
- North Stradbroke Island in Moreton Bay.

In 2018–19 approximately 2.2 million passengers travelled on TMR contracted regional ferry services, an increase of two per cent from the previous financial year.

Mapoon Airstrip upgrade

A \$1.9 million project to upgrade the Mapoon Airstrip is being undertaken by Mapoon Aboriginal Shire Council.

The project is funded through the Aboriginal and Torres Strait Islander Transport Infrastructure Development Scheme (ATSI TIDS), CYRP and the Regional Aviation Access Programme (RAAP) ([see glossary page 294](#)).

Mapoon Airstrip is the last community airstrip to be sealed in Cape York and the Torres Strait and an essential service to the people of Mapoon and the Royal Flying Doctor Service (RFDS).

The work at the airstrip will include widening, lengthening and sealing the airstrip to enable all weather operation and meet RFDS requirements.

Cairns Southern Access Corridor (Stage 3)

The Cairns Southern Access Corridor (Stage 3) \$481 million project to duplicate a 10.5 kilometre section of the Bruce Highway to create a four-lane highway from Edmonton south to Gordonvale is about to commence.

The project will deliver significant safety improvements along this section of the Bruce Highway, which is the busiest two-lane section of the Bruce Highway between Brisbane and Cairns. Works will include:

- duplication of all existing two-lane sections of the Bruce Highway between Edmonton and Gordonvale to four lanes
- a new alignment for the Bruce Highway, to the eastern side of the existing highway, between Peterson Road and Warner Road
- a new signalised intersection at Peterson Road and upgraded signalised intersection at Draper Road and Riverstone Road.
- new service roads that remove local trips from the highway
- realignment and upgrade of more than 4.7 kilometres of the Queensland Rail North Coast Line to accommodate the duplicated highway
- removal of multiple at-grade rail crossings and the upgrade of boom gates at other crossings
- new road and rail bridges at Wrights Creek and Stoney Creek
- a new Bruce Highway overpass south of Maitland Road
- a dedicated off-road high-speed cycleway, from Riverstone Road to the north of Collinson Creek to tie into the existing cycleway at Thompson Road.

The design and construct contracts are expected to be awarded in late-2019. Construction is expected to be completed by mid-2023, construction and weather conditions permitting.



For more information: www.tmr.qld.gov.au/Projects/Name/B/Bruce-Highway-Cairns-Southern-Access-Corridor-Stage-3-Edmonton-to-Gordonvale

Cairns Southern Access Corridor (Stage 4)

Construction began on the \$104.1 million Bruce Highway between Kate Street (renamed Links Drive) and Aumuller Street.

This project will see the existing four-lane dual carriageway increased to six lanes and upgrades at the key intersections of Lyons and Aumuller Streets through to Draper and Kenny Streets. The project will deliver significant long-term improvements to traffic flow and safety as well as an increased capacity to service the principal route for Cairns' industrial and port precinct.

Works underway include:

- construction of additional lanes to widen the Bruce Highway from four to six lanes between Links Drive through to Aumuller Street near the Port of Cairns and wharf precinct
- removing and replacing the current northbound bridge at Chinaman Creek with a new three-lane bridge and widening the existing southbound bridge to three lanes
- upgrading the Lyons Street and Aumuller Street intersection, with additional turning lanes to improve traffic flow
- installing an off-road shared pathway for cyclists and pedestrians.

Preparation undertaken for major works to start included the relocation of public services, rapid impact compaction, installation of wick drains, surcharge loading, and placement of liners and rock at Chinaman Creek in the lead up to bridge works. Construction is expected to be completed in late-2021.



For further information: www.tmr.qld.gov.au/Projects/Name/B/Bruce-Highway-Cairns-Southern-Access-Corridor-Stage-4

Bluewater Marina floating walkway

The Bluewater Marina public boat ramp received \$1.2 million upgrade as part of the state government's continued investment in marine infrastructure in North Queensland. Works included reconstruction of the two-lane boat ramp to current TMR all-tide standard with non-slip surface, installation of a floating walkway, and an improved car park turning area for vehicles. As part of these works dredging of the immediate area surrounding the boat ramp was also undertaken.

Boating and fishing plays an important part in the life of many Queenslanders and the Queensland Government is committed to providing improved facilities for the community. The upgrade was completed in April 2019.



Reconstructed two-lane boat ramp at the Bluewater Marina in Cairns.

Mission Beach Clump Point boat ramp

Construction of the \$23.3 million Mission Beach Clump Point Boating Infrastructure project commenced in February 2019. The upgrade of the recreational and commercial boating facility at Mission Beach, Clump Point is being delivered in two stages.

Works started in December 2018 and includes the installation of a new detached breakwater, installation of a toilet block in the southern carpark, an additional boat ramp lane and upgrade to the existing breakwater. These works are expected to be completed in December 2019.

Element 2 of the project, which was awarded in May 2019, includes an additional boat ramp floating walkway, an access jetty behind the new breakwater, two berthing pontoons, five to six pen berths and five swing moorings.



The Clump Point boat ramp at Mission Beach opened over the Easter and ANZAC Day holiday period.

Ash, Pine, Blackwood intersection with the Bruce Highway

Construction has been completed on the \$6.1 million project to upgrade the intersections of Ash, Blackwood and Pine intersections in Innisfail.

Works were completed in April 2019, and included pavement widening and rehabilitation, reconfiguration of the intersection at Ash Street with designated turn lanes, and new traffic signals.

This also included a right-hand turn and left-turn slip lanes at the intersection of Blackwood Street and the Bruce Highway, and new right-hand turn lanes from each direction at the intersection of the Bruce Highway and Pine Street.

Innisfail–Japoon Road intersection upgrade

Construction is expected to be complete on the state and federally funded \$4 million upgrade to the intersection of the Bruce Highway with Innisfail–Japoon Road in late 2020.

The safety works include installation of a fully controlled right-turn with arrows, re-alignment of the existing right-turn to increase storage and modification of the left-turn from Innisfail–Japoon Road onto the Bruce Highway.

This project is part of the 15-year Bruce Highway Upgrade Program, a \$12.6 billion program of works to improve safety, flood resilience and capacity along the Bruce Highway from Brisbane to Cairns.

Local Fare Scheme

The Local Fare Scheme was established by TMR in July 2015 and aims to improve the standard of living and connectivity in remote parts of Far North Queensland. The scheme is administered in collaboration with participating airlines and partnerships with local councils throughout Cape York, select ports in the Gulf of Carpentaria, and the Torres Strait.

By providing a discount of up to \$400 off a return airfare for eligible residents, the scheme makes air travel to access health, education and employment facilities and social and recreational opportunities such as cultural celebrations and sporting tournaments more affordable where limited alternative transport options are available.

The scheme is continuing to grow, with more than 12,400 bookings for 2018–19 representing a 33 per cent increase on the previous financial year. Over 33,000 bookings have been made under the Local Fare Scheme since its commencement. The scheme was extended in 2019 for a further two years providing airfare assistance for the foreseeable future to the far north.

Heavy Vehicle Safety and Productivity Program

The Australian Government's Heavy Vehicle Safety and Productivity Program (HVSPP) provides \$508 million over 10 years from 2013–14 to 2022–23 towards improving heavy vehicle safety and freight efficiency. The HVSPP (Round 6) results were announced in August 2018, with Queensland securing approximately \$41.1 million (31 per cent of the national allocation) towards a total cost of \$87 million for 17 state- and local government-controlled road projects.

The nine successful projects on the state-controlled road network are:

- Pavement strengthening and widening works:
 - Carnarvon Highway - two locations (Injune – Rolleston and St George – Surat)
 - Peak Downs Highway (Clermont – Nebo)
- Timber bridge replacements:
 - One Arm Man Creek (Jackson – Wandoan Road)
 - Emu Creek (New England Highway)
 - Kilcoy Creek (D'Aguilar Highway)
 - Coondoo Creek (Tin Can Bay Road)
- Bridge strengthening:
 - Gulf Developmental Road - two locations: Little River and Routh Creek.

Heavy Vehicle Safety and Productivity Program bridge strengthening

Bridge rehabilitation works are underway on the Mulligan Highway (Mount Molloy – Lakeland). These works form part of TMR's bridge maintenance program, the purpose of which is to rehabilitate and strengthen bridges to maximise safe and smooth travel for road users.

The Program includes work on the following bridges:

- \$3 million Spring Creek Bridge (about 35 kilometres north of Mount Carbine)
- \$2.4 million Kelly St George River Bridge (about 42 kilometres north of Mount Carbine)
- \$1.8 million Spear Creek Bridge (about 23 kilometres south of Lakeland)
- \$4.2 million Palmer River Bridge (about 31 kilometres south of Lakeland).

The works were completed between May and July 2019.



Future priorities

- Continue the design phase of the \$5.5 million Yorkeys Knob new boat ramp and floating walkways.
- Commence excavation of existing ramp and installation of ramp elements for the \$800,000 Bramston Beach, Joyce Creek boat ramp and walkway.
- Commence \$16.4 million² intersection upgrade works on Cairns Western Arterial Road at Harley Street intersection, to improve safety and capacity.
- Continue the \$23.3 million Mission Beach Clump Point boating infrastructure project.
- Continue \$416,000² planning capacity improvements for Captain Cook Highway (Cairns to Mossman).
- Continue the \$700,000² planning project for safety and capacity improvements at the Machans Beach and Holloways Beach roundabouts on the Captain Cook Highway.
- Continue the \$21.9 million⁵ road safety improvement works on the Captain Cook Highway.
- Commence design for road safety improvements on \$18.2 million⁵ Gillies Range Road.
- Commence a \$45 million⁵ package of safety works on Kennedy Highway between Kuranda and Mareeba.
- Commence a \$11 million³ flood immunity upgrade on the Bruce Highway at Dallachy Road.

¹ This project is jointly funded by the Australian Government and Queensland Government.

² Funded by the Queensland Government.

³ Funded under the Bruce Highway Upgrade Program.

⁴ Part of the Australian Government's Cape York Region Package, jointly funded by the Australian Government and Queensland Government.

⁵ Funded through the Queensland Government's High Risk Roads Initiative, as part of the Targeted Road Safety Program.

Our regions

North West

Data source: *Bridge Information System (BIS), 30 June 2019

Data source: **A Road Management Information System (ARMIS), 2019

3575^{KM}State-controlled
road**1024^{KM}National Land
Transport Network**

36,014

Vehicle and machinery
inspections

4

Boating
infrastructures

6

Community safety
events held

1681

Vehicle safety
inspections completed

87

Bridges*



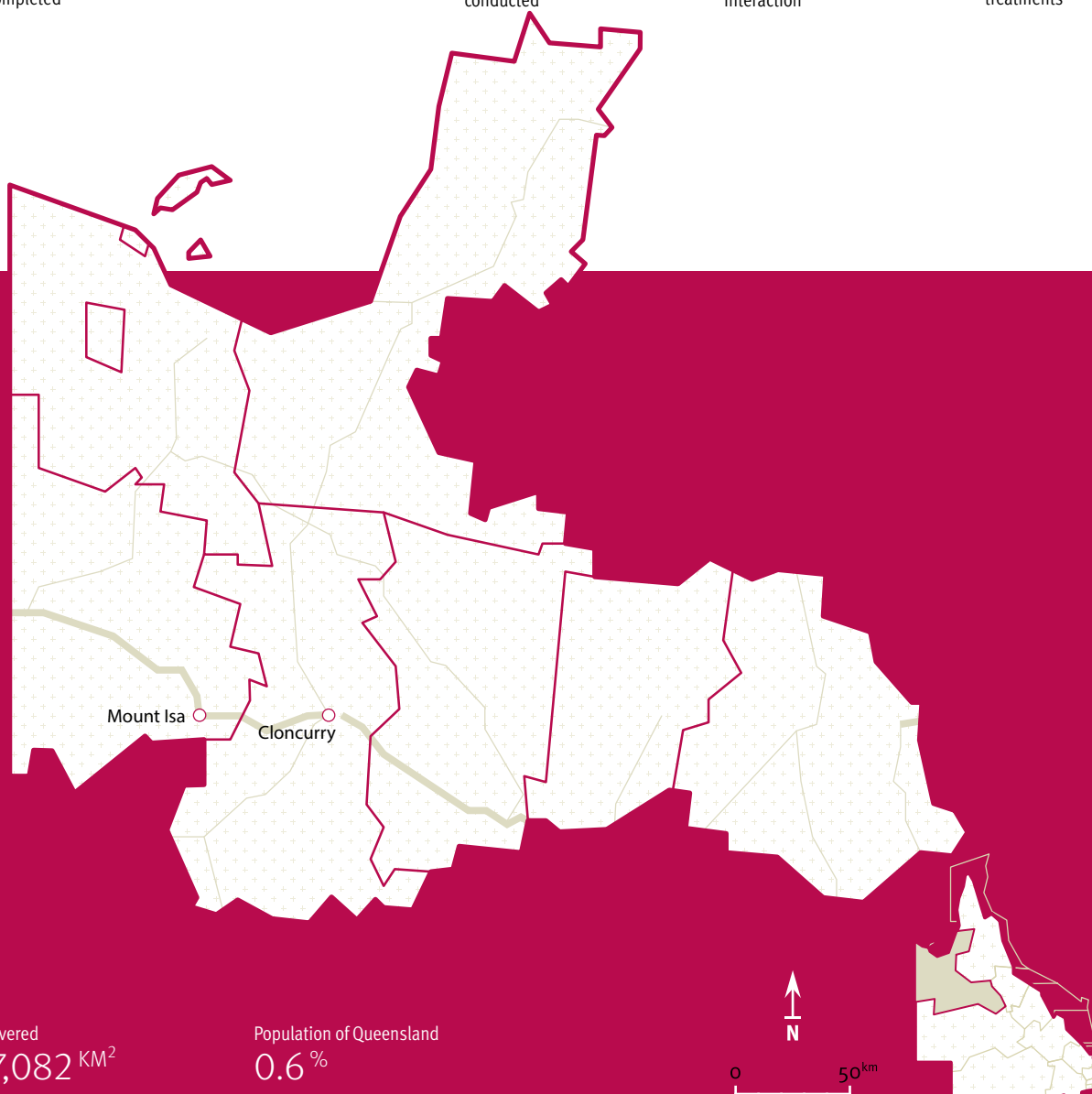
1126

Drivers licence tests
conducted

9005

Customer face-to-face
interaction

2

Township entry
treatmentsArea covered
307,082 KM²Population of Queensland
0.6 %Data source: Queensland Government Statistician's Office (Queensland Treasury),
Queensland Regional Profiles. www.qgso.qld.gov.au (retrieved 16 May 2019)

The North West district covers an area of 307,082 square kilometres, or around 17.8 per cent of Queensland. Extending from the Gulf of Carpentaria in the north, to Kynuna in the south, and from Torrens Creek in the east to the Northern Territory border in the west, the area is home to around 0.6 per cent of Queensland's total population. North West Queensland is one of the world's richest mineral-producing districts. Supporting this industry as well as active agricultural, tourism, transport and logistics sectors, the region includes 3575 kilometres of state-controlled roads (see [glossary page 295](#)) and 1024 kilometres of the National Land Transport Network (see [glossary page 294](#)).

New air routes added to the Gulf service

In April 2019 a fifth Gulf service was added each week to the Gulf air route. The Gulf air route previously provided four return services each week. Following an 11-month trial in 2018 the fifth Gulf service was added to the weekly return services providing additional flight capacity to the Gulf.

Karumba residents will continue to have access to a weekly air service under the current arrangement until the end of 2020. Results from a 12-month trial commencing in October

2017 demonstrated a strong demand for the service with more than 400 passengers using the service during the trial.

The Karumba service will continue to be part of the regulated Gulf air route operated by Regional Express Airlines (Rex) under a contract with TMR.

The Gulf route operates in both directions each week day between Cairns and Mount Isa, servicing the remote communities of Normanton, Mornington Island, Burketown and Doomadgee. Karumba is serviced on Tuesday on the westbound service and from Cairns on a Thursday on the eastbound service from Mount Isa.

In April 2019, TMR employees attended the opening of the Doomadgee airport terminal as part of a Community Consultative forum held in the town. TMR visits one community on each of the air service routes each year to share information and gain feedback about services.



Regional Express plane at Mount Isa Airport.

Highlights

- Fifth service added to the weekly return services on the Gulf air route.
- Completed the \$8.5 million^{1,2} construction of a replacement bridge at Beames Brook on Wills Developmental Road.
- Completed the \$3.2 million^{1,3} sealing of a section of the Cloncurry–Dajarra Road between Cloncurry and Duchess.
- Commenced construction on the \$4.6 million^{1,4} Barkly Highway (Cloncurry – Mount Isa intersection upgrades in the Mount Isa urban area).
- Completed the \$8.7 million^{1,4} upgrade of culverts on the Flinders Highway, between Charters Towers and Richmond.

Transport Infrastructure Development Scheme

The North West Queensland Regional Roads and Transport Group (RRTG) is one of the 17 RRTGs in Queensland that receive an annual allocation of Transport Infrastructure Development Scheme (TIDS) funding for local government road and transport-related initiatives. In 2018–19, TIDS funding provided over \$61 million to RRTGs for the delivery of prioritised work programs, with each RRTG required to match allocated funding 50:50, at a minimum.

Despite the devastating effects of a monsoon in January–February 2019, which caused extensive damage to the network, the North West Queensland RRTG fully delivered the prioritised TIDS works program for 2018–19.

With the active support of the department following the flood event, the North West Queensland RRTG successfully:

- delivered 19 projects programmed throughout the year including reseal works, pavement rehabilitation and floodway replacement
- achieved 100 per cent expenditure of their annual TIDS allocation by 30 June 2019.

Beames Brook Bridge replacement (Wills Developmental Road)

The \$8.5 million Beames Brook Bridge replacement on the Wills Developmental Road was completed in December 2018.

Commencing in August 2018 the project jointly funded by the Australian Government and Queensland Government, included site preparation, removal of the previous bridge structures, construction of a new precast three-span-bridge, piling works, new abutments, headstocks and deck surface and bridge rails. A further 800 metres of approach roadworks were also constructed.

The new three-span concrete bridge has improved safety and provides better access for remote communities in the Gulf of Carpentaria.

The bridge site location, and surrounding areas, have a high level of cultural significance to the Traditional Owners of the land, the Gangalidda people and Garawa people, in particular the waterways and surrounding areas. TMR and the Traditional Owners, the Gangalidda people and Garawa people worked together and identified the cultural and environmental importance of the bridge site.

A commissioning event was held in April 2019 to celebrate the renaming of the structure; it is now known as the John Yanner Milmarja Ngarnara Bridge.

The original Beames Brook Bridge was a timber bridge with two 10 metre spans. Built in 1958, it was the only remaining timber bridge on the state-controlled road network in North West Queensland, which was temporarily replaced in December 2015. A temporary steel structure was sourced and installed from December 2015 and completed in early 2016. The Unibridge structure is a one lane steel girder structure and is a unique bridge asset for the department.

Beames Brook Bridge is located in north western Queensland about 27 kilometres south of Burketown on the Wills Developmental Road. Wills Developmental Road is a key road providing access to the Gulf of Carpentaria and broader north western region of Queensland and is a key arterial within northern Australia's road network, essential for the movement of people and freight.

A new bridge was delivered up in the Gulf of Queensland, outside Burketown, the Barramundi Capital of Australia. The Traditional Owners of the area, the Gangalidda Garawa people, refer to the running brook as Milmarja Ngarnara that means breeding hub for the female barramundi and a safe place for their eggs to be laid.

Barkly Highway (Cloncurry – Mount Isa) intersection upgrades

The \$4.6 million Barkly Highway (Cloncurry – Mount Isa) Intersection Upgrades in Mount Isa began in March 2019 with nine intersections to be upgraded to improve safety and ease congestion.

This work is being undertaken as this urban section of the Barkly Highway in Mount Isa has shown to have a poor vehicle crash history with a high proportion of incidents occurring at intersections.

The project will improve safety for all road users and flow of traffic at the intersections. It is jointly funded by the Australian Government and Queensland Government under the Northern Australia Roads Program.

Construction of this critical project is expected to be completed by December 2019, construction and weather conditions permitting.

Transport and Tourism connections program

The transport system plays a vital role in supporting and connecting our tourism industry. A single, integrated transport system that is accessible to everyone is essential to making Queensland's wide variety of tourism experiences accessible to visitors. The aim of the Queensland Government's \$10 million Transport and Tourism Connections program is to improve transport and road access to established tourist attractions on the state-controlled and local government road networks. In round one of the program, priority was given to sites on Queensland's strategic drive tourism routes and highly-trafficked regional tourist routes.

The following projects were completed in 2018–19 under the Transport and Tourism Connections program:

- sealing of access and turn around area in the Richmond RV Park for accessibility during wet weather
- upgrade of the Burketown Wharf car park including the installation of 70 all-weather car parking bays
- upgrade of 1.2 kilometres of the Lake Moondarra access road
- upgrade of the recreational vehicle site access road from Flinders Highway to Shaw Street, Julia Creek
- sealing of 8 kilometres of the Gidgee Bug Byway (Gilliat–McKinlay Road).



Future priorities

- Complete the \$4.5 million safety and floodway upgrades on sections of the Gregory Downs–Camooweal Road.
- Complete the \$7 million^{5,6} replacement of the Isa Street Bridge in Mount Isa to improve community access.
- Complete the \$50 million⁷ paving and sealing sections of the Kennedy Developmental Road (Hann Highway), between Hughenden and The Lynd.
- Commence development of a business case for upgrade of the Alick Creek floodway.

1 Reflects Life to Date expenditure for project.

2 Part of the Australian Government's Bridges Renewal Program, jointly funded by the Australian Government and Queensland Government.

3 Part of the Australian Government's Northern Australia Beef Roads Program, jointly funded by the Australian Government and Queensland Government.

4 Part of the Australian Government's Northern Australia Roads Program, jointly funded by the Australian Government and Queensland Government.

5 Part of the Australian Government's Bridges Renewal Program, jointly funded by the Australian Government, Queensland Government and Local Government. The Queensland Government contribution is funded through the Transport Infrastructure Development Scheme.

6 Part of this project is funded through the Queensland Government's Transport Infrastructure Development Scheme.

7 The scope of this work also falls within Etheridge Shire Council, with funding for this project only represented in North West District. Project is part of the Australian Government's Northern Australia Roads Program, jointly funded by the Australian Government and Queensland Government.

Our regions

Northern

Data source: *Bridge Information System (BIS), 30 June 2019

Data source: **A Road Management Information System (ARMIS), 2019

1661^{KM}State-controlled
road**521^{KM}National Land
Transport Network**

258,998

Vehicle and machinery
inspections

49

Boating
infrastructures

15

Community safety
events held

6869

Vehicle safety
inspections completed

218

Bridges*



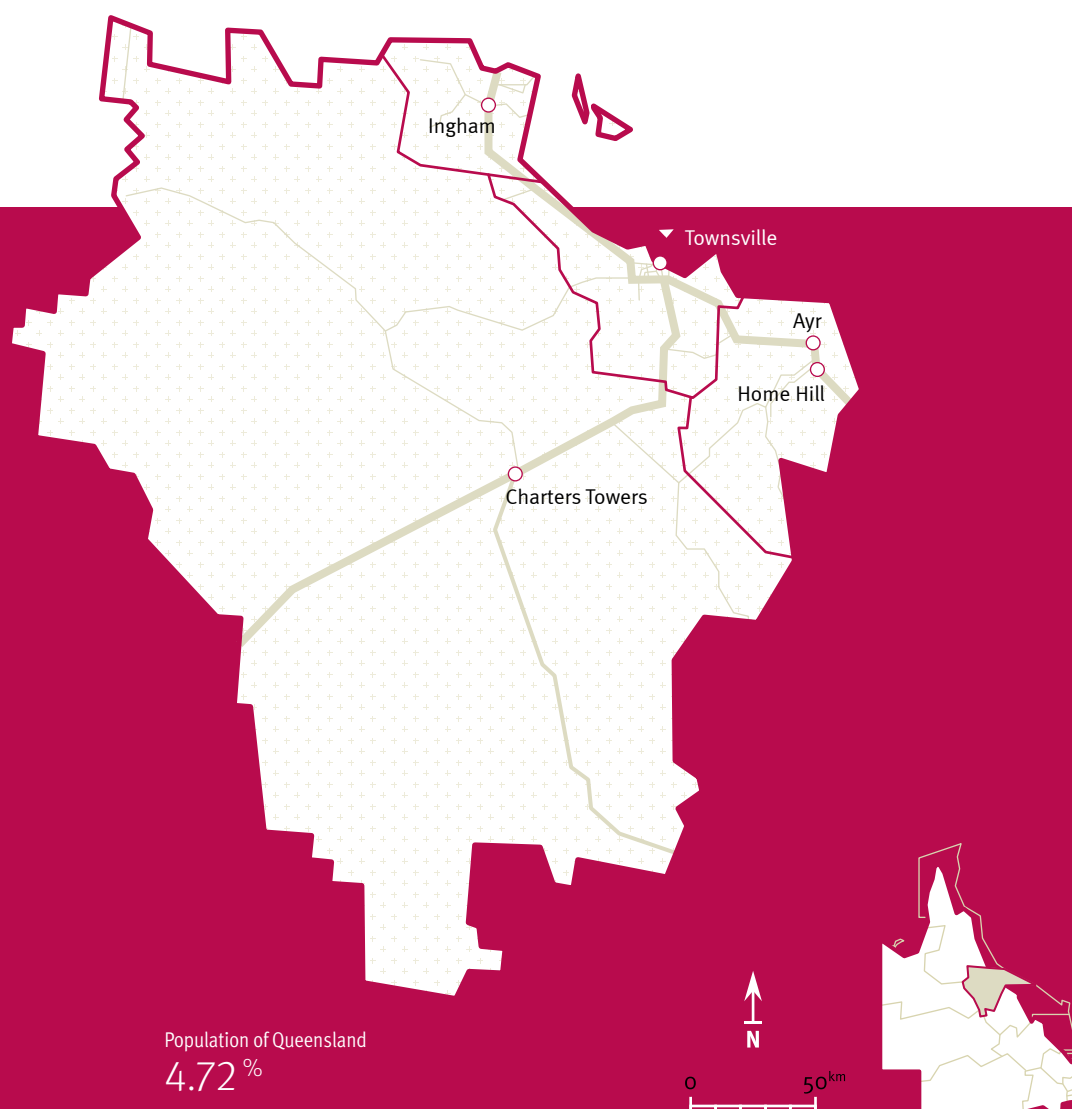
6654

Drivers licence tests
conducted

168,433

Customer face-to-face
interaction

156

Priority enabled
intersectionArea covered
80,036^{KM²}Population of Queensland
4.72 %Data source: Queensland Government Statistician's Office (Queensland Treasury),
Queensland Regional Profiles. www.qgso.qld.gov.au (retrieved 16 May 2019)

The Northern district covers an area of 80,036 square kilometres, or 4.6 per cent of Queensland. It extends from the Cardwell Range in the north to 50 kilometres south of Lake Buchanan, and from Townsville in the east to the west of Charters Towers. The district is home to 4.72 per cent of Queensland total population. Major industries are tourism, agriculture, fishing, beef, dairy, horticulture and mining. The region looks after 1661 kilometres of state-controlled roads (see glossary page 295) and 521 kilometres of the National Land Transport Network (see glossary page 294).

Townsville Eastern Access Rail Corridor protection activity

A planning project to preserve an 8.3 kilometre rail freight line which would connect both the Mount Isa and the North Coast rail lines directly to the Port of Townsville commenced in 2018–19.

Both the Australian and Queensland Governments have committed to preserving the Townsville Eastern Access Rail Corridor (TEARC) alignment in the short-term to potentially reduce future costs and ensure that when demand supports it, construction of the freight line can proceed.

In late 2017, Building Queensland completed a detailed business case for TEARC and found that while the freight line was strategically important to future development of the port, current demand did not support its immediate construction.

Highlights

- Rolled out TransLink in Townsville, including a new centralised bus hub.
- Completed the \$118.9 million¹ Bruce Highway bridge upgrade at Cattle Creek and Frances Creek, south of Ingham.
- Commenced construction of the \$514.3 million² Haughton River Floodplain Upgrade Project.
- Completed the \$43.5 million³ Riverway Drive Duplication Project.
- Completed the \$34.6million³ Cape River Bridge upgrade on the Gregory Developmental Road, between Emerald and Charters Towers.

The planning project to preserve the TEARC alignment in 2018–19 involved technical assessments to determine land requirements for the corridor, TMR's environmental obligations, along with stakeholder engagement and land acquisition.

The \$10 million project is jointly funded by the Australian Government and Queensland Government. The corridor preservation activities are expected to be complete by mid-2021.

TransLink rolled out in Townsville

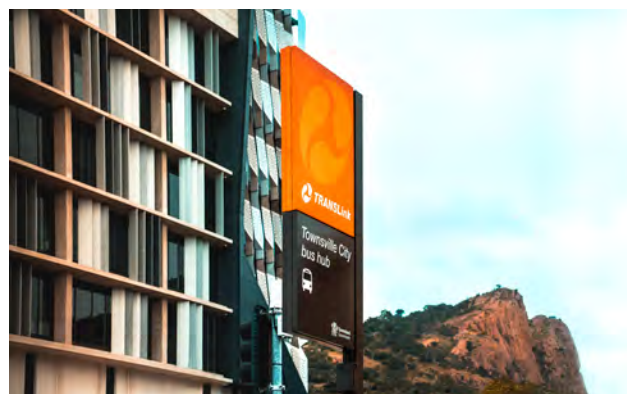
On 13 May 2019, TMR officially rolled out TransLink in Townsville, meaning that customers in Townsville are now able to use TransLink's Journey Planner for the first time to plan the most convenient and quickest journey. Customers are now also able to access the TransLink call centre for information and assistance 24 hours a day, seven days a week.

The rollout coincided with the opening of the newly completed Townsville City bus hub, the commencement of a new timetable connecting ten key routes to the bus hub, and the arrival of three new buses.

The rollout and service change will benefit customers by providing:

- a new centralised bus hub with more comfortable waiting space for customers and better connections through the Townsville CBD
- a new timetable with better reliability
- access to public transport information around the clock via multiple channels including website, app, and call centre.

TMR contributed \$4 million to design and construct the bus hub, which was delivered in partnership with Townsville City Council. Construction works started in August 2018, and the new hub opened in May 2019. The bus hub, with improved customer accessibility, safety and comfort, now provides better access to Flinders Street, Ross Creek, future waterfront redevelopments and the new stadium.



A new TransLink bus hub enabling public transport improvements for Townsville.

Greenvale–Yabulu Rail overpass removal

The Greenvale–Yabulu Rail overpass removal was completed in November 2018.

The Bruce Highway was closed at Yabulu, north of Townsville, for three consecutive nights to allow for the removal of a disused rail overpass that had been damaged three times when Queensland Rail decided to demolish it.

In the lead up to the works, TMR sought feedback from motorists, local businesses, transport operators and emergency services about how they would be impacted by a three-night closure of the Bruce Highway at Yabulu. TMR then used this feedback, in addition to data like average annual daily traffic figures, to help schedule the works and required highway closures.

Once the closure dates were chosen, TMR undertook communication activities in the two-week lead up to the works commencing to inform stakeholders about the highway closures. A gravel detour was made available for a limited period during the three nights of eight-hour closures. However, for safety, heavy vehicles, motorbikes, caravans and vehicles towing a trailer were not permitted to travel on the detour. TMR communicated the delays to motorists and encouraged them to plan their journey in advance.

Not only was the demolition a success, but TMR's thorough planning and communication ensured a significant decrease in the volume of traffic on the highway at Yabulu during its closure. The project was a great example of how coordinated stakeholder engagement, prior planning and listening to the needs of both the community and local businesses allowed TMR to complete essential works with minimal impacts.

Cattle Creek and Frances Creek bridges

The \$118.9 million Bruce Highway bridge upgrades at Cattle Creek and Frances Creek, south of Ingham, were complete in late 2018.

The works included construction of a new 644 metre long, higher-level bridge spanning the Cattle Creek floodplain and a new bridge at Frances Creek.

The new bridges will significantly improve flood immunity on this stretch of the Bruce Highway during north Queensland's annual wet season, reducing the average annual closure time from 29 hours to three and a half hours. This will improve freight connectivity, travel reliability and ensure better access to essential health and community services in regional centres.

Overall, the project delivered 5.8 kilometres of new road and bridge infrastructure, including upgrades to five rural intersections to improve safety, as well as a new rest area in Frances Creek. The project was jointly funded by the Australian Government and Queensland Government (based on 80:20 funding arrangements).



Completed 644 metre long Cattle Creek Bridge, south of Ingham.

Haughton River Floodplain Upgrade Project

Construction of the \$514.3 million Bruce Highway Haughton River Floodplain Upgrade Project around 50 kilometres south of Townsville commenced in 2018–19.

Flooding from the Haughton River results in Bruce Highway closures at this location every 1–2 years on average; significantly affecting locals, transport operators, tourists and other road users.

As part of the upgrade project, five new and higher bridges will be built, 13.5 kilometres of Bruce Highway pavement will be upgraded (in sections on a new alignment), two highway overpasses of cane tramways will be built, intersections will be upgraded, and wide centre line treatments will be installed.

These upgrades will reduce the frequency and duration of weather-related Bruce Highway closures and will improve safety for motorists. During 2018–19, the design and preliminary works were conducted, before major construction works commenced in April 2019. Construction is expected to be completed in mid-2021. This project is jointly funded by the Australian Government and Queensland Government.



Bowen Road Bridge repair works (Bridge Renewal Program)

In August 2018, TMR commenced repair works on the Bowen Road Bridge in Townsville. The bridge was constructed in 1952 and, while still structurally sound, repairs were required on some of the bridge's deteriorated foundations to ensure it remained strong, safe and operational into the future. The initial \$6.663 million project was jointly funded by the Australian Government and Queensland Government (based on 50:50 funding arrangements) under the Bridges Renewal Program.

Prioritisation of this work will ensure that more than 20,000 vehicles, along with hundreds of pedestrians and cyclists, can continue to use this crucial transport link each day, now and into the future. As part of the project, RoadTek installed sheet piling in the Ross River to allow crews to drain sections of the river and excavate around the bridge foundations to assess the damage before undertaking repairs. It was not until these works commenced that TMR was able to fully inspect the majority of the bridge's pile caps and piles.

Extensive defects were subsequently discovered, that were greater than the original anticipated scope of works and would ultimately impact on the project's costs and timeframes.

The project incurred further delays and costs as a result of the North and Far North Queensland Monsoon Trough in January and February 2019, which caused significant flooding in the Ross River and closed the bridge and project site for more than two weeks ([see page 22–29](#)).

RoadTek mobilised back on site and recommenced project works in late February 2019.

In April 2019, TMR was able to secure an additional \$5 million in funding, using savings from other bridge renewal projects, to ensure the essential repair works could be completed on the bridge.

Works are due for completion in late-2019.

Case study

Transport Inspectors protecting road infrastructure

Transport Inspectors play an important role in protecting the state's valuable road infrastructure. This includes enforcing temporary road closures during natural disasters and other road restrictions when needed.

Transport Inspectors enforced temporary load restrictions on Bowen Road Bridge in Townsville while extensive rehabilitation work of the structure was undertaken by the department. To maintain infrastructure integrity and the safety of the bridge workers, Transport Inspectors were rostered around the clock over a 4 month period to ensure compliance with heavy vehicle mass limits permitted to travel on the bridge.

In the first few weeks, Inspectors were diverting around 90 over mass vehicles per week from travelling on the bridge before numbers decreased to an average of 40–50 vehicles per week. In addition, more than 30 B-Double vehicles were diverted that were not only over mass but are not permitted to travel on this route at any time.

Growth Area and Regional Infrastructure Investment Fund

In late 2018, the Department of State Development, Manufacturing, Infrastructure and Planning invited agencies to nominate proposals for funding under the Growth Area and Regional Infrastructure Investment Fund (GARIIF). Announced in the 2018–19 state budget, the GARIIF provides \$40 million over two years from 2018–19 to improve the prosperity and liveability of Queensland's regional communities, focusing on accelerating projects that will have a positive impact on areas facing high growth pressures.

TMR successfully secured \$7.4 million for the construction of the Reid Park Active Transport Bridge: North Queensland Stadium Access Project in Townsville. This project will facilitate safe access and improve the overall customer experience to major sporting and cultural events at the North Queensland Stadium and wider Townsville City Waterfront Priority Development Area. Project construction will commence in 2019–20.



Transport Inspectors guarding the Bowen Road Bridge in Townsville.



Future priorities

- Continue works on a \$43 million^{1,4} package of safety upgrades on the Bruce Highway, between Townsville and Ayr, including pavement widening, wide centre line treatment, and the construction of three overtaking lanes between Mailman Road and Mackenzie Creek.
- Continue work on a \$16 million² package of safety upgrades on the Bruce Highway, at Bluewater north of Townsville, including pavement widening, wide centre line treatment, intersection upgrades and the construction of an overtaking lane.
- Complete business case development for the \$180 million³ Townsville Ring Road Stage 5 project, that will duplicate the existing Townsville Ring Road, between Vickers Bridge and Shaw Road, delivering improved efficiency, reliability and safety for freight and passenger vehicles.

¹ This project is jointly funded by the Australian Government and Queensland Government.

² Fully funded under the Bruce Highway Upgrade Program.

³ Funded by the Queensland Government.

⁴ Part of this project is fully funded by the Australian Government.

Our regions

Mackay and Whitsunday

Data source: *Bridge Information System (BIS), 30 June 2019

Data source: **A Road Management Information System (ARMIS), 2019

2672^{KM}

State-controlled road**

450^{KM}

National Land Transport Network**



224,874

Vehicle and machinery inspections



40

Boating infrastructures



8

Community safety events held



4760

Vehicle safety inspections completed



297

Bridges*



4491

Drivers licence tests conducted



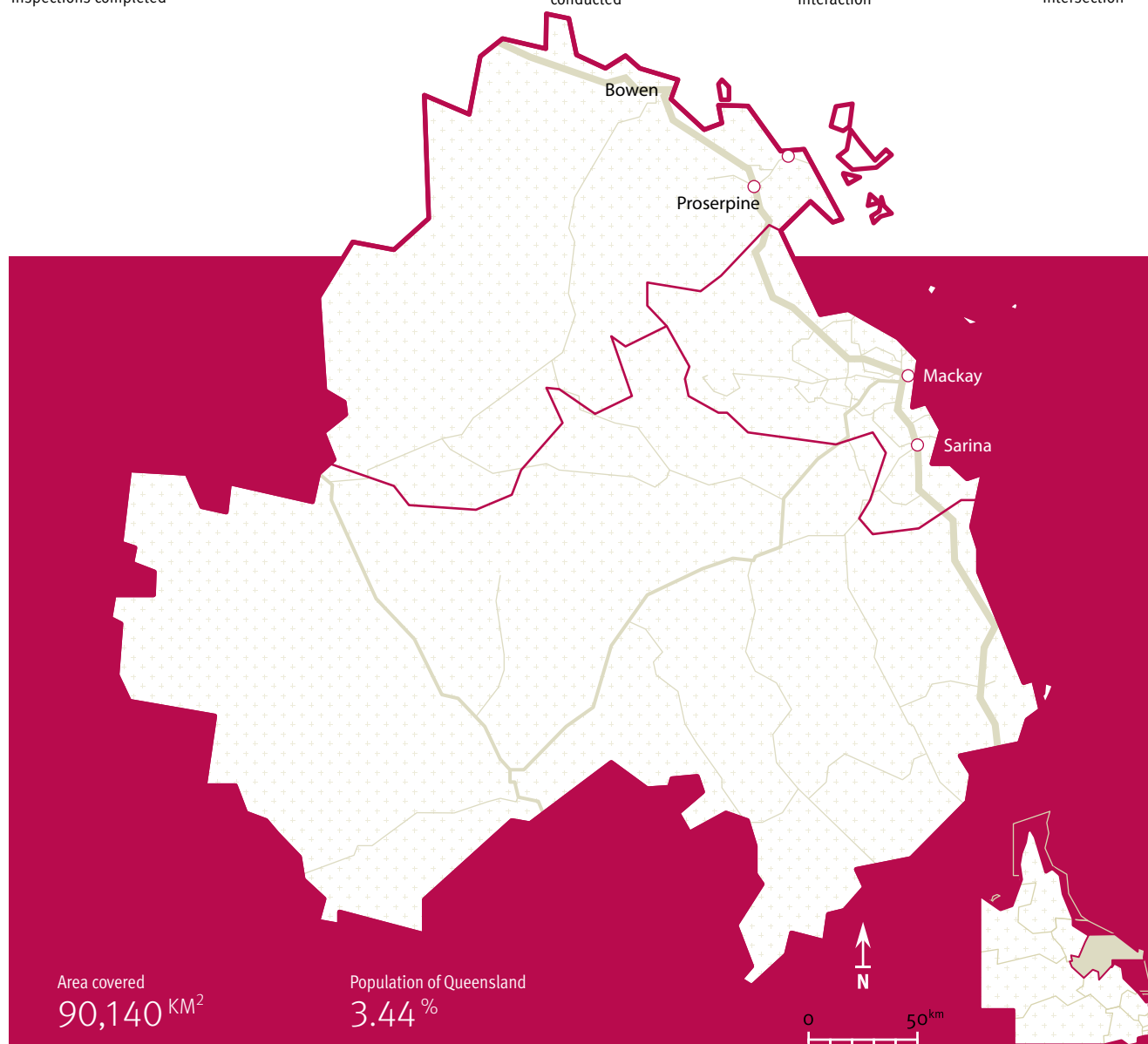
126,883

Customer face-to-face interaction



54

Priority enabled intersection

Area covered
90,140^{KM²}Population of Queensland
3.44 %Data source: Queensland Government Statistician's Office (Queensland Treasury), Queensland Regional Profiles. www.qgso.qld.gov.au (retrieved 16 May 2019)

The Mackay and Whitsunday district covers 90,140 square kilometres. It extends from north of Bowen to south of St Lawrence, and west to Clermont and the Bowen Basin. The region is known for its tropical beaches and island destinations, scattered throughout the Great Barrier Reef. The region has experienced population and economic growth fuelled by tourism, sugarcane and mining resources. The area is home to around 3.44 per cent of Queensland's total population. The region has 2672 kilometres of state-controlled roads (see glossary page 295) and 450 kilometres of the National Land Transport Network (see glossary page 294).

Vines Creek Bridges replacement project

The \$19.5 million Vines Creek Bridges replacement project was completed in December 2018 after being fast-tracked as part of the Accelerated Works Program (see glossary page 293). The two bridges at Vines Creek are a key link in Mackay's transport network as they are the sole access for heavy vehicles travelling to the Port of Mackay.

Key benefits of this project include:

- increased mass limit to better accommodate heavy vehicles travelling to and from the Port of Mackay
- improved cyclist and pedestrian access with the construction of a dedicated footpath
- additional one metre storm surge protection following the completion of Mackay Regional Council's levee wall.

Highlights

- Completed the \$19.5 million^{1,2} replacement of two bridges at Vines Creek, on Mackay-Slade Point Road.
- Completed the \$979,151² intersection upgrade on the Bruce Highway at the Nebo Road and Lagoon Street intersection.
- Completed the \$29.9 million² restoration works on Marlborough-Sarina Road at Sarina Range.
- Completed the \$8.9 million² safety improvement works on Koumala-Bolingbroke Road.

The project reached construction milestones three months ahead of schedule, improving the connectivity and efficiency of Mackay's transport corridors and supporting industry growth in the region.

Sarina Range reconstruction project

Restoration works totalling \$29.9 million on the Marlborough-Sarina Road at Sarina Range were completed after a 21-month project to repair catastrophic damage caused by rainfall associated with Ex-Tropical Cyclone Debbie in March 2017.

Up to 1000 millimetres of rain was recorded around the Sarina Range, south of Mackay. As a result, Marlborough-Sarina Road suffered severe geotechnical failure with 30 areas requiring repair across 26 sites. This included two major landslips resulting in complete loss of the road and supporting embankment at each site.

The final works associated with the roadway restoration project included drainage, completion of bitumen and asphalt sealing, rehabilitation works, installation of guard rails, line marking and revegetation.

The Marlborough-Sarina Road (Sarina Range) restoration project was based on robust engineering solutions to catastrophic roadway failures and included several treatments to effectively restore the roadway. One lane of the road was reopened on 8 October 2018 under traffic control and the restoration project reached completion on 21 December 2018.

Eligible reconstruction works are jointly funded by the Commonwealth and Queensland Governments under the Natural Disaster Relief and Recovery Arrangements (NDRRA).



For more information: www.tmr.qld.gov.au/Projects/Name/S/Sarina-Range-reconstruction-project

Student road safety education

As part of the Community Road Safety Grants Scheme (see page 143), the department provided funding to a local school north of Mackay to help develop school children's road safety awareness.

Calen District State College Parents and Citizens' Association built a replica street scene with signs, crossings and lights to educate rural based students in the basics of road safety, particularly pedestrian and bicycle safety to build awareness when travelling in more built up areas. The project extended to the Calen kindergarten where the children were provided with resources to assist with developing a basic understanding of road rules.



For more information: www.qld.gov.au/transport/safety/road-safety/community-road-safety-grants

Broken River Bridge Rehab

Delivering the 2018 Broken River Bridge rehabilitation project, demonstrated the department's commitment to reducing their environmental impact and deliver an environmentally-sustainable project solution.

The Broken River Bridge is a timber structure built in 1937. The passage of time and nature's elements had significantly weathered the bridge which needed repair. Located within the Eungella National Park, the bridge is recognised as one of the world's best locations to see a rare elusive native platypus habitat.

RoadTek Mackay's Timber Bridge Rehabilitation Crew undertook work:

- driving several new steel piles into each abutment
- selected girder, corbel and bracing replacements
- removing old and install new ply decking
- walkway handrail refurbishment and footpath tread replacement.

Consideration was taken during the project to ensure only positive impacts were felt by the environment and local community, with mitigation measures taken to limit negative impact wherever possible, including:

- understanding the upcoming platypus breeding season
- wet season constraints
- peak camping seasons
- school bus schedules/holiday periods.

In addition, the team undertook all activities off-site to reduce environmental contamination, removed waste materials, and constantly monitored water quality, vibration and noise activities.



Completed works on the Broken River Bridge including new walkway making it easier for the community to 'spot a platypus'.

Mackay Ring Road

Construction activities have continued on the \$497.4 million Mackay Ring Road (Stage 1) project.

Works are progressing on the entire 11.3 kilometre two-lane Mackay Ring Road, which will cater for future growth, reduce heavy vehicle traffic through Mackay and improve the operation of local, regional and national road networks.

Motorists will benefit with a reduction in travel time by avoiding 10 signalised intersections, and the introduction of a new river crossing over the Pioneer River. The project also paves the way for the first 2.6 kilometres of the Walkerston Bypass.

A major component of the Mackay Ring Road is the construction of four water crossings and nine overpass structures. Piling works on all 13 structures are now complete, and more than 1 million cubic metres of pavement and fill have been placed on the project.

Construction is on track for completion in late-2020. This project is jointly funded by the Australian Government and Queensland Government.

Maritime crew training

In August 2018, the Maritime Safety Queensland Mackay office conducted crew and office training about vessel safety equipment use to their update skills and awareness. Some of the training included the use of marine distress flares, recovery exercises and a life raft deployment (conducted by North Queensland Bulk Ports and Reef Pilots).

The ex MSQ Pilot boat 'Borru' present in the image (white wheel house), last saw service in the port of Bundaberg in 1998.



MSQ marine on the water conducting training exercises.

Eton Range realignment on the Peak Downs Highway

The Eton Range realignment project is a \$189.3 million project on the Peak Downs Highway, west of Mackay.

The Eton Range Realignment project is aimed at improving safety, accessibility and freight efficiency on the Peak Downs Highway. The project involves constructing a new split carriageway, with two lanes in each direction. One for carrying the traffic down the range and the other to bring the traffic up.

Once completed, the project will reduce the need to close the range due to the movement of over-size vehicles and provide opportunities for motorists to safely overtake.

In 2018, works to build the reinforced earth embankment were completed. The embankment measures 780 metres long and 45 metres tall at its highest point and was built to widen part of the existing range to four lanes—from the bottom of the range to past the upper hairpin bend. During November 2018 significant drainage works were also undertaken to install part of the central stormwater drainage line around the upper hairpin bend.



A major construction milestone was reached in late 2018, when works to build the main reinforced earth embankment were completed.



For more information: www.tmr.qld.gov.au/Projects/Name/E/Eton-Range-Peak-Downs-Highway



Future priorities

- Continue planning for the \$1.8 million duplication of the Bruce Highway, between Hay Point Road and Temples Lane.
- Continue planning for the \$15 million upgrade of the Bruce Highway at Goorganga Plains to improve flood immunity.
- Complete planning for the \$380,000 upgrade of the Myrtle Creek Bridge on Prosperpine–Shute Harbour Road to improve flood immunity.
- Complete planning for the \$500,000 upgrade of Bee Creek Bridge on the Peak Downs Highway.
- Continue planning for the \$2 million Mackay Port Access Road.
- Commence construction on the \$3.2 million Bowen Boat Harbour breakwater extension.
- Commence construction on the \$110.6 million Mackay Northern Access Upgrade.
- Complete construction on two overtaking lanes on the Bruce Highway at Kalarka Road and Mosquito Creek (\$7.3 million) and one overtaking lane near Carmila (\$7.5 million).
- Complete design and commence pavement widening and strengthening on the \$35 million 14.4 kilometre section of the Peak Downs Highway between Wuthung Road and Caval Ridge Mine.
- Complete construction on the \$189.3 million³ Eton Range, Peak Downs Highway.

¹ Project delivery accelerated under the Queensland Government's Accelerated Works Program.

² Reflects Life to Date expenditure for project.

³ Funding for this project is for planning and corridor preservation only.

Our regions

Central West

Data source: *Bridge Information System (BIS), 30 June 2019

Data source: **A Road Management Information System (ARMIS), 2019

4378^{KM}State-controlled
road**693^{KM}National Land
Transport Network**

19,135

Vehicle and machinery
inspections

2

Boating
infrastructures

7

Community safety
events held

1922

Vehicle safety
inspections completed

78

Bridges*



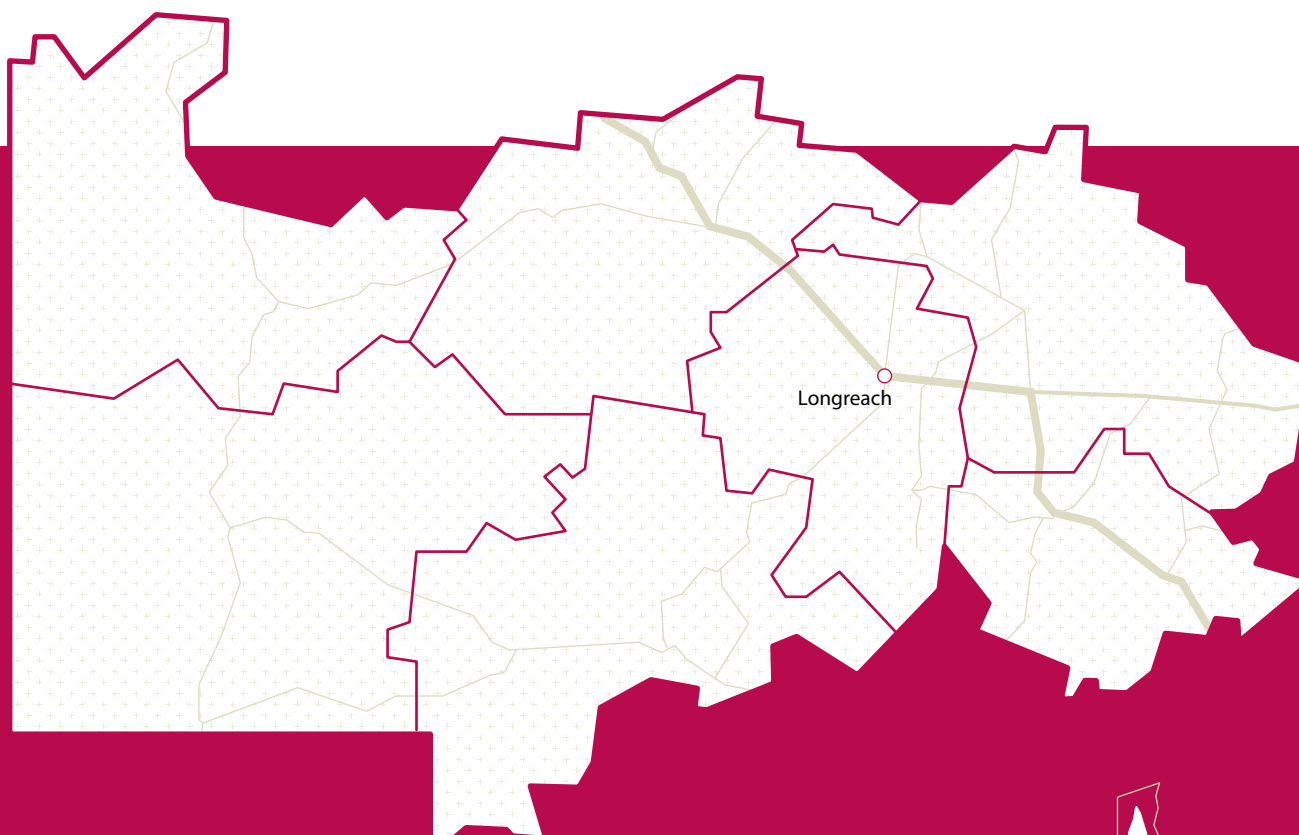
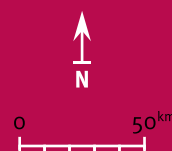
412

Drivers licence tests
conducted

55,357

Customer face-to-face
interaction

3

Driver reviver
locationsArea covered
395,772^{KM²}Population of Queensland
0.21 %Data source: Queensland Government Statistician's Office (Queensland Treasury),
Queensland Regional Profiles. www.qgso.qld.gov.au (retrieved 16 May 2019)

The Central West district covers an area of 395,772 square kilometres, or around 22.9 per cent of Queensland and is home to a wealth of agricultural, mineral and natural resources. It extends from near Kynuna in the north to the South Australian border in the south, and from the Drummond Range east of Alpha to the Northern Territory border in the west. The region is home to around 0.21 per cent of Queensland's total population. The region manages 4378 kilometres of state-controlled roads (see glossary page 295) and 693 kilometres of the National Land Transport Network (see glossary page 294).

Barcaldine-Aramac Road Upgrade Widening

Construction commenced on the \$2.1 million Barcaldine-Aramac Road widening and sealing upgrades aimed at improving road safety on a vital access road in the Central West.

The 6.5 kilometres of upgrades, about 17 kilometres south of Aramac, will deliver safer overtaking and passing opportunities for cars, road trains and caravans that frequent the road. It will also increase network reliability by reducing the time the road is closed and/or inaccessible to motorists.

Works began in February 2019 with construction expected to be completed late-2019.

Highlights

- Commenced the \$2 million¹ widening and sealing of 6.1 kilometres of the Barcaldine-Aramac Road.
- Completed the \$12.5 million widening of 11 kilometres to the Landsborough Highway, between Blackall and Barcaldine.
- Completed the \$3 million paving and sealing various sections of Blackall-Jericho Road.
- Completed the \$8.7 million² paving and sealing of various sections of the Clermont-Alpha Road.
- Completed the \$2 million paving and sealing of 6.2 kilometre section of the Jundah-Quilpie Road.
- Completed two sections of the \$5.6 million³ paving and sealing of Boulia-Tobermorey Road (Donohue Highway) west of Boulia.

Central West Principal Cycle Network

The department is accelerating delivery of the Principal Cycle Network across the state as a part of the *Queensland Cycling Strategy 2017-2027* (see page 43).

In 2018, TMR developed a plan for the bicycle network in Central West Queensland and the Central West Network Maps are now available online following endorsement by Barcaldine, Longreach, Winton, Blackall-Tambo and Boulia Councils.

There are now more than 10,400 kilometres of Principal Cycle Network identified throughout Queensland covering more than 99 per cent of the state's population.



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

Western Roads Upgrade Supplement

Accessing key services and businesses is becoming easier for several rural communities with \$5 million invested to seal regionally-significant roads. This commitment helps improve road safety and travel times while also ensuring more resilient links between towns.

In July 2018, the Queensland Government committed to pave and seal more than eight kilometres of the Blackall-Jericho Road and to pave and seal more than six kilometres of Jundah-Quilpie Road. These projects have reduced unsealed sections on both roads, enhancing the liveability of smaller communities and the movements of tourists, road trains and freight.

Construction commenced on both projects in November 2018 with completion achieved in June 2019.



Works underway on Blackall-Jericho Road as part of the Western Roads Upgrade Supplement.

Prickly Acacia Eradication

Prickly Acacia (*Vachellia nilotica*) is a thorny shrub or small tree listed as a restricted invasive plant under the *Biosecurity Act 2014*. It encourages erosion, threatens biodiversity, decreases pastures, and forms dense, thorny thickets that interfere with stock movement. Prickly acacia is already widespread in Queensland and has the potential to grow in most areas of the state.

The successful implementation of a program to eradicate Prickly Acacia from State-Controlled Road Reserve in TMR's Central West District has generated a high level of interest among adjacent landholders.

The program involved a number of landholders who participated in developing pest management plans with local natural resource management group, Desert Channels Queensland, and undertaking Prickly Acacia eradication on their properties. This has resulted in wide buffers adjacent to road reserves, and in some areas, continuous parcels of land eradicated of Prickly Acacia.

As the program continues tackling infestations along the road reserves, it is hopeful that more landholders will undertake eradication works alongside the department.

Lloyd Jones Weir Upgrade

The Lloyd Jones Weir on the Alice River, just south of Barcaldine is a very popular spot for camping and fishing for the locals and many travelling caravaners, and is managed by the Department of Natural Resources, Mines and Energy (DNRME).

Having previously delivered works for DNRME via a partnership or memorandum of understanding, TMR's Central Queensland crew undertook an engineering review of the proposed design and were able to have significant changes made that reduced the quantity of concrete, made construction easier and overall the costs and construction duration were reduced—while still maintaining the design requirements.

Management of the site, with a major focus on caravaners travelling in the west, was achieved by collaboration with Barcaldine Regional Council, local accommodation providers and DNRME.

The works were completed as a partnership with DNRME with joint decisions on all aspects of the project delivery. Overall the project constructed more than originally proposed for less cost and within the delivery timeframes.



Aerial photo of the works to reinforce the Lloyd Jones Weir, south of Barcaldine.

Landsborough Highway, Barcaldine South Upgrade

The \$12.5 million Landsborough Highway, Barcaldine South Upgrade project aimed at improving freight efficiency and safety on this principal north-south route servicing Western Queensland was completed in September 2018.

As part of the project around 11 kilometres of the highway between Blackall and Barcaldine was widened, drainage structures were upgraded to improve flood immunity, street lights were fitted to enhance visibility and an intersection was upgraded.

The project commenced in March 2017 and was jointly funded by the Australian Government and Queensland Government.



Works underway on the Landsborough Highway outside Barcaldine as part of the Barcaldine South Upgrade.

Clermont–Alpha Road Pave and Seal Project

Work is underway to upgrade a strategic route supporting the economic development of the beef industry, Clermont–Alpha Road. To improve the safety and strengthen links to agricultural markets, \$8.7 million has been committed to the upgrade.

In March 2018, works began to seal around 17 kilometres of the regional road. The project is being delivered in three packages with the first package completed in August 2018. Construction commenced on package two in September 2018 and package three in March 2019.

Remaining activities are progressing on schedule with project completion expected mid-2019.

Funded under the Northern Australia Beef Roads Program, this project is one of many providing targeted upgrades to key roads needed to improve the productivity and resilience of cattle supply chains in northern Australia, reducing vehicle operating and maintenance costs, and seasonal road closures. This project is jointly funded by the Australian Government and Queensland Government.

Outback Way Sealing Project

Improving road safety, connectivity and reliability was the focus of a \$5.6 million Donohue Highway upgrade to progressively seal around 18 kilometres of road between Boulia and Tobermorey.

Construction commenced in March 2018 and as part of these works, floodways were sealed to increase flood immunity.

The project has improved network safety and reliability, reducing costs for freight operators and enhanced economic opportunities for Queensland's cattle, mining and tourism industries.

The Donohue Highway forms part of the Outback Way, an approximate 2800 kilometre route between Winton in Queensland and Laverton in Western Australia.

The project was completed in May 2019 and was jointly funded by the Australian Government, Queensland Government and Boulia Shire Council.



Future priorities

- Commence pavement widening and rehabilitation of sections of Kennedy Developmental Road between Winton and Boulia.
- Complete the \$25 million⁵ road widening and strengthening on Landsborough Highway between Dingo Creek and Darr River.
- Commence the \$1.5 million Top Limestone Creek Floodway upgrade on Diamantina Developmental Road between Boulia and Dajarra.
- Commence the \$1.8 million¹ paving and sealing of almost four kilometres of the Eyre Developmental Road between Bedourie and Birdsville.
- Commence construction on the replacement of the sunken pontoon at Birdsville.
- Continue the \$2.1 million¹ pavement widening and rehabilitation of various sections of the Barcaldine-Aramac Road.

¹ Funded through the Queensland Government's Transport Infrastructure Development Scheme.

² Part of the Australian Government's Northern Australia Beef Roads Program, jointly funded by the Australian Government and Queensland Government.

³ Part of the Australian Government's commitment to the Outback Way, jointly funded by the Australian Government and Local Government Authorities.

⁴ Jointly funded by the Australian Government and Queensland Government.

⁵ Part of the Australian Government's Northern Australia Roads Program, jointly funded by the Australian Government and Queensland Government.

Our regions

Fitzroy

Data source: *Bridge Information System (BIS), 30 June 2019

Data source: **A Road Management Information System (ARMIS), 2019

3530^{KM}State-controlled
road**366^{KM}National Land
Transport Network**

275,069

Vehicle and machinery
inspections

57

Boating
infrastructures

7

Community safety
events held

10,638

Vehicle safety
inspections completed

309

Bridges*



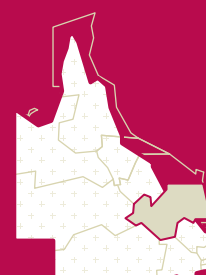
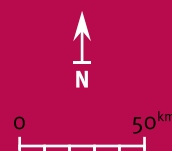
6173

Drivers licence tests
conducted

182,867

Customer face-to-face
interaction

109

Priority enabled
intersectionArea covered
117,588^{KM²}Population of Queensland
4.5 %Data source: Queensland Government Statistician's Office (Queensland Treasury),
Queensland Regional Profiles. www.qgso.qld.gov.au (retrieved 16 May 2019)

The Fitzroy District covers an area of 117,588 square kilometres, or around 6.8 per cent of Queensland. It extends from north of Capella to south of Taroom, and from Gladstone in the east, to west of Emerald. The region is home to around 4.5 per cent of Queensland's total population. The coastal regions of Fitzroy are the gateway to the southern Great Barrier Reef and boast rainforests, beaches, and the economic and industry hubs of Gladstone and Rockhampton. The region looks after 3530 kilometres of state-controlled roads (see [glossary page 295](#)) and 366 kilometres of the National Land Transport network (see [glossary page 294](#)).

Valentine Creek Bridge renewal

Construction is underway to replace the last remaining timber bridge on the Capricorn Highway, between Rockhampton and Westwood.

Site construction commenced in May 2019 on the \$8.3 million Valentine Creek Bridge project, jointly funded by the Australian Government and Queensland Government.

Originally built in 1951, the existing timber bridge will be replaced with a new concrete structure, removing weight limitations currently in place for heavy vehicles and improving freight connectivity across Central Queensland.

It is a vital piece of work to improve road safety and transport efficiency as the Capricorn Highway provides a key link in the

Highlights

- Awarded design and construction contract for the \$75 million¹ Capricorn Highway Duplication, between Rockhampton and Gracemere.
- Commenced construction on the \$20.4 million² Gladstone–Benaraby Road widening project.
- Commenced construction on the \$121 million³ Rockhampton Northern Access Upgrade and the \$36 million³ Terranova Drive intersection upgrade on the Bruce Highway, north of Rockhampton.
- Completed the \$20.1 million⁴ Bruce Highway Upgrade Program project to upgrade intersections and widen sections of the Bruce Highway, between Bajool and Rockhampton.
- Completed the \$1.4 million⁴ realignment of the Fitzroy Developmental Road at Palm Tree Creek, north of Taroom.
- Completed the \$800,000 project to install eight Township Entry Treatments on the Bruce Highway in Central Queensland.

region's transport infrastructure and is Central Queensland's principal east-west freight corridor and part of Australia's National Key Freight Route Network. A side-track has been put in place temporarily to accommodate traffic flow during the bridge replacement works. The new bridge is expected to be completed by December 2019.

Rockhampton Northern Access Upgrade and Terranova Drive Intersection Project

Construction of the Rockhampton Northern Access Upgrade and Terranova Drive Intersection Project began in December 2018. Road safety and capacity issues on this section of the Bruce Highway (north of the Rockhampton CBD) were first identified in the 2012 *Bruce Highway Action Plan*. This included opportunities to improve access and road safety for the industrial, commercial and residential developments in the vicinity of Parkhurst and for all motorists using the highway.

These issues were among the reasons for the Australian and Queensland Governments jointly funding the \$121 million Rockhampton Northern Access Upgrade and the \$36 million Bruce Highway and Terranova Drive Intersection Project.

The combined \$157 million Rockhampton Northern Access Upgrade and Terranova Drive Intersection Project will include:

- construction of two new Bruce Highway lanes and reconstruction of existing lanes between Rockhampton–Yeppoon Road and Terranova Drive
- replacement of existing bridge structures crossing Limestone Creek and Ramsay Creek with new bridge structures
- upgrade of intersections at Rockhampton–Yeppoon Road, Boundary Road (South), Boundary Road (North), Olive Street, Stirling Drive and Terranova Drive
- realignment of Boundary Road (South) connecting it to the Parkhurst Industrial Area
- construction of service roads to access industrial and commercial land west of the Bruce Highway
- relocation of public utilities and services into a single services corridor (where possible).

Site construction for the two Bruce Highway projects north of Rockhampton are expected to be completed and open to traffic by mid-2020.



The Rockhampton Northern Access Upgrade focuses on addressing safety and capacity issues identified on the Bruce Highway approximately 7 kilometres north of the centre of Rockhampton.

Yeppoon branch line

In 2018–19, construction was underway to revitalise the \$4.1 million Yeppoon Branch Line.

The project involves upgrading 1.9 kilometres of track, including replacing sleepers, replacing two timber bridges with modern concrete culverts and extending the length of the siding.

This upgrade will enable cattle producers in North West and Central West Queensland to transport livestock by rail directly to the abattoir in Rockhampton.

Revitalising the rail line will help strengthen Rockhampton's beef industry by increasing opportunities for regional producers to transport livestock by rail.

Queensland Rail is undertaking the works, with completion expected in late 2019.

Engineering Aspirations Program

Budding Rockhampton engineers were given an opportunity to see the varied types of career options at TMR as part of a work experience event in 2018.

As part of a three-day joint initiative between Emmaus College, TMR and Central Queensland University, 18 students were able to actively participate in road construction activities including soil classification testing, surveying, design, concrete mix design and flexural beam testing.

The mentoring opportunities were led by TMR surveyors, materials officers, cadet technologists, designers and engineers.

Gladstone oil spill response practice

In May 2019, 15 people from the Department of Transport and Main Roads, the Department of Environment and Science, Livingstone Shire Council and the Gladstone Ports Corporation Limited attended an Oil Spill Response Basic Equipment Operators course in Gladstone. The competency-based course included theory and practical instruction in the operation of specialised oil spill response equipment located in Gladstone and owned by Maritime Safety Queensland (MSQ) and the Port of Gladstone. The two-day course provided participants with the skills to safely and effectively contain and recover oil that may be spilled within the port. The course was part of a wider MSQ training program designed to maintain and build upon Queensland's oil spill response capability in Queensland waters, the Great Barrier Reef and Torres Strait.

Rockhampton Ring Road planning and preservation

The planning and preservation phase of the \$65 million Rockhampton Ring Road Project is underway.

A key road infrastructure recommendation from the Fitzroy River Floodplain and Road Planning Study, the Rockhampton Ring Road will provide a western link of the Bruce Highway, west of Rockhampton, with key linkages into the city at the Capricorn Highway, Ridgeland Road, Alexandra Street and Yaamba Road (Rockhampton–Yeppoon Road).

The planning and preservation phase is progressing study recommendations by protecting the future state-controlled road corridor and future railway land, as well as delivering recommended option/s and the business case to support construction.

Gazettal of the future road and rail corridor was published in February 2019, to enable the Queensland Government to place conditions on proposed developments and protect the identified land for future road and rail construction.

When constructed, the Rockhampton Ring Road will integrate with major infrastructure already completed, including Yeppoon North and Yeppoon South, as well as the Rockhampton Northern Access Upgrade and Capricorn Highway Duplication (Rockhampton – Gracemere).

The project is jointly funded by the Australian Government and Queensland Government.

Gladstone–Benaraby Road High Risk Roads Safety Project

Road safety along the Gladstone–Benaraby Road will be improved with the Queensland Government investing \$20.4 million through the High Risk Roads initiative, under the Targeted Road Safety Program.

The Gladstone–Benaraby Road traverses urban, industrial and rural areas, and provides an important local connection for commuter, industrial and recreational traffic to and from Gladstone.

The project will deliver 14 kilometres of wide centre line treatment on Gladstone–Benaraby Road, remove safety hazards from within the road corridor to improve visibility and sight distance, and realign the Rifle Range Road intersection.

The widening works are being delivered in two stages. Stage 1, between the Bruce Highway and Boyne Island Roundabout, is currently in construction. Stage 2, between Boyne Island Roundabout and Dalrymple Drive, is expected to be completed by December 2020.

The High Risk Roads initiative is a state-funded initiative under the Targeted Road Safety Program to address key safety concerns on the state-controlled road network identified for the whole of a road segment or route, instead of at individual discrete locations as is the focus of the Safer Roads Sooner and Black Spot programs.

Improving township entry treatment safety

In 2018–19, \$800,000 funded by the Australian Government, was spent to improve the safety at the entry point to eight Central Queensland highway communities in 2018–19.

The Township Entry Treatments for Marlborough, Yaamba, The Caves, Marmor, Mount Larcom, Benaraby, Bororen and Miriam Vale included providing physical measures at the transition from a high-speed to a lower speed environment that coincides with entering a township, such as signage and pavement marking.

These treatments, used in New Zealand and the United Kingdom and have contributed to a reduction to vehicle speeds and vehicle crash rates by enhancing drivers' awareness to the changing environments.

Robert Clark Drive new boat ramp

Works on the new \$4.8 million four-lane boat ramp at Robert Clark Drive, North Rockhampton was completed in August 2018. The new public recreational boating facility boasts a new four-lane boat ramp featuring a 60 metre long floating walkway, 50 car-trailer parks, a boat wash down area, adjacent walkways, an area for single car parks, as well as a fishing platform onsite.

During construction of the boat ramp, there were a few hurdles to overcome after encountering a thick layer of soft mud along the river bank. This needed to be excavated and stabilised with rocks before construction could continue. Specialised treatment was required before placement of the ramp foundation material and construction of the boat ramp could proceed.

The new facility is a welcome addition for local recreational anglers and will be another boost to Rockhampton's growing fishing and tourism industry. Funding for the in-water components was provided by the department's Marine Infrastructure Fund.

The new four-lane boat ramp at Robert Clark Drive in North Rockhampton.





Crew commencing constructions works for the breakwater on the Stanage Bay boat ramp.

Stanage Bay boat ramp upgrade

The Stanage Bay boat ramp upgrade construction began in April 2019, following the contract award in February 2019.

This boat ramp is vital to the community and will provide an economic boost during construction and upon completion. To maintain access to the Stanage Bay boat ramp during construction, contractors will work on one side of the boat ramp leaving the other side open for community use. A traffic management plan is in place to ensure this operation runs smoothly and safely for all involved.

The \$3.1 million in state government funding was committed following approval by the Great Barrier Reef Marine Park Authority for the upgrade works in November 2018. The Queensland Government is committed to upgrading boating facilities along the Capricorn Coast with funding provided for this project from the Marine Infrastructure Fund.



Future priorities

- Construction of Stage 2 of the \$30 million⁵ Emu Park Road – Type 1 Road Train Access to Rockhampton Abattoirs project.
- Complete the \$100 million planning for Stage 2 of the Gladstone Port Access Road Extension.
- Construction of the \$20 million⁶ Philip Street widening project in Gladstone, between the Dawson Highway and Glenlyon Road.
- Construction of \$19 million⁷ six overtaking lanes on the Capricorn Highway, between Rockhampton and Emerald, funded through the National Partnership Agreement.
- Complete construction of a \$3.1 million new two-lane boat ramp, floating walkway and breakwater groyne at Stanage Bay, north of the Capricorn Coast.

1 Part of the Australian Government's Northern Australia Roads Program, jointly funded by the Australian Government and Queensland Government.

2 Funded through the Queensland Government's High Risk Roads Program, as part of the Targeted Road Safety Program.

3 Jointly funded through the Australian Government and Queensland Government.

4 Reflects Life to Date expenditure for project.

5 Part of the Australian Government's Northern Australia Beef Roads Program, jointly funded by the Australian Government and Queensland Government. The Queensland Government contribution is funded through the Priority Economic Works and Productivity Program, as part of the State Infrastructure Fund.

6 Funded by the Australian Government.

7 This project includes Australian Government funding of \$15.2 million.

Our regions

Wide Bay and Burnett

Data source: *Bridge Information System (BIS), 30 June 2019

Data source: **A Road Management Information System (ARMIS), 2019

2971^{KM}State-controlled
road**272^{KM}National Land
Transport Network**

387,053

Vehicle and machinery
inspections

64

Boating
infrastructures

48

Community safety
events held

5771

Vehicle safety
inspections completed

295

Bridges*



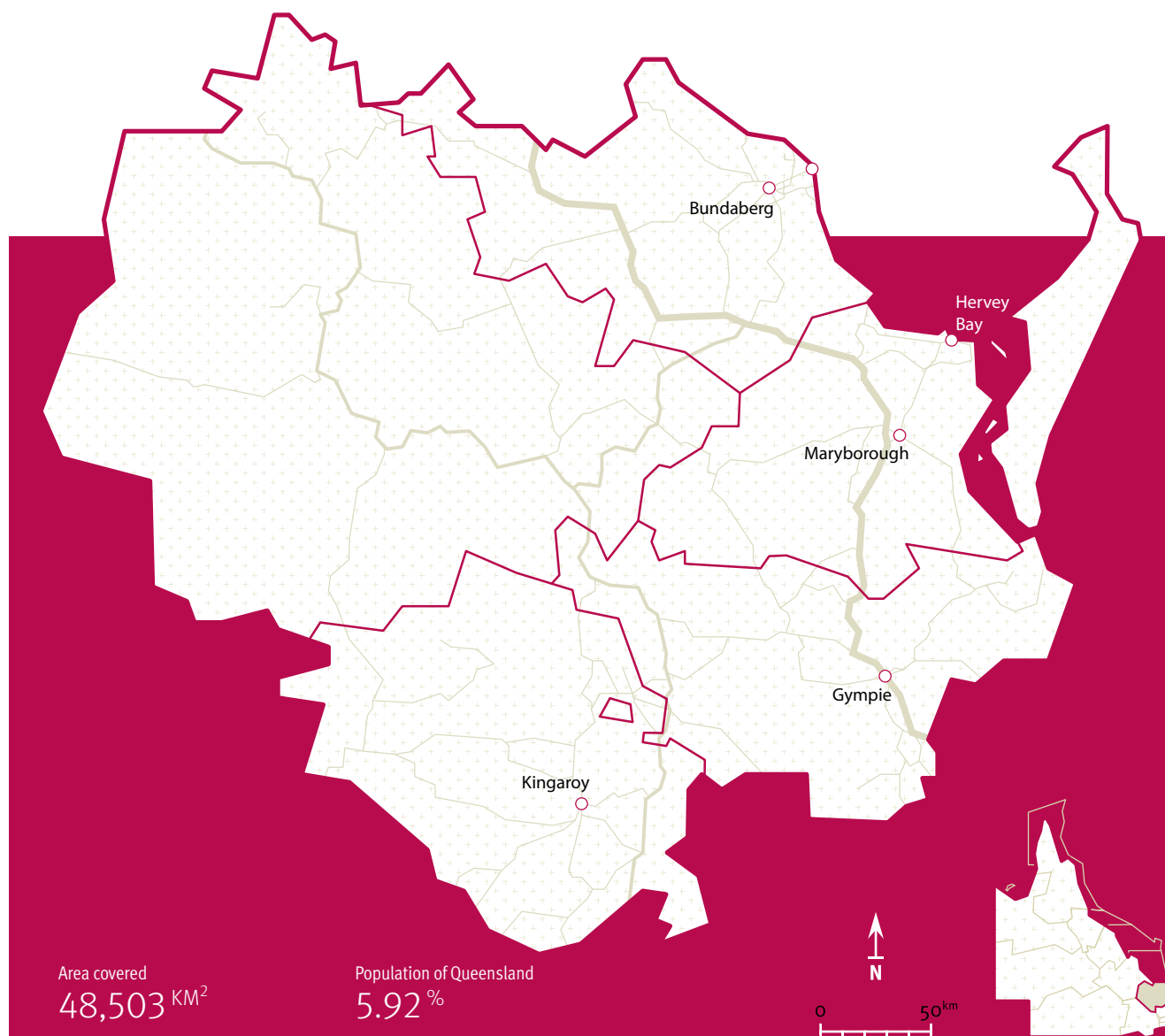
7166

Drivers licence tests
conducted

270,424

Customer face-to-face
interaction

120

Priority enabled
intersection

Data source: Queensland Government Statistician's Office (Queensland Treasury),
Queensland Regional Profiles. www.qgso.qld.gov.au (retrieved 16 May 2019)

Wide Bay Burnett covers an area of 48,503 square kilometres and encompasses the local government areas of Bundaberg, Cherbourg, Fraser Coast, Gympie, North Burnett and South Burnett. The region is home to around 5.92 per cent of Queensland's total population. Home to a range of established industries including primary production of sugar cane, small crops, beef, dairy and timber and mining, tourism and fishing. It is renowned for its diverse landscapes, from coastal plans to rural hinterland, and is home to an abundance of significant natural and built attractions. The region manages 2971 kilometres of state-controlled roads (see glossary page 295) and 272 kilometres of the National Land Transport Network (see glossary page 294).

Replacement of Maryborough's March Street jetty

The department commenced piling work and demolition on Maryborough's \$1.5 million March Street jetty in January 2018.

A new floating pontoon is proposed to replace the existing March Street Jetty and adjacent gangway, which were damaged during the floods in 2013. Practical completion is scheduled for 30 August 2019. It is intended that the proposed facility will be predominantly used by recreational vessels to assist with loading and disembarkation of passengers, tying

up tender dinghies and some limited commercial uses may also be permitted, subject to approval.

The project is being funded by the department's Marine Infrastructure Capital and Maintenance Investment Program, through the collection of recreational vessel registration fees.



Construction commenced on the March Street jetty in Maryborough.

Highlights

- Continued significant rehabilitation works on the heritage-listed Burnett Traffic Bridge in Bundaberg.
- Completed funding feasibility study for the Bundaberg to Gin Gin rail trail.
- Completed construction of the Gympie Road and Lindah Road intersection upgrade at Tinana, which forms part of the \$38 million¹ Bruce Highway (Tinana Interchange) upgrade.
- Completed the \$2.2 million three-lane boat ramp and floating walkway at Bullock Point.
- Completed the upgrade of the \$1.4 million Maryborough–Biggenden Road and Yerra Road intersection in August 2018. The intersection was relocated away from the crest to improve visibility. Dedicated right and left-turn lanes were also constructed to separate through and turning traffic. The upgrade has improved access for heavy vehicle operators.
- Completed the \$2.1 million¹ widening of Oakes Drive and Raintree Avenue.
- Executed new seven-year bus contracts with delivery partners in Bundaberg.

Cooroy to Curra – Section D

Pre-construction work on the \$1 billion Cooroy to Curra – Section D (C2CD) project started in late-2018, with a contract awarded in December to remove all structures from the future highway corridor. Work to relocate services such as power and telecommunications began in March 2019, with Queensland Rail relocating services within their corridor to accommodate future C2CD bridge construction.

C2CD is 26 kilometres of four-lane divided highway on a new alignment (east of Gympie), between Woondum and Curra. Interchanges at Penny Road, Gympie Connection Road and Curra will provide motorists with convenient connections to regional destinations such as Gympie city and the Cooloola Coast. This high priority project is the final link in the 62 kilometre Cooroy to Curra upgrade and will make the Bruce Highway safer, faster and more reliable with increased flood immunity.

C2CD is jointly funded by the Australian Government (\$800 million) and the Queensland Government (\$200 million).

Pialba–Burrum Heads Road intersection improvements

In October 2018, TMR completed the \$26 million upgrade of the Pialba–Burrum Heads Road, Scrub Hill Road and Wide Bay Drive intersection at Eli Waters near Hervey Bay.

It involved realigning Wide Bay Drive to the east to create a crossroad intersection with Scrub Hill Road, installing traffic signals and providing additional lanes for improved efficiency.

The intersection services Xavier Catholic College located on Wide Bay Drive to the north and Yarrilee State School located on Scrub Hill Road to the south. Previously, Pialba–Burrum Heads Road would become heavily congested at the intersection during peak morning and afternoon times. The traffic signals now allow gaps in through traffic for side road motorists to enter onto the main road. Pedestrian and bike rider safety has also been improved for students with signalised crossings installed on each leg of the intersection and dedicated cycle lanes.

Initial feedback from the community is positive with reports of improved intersection performance and road users feeling safer since traffic signal installation.

The project was funded by the Royalties for the Region Program ([see glossary page 295](#)).

Lochaber Creek Bridge upgrade

The Lochaber Creek Bridge is a 78-year-old timber bridge on the Burnett Highway, south of Eidsvold. The existing bridge has narrow traffic lanes and requires regular maintenance to keep it in a safe, and trafficable condition.

Construction is well underway to replace the current timber bridge with a stronger and wider concrete structure. The new bridge will be safer and better suited to the vehicle types and volumes currently using it and will reduce the need for ongoing maintenance. The Malmoe Road intersection, just north of Lochaber Creek Bridge, will also be upgraded as part of the bridge replacement project.

The new bridge is expected to be available for use in late-2019, construction and weather conditions permitting.

The \$9.8 million project is jointly funded under round three of the Australian Government's Bridges Renewal Program, with a 50:50 arrangement with the Australian Government and Queensland Government.

Traveston Commercial Roadside Facility Development

In September 2018, the department signed an agreement with a proponent to develop a Commercial Roadside Facility and Driver Rest Area at the Traveston Road Interchange (Bruce Highway) at Traveston.

The agreement was the result of a competitive tender process to engage the private sector to design and develop a 24-hour roadside facility complete with fuel, food outlets, electric vehicle charging infrastructure, public amenities and light and heavy vehicle driver rest facilities, at no cost to TMR.

The facility will help address fatigue management along the highway and contribute to the implementation of the Queensland Government's *Electric Vehicle Superhighway*. The development aligns with the government's *Advancing our Cities and Regions Strategy*, which focuses on using state property to deliver better community outcomes, create jobs and drive economic growth.

Plans have now been lodged with Gympie Regional Council for assessment. TMR will provide a long-term lease of the land to the proponent, who is responsible for all planning, design, funding, development, operation and maintenance activities associated with the facility for the duration of the lease.



For more information: www.tmr.qld.gov.au/Community-and-environment/Planning-and-development/Commercial-roadside-facilities



Removing the old timber bridge deck on Yabba Creek No 4.

Case study

Yabba Creek No 4 Timber Bridge Repairs

A routine inspection at Yabba Creek No 4 identified urgent repair works were needed to replace the ‘stress laminated’ Oregon softwood timber bridge decking which had started to shrink and lose tension. Yabba Creek Road is 6.5 kilometres west of Imbil.

The Wide Bay Burnett crew effectively dealt with a range of challenges to successfully deliver this project. Not only did the creek need to comply with waterway barrier permit conditions, including a strict 180-day commitment to complete the works between April and October 2018. Yabba Creek is also home to a thriving ecosystem, including platypus, Krefft’s River Turtle, freshwater prawns, Pacific blue-eye fish and freshwater catfish.

To meet strict environmental constraints and minimise creek disturbance, the department applied innovative strategies to complete the project while preserving the natural environment and delivering cost savings.

As an example, old steel liners replaced reinforced concrete pipes which helped minimise project time and creek disturbance. Innovative rock filled removable bags were also used to infill around pipes to improve downstream protection and security during flooding. Additionally, a large slewing crane was used to remove the original deck and temporary pier group to further protect the creek.

These solutions helped protect the Yabba Creek environment and deliver project savings by reducing time to complete the works. The Yabba Creek No 4 reconstruction project was completed in August 2018 with a project value of \$1.4 million.



Future priorities

- Continue planning for an upgrade of \$1.5 million Bundaberg-Port Road.
- Commence the development of a *Bundaberg Integrated Transport Strategy* to identify the strategic needs for Bundaberg’s transport system.
- Commence construction of the \$170,000 Burrum Heads pontoon repair and relocation.
- Continue to plan for upgrades of the state-controlled road network to support extractive and agriculture industries in the North Burnett region.
- Complete investigations for the \$107 million^{2,3} Tiara Flood Immunity Upgrade.
- Complete the design for the jointly-funded \$103 million² Saltwater Creek Upgrade section of the Bruce Highway north of Maryborough, to improve flood immunity and road safety.
- Complete construction of a \$2.1 million³ 3.71 kilometre upgrade of the Bruce Highway at Chatsworth, north of Gympie.
- Upgrade \$6.3 million⁴ Bundaberg–Gin Gin Road to reduce roadside hazards and install guardrails, audio tactile line marking and pedestrian facilities, upgrading intersections and improving signage.

¹ Funded through the Queensland Government’s Safer Roads Sooner Program, as part of the Targeted Road Safety Program.

² This project is jointly funded by the Australian Government and Queensland Government.

³ Fully funded under the Bruce Highway Upgrade Program.

⁴ Funded through the Queensland Government’s High Risk Roads Initiative, as part of the Targeted Road Safety Program.

Our regions

Darling Downs

Data source: *Bridge Information System (BIS), 30 June 2019

Data source: **A Road Management Information System (ARMIS), 2019

4533^{KM}

State-controlled road**

687^{KM}

National Land Transport Network**



324,934

Vehicle and machinery inspections



7

Boating infrastructures



50

Community safety events held



14,774

Vehicle safety inspections completed



225

Bridges*



8489

Drivers licence tests conducted



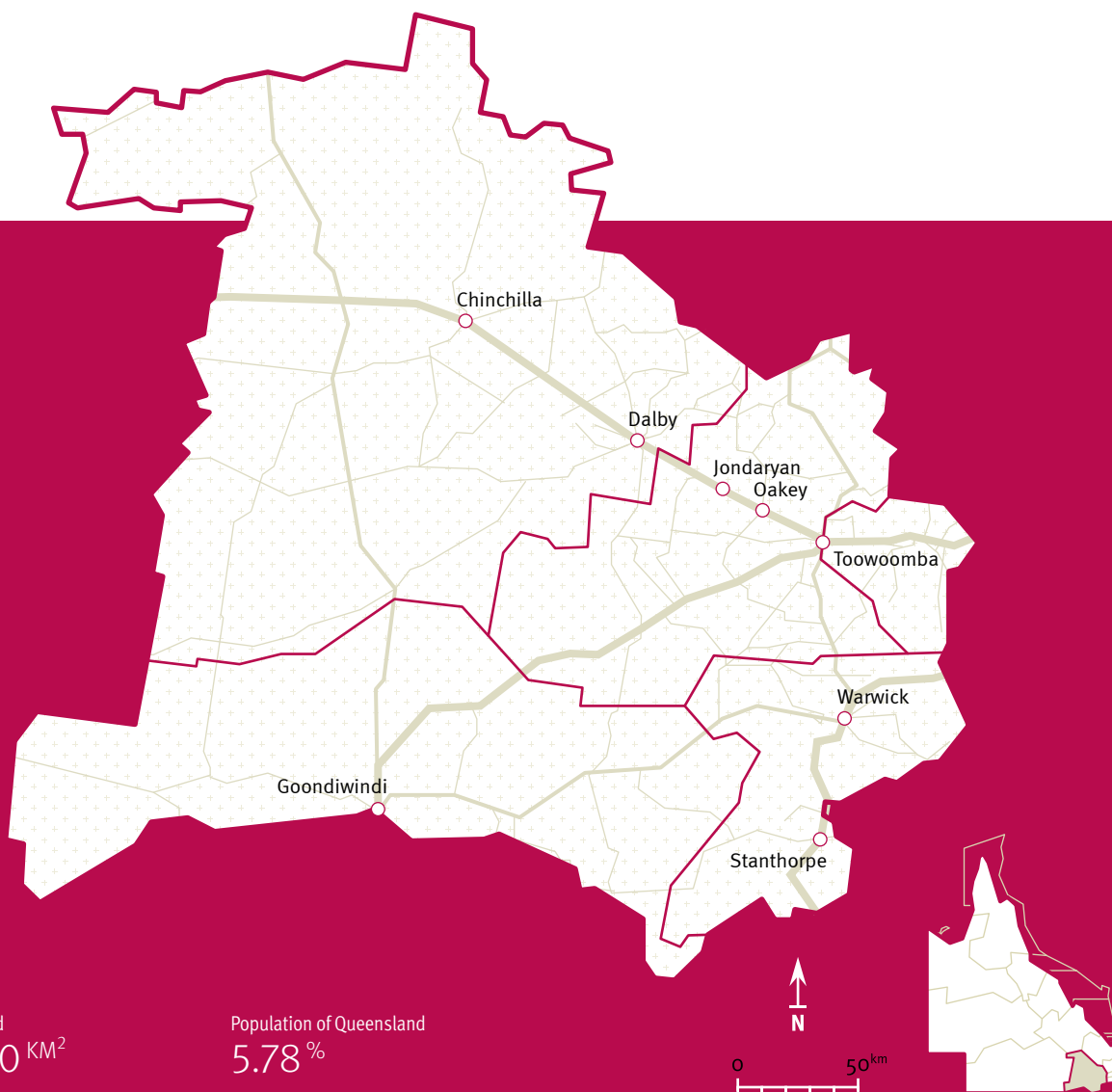
239,945

Customer face-to-face interaction



113

Priority enabled intersection

Area covered
79,530^{KM²}Population of Queensland
5.78%Data source: Queensland Government Statistician's Office (Queensland Treasury), Queensland Regional Profiles. www.qgso.qld.gov.au (retrieved 16 May 2019)

The Darling Downs District covers an area of 79,530 square kilometres and is home to around 5.78 per cent of Queensland's total population. It extends from Wandoan in the north and south to the New South Wales border, and from Hatton Vale in the east to Dulacca in the west. Recognised as Australia's second-largest agricultural production area and across Australia as 'salad bowl country', delivering fruit and vegetables, cotton, viticulture, poultry, beef and dairy cattle. The region has 4533 kilometres of state-controlled roads ([see glossary page 295](#)) and 687 kilometres of the National Land Transport Network ([see glossary page 294](#)).

Stanthorpe Southern Roundabout

The traffic crash history of a Southern Downs intersection was the primary reason why \$8.5 million in Targeted Road Safety Program funding was allocated to build a roundabout at the southern intersection of the New England Highway and Stanthorpe Connection Road.

Construction was completed in June 2019, making it safer for motorists entering and exiting the highway.

Highlights

- Completed construction and opened the western half of the \$1.606 billion¹ Toowoomba Second Range Crossing.
- Completed construction on the \$8.5 million² Stanthorpe Southern Roundabout.
- Commenced construction work on \$19 million³ Chinchilla Open Level Crossing Upgrade and Colamba Street Signals.
- Continued multiple works on the Warrego Highway Upgrade project.
- Managed and delivered oversized wind turbine loads to Coopers Gap Wind Farm.

Coopers Gap Wind Farm

Coopers Gap Wind Farm is located approximately 250 kilometres west of Brisbane and once fully operational will annually produce approximately 1.5 megawatt hours (MWh) of renewable energy. The energy produced from the 123 turbines will be sufficient to power more than 260,000 average Australian homes when fully operational.

The Coopers Gap transportation task involves moving over 1200 oversized loads from the Port of Brisbane through Toowoomba to the Coopers Gap Wind Farm site. Once loaded for transport, the turbine blades are around 80 metres in length.

TMR and the transport operator have been faced with numerous challenges during this transportation task such, particularly because of the length of the load, as travel restrictions for roadworks, turning movements at intersections, closure to parts of the Toowoomba range and restrictions on heavy vehicle travel times.

TMR actively leads consultation activities, reviews transport management plans, and negotiates alternative routes with road owners and local governments. TMR, through system enhancements, has also introduced project specific access permits, which allows multiple vehicles and towing units to be listed on permits greatly reducing the number of permits required.

Chinchilla Open Level Crossing

Safety improvement work began in May 2019 at the Chinchilla Open Level Crossing, Warrego Highway and Colamba Street Signals \$19 million project. The project is being delivered as part of the Warrego Highway Upgrade Program ([see page 46–47](#)) jointly funded by the Australian Government and Queensland Government.

The open level crossing upgrade is designed to improve road safety and provide greater freight efficiency by reducing traffic conflicts where it meets the Warrego Highway with signalised boom gates and lighting. Traffic signals will also be installed at the Colamba Street intersection with the Warrego Highway in Chinchilla, improving access, safety and efficiency.

These works will provide safer access to business and residential properties adjoining the highway through Chinchilla. Work is expected to be completed in February 2020.



Aerial view of the Toowoomba Second Range Crossing.

Case study

Koala preservation

The department is committed to the management of biodiversity practices and to minimising the impact of its operations. Recent work on the Warrego Highway at Oakey highlights the great outcomes that can be achieved for researchers and the community when the assessment and management of departmental works impacting koalas is undertaken collaboratively by all stakeholders.

At this site, rather than using ecologists to identify koalas, specially trained sniffer dogs were deployed, armed with special boots that allowed them to walk safely over the difficult ground conditions. The method, developed through TMR-sponsored research using sniffer dogs, proved that dogs are superior to humans in locating koalas. This enabled the local community, local government and TMR to accurately quantify the real impact of the project on the local koala population and the value of the koala population to the community. The method also enabled ecologists to focus on koala health and this population was identified as extremely healthy with no evidence of disease; a condition extremely rare in most urbanised koala populations.

Consequently, an investigation by the University of the Sunshine Coast on the genetics of the populations was undertaken which identified that although the koala population was small it was genetically diverse. Genetic analysis of scat material also allowed the team to identify koala high and low use areas within the study area so clearing could be eliminated or minimised in those areas.

Toowoomba Second Range Crossing

The western half of the \$1.606 billion Toowoomba Second Range Crossing was completed and opened to traffic on 8 December 2018. This 24 kilometre long section provides road users with a host of new connections between key destinations including the Toowoomba central business district and Wellcamp Airport. It additionally provides access via the:

- Gore Highway interchange, Athol
- Toowoomba-Cecil Plains Road interchange, Wellcamp
- Warrego Highway western interchange, Charlton
- Boundary Street, Gowrie Junction
- Mort Street interchange, Cranley.



Key features of this section include:

- four lanes (two lanes each way) between Cranley and Charlton, a distance of nine kilometres
- two lanes (one each way) between Charlton and Athol, a distance of 15 kilometres
- grade-separated interchanges at Cranley, Charlton, Wellcamp and Athol
- access to the Nass Road truck stop and decoupling pad at Charlton
- a grade-separated connection to Boundary Street.
- sections of centre line widening to reduce the risk of head-on crashes.

Works are continuing, and it is expected the remaining section of the road will be opened later in 2019.



Future priorities

- Continue \$6.4 million intersection improvements on New England Highway (Yarraman - Toowoomba) at Ruthven Street and North Street in Toowoomba.
- Continue construction of the \$6.4 million⁴ West Creek culvert upgrade on the Warrego Highway (Toowoomba – Dalby) in Toowoomba.
- Complete upgrading the \$9.3 million⁴ Emu Creek Bridge on New England Highway (Yarraman – Toowoomba).
- Commence \$6.7 million⁴ bridge replacement works at One Arm Man Creek Bridge on Jackson–Wandoan Road.
- Commence a \$10.7 million strengthening and widening project on New England Highway (Yarraman – Toowoomba).
- Continue planning a \$19.4 million² package of safety works on the New England Highway between Warwick and Wallangarra.

¹ This project is jointly funded by the Australian Government and Queensland Government, and is being delivered as a Public Private Partnership.

² Funded through the Queensland Government's High Risk Roads Program, as part of the Targeted Road Safety Program.

³ Part of the Australian Government's Warrego Highway Upgrade Program, jointly funded by the Australian Government and Queensland Government.

⁴ Funding for this project is for pre-construction activities only.

⁵ Part of the Australian Government's Heavy Vehicle Safety and Productivity Program, jointly funded by the Australian Government and Queensland Government.

Our regions

South West

Data source: *Bridge Information System (BIS), 30 June 2019

Data source: **A Road Management Information System (ARMIS), 2019

3949^{KM}

State-controlled road**

418^{KM}

National Land Transport Network**



40,537

Vehicle and machinery inspections



9

Boating infrastructures



15

Community safety events held



2309

Vehicle safety inspections completed



84

Bridges*



720

Drivers licence tests conducted



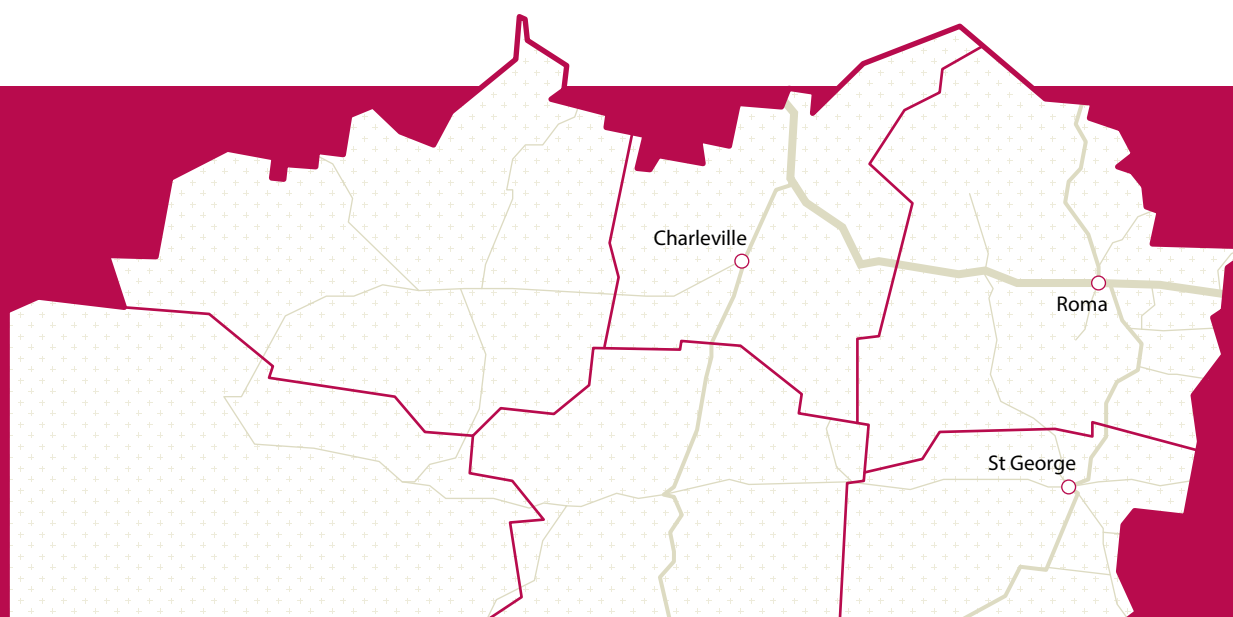
18,476

Customer face-to-face interaction



5

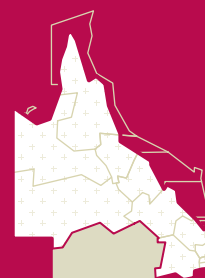
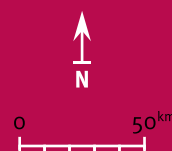
Township entry treatment



Area covered
319,259^{KM²}

Population of Queensland
0.48 %

Data source: Queensland Government Statistician's Office (Queensland Treasury), Queensland Regional Profiles. www.qgso.qld.gov.au (retrieved 16 May 2019)



The South West District covers an area of 319,259 square kilometres, or around 18.4 per cent of Queensland. It extends from north of Augathella to the New South Wales border in the south, and from east of Jackson to the South Australian border in the west. The region is home to around 0.48 per cent of Queensland's total population. The region is recognised for accommodating Australia's largest cattle sale centre in Roma. The closest section of outback Queensland to Brisbane, the South West is home to red sands that give way to thriving wetlands and national parks, as well as wedge-tailed eagles and boulder opals. The region looks after 3949 kilometres of state-controlled roads (see glossary page 295) and 418 kilometres of the National Land Transport network (see glossary page 294).

Carnarvon Highway Upgrade Program

The remaining four of the six sites listed in the Carnarvon Highway Upgrade Program between St George and Surat, and Injune and Rolleston were completed in the 2018–19 financial year.

Works completed between St George and Surat, included strengthening and widening 66 kilometres of the highway.

Works completed between Injune and Rolleston included widening 16 kilometres of the highway and widening or replacing several culverts.

Highlights

- Completed \$29.3 million^{1,2} pavement widening at various locations on the Carnarvon Highway between St George and Surat and between Injune and Rolleston.
- Completed the \$6.7 million³ program of works on various local government and lower order state-controlled roads.
- Completed the \$13.31 million program to reseal 575 kilometres of national and state network roads.
- Commenced \$681,000⁴ work on town entry treatments at various locations on the Warrego Highway between Miles and Roma.
- Completed \$4.9 million⁵ pavement strengthening and widening on the Warrego Highway at the Carroll Creek crossing between Miles and Roma.

These upgrades were funded under Round 5 of the Heavy Vehicle Safety and Productivity Program (HVSPP) jointly funded by the Australian Government and Queensland Government.

Additional funding to continue the widening works, under Round 6 of the HVSPP, has been secured for the Carnarvon Highway, between St George and Surat and Injune and Rolleston.



Carnarvon Highway Upgrade Program (Injune-Rolleston).

Warrego Highway Upgrade Program - Carroll Creek

The \$4.9 million Carroll Creek Culvert Replacement project was opened to traffic in May 2019, as part of the Warrego Highway Upgrade Program (WHUP).

Construction commenced in November 2018 and included culvert replacement on the Warrego Highway at the Carroll Creek crossing, between Miles and Roma. Other work completed included pavement strengthening and widening works.

The works will reduce maintenance costs, improve road safety for all motorists and productivity for road freight operators and the regional industries they serve.

The project was delivered as part of the overarching WHUP designed to improve road safety between Toowoomba and west of Miles.

This work was jointly funded by the Australian Government and Queensland Government.



Roadworks on Warrego Highway at Carroll Creek.

Innaminka Road paving and sealing

Paving and sealing of the \$2.9 million Innaminka Road is underway.

This work will help to drive tourism in South West Queensland by linking the Dig Tree Heritage site, Birdsville, Innaminka National Park and the Strzelecki Track.

The works will also improve road safety and connectivity for all motorists.

This work is jointly funded by the Queensland Government and Bulloo Shire Council.

Quilpie-Adavale Road

The Quilpie-Adavale Road upgrade is continuing.

To improve road safety conditions and connectivity for South West towns, priority sections of the Quilpie-Adavale Road are being improved to a sealed standard, linking Diamantina Developmental Road to Hell Hole National Park.

This work is jointly funded by the Queensland Government and Quilpie Shire Council.

2018–19 Reseal Program

As part of the \$13.3 million South West Reseal Program, 575 kilometres of national and state network roads were resealed.

The reseal program is a vital part of TMR's ongoing maintenance program for the South West to improve road safety and connectivity between towns in the region.

By resealing roads TMR is helping to preserve the surface and improve reliability of the road network.



Reseal works on Mitchell-St George Road.

South West Town Entry Treatments

Work commenced in May 2019 on \$681,000 Town Entry Treatments (TETs) in the South West, as part of TMR's Targeted Road Safety Program.

To improve road safety for communities along the Warrego Highway between Miles and Roma, TETs are being installed at Drillham, Dulacca, Yuleba and Wallumbilla.

A TET is a speed management treatment that involves the installation of signage and line markings at the entry point into a town, where the speed limit transitions from a high speed rural environment to a lower speed environment.



Town Entry Treatment at Yuleba, Warrego Highway.



Future priorities

- Complete construction of a \$7.6 million new bridge and approaches over the Moonie River on Noondoo-Thallon Road at Thallon.
- Continue \$4.4 million⁶ pavement widening on the Carnarvon Highway between St George and Surat.
- Continue \$2.9 million⁶ pavement widening, including four culvert extensions, on the Carnarvon Highway between Injune and Rolleston.
- Complete \$942,000 pavement rehabilitation and stabilisation on the Warrego Highway between Miles and Roma.
- Commence \$2.2 million pavement rehabilitation and stabilisation on the Landsborough Highway between Morven and Augathella.

¹ Reflects Life to Date expenditure for project.

² Part of the Australian Government's Heavy Vehicle Safety and Productivity Program, jointly funded by the Australian Government and Queensland Government.

³ In partnership with local councils, under the Roads and Transport Alliance with Local Government Association of Queensland.

⁴ Funded through the Queensland Government's Mass Actions Program, as part of the Targeted Road Safety Program.

⁵ Part of the Warrego Highway Upgrade Program, jointly funded by the Australian Government and Queensland Government.

⁶ Part of the Australian Government's Heavy Vehicle Safety and Productivity Program, jointly funded by the Australian Government and Queensland Government.

Our regions

North Coast

Data source: *Bridge Information System (BIS), 30 June 2019

Data source: **A Road Management Information System (ARMIS), 2019

1368^{KM}State-controlled
road**129^{KM}National Land
Transport Network**

921,320

Vehicle and machinery
inspections

58

Boating
infrastructures

3

Community safety
events held

16,073

Vehicle safety
inspections completed

406

Bridges*



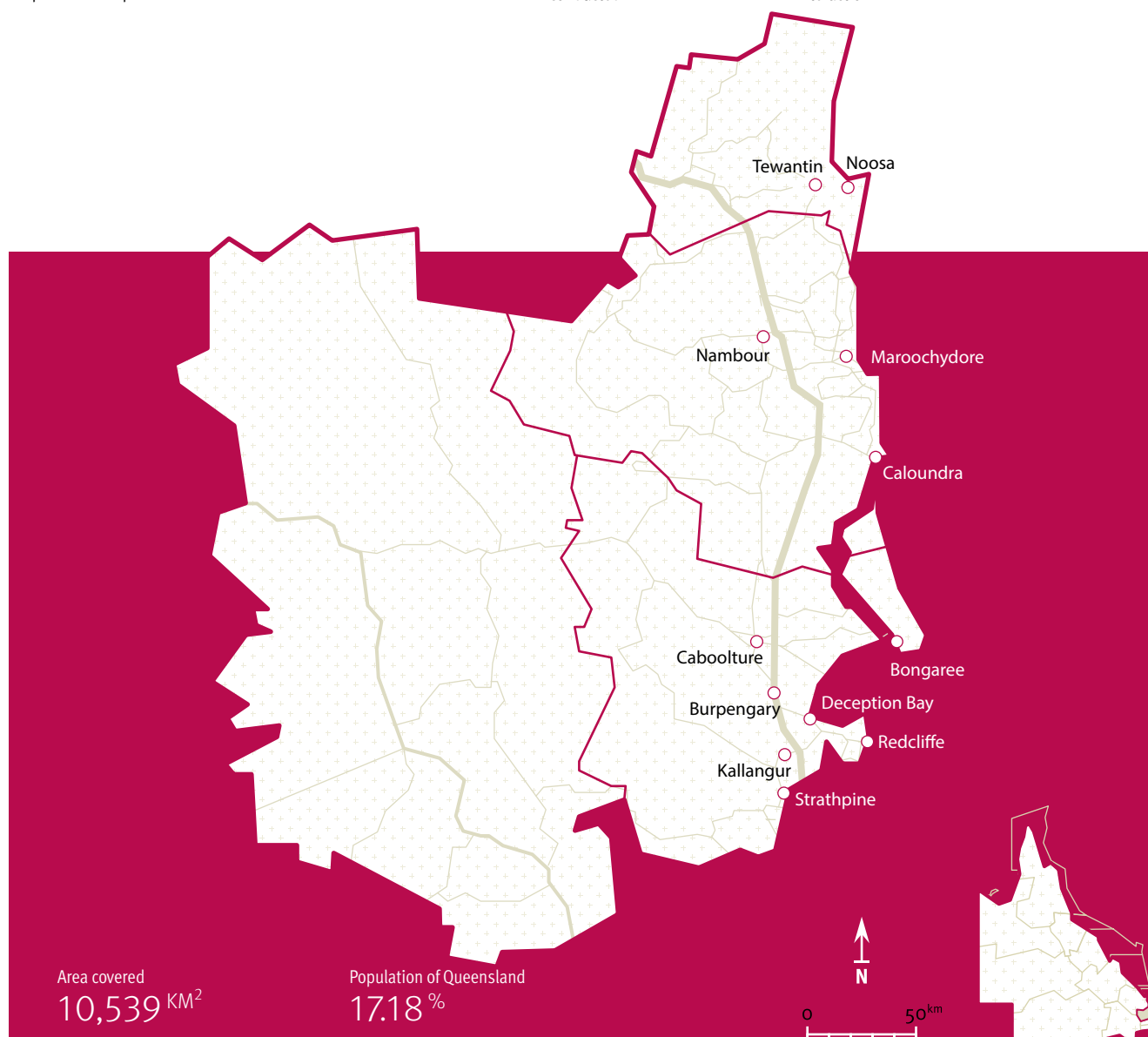
20,218

Drivers licence tests
conducted

451,026

Customer face-to-face
interaction

448

Priority enabled
intersectionArea covered
10,539^{KM²}Population of Queensland
17.18%Data source: Queensland Government Statistician's Office (Queensland Treasury),
Queensland Regional Profiles. www.qgso.qld.gov.au (retrieved 16 May 2019)

The North Coast District covers an area of 10,539 square kilometres, or around 0.6 per cent of Queensland and is home to around 17.18 per cent of Queensland's population. This area extends from Cooroy in the north to Fernvale in the south and from Bribie Island in the east to west of Esk. North Coast is known for its coastline full of beaches and bustling coastal towns, whilst the hinterland is famous for its fresh produce and gourmet dining. The region looks after 1368 kilometres of state-controlled road ([see glossary page 295](#)) and 129 kilometres of the National Land Transport Network ([see glossary page 294](#)).



Maintenance dredging works were completed on the Bellara boat ramp at Bribie Island.

Bruce Highway Upgrade – Caloundra Road to Sunshine Motorway

Major construction is well underway on the \$812.95 million Bruce Highway Upgrade – Caloundra Road to Sunshine Motorway (CR2SM).

The project will upgrade the Bruce Highway to six lanes, including a major upgrade to the Sunshine Motorway interchange and reconfiguring the Caloundra Road interchange into a Diverging Diamond Interchange (DDI), which will improve safety and importantly, will significantly reduce the environmental impact to the Beerwah State Forest. Construction for the first bridge piles for the DDI commenced in March 2018 with all 58 concrete girders in place by June 2019.

The DDI is an emerging interchange design in Australia, allowing right-turning traffic and through traffic to move through the interchange simultaneously, easing congestion, significantly reducing delays and improving safety. Once completed, motorists will move seamlessly to cross over from the left carriageway to the right side, and then back again, with traffic movements controlled by synchronised signals at each end.

The first of two one-way bridges are due to open to traffic towards the end of 2019 and the DDI will be fully operational

Highlights

- Completed \$2 million of safety improvements on D'Aguilar Highway between Caboolture and Kilcoy.
- Completed \$2.3 million¹ of safety improvements at the intersection of Beerburum Road and Pumicestone Road.
- Completed \$22 million² of construction of an additional northbound lane on Nicklin Way between Main Drive and Waterview Street, as part of the Sunshine Coast University Hospital access improvements.
- Continued the \$33 million installation of barriers on various section of the Bruce Highway (Brisbane – Gympie).
- Completed the \$170,000 widening and repairs of the Thurecht Parade boat ramp at Scarborough.
- Completed the \$250,000 maintenance dredging of the Bellara boat ramp at Bribie Island.
- Continued the \$812.95 million widening the Bruce Highway, from four to six lanes, between Caloundra Road and the Sunshine Motorway including upgrades to interchanges at Caloundra Road and the Sunshine Motorway.
- Continued the \$8 million³ safety improvement packages as part of the *Caboolture Connection Road Route Safety Strategy* accelerated works.
- Continued the detailed design and commenced preconstruction activities for the \$301.25 million Maroochydore and Mons Roads interchange upgrade project.

later in 2020, when both bridges are constructed and operating in conjunction with new on and off-ramps at the interchange.

A new service road will also be constructed for local traffic on the western side of the Bruce Highway between Steve Irwin Way and Tanawha Tourist Drive. This will separate long distance Bruce Highway traffic from local traffic movements, allowing the highway to function as a high-speed, high-volume corridor.

TMR worked with the local Indigenous community and businesses to provide employment opportunities as part of the Caloundra Road to Sunshine Motorway project, that complies with the Queensland Charter for Local Content.

The \$812.95 million CR2SM project is jointly funded by the Australian Government and Queensland Government (80:20). Staged construction continues to roll out across the project site with construction scheduled for completion in late-2020.



Aerial view of the Caloundra Road interchange.

Nambour-Bli Bli Road upgrade

The upgrade of Nambour-Bli Bli Road has commenced with works to involve pavement rehabilitation, widening at key locations and the repair and replacement of some of the culverts.

A total of \$2.3 million has been invested for the upgrade aimed at improving safety and accessibility for road users.

The Nambour-Bli Bli Road upgrade will also include a section of the road east of the Bruce Highway being rebuilt and realigned. Works will be undertaken to correct the shape of the road and the geometry, as well as the installation of a new surface to improve safety. Works are scheduled to be completed by mid-2020.

Nambour Connection Road upgrade

The \$6.89 million Nambour Connection Road upgrade was completed in August 2018.

The pavement rehabilitation and resurfacing works took place along a 4.5 kilometre section of the road between Panorama Drive at Nambour and Ferntree Creek Road at Kulangoor.

The upgrade works incorporated the main street in Nambour and subsequently, the many motorists that frequent this busy area now enjoy the benefits of an improved road surface and smoother driving conditions.

Works commenced in April 2018 and were completed in four months.

Brisbane Valley Rail Trail

The department has completed \$3.1 million in construction projects to improve the safety and access along the Brisbane Valley Rail Trail.

The Brisbane Valley Rail Trail, or BVRT, is a recreational trail that follows the disused Brisbane Valley rail corridor from Wulkuraka, west of Ipswich, to Yarraman, west of Kilcoy. At 161 kilometres, the rail trail is Australia's longest and provides walkers, cyclists and horse riders with a unique opportunity to experience the diverse rural landscape of the Brisbane Valley.



Since 2016, the department has been responsible for completing the BVRT. TMR continues to make improvements to the BVRT to enhance its user experience.

In July 2018, the last remaining section between Moore and Toogoolawah was completed, with the project being co-funded by the Australian Government, Queensland Government and Somerset Regional Council.

In January 2019, refurbishment of the heritage listed Lockyer Creek Railway bridge was completed. The bridge, located between Lowood and Coominya, is now open for use by trail users.

TMR is the state agency responsible for the day-to-day management and maintenance of the BVRT in conjunction with Ipswich City Council, Somerset, South Burnett and Toowoomba Regional Councils, and the Ambassadors of the BVRT.

TMR has also installed distance markers along the corridor to improve user safety and is currently finalising a five-year Strategic Plan to guide future investment and management decisions for the BVRT.



For more information: www.tmr.qld.gov.au/bvrt

The recently completed heritage listed Lockyer Creek Railway bridge.



New bus service for Little Mountain residents

In March 2019, to support the increased development and population growth in the Priority Development Area of Caloundra South, TMR introduced a new dedicated service connecting this growing area to the Caloundra CBD. This new service provides customers with:

- increased span of operating hours
- increased service coverage
- improved reliability, network connection and ease of use
- reduced travel time.

The community of Baringa now has access to more than 200 weekly bus services with 10 new bus stops providing better access to services through Baringa and Caloundra West, making it easier for customers to catch public transport.

At the same time as the introduction of the new route 606, TMR made changes to the existing route 603 to provide greater reliability for customers and to provide a dedicated service to the area of Little Mountain.

Investing in public transport service improvements encourages a more sustainable transport system by providing alternatives to private car use and reducing vehicle emissions.



New bus service – Baringa route 606 with 200 weekly trips plus new weekend service for Little Mountain residents.

Early childhood road safety education

As part of the Community Road Safety Grants Scheme ([see page 143](#)), the department provided funding to a kindergarten south of Redcliffe to educate children about road safety.

Florence Kindergarten in Margate, focused on early childhood learners (3–5-year-olds) and their families to share the road safety message with classroom resources, communication with parents, community events, and the provision of resources to the local library to extend the reach and impact of the early childhood road safety education initiative.



For more information: www.qld.gov.au/transport/safety/road-safety/community-road-safety-grants



The completed Production Avenue access to Kawana Way (facing south) as part of the Sunshine Coast University Hospital access upgrade works.

Sunshine Coast University Hospital access improvements

Construction on the latest package of works to improve access to the Sunshine Coast University Hospital (SCUH) at Birtinya was completed in March 2019.

A number of works packages were prioritised and endorsed by an interagency Queensland Government taskforce. A total of \$22 million was allocated for works on Kawana Way, Caloundra–Mooloolaba Road, locally known as Kawana Way Link Road and Nicklin Way.

The works improved the traffic capacity of Nicklin Way, between Main Drive and Waterview Street, and provided a new connection to Kawana Way via Production Avenue. Works provided an additional northbound lane on Nicklin Way and improved intersection performance and pedestrian and cycling facilities.

Nicklin Way intersections at Main Drive/Wyanda Drive, Production Avenue and Waterview Street/Minkara Street were upgraded, introducing new traffic signals at Production Avenue to improve safety and efficiency. Production Avenue was extended to provide an additional left-out access to Kawana Way. This new intersection will distribute traffic more evenly and, in turn, ease congestion at existing intersections. The upgrade complements work already completed at four Kawana Way roundabouts and the Kawana Way Link Road intersection with Kawana Way, near Woodlands Boulevard.

In addition, Intelligent Transport Systems (ITS), including CCTV cameras, will be installed at the upgrade locations allowing the network to be monitored and signals adjusted for optimisation as required. The ITS will also aid in incident management around the SCUH and support works delivered to date. ITS is used to improve traffic efficiency by minimising traffic problems and providing users with real-time information about issues such as traffic conditions. This additional ITS work is expected to be completed by mid-2020.

Beerburum Road and Pumicestone Road intersection

Construction of the \$2.4 million Beerburum Road and Pumicestone Road intersection upgrade project was completed in April 2019, providing safety upgrades for motorists at one of Caboolture's busiest intersections.

In direct response to local development growth and an increase in road users across the Caboolture region, this intersection has been improved with the provision of fully controlled right-turn movements, and capacity improvements through construction of dual right-turn lanes into Pumicestone Road.



The upgrade also included the following:

- relocating the northbound Pumicestone Road railway pedestrian crossing
- realigning and improving the road surface and footpaths
- reshaping and relocating traffic islands, and
- removal of existing drainage and effective erosion and sediment controls to protect the waterway to Lagoon Creek.

These safety improvements will reduce the number of crashes at the intersection caused by motorists trying to find gaps in traffic while attempting a right turn, while also supporting the site's environmental needs.

This project was funded under the Queensland Government's Targeted Road Safety Program, which aims to improve road safety and focuses on implementing high-benefit, cost-effective solutions to prevent traffic crashes and incidents on Queensland roads.



Future priorities

- Commence construction works on the \$1.88 million new floating walkway at Uhlmann Road, Burpengary.
- Complete the \$31.9 million installation of barriers on various sections of the Bruce Highway (Brisbane – Gympie).
- Complete design and commence construction for the \$10.4 million Lawnton park 'n' ride upgrade.
- Continue the \$9.9 million public transport enhancements around major urban developments across the district.
- Continue detailed design on the \$662.5⁴ million project to widen the Bruce Highway from four to six lanes between Caboolture-Bribie Island Road and Steve Irwin Way (Exit 163).
- Continue widening the \$812.95 million Bruce Highway, from four to six lanes, between Caloundra Road and the Sunshine Motorway, including upgrades at Caloundra Road and the Sunshine Motorway.
- Commence the \$10.4 million intersection signalisation on Caboolture-Bribie Island Road at Old Toorbul Point Road.
- Continue \$28.8 million³ intersection improvements on Burpengary-Caboolture Road and Beerburum Road.
- Continue \$30 million preconstruction activities for an upgrade of the Petrie roundabout intersection on Redcliffe Road.
- Continue \$8 million³ intersection improvements as part of the Caboolture Connection Road Route Safety Strategy accelerated works.

¹ Funded through the Queensland Government's Safer Roads Sooner Program, as part of the Targeted Road Safety Program.

² Funded through the Queensland Government's Priority Economic Works and Productivity Program, as part of the State Infrastructure Fund.

³ Funded through the Queensland Government's High Risk Roads Program, as part of the Targeted Road Safety Program.

⁴ Final scope of works is subject to further planning.

Our regions

Metropolitan

Data source: *Bridge Information System (BIS), 30 June 2019

Data source: **A Road Management Information System (ARMIS), 2019

527^{KM}State-controlled
road**89^{KM}National Land
Transport Network**

1,554,557

Vehicle and machinery
inspections

47

Boating
infrastructures

37

Community safety
events held

36,275

Vehicle safety
inspections completed

460

Bridges*



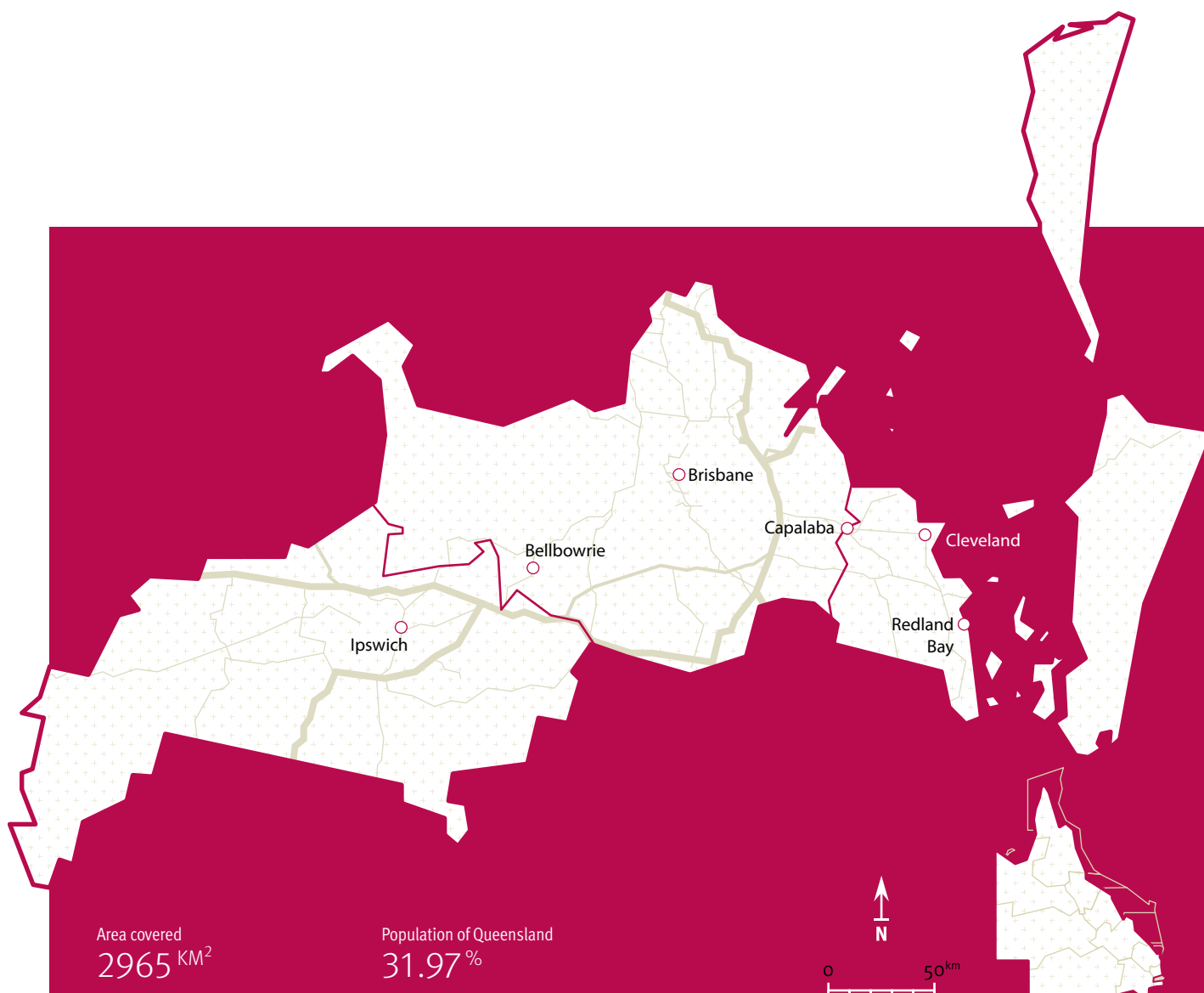
41,146

Drivers licence tests
conducted

966,214

Customer face-to-face
interaction

502

Priority enabled
intersection

Data source: Queensland Government Statistician's Office (Queensland Treasury),
Queensland Regional Profiles. www.qgso.qld.gov.au (retrieved 16 May 2019)

The Metropolitan region covers 2965 square kilometres, or around 0.2 per cent of Queensland. This area is divided by the Brisbane River and extends from Mount Glorious in the north, to Logan City in the south, and from Point Lookout, Stradbroke Island in the east, to the west of Helidon and the major centre of Ipswich. Host to the capital city of Queensland with a river curling around its landscape, the Metropolitan region is home to a world-class international airport; a busy international port; a comprehensive road and rail network; a fully-integrated public transport and ticketing system; and vibrant entertainment and sporting venues. The region is home to 31.97 per cent of Queensland's total population. Although the region is small in geographic area, it consists of 527 kilometres of the state controlled road network (see glossary page 295), and 89 kilometres of the National Land Transport Network (see glossary page 294).

Veloway 1 Cycleway, Stage E

Construction of the \$45.7 million Veloway 1 Cycleway (V1) Stage E is underway.

Stage E is the biggest single package of works in the entire V1 project and will provide a 1.4 kilometre path for people riding bikes between Birdwood Road, Holland Park West, and Gaza Road in Tarragindi.

Highlights

- Completed construction of the \$1.143 billion¹ Gateway Upgrade North project to widen the Gateway Motorway to six lanes between Nudgee and Bracken Ridge.
- Undertook the \$210,000 Bulimba Peninsula Transport and Congestion Study.
- Completed \$4.5 million safety improvements at Mount Cotton Road and Sanctuary Drive intersection.
- Completed \$700,000 dredging works at Kedron Brook at Brisbane Airport floodway entrance.
- Completed Stage One of the Buranda Transit Oriented Development.
- Completed the \$400,000 planning for the Centenary Motorway Cycleway (Richlands Train Station-Springfield).
- Completed upgrade works at the \$170,000 Scarborough, Thurecht Parade boat ramp, widening to four lanes.
- Commenced Stages Two and Three of the \$13.2 million North Brisbane Bikeway, running from Somerset Street, Windsor to Rigby Street, Woolloowin.

The V1 is a dedicated cycleway to connect Brisbane CBD and Eight Mile Plains adjacent to the Pacific Motorway. The 17 kilometre bicycle path will provide a safe and efficient route for people riding bikes and will encourage more cycling, more often, for riders of all ages and abilities.

Safety for bicycle riders will be improved along the route by providing physical separation from motorists with bridges over Marshall Road, Sterculia Avenue, and Bapaume Road at the Gaza Road off-ramp laying the foundations for future growth.

The V1 will also provide better connectivity to the local bike networks, hospitals, shopping centres, and education facilities.



For more information: www.tmr.qld.gov.au/Projects/Name/V/Veloway-1-Pacific-Motorway

Victoria Point Central bus station

Construction has commenced on the new \$9.8 million Victoria Point Central bus station which will deliver improved safety and efficiency for passengers while improving travel times and service reliability. The improved facilities will also provide capacity to meet the growing population and demand for bus services.

The new bus station, providing bus platforms on either side of Cleveland-Redland Bay Road, between Bunker Road at Victoria Point Shopping Centre, will include:

- two new high quality sheltered platforms with capacity for six buses
- improved customer comfort and safety through improved lighting and security cameras
- new bicycle storage
- bus driver facilities to support improved network operations.

Relocation of the station will provide centralised access to local facilities and improve travel for the broader community, supporting local economic and community development for Victoria Point.

Demand Responsive Transport pilot in Logan

As the transport environment is increasingly changing, the department will need to adapt through new service delivery options such as Demand Responsive Transport (DRT).

A trial of this public transport mode in select Logan suburbs has highlighted the effectiveness of the service in providing greater public transport coverage and resident access to nearby destinations in low density areas which can be challenging to traditional bus services.

Provided by local taxi operator Yellow Cabs, the service brings together small groups of people who are looking to travel at the same time. It uses advanced technology to plan the most efficient route, picking up each passenger and taking them to major public transport stations and local facilities.

Patronage on the trial has grown steadily with over 50,000 passenger trips being taken since its inception. Feedback indicates that customer satisfaction is high. As an outcome of the trial, TMR is investigating the integration of DRT as part of the broader public transport network including exploring opportunities for customer registration, journey planning, booking and trip management to be delivered through a single application.

Continuation of the trial will provide the necessary time for TMR to complete investigations and potentially deliver on an integrated technology option for DRT. This is consistent with learnings from the Logan trial that have shown that DRT service models should be integrated with the wider network and systems.

The technology platform has the potential to integrate booking, journey planning and payment in one application, and is a first step towards Mobility as a Service (MaaS) in Queensland. MaaS is where mobility solutions are consumed as a service, rather than individuals owning and organising their own modes of transport..



For more information: translink.com.au/travel-with-us/drt

Macleay Island new boating facility

The long-awaited new recreational boat launching facility was completed in November 2018. TMR provided \$1.74 million from the Marine Infrastructure Fund to Redland City Council to deliver the project as part of the Macleay Island foreshore redevelopment project.

A new boat ramp for Macleay Island has been in the pipeline for several years, with locals keen to see an upgraded facility that separates recreational boats from the barge service. The new recreational facility boasts a two-lane ramp with the provision for a future floating walkway to be installed on a third lane.



Macleay Island's new two lane boat ramp.



The Demand Responsive Transport pilot operating at the Logan Hyperdome, Logan.

Albion Transit Oriented Development

TMR is facilitating a Transit Oriented Development (TOD) outcome at Albion Train Station using underutilised and surplus state-owned land. Following a procurement process and concept design phase, the selected developer (Albion TOD Pty Ltd, represented by Geon Property) lodged the first two development applications for assessment in September and October 2018.

The proposed \$750 million development includes mixed use retail, residential and commercial development centred around the Albion Train Station. As part of the project, the developer will deliver \$28.7 million of transport infrastructure improvements including improved access to Albion Train Station, *Disability Discrimination Act 1992* compliant improvements, consolidated commuter park 'n' ride infrastructure and improved pedestrian and cyclist connectivity.

Construction of stage one is expected to commence in early-2020.



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



Concept design of the Albion transit-oriented development.

Ipswich Motorway Upgrade – Rocklea to Darra (Stage 1)

TMR continued to deliver the \$400 million Rocklea to Darra (Stage 1) project (R2D), jointly funded by the Australian Government and Queensland Government, as part of the Ipswich Motorway Upgrade.

R2D will improve travel time reliability, safety, local connectivity and flood immunity by:

- providing safer access to and from the motorway
- increasing motorway capacity
- constructing higher bridges over the Oxley Creek area
- providing improved active transport facilities
- providing better local road connectivity.

In July 2018, the scope of Stage 1 of the project was increased to include the Boundary Road Connection, within the already committed funding.

A major milestone was reached in March 2019 with the successful completion of the temporary realignment of both east and westbound traffic utilising the recently-completed new service roads and bridges.

R2D will upgrade the existing motorway from four to six lanes and include new service roads and seven new bridges. The project will also deliver improved active transport connections with shared pedestrian and cycle pathways throughout and a dedicated separated cycle pathway along the northern service road.



Ipswich Motorway Upgrade – Rocklea to Darra (Stage 1) project: Construction of new motorway bridges over Oxley Creek floodplain (Photo credit: R2D Aerials Press 39).

North Stradbroke Public Transport Study

The department is delivering the North Stradbroke Island Public Transport Study, which is one of 23 initiatives under the Queensland Government's *North Stradbroke Island Economic Transition Strategy*.

TMR worked with key stakeholders, including representatives from state and local government, community and business organisations, to develop a strategy for enhancing the public transport network in a way that supports economic development while maintaining cultural, environmental and community values.

The department undertook community consultation regarding the study which attracted more than 720 online and hard-copy survey submissions, and conducted information sessions on the island which more than 100 people attended.

Following this, the draft *North Stradbroke Island Public Transport Strategy* is to be released for public consultation in mid-late 2019.

South Brisbane Transport and Mobility Study

Brisbane's inner south is experiencing rapid change with strong population growth, high-density development, and busy centres and tourism hotspots in the area generating high rates of visitation. Additionally, major new public transport infrastructure initiatives, such as Cross River Rail, are set to transform the transport experience in the area.

The department has been investigating these pressures and opportunities through the South Brisbane Transport and Mobility Study to develop a coordinated approach to the area's transport future. The study has been community-led, putting local knowledge and experience at its centre.

To enable the community to reach us when it was convenient for them, TMR delivered a combined digital and face-to-face engagement program featuring:

- a 24-hour online interactive map and survey
- 14 pop-up community engagement booths
- meetings with stakeholders and community organisations.

TMR is using this valuable local knowledge to guide and inform the development of transport initiatives for Brisbane's inner south.

Headland at Point Lookout (Photo credit: Tourism and Events Queensland).





Future priorities

- Continue delivering the \$400 million² Ipswich Motorway: Rocklea – Darra (Stage 1) project, to upgrade the motorway from four to six lanes from just east of the Oxley Road roundabout to the Granard Road interchange at Rocklea.
- Commence construction of the \$80 million³ Sumners Road interchange upgrade over the Centenary Motorway.
- Commence detailed design for the \$20 million⁴ Centenary Bridge upgrade (Stage 1 northbound) on the Centenary Highway at Jindalee.
- Complete construction of the \$42.7 million Veloway 1 (V1) Cycleway (Stage E) project between Birdwood Road in Holland Park West and Gaza Road at Tarragindi.
- Continue construction of the North Brisbane Bikeway (Stage 2 and 3) between Windsor and Woolloowin, to link Brisbane's CBD to the northern suburbs.
- Complete design for the \$4 million North Brisbane Bikeway (Stage 4) between Rigby Street and Price Street.
- Complete design for the new \$44.5 million⁵ Springfield Central train station multi-storey park 'n' ride facility.
- Commence construction of the Ferny Grove Transit Orientated Development at Ferny Grove train station.
- Continue the \$1.5 million Old Northern Road intersection upgrade at Albany Creek.
- Continue to deliver key park 'n' ride projects at Eight Mile Plains, Springfield Central, Geebung, Virginia, Lindum, Darra, Salisbury, Cannon Hill and Ebbw Vale stations.
- Commence upgrade of the \$20.5 million passenger ferry terminals on the Southern Moreton Bay Islands.
- Continue planning for the \$53 million progressive upgrade of Gympie Road, through bus priority works and intersection improvements.



¹ Reflects Life to Date expenditure for project.

² Includes Australian Government funding of \$200 million. The Queensland Government contribution includes \$88.4 million from the State Infrastructure Fund - Priority Economic Works and Productivity Program.

³ Funded through the Queensland Government's Significant Regional Infrastructure Projects and Program, as part of the State Infrastructure Fund.

⁴ Funding for this project is for pre-construction activities only.

⁵ Jointly delivered by Queensland Rail and Department of Transport and Main Roads.

Our regions

South Coast

Data source: *Bridge Information System (BIS), 30 June 2019

Data source: **A Road Management Information System (ARMIS), 2019

1049^{KM}State-controlled
road**130^{KM}National Land
Transport Network**

994,539

Vehicle and machinery
inspections

6

Boating
infrastructures

30

Community safety
events held

16,006

Vehicle safety
inspections completed

336

Bridges*



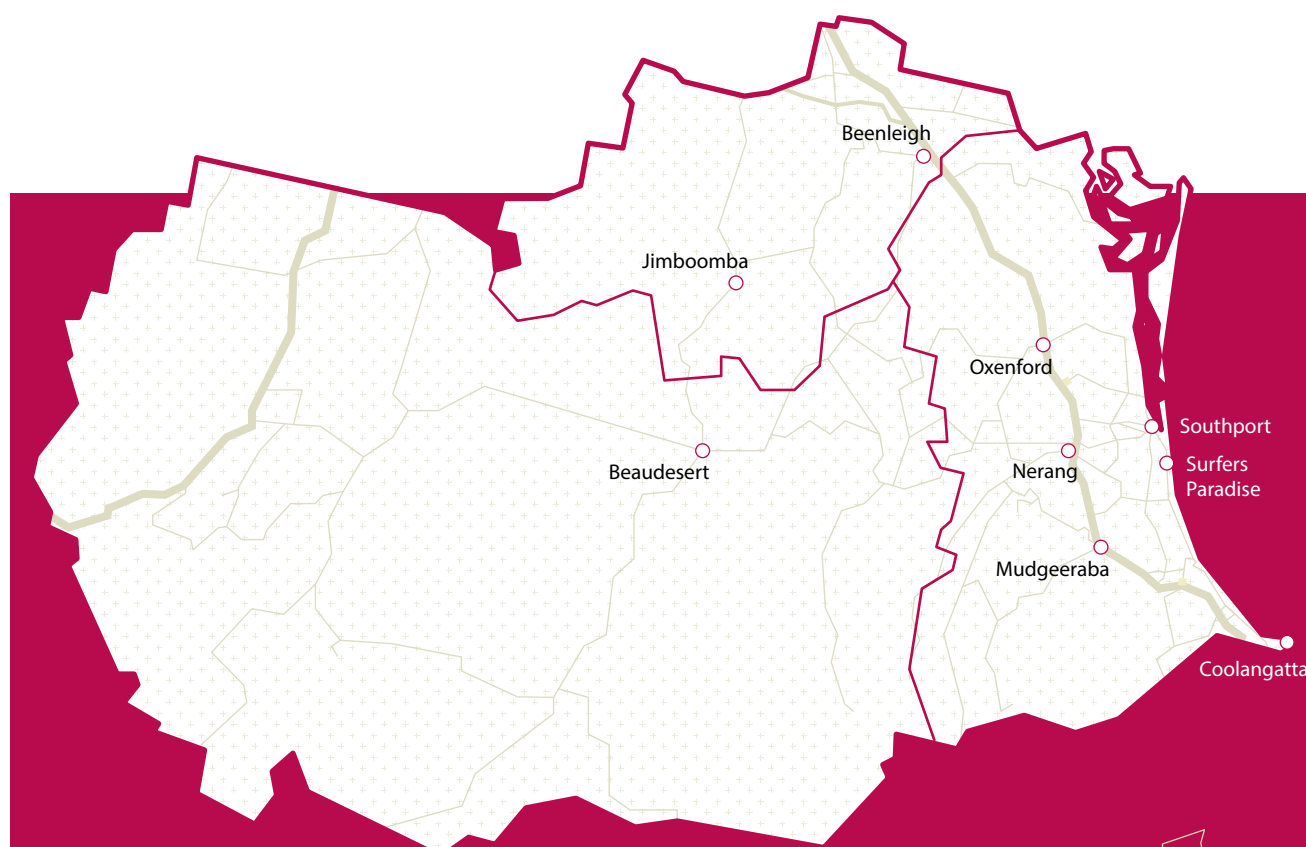
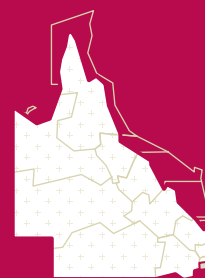
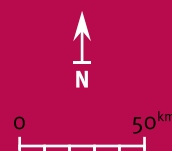
36,109

Drivers licence tests
conducted

678,426

Customer face-to-face
interaction

621

Priority enabled
intersectionArea covered
6544^{KM²}Population of Queensland
19.48 %Data source: Queensland Government Statistician's Office (Queensland Treasury),
Queensland Regional Profiles. www.qgso.qld.gov.au (retrieved 16 May 2019)

The South Coast region is one of the fastest growing in the south east corner of Queensland with 19.48 per cent of Queensland's total population. It covers 6544 square kilometres from the New South Wales border in the south to Springwood in the north, and as far west as the Cunningham Highway, west of Boonah. The South Coast's local economy includes marine, education, information communication and technology, food, tourism, creative, environment and sports industries offering long-term growth and prosperity for the region. There are 1049 kilometres of state-controlled roads (see glossary page 295) across the region and 130 kilometres of the National Land Transport Network (see glossary page 294).

Extra 73 services from Coomera to Ormeau

Due to the region's growing population, improvements were made to the 722 TransLink Pimpama bus route from Coomera to Ormeau, in February 2019.

Improvements to these services included:

- 73 additional weekly services operating over a longer span of hours
- increasing the span of operating hours and frequency of services
- providing coverage through new estates
- adding new stops which improve walk-up catchments for nearby residents
- connecting to key destinations including Coomera Town Centre.

Services now operate between 6:30am–7pm during the week and weekend services operating between 7:30am–6:30pm providing more travel options for local residents, including greater access to Coomera and Ormeau rail stations. Investing in public transport service improvements encourages a more sustainable transport system by providing alternatives to private car use and reducing vehicle emissions. To support the improved services, ten new bus stops were delivered, all fully accessible in line with *Disability Standards for Accessible Public Transport (2002)*, ensuring the improved services are accessible to everyone in these areas.

Highlights

- Completed the \$34.6 million duplication of Waterford-Tamborine Road, from two to four lanes, between Anzac Avenue and Hotz Road at Logan Village.
- Continued the construction of cycling connections in the district, including the delivery of on-road bike lanes on Logan Road in Underwood, as part of the Veloway 1 (V1) Cycleway.
- Construction of road safety improvements on Beaudesert-Beenleigh Road between Dunns Road and Luscombe Crescent at Wolfdene.
- Restoration of Beechmont Road, Gold Coast-Springbrook Road, Nerang-Murwillumbah Road, and Lamington National Park Road damaged by Ex-Tropical Cyclone Debbie in 2017.
- Completed Stage 2 of the Helensvale bus facility upgrade, including new cycle storage facilities, upgrades to the park 'n' ride, kiss 'n' ride and taxi facilities, and additional accessible parking bays.
- Undertook planning for the \$10.9 million^{1,2} business case development for the Gold Coast Light Rail (Stage 3A) between Broadbeach South and Burleigh Heads.
- Undertook a business case development for \$4.2 million of safety and capacity upgrades at Exit 38 and 41 interchanges on the Pacific Motorway at Yatala.
- Undertook a business case development for the \$1.6 million¹ Mount Lindesay Highway four-lane upgrade between Stoney Camp Road and Chambers Flat Road interchanges.
- Completed the gazettal alignment of the kilometre future state-controlled transport corridor between Loganholme and Nerang, known as the Coomera Connector.
- Implemented a program of works along the Pacific Motorway (M1) including the widening of the Mudgeeraba to Varsity Lakes section to six lanes (\$197.5 million) and the Pacific Motorway Upgrade: M1/M3 Gateway merge (\$190 million).
- Completed the detailed design of the continued Pacific Motorway (M1) program of works including the Eight Mile Plains to Daisy Hill (\$749 million) and Varsity Lakes to Tugun upgrades (\$1.03 billion).
- Completion of heritage preservation works at Hardy's Lookout, Springbrook Mountain, including the replacement of pavement, installation of two new seats and a new directional plaque for the top of the memorial cairn.
- Implemented truck lane restrictions, restricting trucks to the left lanes, on the M1 between Springwood and Robina.
- Completed safety upgrade to the Mount Lindesay Highway at North Maclean, including a signalised intersection at Greenbank Road and a new service road along the eastern side of the highway.
- Completed Waterford-Tamborine North Street interaction including installation of traffic signals.

Helensvale bus station upgrade completed

The Helensvale bus station upgrade, completed in two stages was fully delivered in August 2018. The new station, which was used as a key interchange for the 2018 Gold Coast Commonwealth Games is Queensland's first tri-model transport facility, connecting bus, train and tram services in the one location.

A comprehensive package of works was completed, including:

- over 200 metres of covered walkway, including the centre pathway from Town Centre Drive into the station
- new bus shelters
- improved pedestrian safety
- additional park 'n' ride spaces
- increase to accessible parking spaces
- improved signage
- upgraded taxi rank and kiss 'n' ride facilities included sheltered areas
- new bus driver facilities
- upgraded kiss 'n' ride passenger facility and
- 50 additional bicycle spaces and storage facilities.

This transport hub is making it more convenient for customers to access and connect to multiple services, all of which help reduce congestion on the Gold Coast road network.



Helensvale station: New multi-modal interchange enabling seamless customer transfers between trams, trains and buses at Helensvale (Photo credit: MultiModal drones).

Moreton Bay Operation

During the first weekend of the September school holidays in 2018, Maritime Safety Queensland (MSQ) officers joined enforcement partners from the Queensland Police Service and Queensland Boating and Fisheries Patrol to undertake a multi-jurisdictional three-day operation of southern Moreton Bay and the northern Broadwater on the Gold Coast. During

the operation, more than 170 vessels were intercepted with MSQ officers educating the boating public on responsible boat ownership, how to be compliant with sewage legislation, being visible at night and ensuring each vessel was equipped with the correct safety and firefighting equipment.

Funding for the successful operation was made available through each department and set the benchmark for future multi-agency operations in the area. These types of operations, where staff from three agencies are in the field on multiple smaller patrol vessels, promote ongoing inter-agency co-operation and a positive use of both physical and human resources.



Queensland Boating and Fisheries Patrol vessel 'Mantis' and Water Police vessel 'W Conroy' during the operation.

Mount Lindesay Highway Safety Improvement Project

TMR is delivering an Australian Government and Queensland Government jointly funded \$20 million safety improvement project on the Mount Lindesay Highway at North Maclean.

North Maclean has been identified through crash statistics as one of the highest risk sections of the highway, due primarily to the uncontrolled access points to driveways and side roads. As a result of these findings a number of measures are being constructed along the highway to improve safety for motorists and the local community.

The project currently under construction includes:

- a new service road along the eastern side of the highway, connecting Chambers Flat Road Interchange and Greenbank Road, enabling motorists to safely access businesses and residences and minimise conflicting traffic movements on the Mount Lindesay Highway
- a new signalised intersection at Greenbank Road to provide highway traffic access to the new service road, and provide motorists exiting the service road safe access to both southbound and northbound lanes of the highway
- a new access slip-lane between St Aldwyn Road and Wearing Road to provide southbound highway traffic access to the service road

- connecting businesses and residents on the eastern side of the Mount Lindesay Highway to the service road, to limit the number of direct entry and exit points along the highway
- safety improvements, including new guardrails, anti-glare screens, line-marking on the highway to eliminate overtaking and right-turn movements, and a reduction in the highway speed limit to 80km/h.

This stretch of the Mount Lindesay Highway currently carries more than 20,000 vehicles per day. This includes heavy freight transport as Mount Lindesay Highway is a strategic freight route to the Port of Brisbane and Brisbane Airport.

The Mount Lindesay Highway Safety Improvement Project – North Maclean is scheduled for completion early-2020.



For more information: www.tmr.qld.gov.au/Projects/Name/M



Aerial photo of the Mount Lindesay Highway at North Maclean prior to works starting.

Safe driving for seniors

As part of the Community Road Safety Grants Scheme (see page 143), the department provided funding to the Migrant Centre Organisation Inc to help seniors drive safely.

The not-for-profit organisation, that supports migrants on the Gold Coast, engaged with older drivers across culturally and linguistically diverse backgrounds to deliver safe driving workshops, self-guided assessments, and translated resources to 12 languages to reflect the Gold Coast's culturally diverse senior population.



For more information: www.qld.gov.au/transport/safety/road-safety/community-road-safety-grants

Waterford–Tamborine Road intersection upgrade completion

TMR, in partnership with the Department of State Development, Manufacturing, Infrastructure and Planning's Economic Development Queensland unit, recently delivered the \$34.6 million intersection upgrade project on Waterford–Tamborine Road, from Logan Village to Yarrabilba in September 2018.

This major arterial road, connecting Logan to the Gold Coast Hinterland, currently carries 14,000 vehicles per day. The project provides long-term benefits to the community by increasing the road network capacity and improving traffic flow to accommodate predicted growth in traffic volumes.

The project included upgrading the four intersections located on Waterford–Tamborine Road between Anzac Avenue and Hotz Road, Logan Village in addition to widening the existing 2.6 kilometre stretch of road along this section of Waterford–Tamborine Road from one to two traffic lanes in each direction. A centre median separates northbound and southbound traffic lanes.



For more information: www.tmr.qld.gov.au/Projects/Name/W

Pacific Motorway (M1) Exit 49 completion

The Pacific Motorway (M1) Exit 49 Pimpama project has improved safety for motorists by providing increased capacity on the northbound off-ramp and through the installation of roundabout metering traffic signals at the Rifle Range Road and Yawalpah Road roundabouts. Roundabout metering technology will control the flow of traffic at the roundabouts, reducing the need for motorists to queue on the M1 shoulder.

This is an interim project to make the interchange safer for motorists. Further planning is also now underway for a major upgrade of this interchange.



The upgraded Exit 49 on the M1 at Pimpama, including installation of roundabout metering traffic signals.

Gold Coast Light Rail update

The \$10.9 million Gold Coast Light Rail Stage 3A (GCLR3A) reference design uses the existing road transport corridor and is in the centre of the Gold Coast Highway from Broadbeach South to Burleigh Heads, a distance of 6.7 kilometres.

In April 2018, a jointly-funded business case in partnership with the City of Gold Coast for GCLR3A. Building Queensland led development of the detailed business case for GCLR3A in partnership with TMR. The detailed business case was finalised in December 2018. In February 2019, the business case was sent to Infrastructure Australia for assessment and was added to the priority project list.

GCLR3A's business case comprises of circa seven kilometres of dual light rail track with eight new stations, extending the existing line from Broadbeach to Burleigh Heads along the Gold Coast Highway. The project will also include five new light rail vehicles, a light rail - bus interchange at Burleigh Heads and supporting works and improvements. According to the business case, the construction of GCLR3A will take approximately three years.

During August 2018, consultation was undertaken with the community to help inform the detailed business case. Feedback on the GCLR3A proposal included:

- around 750 people attending community drop in sessions and 169 submitting feedback forms
- over 500 people taking part in market research
- more than 2000 people visiting the GCLR3A engagement website with 969 completing the online survey.

Community feedback from these activities indicated broad support for GCLR3A of the light rail. It also raised questions about potential construction impacts, changes to parking, increased density, pedestrian crossings on the Gold Coast Highway and future stages of light rail (west and south). This community input was used to inform the GCLR3A's detailed business case.

Reconstruction of Gold Coast-Springbrook Road

The \$25 million Gold Coast-Springbrook Road major reconstruction was completed in March 2019 following substantial rainfall after Ex-Tropical Cyclone Debbie.

The reconstruction of 72 sites along the road included repairs to severe landslips along a 10 kilometre closed section between Neranwood and Springbrook, which reopened in December 2018.

The reopening of Gold Coast-Springbrook Road has reconnected communities and restored safe and efficient travel routes for locals and tourists.

Reconstruction works are jointly funded by the Commonwealth and Queensland governments under the Natural Disaster Relief and Recovery Arrangements (NDRRA).



Landslip reconstruction works progressing along Gold Coast-Springbrook Road.

Case study

Disaster recovery works in South Coast

A major reconstruction program at 384 sites across the South Coast region is complete, following Ex-Tropical Cyclone Debbie in March 2017. The works included repairs to 243 earthworks and batter locations, 83 structures and 6.2 kilometres of damaged road pavement, as well as clearing silt and debris at 44 locations.

Works at 118 sites on Lamington National Park Road have also been completed. This road is a 19 kilometre stretch of winding and

mountainous road corridor with steep and fragile embankments. Due to the terrain, some works had to be completed at night to minimise traffic disruption and protect the safety of workers.

A total of 23 sites on Beechmont Road were also damaged during Ex-Tropical Cyclone Debbie and are all repaired. As part of these works more than 700 soil nails were installed with the total drilling length of all soil nails being almost five kilometres. This project also faced the challenge of transporting plant with excess mass load via a route with a steep climb and tight bends. A very different solution was devised, which involved disassembling a 69 tonne hydraulic rotary rig before it was transported to site, reducing the overall mass of the machine.



Future priorities

- Progress the \$21 million Greenbank bus facility park 'n' ride upgrade.
- Implement the Pacific Motorway (M1) program of works addressing congestion on the M1 corridor.
- Continue construction of additional southbound lanes on the \$195.3 million³ merge between Gateway Motorway and the Pacific Motorway at Eight Mile Plains and Rochedale.
- Continue the \$197.5 million⁴ widening the Pacific Motorway, from four to six lanes, between Mudgeeraba and Varsity Lakes.
- Commence construction of the Pacific Motorway (M1) \$749 million Eight Mile Plains to Daisy Hill and \$1.03 billion Varsity Lakes to Tugun upgrades.
- Commence the \$25 million⁵ safety and capacity upgrades at Exit 57 interchanges on the Pacific Motorway at Oxenford.
- Complete the \$20 million⁶ road safety improvements on the Mount Lindesay Highway at North Maclean.
- Commence the \$20 million extension of the four-lane duplication of Mouth Lindesay Highway, between Camp Cable Road and intersection of Johanna Street and Tamborine Street at Jimboomba.
- Complete a traffic signalisation upgrade of the North Street intersection with Waterford-Tamborine Road at Logan Village.
- Continue the \$12 million⁷ safety improvements along various sections of Beaudesert-Beenleigh Road between Birnam and Luscombe.
- Complete the \$4 million installation of on-road cycle lanes along Logan Road between Levington Road and Kingston Road at Underwood, as part of the Veloway 1 Cycleway.

¹ Reflects Life to Date expenditure for project.

² Reflects Queensland Government contribution only to this project.

³ Australian Government contribution capped at \$115 million, with the Queensland Government to fund the balance. Queensland Government contribution includes \$42 million from the State Infrastructure Fund - Priority Economic Works and Productivity Program.

⁴ Indicative total project cost to be confirmed. Australian Government contribution capped at \$110 million, with the Queensland Government to fund the balance. Queensland Government contribution includes \$44 million from the State Infrastructure Fund.

⁵ Funded through the Queensland Government's State Infrastructure Fund.

⁶ This project includes Australian Government funding of \$16 million.

⁷ Funded through the Queensland Government's High Risk Roads Initiative, as part of the Targeted Road Safety Program.



Accessible to everyone



To read more about the strategies and indicators of success linked to these strategic priorities, see page 14–16.



Introduction

Integrated transport network

Accessible to everyone

Our people

Our organisation

Financial statements

Appendices

Highlights

- Obtained re-certification of the department's customer service standards.
- Trialling an online version of the buoy mooring management system.
- Undertook Cooperative Intelligent Transport Systems technology demonstrations at the Mount Cotton Driver Training Facility.
- Collaborated with AECOM to run a competition-style hackathon to create solutions to challenges posed by TMR.
- Completed a flood study for the Bruce Highway (Brisbane to Cairns).
- Funded a drug test instrument for use by the Queensland Water Police to assist with on-water drug testing and enforcement.
- Delivered the 21st Engineering Technology Forum with over 400 attendees from the department and industry.
- Announced the \$335.7 million New Generation Rollingstock accessibility upgrade program.
- Trialling a new feature on the QLD*Traffic* app to allow customers to report cassowaries near the road.
- TMR's Cassowary Recovery Team implemented innovative solutions to reduce cassowary road strikes.
- TMR's Facebook followers increased by 9.3 per cent.
- Reduced the registration fee for historic motorcycles, dropping from \$98.25 to \$34.20.
- The number of reported marine incidents was the lowest in four years.
- Announced War on Wrecks—a four-year, \$20 million fund established to remove derelict vessels from Queensland waterways.
- Released the *Disability Action Plan 2018–2022*.
- Developing a *Transport Net Zero Emissions Roadmap* for emissions reduction across the department.
- Celebrated 35 years since the School Crossing Supervisor Scheme was introduced to Queensland.
- Introduced new laws for 'rideables' to be legally used in public spaces across Queensland.
- Awarded over \$700,00 to 42 successful community organisations as part of the Community Road Safety Grants Scheme.
- TMR hosted the official 2018 National Road Safety Week.

Shaping our products and services with a customer focus

Being customer focused is a key priority for TMR. The department aims to improve customer satisfaction and experiences by utilising human-centred design principles, emerging technologies, and upholding our best practice customer service standards.

Re-certification from Customer Service Institute of Australia

The Customer Service Institute of Australia (CSIA) re-certified the department against the International Customer Service Standard 2015–20 (ICSS) in February 2019. This demonstrated TMR's ongoing commitment to customer-focused excellence. The CSIA awarded the department with an 'Integration' level result, placing the department at the top echelon of organisations in Australia certified against the standard.

Following TMR's submission of an extensive and detailed ICSS self-assessment report, a CSIA ICSS assessor visited several TMR sites in North Queensland, Brisbane and the Gold Coast in November 2018.

The three-day assessment against the standard showcased the diverse range of customer-centric projects being facilitated by TMR across the state and allowed the assessor to witness TMR's customer-focused work and culture first hand.

The assessor was 'extremely impressed' with TMR staffs' dedication and commitment to the 'OneTMR' culture and the integration of our core 'Customers First' Queensland Public Service Value and initiatives.



The CSIA re-certified TMR against the ICSS.

Customer Value Proposition

TMR's Customer Value Proposition (CVP) ensures that the department puts the customer at the centre of everything TMR does. TMR must understand what is important to customers and it is critical that the department identifies and considers any gaps between what's important to customers and the experience TMR delivers.

TMR's CVP is made up of three dimensions that provide a triple bottom line for evaluating customer experience. Customers have told the department they want:

- customer care (respectful and responsive)
- user experience (efficient and affordable)
- information (accurate and timely).

The CVP provides a framework for understanding the range of customer experiences across TMR's products, services and initiatives.

The CVP can be applied throughout TMR to provide a consistent and integrated view and expectation of the customer experience the department drives to deliver. It tells TMR what customers want, need and expect.

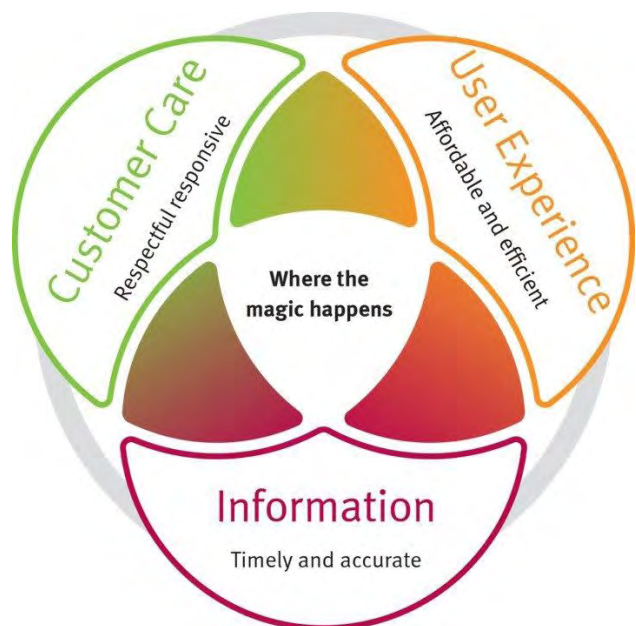
Case study

Using CVP in the department

An example of this is how the CVP was utilised to inform a human-centred design proof-of-concept training program undertaken by TMR.

The goal of the program was to simultaneously test human-centred design methodology in TMR whilst training TMR staff to develop desirable, feasible and viable solutions to customer problems.

The proof-of-concept focused on deceased estate processes within TMR and took place from July 2018 to January 2019. The program represented the first stage in delivering TMR's human-centred design strategy and capability uplift focus designed to improve the customer experience.



Co-designed with our customers the TMR Customer Value proposition equally balances customer care, user experience and information.

Customers are at the centre of everything we do at TMR. With 80 per cent of all state government customer interactions coming through our department, we are in a unique position to positively impact the people of Queensland. This is a responsibility we take seriously.

TMR is focused on promoting the use of human-centred design to make customers part of our solutions. We know expectations are changing and we are working actively to ensure we are responsive to emerging trends, today and into the future.

Tracy O'Bryan, Customer Champion

Customer Experience Hub enables us to share valuable customer research and insights

In March 2019, TMR launched its Customer Experience Hub (CE Hub)—the department's digital, single source of truth for all things customer experience.

The CE Hub was established out of a desire to share the wealth of customer insights, feedback and research gathered throughout the department, supporting TMR to continue to integrate the voice of the customer into all departmental activity.

Utilising a human-centred design approach where users are at the heart of the design process, delivering a functional and intuitive platform for TMR staff.

The innovative solution enables staff to access up-to-date customer feedback and insights, both within TMR and externally; ensuring that customer needs and expectations are being considered and that TMR continues to be responsive to customer needs.

Technology platforms for Contact Centre launched

In August 2018, TMR's Contact Centre successfully deployed the Genesys Contact Centre technology platform along with Skype for Business.

The combination of these technologies enables the centre to better manage in real time, the multiple channels of inbound and outbound calls, Facebook, Twitter and chat that customers use each day to engage with the department.

This new capability also enables staff to work from a variety of locations across the state to respond to phone and other emerging digital channels customers chose to use. It also

provides the opportunity for staff to develop and learn new skills in a rapidly changing customer service environment.

Training and supporting our staff to respond to customer enquiries in a timely, consistent and customer focused manner has also been enhanced by new technology for interaction recording and retention.

Modernising Queensland's registration and licensing system

The Customer Orientated Registration and Licensing (CORAL) program is modernising the registration and licensing system for Queensland by delivering digital and business solutions that simplify and improve the way customers interact with TMR. It provides the opportunity to reform current business, policy, and regulatory practices as well as modernising TMR ICT systems. The program aligns with the Queensland Government's priority to be a responsive government and its Digital1st Strategy, delivering an accessible digital service to meet the needs of the community.

The team is working closely with all areas of TMR and a wide variety of customer groups and stakeholders to co-design, collaborate and prioritise suitable outcomes for customer and business needs. The process incorporates customer feedback on the Digital Licence App design and includes feedback from our most vulnerable customer groups within the community such as those subjected to domestic and family violence and those facing accessibility challenges.

TMR is currently working with other departments and is taking a whole-of-government approach to ensuring the Digital Licence App supports credentials from all areas of government. The department's customers are at the forefront of designing the Digital Licence App with our vendors to ensure a product is developed that is fit for purpose, using a human-centred design approach.

CORAL is currently in the Discovery Phase (also known as the planning phase). The team is working with staff and customers to understand the pain points and opportunities in processes, policy and legislation that could be transformed to improve customer experience and make the system simpler.

Smart Ticketing

The Smart Ticketing project is delivering a new, seamless and integrated ticketing experience across Queensland centres and has achieved significant advancement of project design activities during 2018–19.

The system is fully-funded by the Queensland Government with \$371.1 million allocated for the design, build and implementation over four years, beginning in 2018–19. The investment in Smart Ticketing demonstrates TMR's commitment to ensuring Queensland's public transport network meets the needs of customers. When fully implemented, it is anticipated that up to 70 per cent of

Queensland public transport customers will use the new payment features when choosing how to pay for their journeys across all modes of transport.

Key benefits of Smart Ticketing include:

- more ways to pay for travel including contactless debit and credit cards, smartphones and wearable devices, as well as cash and *go* card
- upgrades to ticketing equipment with smarter technology and improved reliability
- access to an enhanced website and app for customers to manage their account on the go
- ability to use payment options throughout South East Queensland and TMR's 18 regional urban public transport networks
- introduction of real-time information to regional centres enabling customers to track the arrival time of their service.

In 2018–19, TMR delivered the practical steps toward delivering Smart Ticketing by 2022 including:

- refining more than 6000 requirements of the new system in consultation with delivery partners and TMR business units
- holding 10 workshops with accessibility, community and industry groups
- making more than 15 visits to operators as part of the Transport Operator Transition process
- detailed planning and design for trials designed to test key components of the solution.

Smart Ticketing will commence delivery in 2019–20 with a series of trials and pilots.



For more information: translink.com.au/about-translink/projects-and-initiatives/smartticketing

Choose how you pay for public transport



Payment options available to customers when Smart Ticketing is implemented.

New Smartcard licences

From 1 April 2019 TMR began rolling out new-look contactless licence cards, including a new Photo Identification Card which replaces the Proof of Age Card. Eligibility for the new Photo Identification Card was reduced from 18 years of age to 15 years of age, helping younger Queenslanders who

don't have a learner licence but still need photo identification to access community services.

The new contactless cards no longer have a visible microchip, allowing space for bigger font to assist Queensland Police officers and security staff reading the cards.



The new smart licences, including the Photo Identification Card, without the visible microchips.

Queensland learners' experience Australian-first online PrepL program

The PrepL program launched in November 2018. It is a revolutionary online learning and assessment program giving new drivers the flexibility to complete their assessment online to obtain a learner licence.



PrepL was launched in November 2018 as an online option for new drivers to complete their assessment to obtain a learner licence.

Users have 12 months to complete the course and only need to pay one fee, which is the same cost as the previous written test. The PrepL program not only tests knowledge of road rules, but also focuses on safe driving attitudes and sharing the road with others.

By the end of June 2019, more than 25,000 Queenslanders had successfully earned their learner licence using PrepL, representing more than 50 per cent of learners choosing to use PrepL instead of a written test. Feedback has been very positive with an average user rating of 4.3 on a one to five-star rating system.



For more information: www.qld.gov.au/transport/licensing/getting/learner/prepl/prepl-online-learning-and-assessment

Planning for success workshops

TMR has piloted interactive workshops to provide practical advice about the role of supervising drivers and what supervisors can do to help learners to be safer and better drivers on the roads.

Over 170 people attended the 11 pilot workshops held at various locations in South East Queensland and feedback was extremely positive.

One of the biggest factors behind the workshop's success to date is the opportunity for attendees to actively participate throughout the two-hour session. At the beginning, participants are asked what they want to get out of the workshop, so the presenters can focus on what's really important to the participants. Conversations continue with a road rules refresher quiz, covering some of the most commonly misunderstood rules like merging, roundabouts and driving near cyclists. Participants are also encouraged to share stories about their own driving experiences.

Protect your P Plater information and resources are used to encourage parents and care givers to stay involved with their young driver, even after getting their P Plates; which is when these new drivers are six times more likely to have a serious crash.

The workshop also covers some of the common reasons for an unsuccessful practical driving test, including not using signals or performing shoulder checks, so supervisors can really hone in on these skills. Supervising drivers are introduced to the different phases of driving and how they can tailor their approach depending on the learner's skill level as they progress. Driving examiners talk about their role and what happens during a practical driving exam (including going through the Driving Assessment Report) so supervising and learner drivers are better prepared for when the practical driving test day arrives.

Following the pilot's success, these workshops will now be extended to other regions and delivered on an ongoing basis as part of TMR's community engagement activities.

QGAP now managed by TMR

The Department of Justice and Attorney-General and TMR have partnered to improve customer services in 28 regional communities by expanding services offered at courthouse customer outlets.

For 21 of the communities, local police have been relieved of driver and marine licensing, freeing them by an average of 20 hours of staff time each week to focus on core policing. Additionally, licensing services are now available for a further 17 hours per week (on average).

Licensing services transitioned to courthouses in a phased approach, between December 2016 and July 2018 at Childers, Chinchilla, Clermont, Cooktown, Cunnamulla, Gayndah, Moranbah, Mossman, Murgon, Nanango, Normanton, Oakey, Pittsworth, Sarina, Springsure, St George, Taroom, Thursday Island, Toogoolawah, Tully and Weipa.

For the remaining seven communities, services have been expanded and/or combined, and the courthouse customer outlets have been upgraded. These communities are Barcaldine, Biloela, Julia Creek, Landsborough, Mitchell, Stanthorpe and Richmond.



Customer Service Officer Adrian assisting a customer at the Toogoolawah courthouse customer outlet.

School Crossing Supervisor workshops

The School Crossing Supervisor Scheme delivers an important road safety service to young pedestrians and school communities across the state. The department's School Crossing Supervisors receive thorough induction and training about the requirements of the role upon commencement of employment. Road Safety Officers maintain ongoing contact with Supervisors and perform regular performance assessments. However, due to the nature of the Scheme, Supervisors do not often have the opportunity to gather with colleagues from other schools, or to participate in collective, face-to-face interaction with Road Safety Unit team members.

During 2018–19, where the need was identified, and resources permitted, group workshops were delivered to School Crossing Supervisors. Workshops provide a valuable opportunity for refresher skills training, discussion of common or emerging issues and the sharing of general information. A range of topics are covered during the workshops, with emphasis placed on workplace health and safety—ensuring supervisors follow practices which protect their own safety, as well as the safety of crossing users.



School Crossing Supervisors attending one of the workshops held in Queensland.

Digitising customer interactions

The department faces challenges including the increasing pace and continuous evolution of technology and changing customer expectations. TMR uses flexible methods and channels, and utilises new technologies for customers—including real-time passenger travel and traffic apps. To deliver a more customised experience, the department must consider customer perspectives, motivations and expectations to guide the development of all products and services.

Formless customer applications

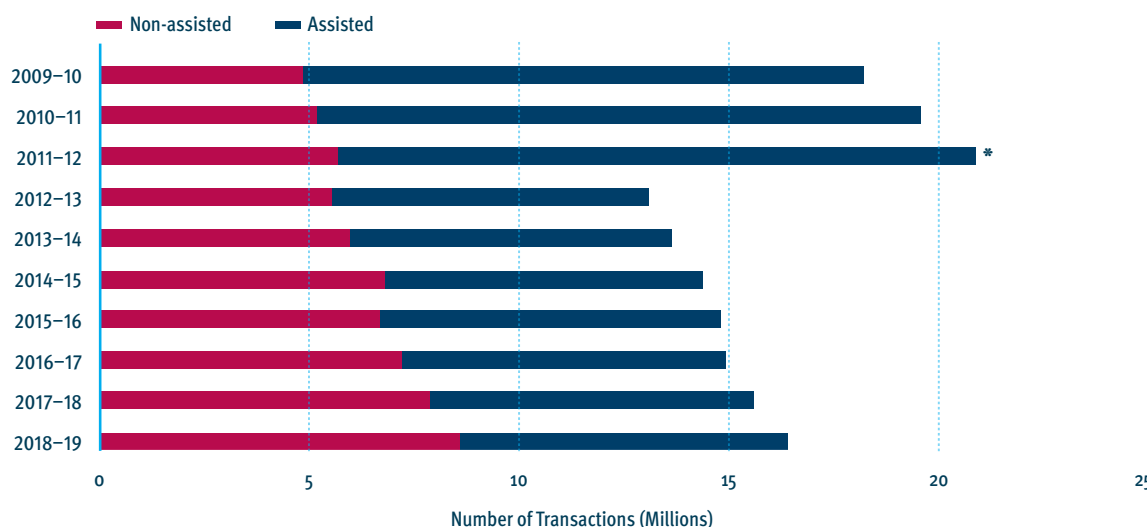
The department has removed the requirement for customers to complete a paper application form for various licensing and registration products and services. The move to formless transactions helps us to streamline TMR's interactions with the customer, reduces customer effort and increases customer satisfaction. This initiative has also contributed to an increase in employee satisfaction.

Digital transactional services for Queenslanders

The department delivers licensing and registration services across its counter, phone and digital channels. Over 50 services are available via digital channels and through continuous improvement using customer insights. TMR will continue to improve these channels to meet changing customer expectations. Customers can pay for their registration renewal, renew their driver licence, check their demerit points and apply for their traffic history online. In addition, customers can book a practical driving test, vehicle inspection or use smartphone apps to complete and submit their learner logbook and check the currency of their registration.

Many customers are now choosing to do business with us through the convenience of TMR's online services. The department will continue to invest in online services to give customers more options and flexibility to do business with TMR anywhere, anytime.

Figure 3: Customer services transactions – assisted vs non-assisted



Note: *From the 2012-13 financial year onwards, the data above 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.

Financial year	Non-assisted	Assisted	Total	Proportion	
				Non-assisted	Assisted
2009-10	4,850,011	13,349,396	18,199,407	26.6%	73.4%
2010-11	5,186,124	14,372,909	19,559,033	26.5%	73.5%
2011-12	5,671,030	15,202,055	20,873,085	27.2%	72.8%
2012-13	5,544,581	7,549,046	13,093,627	42.3%	57.7%
2013-14	5,943,839	7,655,382	13,599,221	43.7%	56.3%
2014-15	6,797,385	7,578,918	14,376,303	47.3%	52.7%
2015-16	6,680,972	8,135,121	14,816,093	45.1%	54.9%
2016-17	7,194,830	7,721,569	14,916,399	48.2%	51.8%
2017-18	7,876,429	7,712,211	15,588,640	50.5%	49.5%
2018-19	8,593,248	7,806,141	16,399,389	52.4%	47.6%

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

Monitoring and managing customer interactions

In recent years, the department has seen a steady increase in customer transactions contributed by population growth, increased disposable income and the availability of new transaction types.

TMR uses the latest technology to monitor and manage customer interactions and access to this real-time data allows us to manage customer's delivery of services quickly and efficiently. The data regarding assisted vs non-assisted transactions demonstrates that along with the introduction of new services, the popularity of TMR's self-service options continues to increase and this year is the first time since the program commenced that non-assisted surpassed assisted customer transactions.

The department is also delivering innovations through our frontline compliance and road safety teams:

- TMR compliance staff are empowering the heavy vehicle industry to provide safe transport services through a greater focus on education.
- TMR's mobile compliance system enables Transport Inspectors to complete roadside checks more efficiently and drivers can get back on the road more quickly.
- TMR's road safety people are also leaders in community engagement and education, using tailored workshops, interactive tools and other immersive technologies.

Learner Logbook and QLD Rego Check app

Learner Logbook app

In May 2016, the department launched the 'Queensland Learner Logbook' app as an alternative to the paper version. Usage of the app continues to grow with over 50 per cent of logbooks now submitted electronically. Usage of the app has increased 20 per cent year-on-year from 2017–18 to 2018–19.

Each month:

- 4500 new learner drivers download the app
- the app is used by over 35,000 learner drivers
- learners log over 440,000 trips.

The department is committed to furthering usage of the app into the future by listening to feedback from our customers and investing funds in developing enhancements.

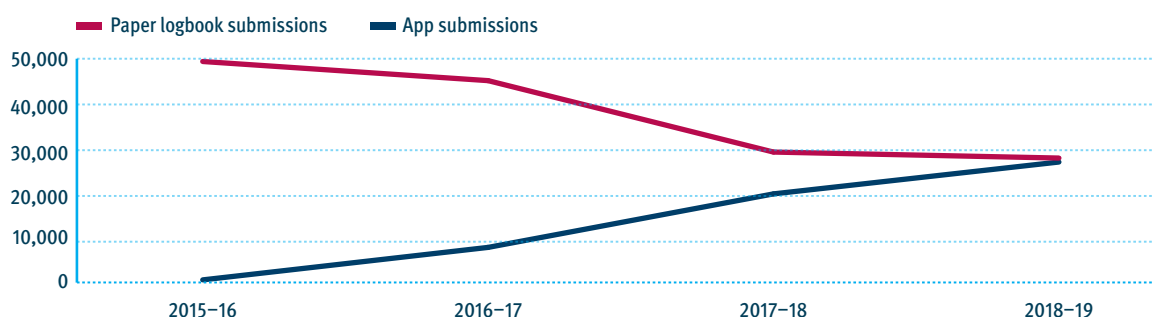


For more information: www.qld.gov.au/transport/licensing/getting/learner-logbook



A learner driver holding her phone with the Learner Logbook app.

Figure 4: Logbook submissions by financial year by method



Year	Paper Logbook Submissions	App Submissions	Total
2015-16	49278	510	49788
2016-17	45002	7765	52767
2017-18	29051	19714	48765
2018-19	27714	26827	54541

Data source: CSB Logbook Processing Unit.

Rego Check app

The check registration service continues to be TMR's most used online service, with an average of 1.2 million checks conducted each month via TMR's website.

In late 2018 additional information for heavy vehicles was made available via both the online service and the app. Future enhancement scoping is ongoing to ensure the service continues to meet the needs of our customers.

Great app. Very functional. Allows me to keep an eye on rego due dates for all my family and friends.

Great to see heavy vehicle information is more detailed, drivers are now able to check trucks have the correct rego class for the job.

Google Play store reviews, March 2019



For more information: www.service.transport.qld.gov.au/checkrego/public/Welcome.xhtml?dswid=-7788

Online buoy mooring management system trial

The current system for administering around 6000 buoy moorings in Queensland rivers and estuaries is outdated and not customer friendly. A contract was awarded in June 2018 for a new system. Work with a local software developer has been progressing to provide a solution to deliver a centralised system for customers, buoy mooring permit management and administration and reporting of all buoy moorings across the state. Testing is in the final stages for buoy mooring permit renewals, with a solution for new applications to follow.

Hailo

Hailo was one of four winning ideas from the 2017 DG's Innovation Challenge 'TMR Hack' and is about making sure approaching buses stop for vulnerable customers, particularly those with a vision impairment.

The idea was further developed through the six-week iHQ Innovation Lab in 2018 into a multi-layered solution comprising:

1. technology such as an app or wearable device, where customers directly connect with the driver through the bus console unit
2. a hailing education campaign
3. enhanced customer support at busy metropolitan stops such as the Cultural Centre and Roma Street, and
4. smart bus stops, as a longer-term solution to build technology into selected bus stops, allowing customers to hail a bus without using their own device.

By providing customers with alerts and notifications so they can be confident their hailing request has been received, Hailo can reduce the social and physical barriers faced by people with a disability when catching a bus and can support their genuine equal participation in the community. This is critical to TMR's vision of 'creating a single integrated transport network accessible to everyone'.

TMR's leadership team has committed to implementing Hailo as part of the new payment system for public transport, with options under investigation for a proof of concept. Hailo was a finalist in the Innovation category of the 2018 Premier's Awards for Excellence.

Passenger real-time technology

Real-time information provides accurate predictions for the next services departing from the customer's stop or station. The department launched real-time in South East Queensland in 2014 and Cairns in 2017 via the MyTransLink app and TransLink website. Real-time information improves the user experience and better enables customers to utilise and access transport services, improving frequency and accuracy of information.



For more information: www.translink.com.au/plan-your-journey/real-time

MyTransLink app

The department has continued to improve the user experience of the MyTransLink app with regular updates providing additional features based on customer feedback. Throughout 2018–19, the number of customers using the app has continued to increase, with an average of 117,000 active users each week.



For more information: www.translink.com.au/plan-your-journey/mytranslink

Keeping customers informed

Accessible information fast

TMR's web channels continue to be a convenient way for customers to gain access to the information and services they need. The year saw 49 million page views¹, representing people accessing the information they require across Queensland Government transport pages and the TMR website.

By providing information through web channels people can access what they require at any time of the day. Analysis showed that there was not one hour in a 24-hour cycle¹ in which the department's digital information was not being viewed.

Accessible information is not just about availability. One of the behind the scenes commitment that the department undertakes is to deliver information to meet the Web Content Accessibility Guidelines. The department continues to actively transition to a more appropriate digital content format.

¹ Provided by Google Analytics reporting

Social media

Throughout the year social media played a pivotal role in informing, educating and engaging with the Queensland community. Customers continue to expect a high level of direct engagement through on-page interactions and direct messaging.

Facebook continues to be TMR's largest community with followers increasing by 9.3 per cent to 344,364. In line with international trends, the Twitter channel showed stagnating growth with followers decreasing by 0.6 per cent to 252,536. Total followers across all platforms increased by 5.5 per cent. Customers also continue to rely on the channels for information and customer service requests, with dedicated customer service team members responding to 4838 enquiries on Facebook and Twitter last year.

Followers have told TMR they enjoy regular content such as our weekly educational road rules post. These posts educate the public on Queensland road rules while generating high engagement, meaningful interactions and healthy debates within our social media communities. TMR followers enjoy unusual CCTV content such as footage of a cockatoo who is a regular visitor to one of our highway cameras. Unusual footage like this generates high engagement and, in some cases, like the cockatoo, a global audience. This year was the first time the team carried out live-tweeting of an event. The Queensland Walking Summit on 14 March was chosen to live-tweet. This exercise was a success with engagement becoming obvious both at the event and externally as the event's hashtag began trending.

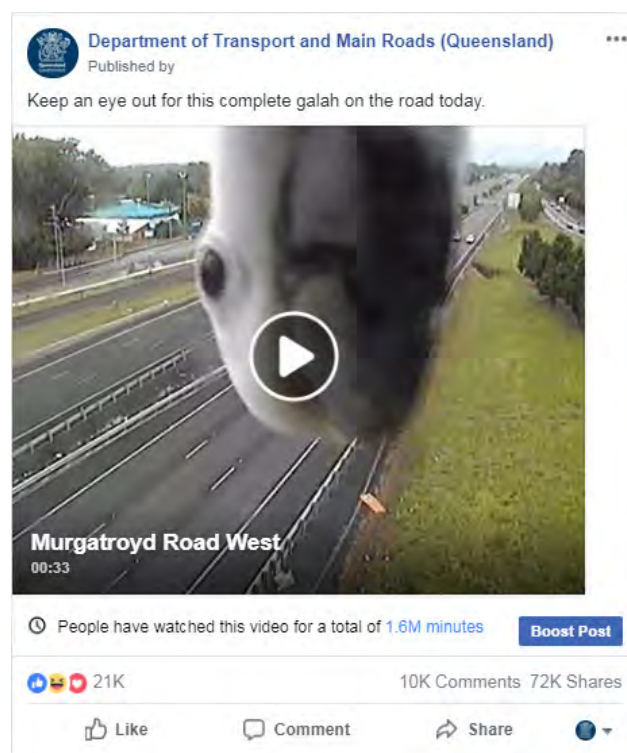
The department's social media channels continued to be a trusted information source in times of crisis and during several severe weather events throughout the year (see page 25).

TMR's LinkedIn community also continues to grow with content output increasing from 130 posts in the 2017–18 to more than 140 in 2018–19. The department continues to share good news stories positioning TMR as an employer of choice and a leader within the transport sector.

The delivery of high-quality and timely information to the public ensures we are continuing to meet the Queensland Government's DIGITAL1ST approach.

Our content connected with customers by providing them access to areas they could not and gave them a simple message of hope

Erin Bell, Program Support Co-ordinator (North Queensland Region)



An example of one of the department's highest performing Facebook posts.

QLDTraffic app

The QLDTraffic app and website provides road users with real-time information about road conditions, such as roadworks, crashes, flooding, hazards and congestion, as well as rest areas and dump points. Users can also view live traffic camera feeds to check routes before they commence travel.

The QLD*Traffic* mobile app has seen numerous enhancements since it was launched in February 2017, to meet evolving customer needs.

In 2018–19, the app has been downloaded 42,332 times, while the QLD*Traffic* website has been visited over 1.59 million times.

The graph below shows the number of phone calls, website and mobile application visits and Twitter posts QLD*Traffic* experienced in the 2018–19 financial year.

The December 2018 peak correlates to the bushfires in North Queensland, and the January 2019 peak correlates to the high rainfall event in North Queensland.



The QLD*Traffic* smartphone app can be used to get the latest traffic and travel information, from roadworks and hazards to rest areas and dump points.

Cassowary feature on QLD*Traffic* app

TMR is trialling a new feature on its QLD*Traffic* mobile application which allows users to report sightings of cassowaries near the road, and then warns other nearby motorists of the potential hazard.

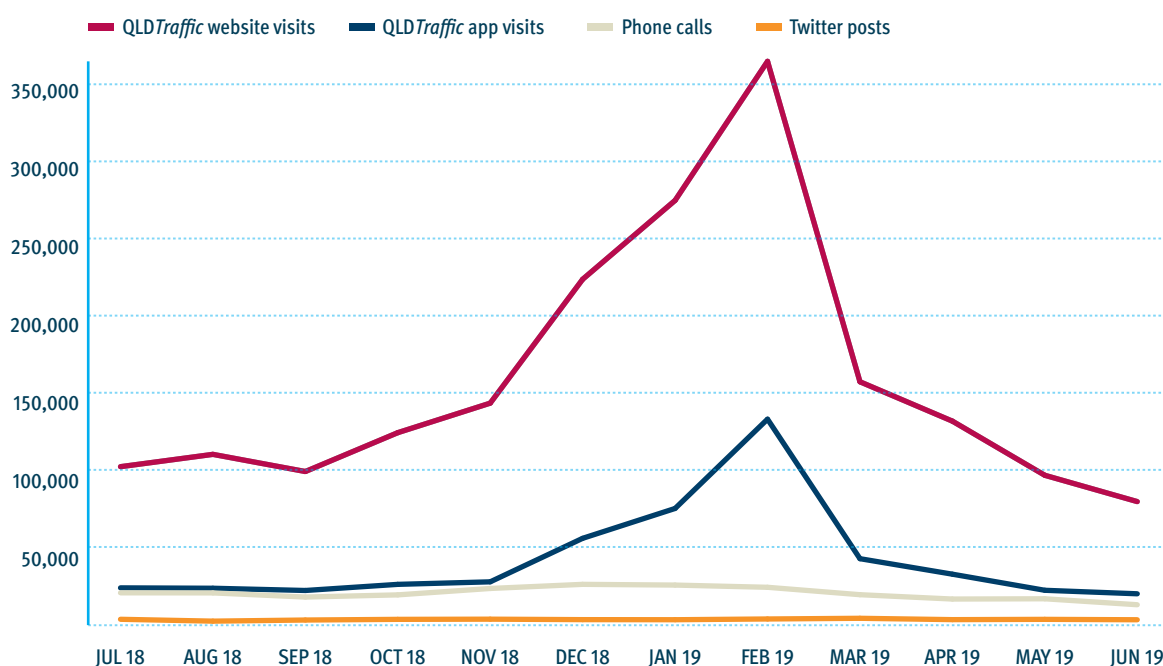
The feature is available for QLD*Traffic* app users in the Cassowary Coast, Cairns, Yarrabah and Cape York regions and aims to trial the capability of crowdsourcing information through the QLD*Traffic* app, while reducing the incidents of vehicles hitting the endangered cassowaries in far north Queensland.

By pushing the 'Report Cassowary' button in the app, members of the public send an alert to the QLD*Traffic* services which then automatically advises other road users in the area of the potential road hazard.

This alert is active for one hour and anyone within 500 metres of the site using the QLD*Traffic* app in 'travel mode' will receive an audio alert saying 'Recent cassowary sighting nearby. Drive carefully'. These alerts are also shared via the QLD*Traffic* website, and to other traveller information services via an open data feed.

TMR will assess the success of the trial in consultation with the Cassowary Recovery Team, a group of organisations working together to protect the Southern Cassowary and their habitats and will share information gathered with the Department of Environment and Science.

Figure 5: Peak usage of 13 19 40, website traffic and usage of QLD*Traffic* app



Data source: 131940 phone and web analytics (provided by Telstra and Google).

Note: Data for 2010–11 for the website is not included as a different (and non-comparable) reporting tool was used at this time.

Cyclone preparation

In November 2018, departmental staff took part in Townsville's Cyclone Sunday helping over 2000 residents prepare for the wet weather and cyclone season.

TMR was one of the 36 exhibitors who took part in the event by informing the public on how to stay safe during events such as cyclones, storms and floods.

At the event, TMR showcased the QLD*Traffic* app, 'If it's flooded, forget it' messaging and educated vessel owners on looking after their boats and implementing remedial measures in advance of a cyclone.

Following Ex-Tropical Cyclone Debbie in 2016 where hundreds of vessels were damaged, TMR committed to minimise the impact of such events on both vessel owners and the broader community through proactive messaging at events such as Cyclone Sunday.

Townsville City Council's annual Cyclone Sunday event is held on the first Sunday in November each year and brings together numerous stakeholders and government agencies to raise awareness on the best preparations for homeowners, vessel owners and residents.



The TMR banner flies high at the Cyclone Sunday event.

Caravan Safety Check Program

The number of caravans, campers and motorhomes accessing the road network tends to significantly increase with the onset of the holiday season.

The free Caravan Safety Check is a road safety initiative to help and inform caravan owners of their compliance requirements by offering to weigh, measure and provide general advice on modifications, D Shackles, safety chains, tow couplings and loading suggestions all without fear of enforcement action.

TMR Inspectors and staff visit multiple locations throughout Queensland including Brisbane, Gold Coast, Toowoomba, Maryborough, Mackay and Rockhampton to conduct caravan safety checks as well as educating drivers regarding safe driving, safe vehicles and safe roads.



TMR Inspectors conducting caravan safety checks in Brisbane.

Seniors road safety pilot program

TMR worked with Queensland Police Service and Neighbourhood Watch groups across the Sunshine Coast to build awareness of safe driving practices among the region's older drivers. The pilot program, held at retirement villages and community centres, provide information about safe driving—including a refresher in road rules, discussion of health-related issues and tips for transitioning from driving.

Building on the success of the forums, refresher practical drives have been piloted, providing seniors with an opportunity to voluntarily have their driving 'informally assessed' by a department Driving Examiner. The initiative proved hugely popular, with participant feedback reflecting the value of the experience.



Seniors attending the road safety pilot program.

Case study

Transport Inspectors come to the aid of stranded motorists

On Friday 21 December 2018, Longreach Transport Inspectors Gregory Weir and Gregory Dowse came to the aid of two stranded motorists in remote Central Queensland 135 kilometres from Winton in 43-degree heat. The motorist became stranded after a serious mechanical issue with their utility some 20 hours prior to being located by our Transport Inspectors. The inspectors utilised their satellite phone to contact the Central Regional Office who then contacted a tow truck company and informed local police of the situation. This is a great example of how the department provides vital assistance to those in remote locations throughout Queensland.

Engaging with industry

Stakeholder engagement continues to be an integral role for the department to understand and best meet customers' needs and deliver liveable regions and active cities. Therefore, engagement with customers, community and business stakeholders is a key priority for TMR. Engagement activities facilitate a gathering of diverse perspectives that can contribute to developing innovative and collaborative solutions.

QTRIP industry briefings

During August 2018, TMR hosted the annual statewide and regional industry briefings in Brisbane and Mackay, focusing on the Queensland Transport and Roads Investment Program 2018–19 to 2021–22 (QTRIP).

Each event provided industry partners with a detailed insight into the projects to be released to market during the 2018–19 financial year, as well as an overview of QTRIP, regional priorities, contract types, procurement processes and the Transport System Planning Program. In addition, targeted sessions were also held covering topics including asphalt, bitumen and quarry materials, Indigenous and small business, and heavy vehicles.

These events offered a unique opportunity for the department to present its statewide program directly to key stakeholders, strengthening the ongoing partnerships with industry and local businesses. Survey results from attendees showed a positive response rate to the events, with 53 per cent of participants extremely satisfied with the events, and 86 per cent of attendees being extremely or somewhat likely to attend in the future.

'Loved hearing from all the Regional Directors and putting names to faces. Loved the address from Neil Scales - he shared some valuable information. Was great to get a better understanding of what is planned and what TMR is looking for from suppliers.'

'Always no substitute in hearing first-hand about TMR's program of works, key objectives and priorities.'

Feedback given by attendees at the QTRIP Industry briefings

Transport Talk connects Queenslanders with TMR

Throughout the 2018–19 financial year, TMR continued to grow and engage with the department's online customer community through our online research platform, Transport Talk.

With over 2640 members from across the state, the Transport Talk community enables our customers to share their thoughts, ideas and insights on transport-related topics.

Customers can engage with TMR through online surveys and discussion groups that help us to shape the direction of Queensland's transport future.

In 2018–19, Transport Talk sought customer feedback on a range of TMR products, services and initiatives, some of which included:

- the Demand Responsive Transport Project
- the Heavy Vehicle Registration Assessment Scheme
- the Queensland Driver Licence Smartcard Design Program.

Transport Talk is a whole-of-TMR initiative that supports the department to better understand and connect with Queenslanders. It allows us to improve our products and services by integrating the voice of our customers into everything we do.



For more information: www.tmr.qld.gov.au/About-us/Contact-us/
Transport-Talk

Heavy Vehicle regulation reduction

As part of TMR's ongoing activities to reduce permit burden on heavy vehicle operators and increase freight productivity and efficiency, TMR and the National Heavy Vehicle Regulator worked collaboratively during 2018 to develop a National Notice that allows 30 Performance Based Standards approved A-Doubles to operate between Toowoomba and the Port of Brisbane via the Warrego Highway, Logan and Gateway Motorways up to Concessional Mass Limits masses.

The new National Notice came into effect on 9 October 2018 and provides significant administrative and permit cost savings as well as providing business certainty through operation under a five-year National Notice, rather than a 12-month permit.

Truckie Toolbox talks

In a commitment to helping the heavy vehicle industry to meet their road safety obligations, TMR regularly hosts educational Truckie Toolbox Talk sessions around the state. These events provide the opportunity for truck drivers and operators to speak openly with transport inspectors on a wide range of industry topics from regulations and accreditations to permits, mass limits, fatigue management and more.

Eight truckie toolbox talks were held last year at locations including Port of Brisbane, Maryborough, Gladfield, Millmerran, Coomera, Greenacres, Townsville and Cairns. This was the first year a truckie toolbox talk was held on the Gold Coast and was well received by industry.

Since the first talk in 2015, the program has generated interest across Queensland with increased attendance numbers and positive feedback from the heavy vehicle industry continuing to rise.

TMR's Road Safety Officers also regularly attend these events to help other road users who stop-in with questions about vehicle safety, general load restraints and towing with caravans.

2018 Engineering Technology Forum

Through major events, such as the delivery of TMR's 21st Engineering Technology Forum, TMR is keeping ahead of emerging technology and looking for opportunities to partner with industry and learn from each other, while exploring and developing innovative ideas. TMR experts took this opportunity to share their knowledge by presenting alongside industry.

Over 400 TMR and industry specialists attended the 2018 Engineering Technology Forum held from 18–20 September 2018 which explored emerging and existing technologies, innovation and their application to transport infrastructure.

This year's theme, 'Transport for the future', covered a range of topics, including transformative technologies, global trends and future opportunities. It brought together departmental specialists, engineering researchers, practitioners and industry from a range of disciplines. The forum saw delegates attending 84 presentations across 31 sessions offering a program of innovative and interactive presentations designed to ignite discussion and build networks.



Amanda Yeates, Deputy Director-General (IMD) speaking at the 2018 Engineer Technology Forum in Brisbane.

Engineers Australia sponsorship

Since 2007 (except for 2012), we have been sponsoring Engineers Australia (EA) as a Principal Partner. Partnering with Engineers Australia (the peak representation body of engineers in Queensland) provides the department with the opportunity to influence the engineering profession. As part of our benefits TMR has access to professional engineers throughout Queensland, allowing us to drive greater collaboration and problem-solving opportunities with industry. The sponsorship relationship has seen TMR and EA collaborate on innovation challenges, women in engineering initiatives, industry panel discussion sessions and regional engagement programs.

Australasia Bus and Coach Conference sponsorship

For the second year, we have partnered with the Bus Industry Confederation (BIC) to sponsor the Australasia Bus and Coach Conference. The initiative was the first joint (Australia and New Zealand) bus and coach industry conference with the theme 'Moving People – Century 21'. Sponsoring the conference increased the department's visibility with BIC members, demonstrating the department is supportive of the Australian bus industry and improved relationships between government and industry partners and stakeholders.

Delivering with partnerships

Bus Driver Safety Scheme

The Queensland Bus Driver Safety Scheme is a key deliverable under the Queensland Government's final response to the Bus Driver Safety Review, which was undertaken by Deloitte for TMR.

The scheme, which opened in November 2018, allocates up to \$5.47 million in grant funding for urban bus service operators to install driver barriers and anti-shatter window film in eligible fleet vehicles, to reduce the risk and impact of violence against bus drivers and vandalism to property. Under the scheme, eligible operators could apply for a 50 per cent rebate of the cost of driver barriers for buses operating in high risk areas up to a maximum of \$2000 per bus, and a 100 per cent rebate of the cost of anti-shatter film up to a maximum of \$1200 for a small bus and \$2400 for a large bus.

The scheme is administered by the Queensland Rural and Industry Development Authority. Applications for grant funding closed on 31 March 2019. Operators whose applications are conditionally approved will have until 30 June 2020 to install the safety barriers and anti-shatter film. Following installation, operators will be able to apply for the rebate.

The scheme is part of a suite of measures aimed at addressing known triggers for violence against bus drivers and will contribute to keeping bus travel safe for everyone.

Roads and Transport Alliance

The Roads and Transport Alliance (the Alliance) is an ongoing cooperative governance arrangement between TMR and Queensland's local governments, to invest in and regionally manage Queensland's road and transport network.

Established in 2002 to help address shared road and transport challenges of state and local governments, the Alliance seeks to deliver collaborative strategic roads and transport planning and investment through maximising value from all available resources.

The Alliance operates under a Memorandum of Agreement (MoA) between the Local Government Association of Queensland Ltd (LGAQ), on behalf of Queensland local governments, and TMR.

The role of Chair rotates annually between the LGAQ and TMR board members.

The MoA was renewed for a further five years in October 2018 and recognises that both TMR and local governments have important roles in the funding, management and delivery of Queensland's road and transport infrastructure.

In 2018–19, over 255 projects were delivered statewide through this partnership, with joint investment of over \$120 million in local roads, safer school drop-off areas and active transport infrastructure.



For more information: www.tmr.qld.gov.au/business-industry/Business-with-us/Alliances/The-Roads-and-Transport-Alliance.aspx

Transport Academic Partnership

The Transport Academic Partnership (TAP) 2015–2020 Agreement is a \$3.3 million agreement between Transport and Main Roads, the Motor Accident Insurance Commission, Queensland University of Technology (QUT), Griffith University and the University of Queensland (UQ).

The collaborative partnership facilitates innovative transport research and development (R&D) to build mutual capability across government and academic sectors. The agreement supports the shared delivery of a small annual work program of R&D projects across various transport topics. In 2018–19 project topics included travel behaviour research, user surveying and data collection, demand modelling, new technologies research, assessment and estimation methodology development and literature reviews.

The work program for 2019–20 has been collectively developed and will include 11 new R&D projects covering topics such as; behavioural economics, safety research, customer experience evaluation, multi-modal planning methodologies, public transport technologies and more.

The TAP Agreement also facilitates an internal procurement strategy which ensures eligible R&D projects can be delivered quickly and efficiently through the established partnerships, providing prompt and innovative benefits for all parties.



For more information: www.tmr.qld.gov.au/Community-and-environment/Research-and-education/Transport-Academic-Partnership



Associate Professor Matthew Burke, Griffith University, Professor Alexander Paz, QUT, Associate Professor Jonathan Bunker, QUT, Ms Michelle Connolly, TMR and Professor Mark Hickman, UQ.

National Asset Centre of Excellence

Now in its sixth year, the National Asset Centre of Excellence (NACoE) was established by TMR and the Australian Road and Research Board to strengthen specialist technical capability and capacity and achieve cost savings in road infrastructure expenditure through targeted research.

As TMR's benchmark research and development program, NACoE has a strong focus on pavements, asset management and structures research. It targets international best practice, providing guidance to allow the use of innovative materials and translating new knowledge into best practice for the department.

TMR's \$5 million investment in the 2018–19 NACoE program has enabled a number of multi-year projects to proceed. As NACoE matures and early research objectives are realised, increased emphasis is being placed on collaborative research with other external partners and universities, knowledge sharing and industry engagement to encourage broader implementation of research findings and greater savings.

Some highlights from NACoE research include the:

- increased use of recycled tyre rubber in road surfacing including Crumbed Rubber Modified (CRM) bitumen now being used on all resealing work in South Western Queensland, based on its demonstrated advantages
- development of a new technical specification to allow for the use of an alternative to conventional asphalt called EME2 (high modulus asphalt). Based on the success of trials on multiple projects EME2 is rapidly becoming the asphalt of choice for heavy duty pavements
- release of a draft specification for the use of precast geopolymer elements as an alternative to cement concrete, with a goal of facilitating innovation in the construction industry to improve durability and reduce carbon footprints. Geopolymer concrete uses fly ash instead of cement, and considerably reduced the energy required to manufacture concrete.

Case Study

Sustainable road design, construction and maintenance

TMR continues to be a leader in sustainable road design and construction following our commitment to achieving 'excellent' Infrastructure Sustainability ratings for all projects over \$100 million in 2017. This commitment has resulted in 43 projects working towards infrastructure sustainability principles. This commitment to sustainability has driven change in a wide range of practices including the incorporation of materials such as low emissions concrete and pavements into projects.

Through the TMR and ARRB National Asset Centre of Excellence 2018–19 Program TMR investigated and quantified greenhouse

gas emission reduction opportunities for existing and emerging pavement technologies. The results of this work will be incorporated in the current transport infrastructure program to provide sustainability benefits and assist with projects achieving 'excellent' sustainability ratings.

An example of the flow on effects of this commitment is how the trial of 10,000 tonnes of EME2 on the Gateway Upgrade North has paved the way for 200,000 tonnes to be used on the Logan Enhancement Project and other projects are planning to adopt this approach in 2019–20.

Transport Infrastructure Development/Regional Roads and Transport Groups

Regional Roads and Transport Groups (RRTGs) are the foundation of the Alliance, formed through voluntary collaboration between councils and local TMR districts that regionally align. There are 17 RRTGs across Queensland, representing 65 local governments including five Aboriginal Shire Councils. RRTG members include local government elected members and TMR District Directors.

RRTGs determine regional transport infrastructure investment outcomes by collaboratively developing and agreeing to a four-year program of works based on regional investment strategies and priorities, capacity to match Transport Infrastructure Development Scheme (TIDS) funding and ability to deliver within the financial year.

In 2018–19, 257 projects were delivered statewide through the RRTGs, with joint investment of over \$120 million in local roads, safer school drop-off areas and active transport infrastructure ([see page 41](#)).

Franchised roads – Tolloed roads and TransUrban

The state may enter into road franchise agreements under the provisions of the *Transport Infrastructure Act 1994* to assist and encourage private sector investment in the construction, maintenance and operation of road transport infrastructure. The state has entered into road franchise agreements for the Gateway and Logan motorways and AirportLink operated and maintained by Transurban Queensland, Port Drive operated and maintained by the Port of Brisbane, and Toowoomba Second Range Crossing currently under construction and to be operated and maintained by Nexus Infrastructure.

During 2018 the Transport and Public Works Committee conducted an Inquiry into the Operations of Toll Roads in Queensland. The Committee made five recommendations with a view to improving the toll road user customer experience. Government has supported the Committee's findings and the department is working with key stakeholders to implement all recommendations.

A Road Franchise Agreement is also held with the Port of Brisbane Pty Ltd for Port Drive. This is not a toll road but does provide the only access to the Port of Brisbane precinct.

A major upgrade of Port Drive has been completed by Port of Brisbane in consultation with TMR's Metropolitan Region. The port financed the \$110 million project, which provides duplication of Port Drive, new bridges at Kite Street and Lucinda Drive, and the implementation of Intelligent Transport Systems that are connected to the TMR traffic management system. Through the franchise agreement, this new section of road will be operated as part of the state network but maintained by the Port.

New Generation Rollingstock accessibility upgrades

The \$4.4 billion New Generation Rollingstock (NGR) project will deliver 75 new passenger trains for South East Queensland.

Following testing and the investigation of concerns raised by the disability sector, it was confirmed that the trains were not compliant with the *Disability Standards for Accessible Public Transport 2002* (DSAPT). As a result, the Queensland Government committed to reviewing the design of the NGR fleet and to work collaboratively with the disability sector to further develop proposals for accessibility modifications to the NGR fleet.

The department's approach was to create a specialist Project Working Group (PWG) made up of six members of the disability sector, representing the diverse interests and needs of passengers with mobility, hearing, and vision impairments.

During 2018 the PWG worked closely with the department's NGR Project Team to review the train design to not only meet compliance but achieve increased functionality for all train users. Using a collaborative-focused model of consultation, the PWG were given the power to develop a set of recommendations for specific changes to the design of the train carriage layout and toilets on the NGR trains. Out of a total of 30 recommendations made by the PWG, more than 80 per cent were adopted outright into the final design of the trains.

The use of several innovative techniques in the engagement process including Co-Design, and demonstrating compliance through the principal of Equivalent Access, contributed to the success of the engagement process and the outcomes.

There have been high levels of satisfaction with the PWG engagement process from stakeholders in the disability sector. PWG members were able to see their feedback and recommendations become tangible outcomes in real time through the design process.

As a result of this consultation process, in December 2018 the Queensland Government announced the \$335.7 million NGR accessibility upgrade program.

These upgrades will provide two accessible toilets on all 75 New Generation Rollingstock six-car trains, increase the size of toilet modules by 10 per cent, add more priority seats and provide new functional improvements for passengers with disabilities.

As the detailed design of the upgrades is progressed, and modifications on the NGR fleet begin in Maryborough in late 2019, the PWG will continue to be key stakeholders in the process. From this engagement process, Queensland will have one of the most inclusive modern train fleets in Australia once the accessibility modifications on all 75 trains in the NGR fleet are complete in 2024.

Draeger drug test instrument

In January 2019, we funded a Draeger Drug Test instrument for use by Water Police in support of on-water drug testing and enforcement. The Police Minister has acknowledged the increasing numbers of vessels on Queensland waterways and the need for the Queensland Police Service (QPS) and their compliance partners to create a safe environment for all to enjoy.

With each Draeger Drug Test unit costing under \$8000, it is an expensive exercise but one that will help address the growing issue of illegal and unsafe behaviour on Queensland waterways. Both alcohol and drugs increase the risk of marine incidents, so having the ability to test in more locations with increased frequency sends a clear message that 'drug drivers of vessels will be caught'. The department will continue to work with Water Police to ensure our waterways are safe for use by all the community.



Draeger DrugTest 5000

Source © Drägerwerk AG & Co. KGaA, Lubeck. All rights reserved.

Heavy Vehicle National Law stewardship

Over the past 12 months, TMR has worked with the National Transport Commission and the National Heavy Vehicle Regulator to progress nationally agreed heavy vehicle reforms through amendments to the Heavy Vehicle National Law. As host jurisdiction of the Heavy Vehicle National Law, amendments must first be passed by the Queensland Parliament before it can be applied by participating jurisdictions. Key achievements included the commencement of the Chain of Responsibility reforms on 1 October 2018 and the commencement of amendments supporting the establishment of a national heavy vehicle fleet data set as part of reforms to national heavy vehicle registration on 1 July 2018.

In April 2019, the eighth Heavy Vehicle National Law amendment package was introduced into the Queensland Parliament as the *Heavy Vehicle National Law Amendment Bill 2019*. This Bill is the output of the ongoing maintenance programs and includes amendments to align with the *Commonwealth Road Vehicle Standards Act 2018*, provide for the giving of advice as a function of the National Heavy Vehicle Regulator, and simplify the use of defect notices, and other amendments to reduce the regulatory burden on industry and the Regulator.

In early 2019 a 'first principles' review of the Heavy Vehicle National Law was initiated by the National Transport Commission, following approval from the Transport and Infrastructure Council in May 2018.

This work will provide an opportunity for TMR to contribute to the creation of the new Heavy Vehicle National Law to provide a flexible, safe and efficient approach to heavy vehicle regulation that meets the needs of Queensland communities, industry and government bodies.

Queensland Transport and Logistics Workforce Strategy and Action Plan 2018–2023

The department acknowledges the need for a skilled and adaptable transport and logistics workforce to deliver the growing Queensland freight and passenger transport task.

Through its support of the Transport and Logistics Workforce Advisory Committee, TMR facilitated the development of the *Queensland Transport and Logistics Workforce Strategy and Action Plan 2018–2023*.

Industry and government will work together on practical actions to drive meaningful change across these strategies.

Improvements to national notices for heavy vehicles

TMR have been working with the National Heavy Vehicle Regulator (NHVR) and industry in the development of several harmonised national notices, replacement notices and the development of a revised livestock loading scheme notice. The harmonised B-double and Agricultural notices were both significant bodies of work. The Agricultural notice provides significant access efficiency benefits to Queensland's agricultural industry.

In February 2019, 20 replacement national notices were introduced. These notices either replaced expiring notices or previous TMR guidelines that had transitioned to the NHVR under the Heavy Vehicle National Law. The new Livestock notice was the culmination of a significant policy review process, with Queensland's livestock industry being extensively consulted during this process.

Addressing transport affordability through the Stadiums Taskforce

In April 2018, the Queensland Government established a Stadium Taskforce to review the pricing and practices of Stadiums Queensland, including reviewing transport costs for hirers of Stadiums Queensland venues.

On 16 July 2018, the Taskforce published its interim recommendations including a number of recommendations to address transport affordability. TMR was responsible for working with stakeholders to deliver the recommendations.

TMR has delivered all the recommendations and has implemented:

- a new Traffic Management Plan framework for all Stadiums Queensland venues to provide greater consistency
- upgrades to the traffic management plans for Metricon and Cbus stadiums on the Gold Coast and investigation of additional options around the provision of event train services and access to carparking
- reviews of the traffic management plans for The Gabba and Suncorp stadiums
- completion of a competitive procurement process for the provision of event bus shuttles for events at Metricon and Cbus stadiums on the Gold Coast.

Through these initiatives, the department has helped to identify a range of immediate and longer-term recommendations that provide opportunities for ongoing cost savings for stadium hirers, subject to consideration by stadium management.

Bureau of Meteorology discovery workshop

As part of the partnership between TMR and the Bureau of Meteorology (BoM), a discovery workshop was held in August 2018 focused on the establishment of partner relationships and process mapping of the key products and services of TMR and BoM. This workshop delivered a priority list of projects to inform the partnership including ongoing relationship development, road and rail flood modelling, site or area specific forecast needs over land and ocean, understanding averages and extremes for project planning and response, and sea level rises and coastal inundation.

In early 2019, BoM delivered an Introduction to Meteorology course to TMR business leads, providing a broad overview of the science of meteorology and delivering training on understanding weather forecasting and atmospheric characteristics. This targeted training provided participants with the knowledge to better inform business planning, manage risk and make critical decisions in areas where weather can and has historically impacted TMR assets and operations.

'Step Up' Program

TMR worked with Education Queensland to roll out the 'Step Up' education program with the aim of building respectful relationships between bus drivers and students.

Increased education for school students was among the recommendations presented by attendees during the Queensland Government's Youth Fare Evasion Roundtable, held on 17 April 2019 at Parliament House. With more than 100,000 students catching school buses or regular services each day, the right behaviours are essential to ensuring journeys continue to remain safe and secure.

The program includes assembly presentations delivered to students by a local bus driver, a Queensland Police Service officer and a TransLink Senior Network Officer. The presentations educate students on ticketing and are tailored to address the specific areas of focus for each school.

'Step Up' presentations have been presented at schools located on the Gold Coast, Sunshine Coast, Ipswich and Brisbane, targeting areas with high fare evasion and behavioural offences. TransLink Revenue Protection are currently working on a strategy to expand the 'Step Up' program to other schools on the TransLink network.



TransLink Senior Network Officers and a bus driver from Surfside Buslines roll out the 'Step Up' education program at Keebra Park State High School on Gold Coast.

Environment and Heritage

Whether it's improving the safety and accessibility of the network or disposing of corporate e-waste, TMR is committed to minimising the impact on the natural, human and built environment. The department has implemented sustainable solutions and innovative technologies to protect and preserve local flora and fauna.

Highlights

- RoadTek generated 266,668 kWh hours of 'green energy' across its depots with a saving of 213 tonnes of CO₂ emissions and reducing 92 tonnes of coal to be burnt. This equates to 3118 trees (seedlings grown for 10 years).
- RoadTek used 64,339 litres of alternative E10 fuel in place of standard unleaded petrol. This equates to 5849 litres of biofuel (ethanol) used in place of standard unleaded petrol, reducing CO₂ emissions by 13.9 tonnes (2.38kg/litre).
- Of the 94,401 tonnes of waste generated by RoadTek, only 11,851 tonnes, with more than 87 per cent diverted from landfill with the remainder reused, recycled or stored for future use.

Reef 2050 Plan

TMR has championed a strong, risk-based framework for sustainable, leading practice maintenance dredging of Queensland ports to ensure protection of the Great Barrier Reef.

TMR's implementation of the *Reef 2050 Plan* through the development of the *Maintenance Dredging Strategy for Great Barrier Reef World Heritage Area Ports* and the *Guidelines for Long-term Maintenance Dredging Management Plans* has set a clear approach for Queensland ports.

The development of *Long-term Maintenance Dredging Management Plans* by each port was a key outcome of the strategy. The department's approach, based on consultation and building partnerships developed practical solutions for the port industry. Additionally, the approach affirmed for the wider community that the economic and social contribution of ports is maintained, while ensuring the continued protection of our valuable environmental assets.

Long-term Maintenance Dredging Management Plans

A strong, risk-based framework for sustainable, leading practice maintenance dredging of Queensland ports to ensure protection of the Great Barrier Reef (GBR) has been championed by TMR.

The development of *Long-term Maintenance Dredging Management Plans* by each port was a key outcome of the strategy. TMR's approach, based on consultation and building partnerships, developed practical solutions for the port

industry. Additionally, the approach affirmed for the wider community that the economic and social contribution of ports is maintained, while ensuring the continued protection of our valuable environment assets.

Electric Vehicle Strategy

Released in October 2017, *'The Future is Electric' Electric Vehicle Strategy* (EV Strategy) is a multi-agency strategy led by TMR. The EV Strategy was designed to ensure Queensland is in the best position to capture the benefits and opportunities electric vehicles (EV) will bring for a cleaner, greener and cheaper transport future.

The strategy outlines 16 cost-effective initiatives the Queensland Government will implement, to encourage consumer support and uptake of these vehicles. The showpiece action of the EV strategy is the Queensland Electric Super Highway (QESH), a series of fast-charging stations stretching from the Gold Coast to Cairns, and Brisbane to Toowoomba. Phase 1 was completed in January 2018. A further \$2.5 million has been committed to Phase 2 with planning underway. Phase 2 will reduce the distance between the existing charging locations, giving motorists more options to choose when to recharge, reducing range anxiety and allowing them to stop, revive and survive.

Other departments undertook a number of other significant EV related activities during the year including:

- sponsoring the annual Australian Electric Vehicle Conference and Expo 2018 held at the Brisbane Entertainment and Convention Centre
- launch of the *QFleet Electric Vehicle Transition Strategy*
- development of the Electric Vehicle Charging Infrastructure Practice Note
- leading the development of a national program of work for the Council of Australian Government's (COAG) Transport and Infrastructure Council.

Waste Reduction and Management Plan

TMR continued to focus on reducing waste going to landfill in delivery of its transport infrastructure construction and operation. TMR has aligned with the Queensland Government's waste strategy and drive to a circular waste economy where our resources and components are considered valuable and are reintegrated, regenerated and reused, remaining in use as long as possible.

In 2018–19 TMR:

- continued to deliver on the actions and continuous improvement activities in the *TMR Waste Reduction and Recycling Plan (2016–2021)*
- committed to undertake sustainability assessments for projects over \$100 million which is driving

trials of new products and technologies to assist in minimising waste generation

- disseminated information in preparation for the Queensland Government's waste levy commencing on 1 July 2019
- updated Environmental Management Specifications requiring all departmental contractors to report waste measures.

Innovative waste minimisation projects include:

- reuse of 100 per cent of the existing pavement by pulverisation, spreading to a uniform layer and implementing a triple blend to the subgrade to significantly reduce the amount of new pavement required (Landsborough Highway, Central West District)
- over 20 million litres of Crumb Rubber Modified binder used on TMR reseal projects since 2015 which has found another use for 523,950 recycled tyres.

Emissions reduction plan

Transport and Main Roads is developing a *Transport Net Zero Emissions Roadmap* for emissions reduction across the department. The roadmap includes initiatives such as Carbon Abatement Modelling, Future Scenario Analysis and Transport Related metrics that inform the carbon reduction strategy for the department. These initiatives are contributing towards the overall Transport Net Zero Emissions Roadmap in alignment with the Queensland Climate Transition Strategy.

TMR is contributing through engineering innovations that reduce the infrastructure carbon footprint, and through Transport Infrastructure Project Sustainability ratings (utilising the Infrastructure Sustainability Council of Australia, ISCA) which encourage lower emission designs, equipment and procedures.

Engineering innovations to reduce emissions include:

- EME2 pavements – involves the reduction in the asphalt thickness which in turn reduces the quantity needed resulting in less emissions
- recycled Asphalt Products – involves using recycled asphalt on TMR projects, which has a lower emission potential than fresh asphalt
- crumb Rubber – involves reusing old car tyres in pavements, which not only reduces waste going to landfill but substitutes for virgin materials, resulting in reduced environmental footprint
- Foam Bitumen Stabilised (FBS) pavements – involves providing pavements with increased strength and resilience, leading to lower maintenance and replacement over the whole of life of the asset.

An example of an ISCA project sustainability outcome that incorporated these innovations to reduce emissions was the Gateway Upgrade North which achieved an 'excellent' ISCA rating for design and used 10,000 tonnes of EME2 pavement to construct 1.7 kilometres of Deagon Deviation southbound. This resulted in approximately 3000 tonnes less raw materials and 26 per cent less truck movements.

Marine pollution response training program

MSQ managed and coordinated attendance at 17 specialised marine pollution response training courses as part of normal business activities. This training, which is in line with obligations described in both *Australia's National Plan for Maritime Environmental Emergencies* and the *Queensland Coastal Contingency Action Plan*, was delivered in the ports of Brisbane, Gladstone, Mackay, Townsville, Cairns and Skardon River. In total 125 people from local and state government departments and ports attended the training in basic and advanced oil spill response and shoreline clean-up operations. In addition, MSQ also coordinated participation by 46 people in other specialist incident management and media management training.



Deploying the Oil Containment Boom at Warraber Island, Torres Strait.

Disposing corporate e-waste responsibly

TMR is supporting Queenslanders in need and helping to reduce the impact on the environment through a range of e-waste initiatives focused on the safe and sustainable re-use or disposal of end of life ICT equipment.

In partnership with the Kingfisher Recycling Centre at Aspley—Queensland's largest school-based recycling centre—which is helping to breathe new life into old server components from our Carseldine site office.

To date, the department has donated more than 15 ute loads of server components as well as smaller items such as uninterruptible power supplies, 17-inch monitors, keyboards and mice. Items donated to Kingfisher are disassembled by the students at the adjacent Aspley Special School as a learning opportunity, following which the components are re-used or further recycled to directly benefit the school. Disassembling electronic items such as those donated by TMR, provides valuable on-site work experience for our students

Another way the department is sustainably disposing of corporate e-waste is through the Mobile Muster program. By donating unserviceable phones and iPads from across the department to Mobile Muster the department has contributed devices totalling more than 280 kilograms for recycling, resulting in environmental benefits equal to planting more than 17 trees and avoiding 621 kilograms of CO2 equivalent.



Pictured (left to right): Sandra Slater, Chief Information Officer; Chesley Hargreaves, Aspley Special School Principal; and Janet Born, Service Operations Director, outside the Kingfisher Recycling Centre.

Case study

Preparing TMR for the digital future

The department's *Paper-Lite Strategy* for documents and records is moving TMR from a traditional, paper-based recordkeeping culture to one that is value driven, with digital recordkeeping embedded in the way we work. This ensures a focus on our most important records with more information available for business and cultural purposes.

The transformation to Paper-Lite is continuing with TMR in consultation with Queensland State Archives taking a risk-based and sustainable approach by mapping the department's records into a consolidated Retention and Disposal Schedule.

A key piece of work for the department was to actively reduce the high cost and impact of outdated, paper-based recordkeeping. The project resulted in annual ongoing storage savings of \$150,000.

Savings and future cost avoidance delivered under the *Paper-Lite Strategy* in 2019–20 is estimated at in excess of \$1,500,000.

Vessel Traffic Service Operators

MSQ, is authorised as the only Vessel Traffic Services (VTS) Authority to provide VTS for Queensland ports, Torres Strait and the Great Barrier Reef VTS areas. Delivering this service is a dedicated team of TMR professionals working 24/7 monitoring and assisting international and local trading ships to safely navigate through the Torres Strait and Great Barrier Reef, Queensland's ports and coastal waterways.

These men and women, called Vessel Traffic Services Operators (VTSOs), come to TMR from diverse range of backgrounds and experience. VTSOs are required to operate and utilise a diverse range of systems such as, radar, Very High Frequency (VHF) radio, Automatic Identification System (AIS), Closed Circuit Television (CCTV), Under Keel Clearance Management Systems (UKCM) and meteorological sensors. This equipment, along with essential training, provide VTSOs with the necessary skills to interact with shipping and provide timely and accurate advice to the bridge team on the ship that can assist the on-board decision-making.

VTSO are also called upon to respond to developing and emergency situations, from shipping accidents, pollution and Search and Rescue. A recent event required VTSOs to put all their knowledge into practice responding to a distress call from a recreational vessel that resulted in saving the lives of two men and a young boy.

Successful applicants undertake a competency-based training program that is delivered in accordance with international conventions to ensure that the ships' master and/or marine pilot receives the information in a manner that is consistent all over the world. Initial on-the-job training is conducted by experienced and qualified VTSOs and consists of local port knowledge, VTS theory, VTS system knowledge, legislation, navigation skills, VHF radio communications and emergency procedures. This is followed with formal qualifications in VTS Operations at IALA modelled courses including V-103/1 Vessel Traffic Services Basic Operator and V-103/2 Vessel Traffic Services Supervisor courses. VTSOs are assessed annually to ensure proficiency and to ensure their professional knowledge is maintained.

Ant plants and rare mangroves given new home

Over the last 100 years, coastal development in Far North Queensland has reduced the niche habitat available to the Ant plants that are endemic to coastal areas between Townsville and Cape York.

The relocation of threatened Ant plants and rare mangroves species from the Cairns Southern Access Corridor (Stage 4) project site to East Trinity Reserve was completed in early 2019. The Ant plant has a symbiotic relationship with the Golden ant and the threatened Apollo jewel butterfly, with each species requiring the others to complete their life cycle.

Around 130 Ant plants were removed from the project site around Chinaman Creek and cared for in a nursery by TMR and Biotropica Australia until the wet season commenced. The Ant plants were then relocated to East Trinity Reserve, on an elevated work platform used to install the plants high up in the canopy of their preferred host tree—the Narrow leaf paperbark. The plants were then tied to host trees with a biodegradable rope allowing roots to develop.

TMR and Biotropica Australia will continue to monitor the Ant plants in their new home while they take root in their host trees.



Ant plants are covered in sharp spines to protect them from predators.

Case study

Rapid Impact Compaction and Wick Drains

The Cairns Southern Access Corridor (Stage 4) Kate Street to Aumuller Street, used a specialised ground treatment, called Rapid Impact Compaction (RIC), to stabilise parts of the project site that was previously an old landfill.

RIC was used to consolidate landfill in the area by striking a seven-tonne weight against a 1.5 metre metal plate compressing the ground to an average of 0.5 metres. The ground was compressed every two metres, with 100 locations compressed each day. The RIC equipment was used for around 500 hours and is one of only two such machines in Australia. This is the first time RIC has been used in Far North Queensland

Cassowary Recovery Team

Vehicle strike has found to be the major cause of cassowary mortality in Queensland. Recognising the need to protect the Australian icon and improve safety of motorists on our roads, TMR continues its work with an interagency and community team called the Cassowary Recovery Team.

The team is continuing to seek innovative solutions to reduce cassowary road strikes on state-controlled roads. This collaboration resulted in an advanced monitoring system for cassowary detection and behaviour analysis being deployed on the Tully-Mission Beach Road at Carmoo, which is a well-known cassowary area.

Vehicle Activated Signage were also installed to alert motorists of the possibility of a cassowary being on the road in the area.

The analysis of the data from the trial indicates that driver behaviour in relation to signage is a key issue to be investigated and should not be underestimated.

Other measures already implemented by the department on our roads include:

- vegetation management along key roads in the Mission Beach area to increase visibility of cassowary chicks during the breeding season.
- installation of Variable Message Signs on the Kuranda Range Road, which are being used to notify drivers of road hazards, including cassowary sightings.
- installation of Bluetooth loggers to identify trends in driver behaviour in the Cassowary Coast region.
- launch 'Report a cassowary' feature on the QLDTraffic App ([see page 123](#)).

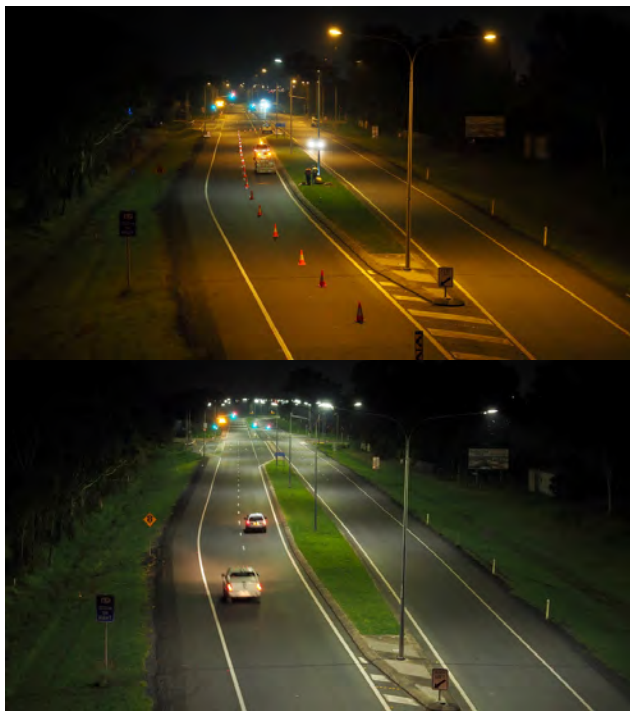
LED replacement project

The LED Street Lighting Replacements Works Program is in its second year of delivery following on from the success of the works completed in the 2017–18.

With a funding package totalling \$6.2 million, work to date has included multiple design packages being finalised, along with procurement packages completed for works commenced across the State in the 2018–19 financial year. Programmed works having been completed in the South Coast, Metropolitan, North Coast, Wide Bay, Down South West, Townsville, Mackay Whitsunday and Cairns regions of the state.

This program of works utilising innovative infrastructure solutions, highlights how we are embracing new technologies, through a collaborative approach to managing the network. This is evident through the early trials of Lighting Asset Management software platforms, led by TMR's Engineering and Technology branch in conjunction with RoadTek, with

pilot installations being set up in Townsville, Mackay, Goondiwindi and the North Coast. Whilst in the early stages, the approach undertaken is at the forefront of available technologies, with testing involving remote incident detection protocols, monitoring energy usage, and examining conventions that optimise the performance of each street light pole.



Shining the lights on across the network, replacing old technology (top) to the new 'brighter' LED (bottom).

Fish passage installation

The Department of Agriculture and Fisheries is responsible for assessing potential barriers to fish movement along Queensland waterways, that may arise from culverts or other waterway barrier works. Barriers to the free movement of fish along waterways can have devastating impacts on fish and fishing. TMR has been working with The University of Queensland to develop a cost-effective and low-maintenance box culvert design, which aims to improve the passage of small-bodied native Australian fish. The idea is to create low velocity regions in water flowing through the culverts. In certain flow conditions these low velocity regions enable upstream fish passage, helping fish to access suitable habitats to feed, reproduce and find refuge ensuring ongoing productivity of Queensland's native fish species.

Initial work has involved computer and laboratory flume simulation of various options, and it is planned to take some preferred options into field trials during the second half of 2019.



An example of a fish passage delivered at Puddler Creek, west of Charters Towers.

Woorabinda community

Director-General, Neil Scales, has continued in his role as Government Champion for the Woorabinda Aboriginal community, which is situated on the traditional lands of the Wadja Wadja/Wadjigal Aboriginal people, about 170 kilometres south-west of Rockhampton. The Department of Aboriginal and Torres Strait Islander (DATSIP) led program's focus is on achieving improved economic and social outcomes as well as addressing barriers to effective service delivery.

In addition to leveraging TMR's strong regional presence, the department works in partnership with DATSIP, neighbouring councils and other government agencies to progress the community's agenda. During the year the department has proactively assisted the community with facilitating funding submissions, reconstruction of road and creek crossings, and furthering capacity and capability development via road infrastructure.

Burnett Traffic Bridge restoration

The heritage-listed Burnett Traffic Bridge, which spans the Burnett River, was officially opened by the Queensland Governor Baron Lamington on 24 August 1900. Work to build the bridge began in June 1898 by contractor Messrs John McCormick and Sons. The total cost of the bridge and approaches was £64,234, which included land purchase, engineering and supervision. The steel girder bridge is constructed with eight spans (each 51.87 metres) and totals more than 416 metres between abutments. Other features included 7.3 metre wide roadway and a 1.7 metre wide footpath.

Significant rehabilitation works are continuing on the heritage-listed Burnett Traffic Bridge in Bundaberg. The program of works involves structural repairs, blasting works to remove old paint and rust that has formed over the years, and applying a new paint protection system.



The Eastern Darling Downs Blue Grass grassland SEA.

The rehabilitation works are required to ensure the structural condition of the bridge is capable of handling future traffic demand. Given the age and size of the Burnett Traffic Bridge, the rehabilitation program is significant and will need to continue into the next several years. Due to the intricate nature of rehabilitating a heritage structure, it will be a long process. However, TMR is committed to preserving an important part of Bundaberg's history to ensure it continues to serve as a vital road link.



Bundaberg's heritage-listed Burnett Traffic Bridge opened in 1900 and connects North Bundaberg to the Bundaberg CBD.

Grassland SEA signage

TMR installed 173 Significant Environmental Area (SEA) ([see glossary page 295](#)) signs along all grassland SEAs ([see glossary page 295](#)), roughly every kilometre, often co-located with accesses where they're more likely to be noticed. This was after a spate of detrimental activities (such as test-driving a plough) by unknown parties. TMR has had phone calls from service providers and landholders asking about the grasslands and what they need to do in order to undertake their activities. This indicates the signs have been noticed and are providing a benefit.

Mobilising Queenslanders on our accessible network

Ensuring the department builds a transport network that is accessible by all and connects Queenslanders to liveable regions and active cities is an important and ongoing focus for TMR. This section outlines the key transport activities and initiatives undertaken to facilitate passenger mobility across the state and aim to provide a single integrated and safe transport network, allowing fair access to everyone.

Addressing traffic congestion

The department takes a multi-faceted approach to tackling congestion and improving travel reliability across South East Queensland. Through a combination of projects that build extra capacity, measures that will help us get the most out of the existing network, and providing customers with access to better information, the department works hard to ensure congestion doesn't significantly worsen as our population grows.

Coupled with population growth, South East Queensland has seen a relatively high (20 per cent) increase in registered vehicles over the last seven years, this has also led to 27 per cent increase in the number of vehicle kilometres travelled in the Brisbane Metropolitan area. These trends are shown in Figure 6.

Building additional capacity

TMR are addressing priority bottlenecks on our road network with major upgrades on:

- South East Queensland motorways including the Pacific/Gateway Motorways Merge
- the recently completed Gateway Upgrade North Project
- Pacific Motorway (M1) upgrades.

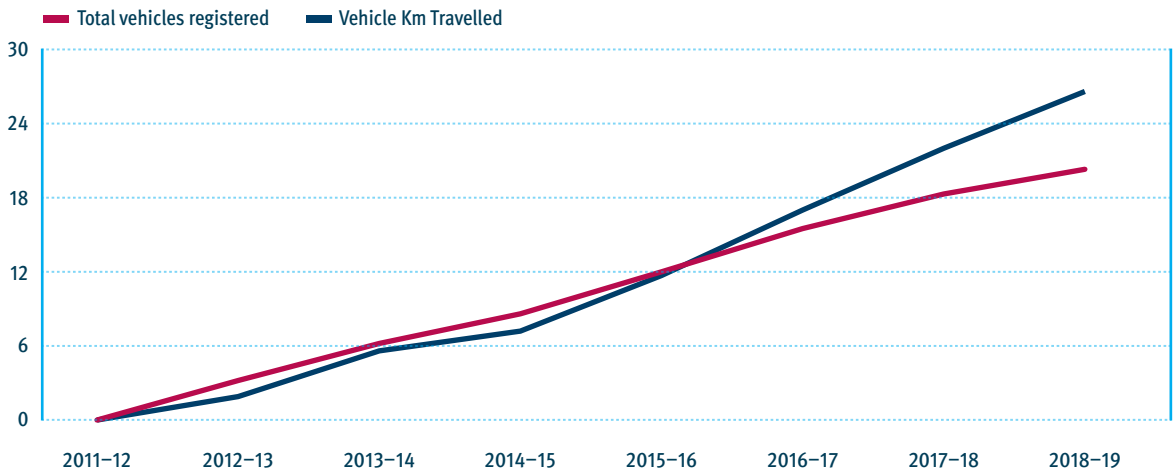
In addition to these major upgrades the department has delivered many other projects, such as traffic signal optimisation, that have improved travel time in localised environments.

Using technology to smooth the flow of traffic

Beyond the major infrastructure projects, the department continues to invest in technologies that allow proactive operation of the road network. These technologies, known as Smart Motorway technologies include a variety of initiatives such as:

- variable speed limit signs
- flexible lane control
- ramp signalling
- travel time signs
- electronic message signs
- roadside data systems.

Figure 6: Cumulative change in vehicles registered and kilometres travelled since 2011–12



	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
Total vehicles registered: SEQ (source: TRAILS)	0.0%	3.2%	6.2%	8.6%	12.0%	15.5%	18.3%	20.3%
Vehicle Km Travelled (VKT) from TMR detector counts: Bne Metro (calendar yrs, 24/7, source: TARS-TMR Traffic Analysis and Reporting System)	0.0%	1.9%	5.6%	7.2%	11.7%	17.0%	22.0%	26.6%

Data source: Total vehicle registered: South East Queensland (TRAILS)

Data source: Vehicle kilometres travelled from TMR detector counts: Brisbane Metro (calendar years, 24/7) (Source: TARS-TMR Traffic Analysis and Reporting System)

Data source: Vehicle kilometres travelled from TMR detector counts: Brisbane Metro (calendar years, 24/7) (Source: TARS-TMR Traffic Analysis and Reporting System)

Note: This graph shows the cumulative percentage change in total vehicles registered and vehicle kilometres travelled in the Brisbane metropolitan area.

These technologies work together to help reduce stop-start travel, improve safety and provide more predictable travel times for motorists along our busy motorways.

Incident management

The department uses a variety of sensors and cameras to monitor the transport network and identify incidents and potential hazards. This information is used to quickly respond to any issues by deploying our traffic incident management services and provide information to customers through our QLDTraffic services and roadside variable message signs.

Helping road users make informed decisions

Understanding potential travel conditions is an important part of planning a journey, the department continues to deliver up to date travel information through QLDTraffic providing dynamic and real-time travel information, empowering our customers with access to trusted, reliable, timely and personalised information to make informed travel decisions.

Passenger Transport Accessible Infrastructure Program

The TMR Passenger Transport Accessible Infrastructure Program is a statewide grants program which provides funding assistance to local governments upgrading their existing passenger transport facilities to comply with the Commonwealth *Disability Discrimination Act 1992*.

These funding contributions allow local governments to:

- enhance safety and accessibility of the transport network for everyone
- modernise passenger transport facilities to meet the *Disability Standards for Accessible Public Transport 2002*
- apply consistent design standards across the passenger transport network.

In 2018–19, over \$5 million of funding assistance was provided to 17 local governments across Queensland to support upgrades of over 750 urban bus stops to meet accessibility standards. In addition, approximately \$500,000 was provided towards upgrading long-distance coach stops in regional areas as well as completing the passenger ferry terminal upgrade at Hammond Island in the Torres Strait. These funding grants assist local governments in increasing accessibility to the transport network to connect communities.

The success of these infrastructure grants programs is built on the partnership approach with local governments and other state government agencies, working together to deliver a single integrated transport network accessible to everyone.



For more information: www.tmr.qld.gov.au/Travel-and-transport/Disability-access-and-mobility/Accessible-regional-bus-stops

Equitable access to transport for vulnerable Queenslanders

Under the direction of the Director-General, TMR has implemented the Accessible Transport Network (ATN) led by Kevin Cocks AM. The ATN program of work will ensure that all vulnerable Queenslanders' and visitors will be able to participate with ease, safety and dignity in all aspects of their social, recreational, health and employment activities. Frameworks and strategies underway in 2018–19, through collaboration with other government agencies, will underpin the lift in cultural awareness required to design and deliver products, services and infrastructure to meet the needs of everyone. This program of works will also create benefits for all transport network customers.

Through TMR's response to the Forde Report (New Generation Rollingstock Commission of Enquiry) recommendations, TMR has embraced the opportunity to deliver on our vision of a single integrated transport network accessible to everyone by incorporating these recommendations into TMR's best practice for the future. Our actions from these recommendations will see TMR undertaking activities around early co-design, customer engagement and cross-agency collaboration to deliver vast improvements in all products, services and infrastructure. Customers will benefit from a more seamless experience when accessing information and a more accessible and welcoming environment across all facets of our network.

The ATN established the Accessible Transport Network Program Board in 2019 with the purpose to govern the implementation of accessibility, diversity and Inclusion objectives, aligning with our Advancing Queensland Priorities. It is an overarching governing body to drive and implement meaningful and practical change for all five divisions of our organisation. Providing the opportunity to create a business as usual approach to these key areas.



For more information on the Forde Report: www.traininquiryng.qld.gov.au/

Accessibility is key to our vision of creating a single integrated transport network accessible to everyone. We connect people to people, people to places, people to jobs, people to healthcare and people to opportunities. To do that, we need a totally accessible transport network.

Neil Scales, Person with a Disability Champion

Third Disability Action Plan to improve the accessibility on the state network

In December 2018, TMR released the *Disability Action Plan 2018–2022* continuing the department's commitment to improving the accessibility of the passenger transport network for customers with disability.

This is TMR's third disability action plan and contains 41 actions that will be delivered over the life of the plan, with some actions already complete, such as the establishment of the Accessible Transport Network Office ([see page 139](#)) within TMR.

The plan was developed in consultation with members of the TMR Accessibility Reference Group which includes representatives from government, industry and disability advocacy groups and has been produced in a number of alternative formats including Easy Read, Auslan and audio, all of which are available on the TMR website.



For more information: www.tmr.qld.gov.au/Travel-and-transport/Disability-access-and-mobility

Accessible Transport Networks overview

Starting in January 2019, the ATN began working in partnership across TMR to carry out assessments of viable rest areas and stopping areas to establish their degree of accessibility. These assessments will be carried out across the whole of Queensland with an aim of developing a priority plan for upgrading them based on criticality.

This will create clearer, more accurate information for customers and support the needs of everyone using these facilities. Making it easier for customers when planning journeys and offering a more pleasurable experience for all travellers.

The ATN—in conjunction with Human Resources Branch—is contributing to the overarching Disability Employment Strategy being developed by the Public Service Commission, positioning the Queensland Government as a desirable employer with strong social conscience. Demonstrating a cultural awareness of inclusivity that creates a welcoming working environment, providing better opportunities and support for everyone. TMR's alignment with this Strategy will see a more diverse and inclusive approach in our recruitment processes and our working environment. Working towards our priority to create jobs in a strong economy.

Based on the recommendations of the Forde Report, TMR is prioritising the updating of our Public Transport Infrastructure Manual. These updates will ensure better quality of experience for all users of our network, by embedding a human-centred

design approach to all phases of projects when delivering infrastructure on our network.

This includes physical spaces and user experience, as well as processes for goods and services from agencies partnering with TMR.

TMR is leading the Disability Standards for Accessible Public Transport (DSAPT) Transformation in partnership with the federal government. Queensland will provide leadership throughout this process and technical and operational guidance to update the DSAPT and have these changes legislated by 2023.

In 2019, the ATN procured the services of a technical expert to analyse, research and advise on the best approach to address and update legislation through co-design and universal design. These changes will also inform other states and jurisdictions, creating a more cohesive connection with a far-reaching application.

School Transport Assistance Scheme

The School Transport Assistance Scheme (STAS) is one of the largest schemes funded by the state government which assists eligible students to travel to and from school on rail, bus, ferry and tram services. For 2018–19, \$172.7 million was paid to assist approximately 130,000 recipients.

STAS assistance can cover all or part of a student's transport costs between home and school, with the focus being on assisting those students without a school in their local area. Assistance is also provided for students living in extreme isolation and for low income families.

For the delivery of this program, TMR works with about 502 delivery partners providing over 1150 school routes using approximately 2000 buses.



For more information: www.tmr.qld.gov.au/Travel-and-transport/School-transport/Assistance-schemes/School-Transport-Assistance-Scheme

School transport operator payments

The department provided funding assistance to 502 private operators to deliver school transport services. Total payment for the 2018–19 financial year was \$146.6 million (GST exclusive).

School services for South East Queensland are paid as part of integrated urban and school transport service contracts and reflected in table 13 *Passenger transport operator payments: South East Queensland* ([See page 291](#)).



A full list of operators and payments is available on the Queensland Government Open Data Portal: www.data.qld.gov.au



STAS provides assistance to eligible school students on rail, bus, ferry and tram services, helping students travel to and from school.

Concessional fares for disadvantaged community members

The department continued to provide concessional fares on rail, ferry, bus light rail and taxi services to ensure mobility and access across Queensland for those in the community who are disadvantaged.

In 2018–19, TMR provided \$320.44 million in concessions and assistance to pensioners, veterans, students, people with a disability and their carers to make public transport more affordable. Assistance ranges from public transport concessions, ticketing products and subsidised transport schemes.



For more information on concession fares: translink.com.au/tickets-and-fares/concessions

For more information on ticket options for people with a disability: translink.com.au/tickets-and-fares/ticket-types/disability

Bus contract renewals

New contracts with bus delivery partners in South East Queensland were executed in July–August 2018. The new contracts have introduced a refreshed performance management regime with a focus on improved data reliability and a partnership approach to improving on time running, alongside the delivery of a centralised scheduling system that will deliver more responsive and reliable timetable information for customers.

Outside South East Queensland, the department has been investing in new service contracts. In November 2018, TMR executed one-year contract extensions with regional delivery partners in Cairns, Townsville, Rockhampton, Mackay and Toowoomba. These one-year extensions are enabling TMR and its delivery partners to work through a collaborative invitation to offer process for a longer-term service contract. Benefits such as improved service coverage and strengthening relationships with delivery partners are expected to result from the collaborative approach.

Between December 2018 and February 2019, TMR executed new seven-year contracts with regional delivery partners in Bowen, Bundaberg, Maleny, Proserpine/Airlie Beach, Warwick, Gympie, Innisfail/Ingham, Stradbroke, Kilcoy, Rockhampton/Mount Morgan/Yeppoon, Elliot Heads and Maryborough/Hervey Bay. These extensions provide continued bus services to regional centres around Queensland reinforcing the department's commitment to building stronger regions.

Queensland Bus Driver of the Year Awards

Queenslanders had the opportunity to recognise their favourite bus driver by nominating them for the Queensland Bus Driver of the Year Awards. More than 2500 nominations were received across Queensland. The awards recognised the huge contribution drivers make to ensuring customers travel safely and conveniently.

This year's nominations saw a 900 per cent increase on the 250 submissions received in 2018, with Ella Reid from Clarks Logan City Bus Service taking out the award for the state's best driver last year.

This year's awards have been expanded to include new categories, recognising drivers across the state. The new categories are:

- South East Queensland drivers
- regional drivers
- school drivers.

All nominations were reviewed by an industry-led judging panel and assessed against criteria including positive customer impact, excellence in customer care and displaying a customer-focused attitude. Three finalists were announced in each category. Videos of each finalist were produced and posted online, allowing the public to cast their vote for the winner in each category. Winners were presented their awards in August 2019.

Local area marketing

Over the last 18 months, the department has delivered targeted marketing campaigns to increase public transport patronage in locations with high potential to increase public transport mode share. These locations were identified using an algorithm that measured actual public transport patronage against expected patronage, based on local demographics, service levels and other factors. TMR has focused some of its marketing efforts on areas that were deemed 'underperforming' for public transport - that is, where actual patronage was not as high as predicted by the algorithm.

The suburb of North Lakes was the first trial site for this new marketing approach in February 2018. The department then applied the same approach to the suburb of Kedron in February 2019 and Southport in late June 2019. Activity in North Lakes and Kedron has influenced behaviour, and patronage targets have been exceeded in both areas following the campaigns. Results for Southport are still pending.

Tactics included email marketing, mobile display advertisement, advertising at petrol pumps, direct mail, smart screens at shopping centres, customer liaison activity as well as social media activity.



Convenience and attractive environment at North Lakes station.

Road safety

TMR is committed to the long-term vision of zero deaths and serious injuries on Queensland roads. To achieve this vision, the department implements road safety initiatives encompassing education, community engagement, enforcement, new technologies and safer roads and roadsides and drives a change in culture and attitudes to road safety through StreetSmarts campaigns.

Road Safety Policy

In August 2018, the department released the *Road Safety Policy*. The policy aims to embed Safe System principles (recognising that people make mistakes and that every part of the system, including roads and roadsides, should be designed to minimise harm) in TMR's business by:

- incorporating default safety treatments in all new road projects so that more safety treatments will be implemented proactively (before crash trends occur) rather than reactively
- mandating the use of a newly developed safe system checklist which uses the Austroads' *Safe System Assessment Framework* throughout all stages of a project's lifecycle from early concept planning to finalisation.

Implementation of the policy is expected to increase the road safety benefits realised through the delivery of all road improvement activities undertaken by TMR, ultimately leading to fewer fatal and serious injury crashes on state roads in Queensland.



For more information: www.tmr.qld.gov.au/Safety/Road-safety/Road-Safety-Policy

Queensland's Road Safety Strategy 2015–21

The *Queensland's Road Safety Strategy 2015–21* is underpinned by four guiding principles that reflect a cultural shift in how TMR considers and reduces road trauma:

1. The true road toll is broader than fatalities
2. We need an ambitious vision with interim targets to inspire and motivate action
3. Safe System principles are the foundation for action
4. Road safety is everyone's issue and everyone's responsibility.

These guiding principles, and the specific commitment to the Safe System approach, have informed the development of a series of *Queensland Road Safety Action Plans*, each containing a range of initiatives that contribute to achieving the long-term vision of zero deaths and serious injuries on Queensland roads.



For more information: www.tmr.qld.gov.au/Safety/Road-safety/Strategy-and-action-plans

Queensland's Road Safety Action Plan 2017–19

Queensland road safety action plans provide an opportunity for the government to:

- demonstrate (and communicate) its ongoing commitment to action to fulfil the ambitious vision of the *Queensland's Road Safety Strategy 2015–21* for zero deaths and serious injuries on Queensland roads
- be transparent about the efforts being made to achieve the goals of the strategy
- provide a basis for accountability by way of measurable progress.

The *Queensland Road Safety Action Plan 2017–19* features 29 initiatives to be implemented over a two-year period, prioritising:

- delivering safer roads for Queenslanders
- getting people into safer vehicles
- encouraging safer road use
- planning our future and strengthen our partnerships.



For more information: www.tmr.qld.gov.au/Safety/Road-safety/Strategy-and-action-plans

Community Road Safety Grants

In 2018, the Community Road Safety Grants Scheme awarded over \$700,000 to 42 successful community organisations to continue to deliver local road safety programs (see pages 69, 97, 109).

The Community Road Safety Grants Scheme supports the Queensland Government's *Road Safety Strategy 2015–21* by providing opportunities for community organisations to lead and support local road safety initiatives within their local communities.

The Community Road Safety Grants Scheme has provided more than \$14 million since 2013, funding programs including road safety education, resources and training, learner driver mentor programs for young drivers, bicycle education, child restraint information, and heavy vehicle fatigue management.



For more information: www.qld.gov.au/transport/safety/road-safety/community-road-safety-grants

Transport safety data

The department is committed to eliminating fatalities and serious injuries through community safety initiatives. Figures 7 and 8 show trend safety data over the previous 10 years.

In 2018–19, there were 228 fatalities as a result of crashes in Queensland, 18 (7.3 per cent) fewer than the previous year and 13 (5.4 per cent) fewer fatalities than the previous five-year average. The 2018–19 road fatality rate for Queensland was 4.51 per 100,000 population**, which is 9.0 per cent lower than the rate for the previous years (4.96 per 100,000 population). The road toll places Queensland third behind the Australian Capital Territory (1.42) and Victoria (4.12).

During 2018, there were 6750 hospitalised casualties because of road crashes in Queensland. This is 240 (3.7 per cent) greater than the previous year and 245 (3.8 per cent) greater than the previous five-year average.

Targeted Road Safety Program

The Targeted Road Safety Program (TRSP) provides funding for infrastructure improvements on the road network to treat locations with significant crash history and other identified safety concerns.

TRSP is an ongoing program of work with more than \$140 million of high-benefit cost-effective projects delivered in 2018–19 across Queensland.

To effectively treat the various safety deficiencies identified, TRSP uses several sub-programs and initiatives to target specific issues. Current sub-programs and initiatives include:

- Safer Roads Sooner program
- Black Spot program
- High Risk Roads
- Flashing School Zone Signs
- Various mass action programs such as:
 - Sign Spearing Mitigation
 - Township Entry Treatments
 - Hold the Red.

Vulnerable users (motorcyclists, pedestrians and bike riders) are of particular concern for the TRSP as more than 32 per cent of all road fatalities in Queensland involve vulnerable road users.

The majority of TRSP funding is sourced from revenues collected from the Camera Detected Offence Program which can only be expended on state-controlled roads. Funding for the Black Spot Program is provided by the Australian Government.

Camera Detection Offence Program

The Camera Detected Offence Program (CDOP) ([see page 293, Appendix 4](#)) is a road safety initiative designed to reduce vehicle travel speeds on Queensland roads.

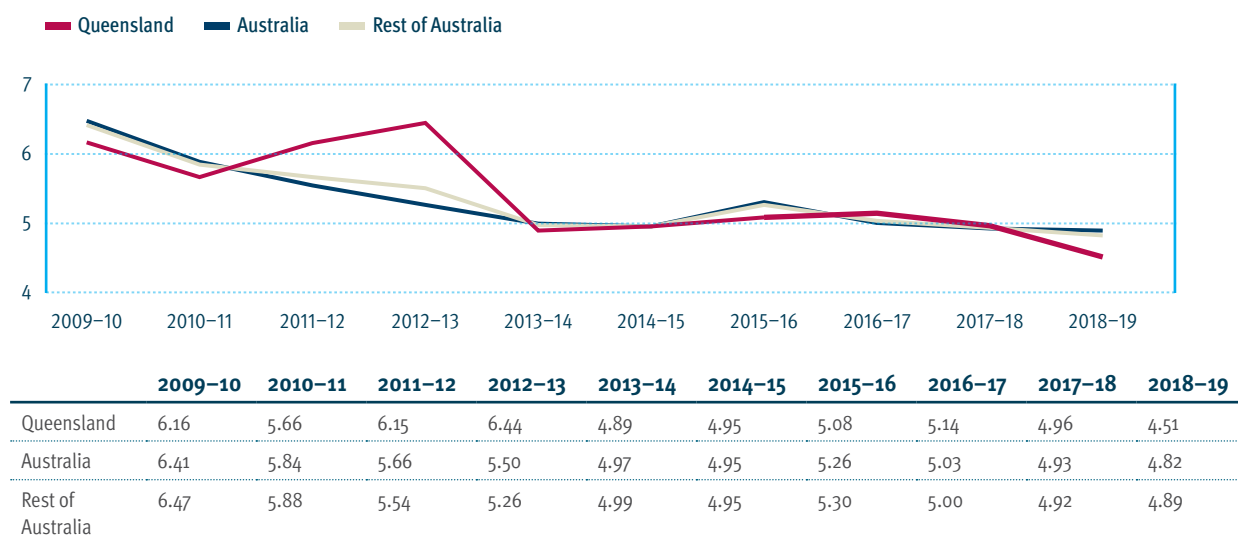
TMR and the Queensland Police Service work cooperatively to ensure the CDOP delivers the best road safety outcomes for all road users. The CDOP consists of mobile speed cameras, fixed speed cameras, red light cameras, combined red light/speed cameras, point to point speed camera systems and road safety camera trailers. The CDOP conducts risk-based assessments to determine the highest risk locations across the state for installation of a camera system.

The program has seen changes and influences in driver behaviour which has resulted in a reduction in crashes and crash related incidents. An evaluation conducted in 2018 by Monash University Accident Research Centre estimating that during 2016 the CDOP saved around 2500 casualty crashes, of which around 1650 were fatal or serious injury crashes. This saved the community approximately \$1.5 billion. More than 98 per cent of these savings were attributed to the mobile speed camera program.



Example of a CDOP camera.

Figure 7: Road fatalities per 100,000 population



Data source: Transport and Main Roads' Road Crash database and relevant interstate authorities.

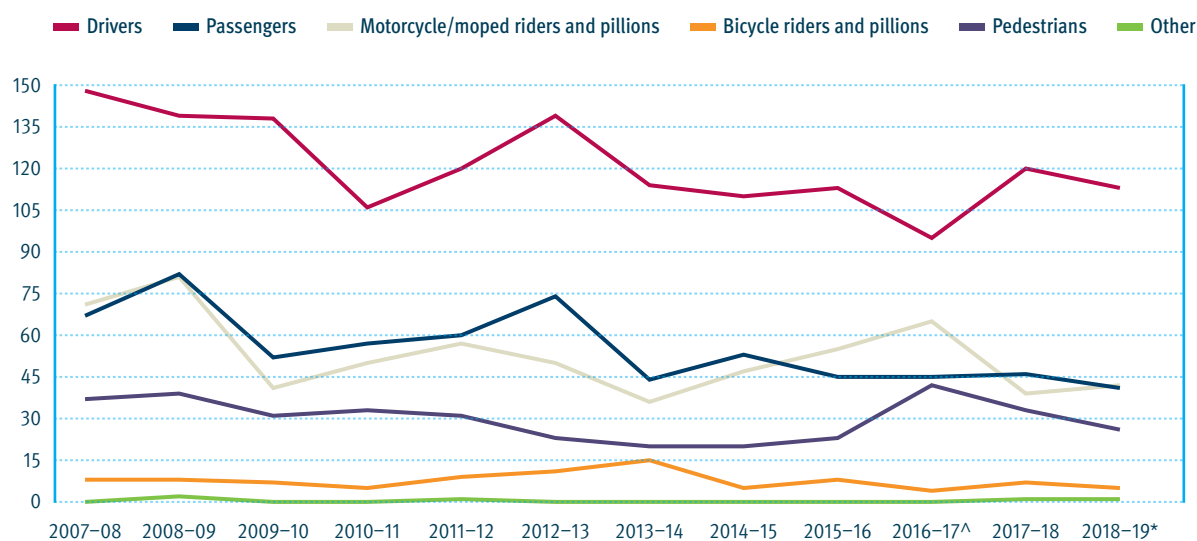
Population figures are from the Australian Bureau of Statistics – Catalogue 3101.0

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.

The Australian Bureau of Statistics releases updated Australian Estimated Residential Population (ERP) figures on a quarterly basis. This has resulted in changes to fatality rates in previously reported years.

2018-19 figures are preliminary at time of printing.

Figure 8: Road fatalities by road user type (in Queensland)



Road user type	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17 [^]	2017-18	2018-19*
Drivers	138	106	120	139	114	110	113	95	120	113
Passengers	52	57	60	74	44	53	45	45	46	41
Motorcycle/moped twriders and pillions	41	50	57	50	36	47	55	65	39	42
Bicycle riders and pillions	7	5	9	11	15	5	8	4	7	5
Pedestrians	31	33	31	23	20	20	23	42	33	26
Other	0	0	1	0	0	0	0	0	1	1

Data source: Transport and Main Roads' Road Crash database

Note: This graph excludes 'other' fatalities such as horse riders, train drivers and train passengers.

* 2018-19 figures were preliminary at time of printing.

[^] The 2016-17 road toll has been reduced by two since the 2016-17 annual report was printed.

Safer Roads, Safer Queensland

The Safer Roads, Safer Queensland forums, together with regional road safety forums, provide key opportunities for the Queensland Government to hear from a wide range of stakeholders about road safety in Queensland.

In the lead up to the sixth Safer Roads, Safer Queensland forum, the Queensland Government hosted a series of regional forums to explore road safety issues and ideas.

Beginning in August 2018 as part of Queensland Road Safety Week, the first regional forum was held in Townsville and focused on seatbelt use. It sought new ideas to encourage greater seatbelt use on regional roads. A second forum was held in Toowoomba in September and focused on potential solutions to road safety issues and concerns on the Darling Downs. Using local crash data as a foundation, regional consultation continued in 2019 with an All Roads, All Road Users forum in Maryborough in May, as part of Fatality Free Friday week. This was closely followed by a similar event in Rockhampton in June, which also considered the road safety priorities and ideas of the Central Queensland community.

This series of forums brought together local road safety advocates representing different road user groups including transport companies, driving and motorcycle riding schools, bicycle user groups, Indigenous groups, senior citizens' groups and young people. Local and state-based government agency representatives including the Queensland Police and Emergency Services and local councils also participated.

The ideas to drive down the road toll generated by this series of regional road safety forums became conversation starters for the Safer Roads, Safer Queensland Forum in mid-July 2019 and informed the development of the next Queensland Road Safety Action Plan, due for release in late 2019.

Looking forward, the Queensland Government has planned a further 12 months of regional consultation events about road safety, to continue to listen to the views of Queenslanders and help contribute to achieving the long-term vision of zero deaths and serious injuries on our roads.



Maryborough's Safer Roads, Safer Queensland forum.



For more information: www.tmr.qld.gov.au/Safety/Road-safety/The-Safer-Roads-Safer-Queensland-Forums

Windscreen sign spearing

Since 2011, four crashes have been reported in Queensland where vehicles have collided with bi-directional hazard signs (Image A). Three of these incidents resulted in the death of vehicle occupants.

Recent TMR research has established that windscreen penetration from these signs could be prevented by strengthening the connection from the post to the sign face, ensuring the sign is pulled down as the posts are impacted by a vehicle (Image B). This design has been included in TMR's standard drawings for all new designs.

A total of \$5.6 million has been allocated for the 2018–19, 2019–20 and 2020–21 financial years to retrofit existing signs at high-risk locations across Queensland. Approximately \$1.4 million has been spent in 2018–19.



Image A: Bi-directional hazard signs.

Image B: The aftermath of a sign spearing crash (Image A) and the new treatment being crash tested.

Wet weather high visibility pavement marking trial

During wet weather, particularly at night time, road markings can be difficult to see leading to an increased risk of crashes.

In 2016, the department engaged the Australian Road Research Board to evaluate the wet weather performance of various pavement marking products.

Between 2016 and 2018, the retro-reflectivity performance (how well the line reflects light back to a light source, such as a headlight) at nine trial sites across South East Queensland were measured at approximately three-month intervals.

As part of these trials, several line marking materials were tested, including Cold Applied Plastic (CAP), which was found to retain the best retro-reflectivity performance in both dry and wet conditions.

TMR are investigating how to increase the use of CAP in painted line marking through maintenance programs and the delivery of new road projects to increase the safety outcomes on our roads.

This project was funded by the Targeted Road Safety Program.



Evaluation vehicle measuring wet weather retro-reflectivity.

Hold the Red

TMR, in partnership with Queensland Police, began trialling potentially life-saving technology which can reduce the risk of crashes caused by drivers running red lights at a number of locations in Queensland in August 2018.

The technology, known as Hold the Red, is an active collision prevention system using radar to detect vehicles that are about to run a red light. When the danger is identified, the

opposing traffic lights are held on red to halt drivers waiting for their lights to change to green.

Hold the Red lowers the risk of a crash at sites where it is installed, while still allowing for offenders to be penalised, keeping other drivers safe and acting as a deterrence to offenders.

Road safety and education

StreetSmarts program

In December 2018, TMR's Join the Drive program was refreshed to StreetSmarts. StreetSmarts is a channel for educating everyone to become smarter and safer when using Queensland's roads. The StreetSmarts website, social media and road safety campaigns all provide people with tools and techniques to use our roads safely.

Road safety awareness and education campaigns to encourage behaviour change in 2018–19 included:

- a targeted campaign highlighting pedestrian safety in Brisbane CBD (August to September 2018)
- 'Road to zero' campaign from the third Co-Lab Youth Road Safety Challenge (August to October 2018)
- 'LiftLegend' drink driving campaign (Christmas and New Year 2018, Australia Day, ANZAC Day and Labour Day 2019)
- Seatbelts campaign (December 2018 to March 2019)
- 'No go' rideables campaign in the Brisbane CBD (April 2019)
- 'Move over, slow down' campaign (May to June 2019)
- 'Drive smarter not faster' campaign (April to July 2019).

Events and sponsorships in 2018–19 include:

- Queensland Road Safety Week in partnership with Queensland Police (26–31 August 2018)
- partnering with Queensland Cricket including 'LiftLegend' promotion at Brisbane Heat Big Bash League games (Summer 2018–19)
- held the fourth Co-Lab Youth Road Safety Challenge (March 2019)
- hosting the launch event for National Road Safety Week in Brisbane (6–12 May 2019)
- sponsoring Fatality Free Friday (31 May 2019).

'Drive smarter, not faster'

In April 2019, TMR launched a world-first safety campaign 'Drive smarter, not faster' which drew upon neuroscience to tackle speeding. This campaign featured advertisements showing real-life driving situations captured on dash-cam.

The dash-cam footage was raw and showed the reality of speeding and distractions. It encouraged Queenslanders to look at the simple techniques they can use to driver smarter, not faster.

To help drivers stop speeding and focus more on their driving, a series of experiments were developed by a leading Australian neuroscientist, Dr Lucia Kelleher, as part of the second phase of the campaign. Two stand-out experiments reduced the number of times people sped by up to one third. These were taking an imaginary driving test while on the road, as well as acknowledging other drivers. The StreetSmarts website and social media encouraged Queenslanders to try one of the eight experiments to see what would help them shut down their busy brain and focus on the road.

The campaign launched before the Easter long weekend, one of the busiest times on Queensland roads.



For more information: streetsmarts.initiatives.qld.gov.au

Queensland Cricket partnership

TMR's third year of partnership with Queensland Cricket saw the 'LiftLegend' drink driving campaign featured at seven Brisbane Heat home matches at the Gabba and Metricon Stadium from December 2018 to February 2019. Over the past two years, the 'LiftLegend' and 'Plan B' drink driving campaigns have been seen by more than 300,000 people at Brisbane Heat matches. From December 2018 to February 2019, #LiftLegend messages reached over 176,000 people via StreetSmarts and Brisbane Heat Facebook pages.

For the first time in 2019, TMR was the major partner of the StreetSmarts Secondary Schools T20 Challenge, providing opportunities to share road safety messages with high school students as they prepare to learn to drive. There were 2790 students participating in the StreetSmarts Secondary Schools T20 Challenge across Queensland.

TMR has renewed the road safety sponsorship with Queensland Cricket for a further four years, from 2019 to 2023. Road safety campaigns will remain as Innings Break presenting partner at all Brisbane Heat Big Bash League (BBL) home games until 2023. The renewed partnership will expose more people to road safety messages year-round through the BBL, Women's Big Bash League, and community cricket and school cricket competitions across Queensland.



Students from Yeronga State High School met Brisbane Heat players Haidee Birkett and Jack Prestwidge to mark the start of the StreetSmarts T20 Secondary School Challenge 2019.

Road safety community engagement

In 2018–19, TMR engaged with a diverse range of stakeholders in order to influence improved behaviours and road environments that will positively impact the safety of all road users. The department operates with the flexibility to respond to current and emerging local issues, while providing advice and direction consistent with statewide road safety campaigns and Queensland Government objectives. The department worked cooperatively with all levels of government, industry and community to ensure engagement initiatives are regularly activated across the state. These activities play an important part in the department's aim to be a significant contributor to the development of a positive, statewide road safety culture.

The brief snapshot below, illustrates the diversity of our engagement activities during 2018–19:

- While different in content and delivery, the Fatal Five feature as common focus points for many of the engagement activities conducted by our road safety teams. For example, raising awareness of the vulnerability of select road-user groups, assists in informing not only the broader community but also those who are at high risk.
- A number of education and awareness events were held across the year promoting motorcyclist safety to the general public and riders. Activities were conducted along popular ride routes, including Canungra, Mount Tamborine and Rathdowney, raising community awareness of sharing the road safely in areas where motorcycling is a prevalent activity. In addition, the team utilised the strong support of industry, holding education activities at local motorcycle businesses to engage directly with riders and raise awareness of safe riding practices.
- Community events provide a valuable opportunity to engage a targeted demographic with relevant road safety messages. Northern region, Lowered

the Revs to provide an engaging, but alternative view on speed to race-goers at the Townsville 400. Located amongst the Supercar team merchandise sites and commercial providers, the 'Let's change the way we look at speed' virtual reality experience was well received by event patrons, young and old. The interaction and feedback received across the three-day event was unanimously positive.

- In Central Region, the team considered fatigue management and heavy vehicle safety while conducting Truckie Surveys at roadhouses and rest areas during Queensland Road Safety Week. The activity ensured the needs and concerns of those at the forefront of the industry, the drivers, were listened to and survey responses were used to inform the works program for the Bruce Highway Safety Package between Gin Gin and St Lawrence.

National Road Safety Week

National Road Safety Week, or Yellow Ribbon Week, took place from 6–12 May 2019 and shines a light on road safety and remembering those who lost their lives on roads. This week draws attention to vulnerable road users including those who work on or around Queensland roads.

Under the yellow glow of Brisbane's Story Bridge, TMR hosted the official 2019 National Road Safety Week event and launched the week-long Drive So Others Survive (DriveSOS) campaign.

From Mossman Gorge to Helensvale, the department's customer-facing and road safety employees were out in full force. Some of the highlights from the week included:

- celebrities and local stars being temporary school crossing supervisors at two Rockhampton state schools
- former National Rugby League stars and a host of Rockhampton celebrities showed their support for school road safety, including training from the Central Road Safety Team
- a big yellow ribbon on the Big Orange tourist attraction in Gayndah
- an alpaca showed its support wearing a yellow scarf at Bundaberg's Agro Trend
- Mary Poppins from Maryborough Town Centre donned a yellow ribbon
- Customer Service Centres staff across Queensland wore yellow to encourage customers to take the DriveSOS pledge:
 - At Logan, customers were able to try the SafeDrVR app using virtual reality glasses
 - At Ingham QGAP, customer were encouraged to sign the DriveSOS pledge on an inflatable car
 - At Bundall, staff created a Lego NRSW display.

Queensland Road Safety Week

Queenslanders were encouraged to speak up for road safety during the fourth annual Queensland Road Safety Week (QRSW) from 26–31 August 2018 in partnership with Queensland Police Service, Motor Accident Insurance Commission and RACQ.

A key event in TMR's road safety calendar, QRSW encourages local communities to drive grassroots initiatives to support road safety across the state.

More than 200 registered events and activities were held across Queensland, more than double the number of events registered in 2017. These events ranged from shopping centre displays, school presentations and workplace events, each with the shared goal of sharing road safety messages.

Major activities during QRSW included:

- launching a targeted campaign highlighting pedestrian safety in Brisbane CBD
- launching the winning campaign from our Co-Lab Youth Road Safety Challenge 'Road to zero'
- hosting a stakeholder engagement forum 'Seatbelts: Let's make it click' tackling seatbelt non-compliance in Townsville
- coordinating community engagement events for motorists in Tolga, heavy vehicles in Warwick, and motorcyclists in Canungra.

The department's road safety partner, Queensland Cricket, also supported the week through the Queensland Cricket Regional Tour.

Co-Lab Youth Road Safety Challenge

Encouraging safer vehicle choices by younger, less experienced drivers is a key priority for the department. In March 2019, 75 creative young Queenslanders gathered in Brisbane to brainstorm innovate online campaign ideas to encourage young drivers to buy safer cars.

Young people continue to be one of the most at-risk groups on the road. In 2018, 47 young lives were tragically cut short because of crashes on Queensland roads. Sadly, these people made up 19 per cent of last year's road toll.

In 2018, the department developed and released the SafeCars App. This is a simple tool to help people compare and choose the safest car—new or used—for their budget.

During the fourth Co-Lab Youth Road Safety Challenge in March 2019, the department invited young Queenslanders to work with TMR to come up with campaign ideas to encourage young people to buy safer vehicles.

The event provided a great opportunity to educate young drivers that vehicle safety is an important factor to consider

when purchasing a car, especially as young people have a higher risk of crashing due to inexperience.

The winning campaign idea, 'You're no dummy' calls on young Queenslanders to make smarter vehicle choices by likening themselves to a crash test dummy and seriously considering if the car they are looking to buy will keep them safe in a crash.

'You're no dummy', will complement the SafeCars app further encouraging people to consider vehicle safety as a priority in their purchase decision. By driving a vehicle with more modern safety features and a higher safety rating, drivers can reduce the risk of dying or being seriously injured in a crash.

The 'You're no dummy' campaign will launch in August 2019 during Queensland Road Safety Week. The team behind the winning idea is made up of Christina Simonoski, Danielle Emmerich, Luke Middleton and Madison Brittain.

The Co-Lab Youth Road Safety Challenge was one of several initiatives announced by the Queensland Government from the Safer Roads, Safer Queensland Forum in 2015. Since the first Co-Lab Youth Road Safety Challenge in 2015, TMR has reached more than 12 million people through three campaigns to positively influence road safety behaviour change.



Participants in the fourth Co-Lab Youth Road Safety Challenge 2019.

Safe Drivers, Safe Vehicles, Safe Roads

Traditionally, school holidays are one of the busiest times on Queensland roads with people taking the opportunity to travel our wonderful state and to visit family and friends.

To help keep Queensland road users safe, transport inspectors conduct regular roadside checks of private vehicles to ensure they are in a suitable condition to be on the road.

During 'Operation Safe Vehicle – Holiday', transport inspectors travel on our roads across the state performing light vehicle compliance checks in the lead-up to holidays.

The two-week operation during the December 2018 to January 2019 holidays involved 57 transport inspectors statewide who inspected a total of 1645 registered vehicles. Several local media outlets, including ABC radio and CQ News, took the

opportunity to promote 'Operation Safe Vehicle – Holiday' and help spread TMR's important road safety message in the lead-up to the festive season.

Whilst most intercepted drivers were operating their vehicle safely and legally, a total of 51 infringements and 273 defect notices were issued by our transport inspectors. Offences ranged from failing to meet vehicle safety standards (like adequate tyre tread, functioning lights, and correct load restraints) to operating an unregistered vehicle.

Prevention is the best, and often cheapest, way to maintain a safe vehicle and regularly checking lights, tyre wear, brakes, steering and windscreen can make a big difference.

In 2018–19, 5326 vehicles were intercepted and inspected across Queensland as part of these operations, providing an invaluable opportunity to educate drivers about vehicle safety and remove dangerous vehicles from Queensland's road network.

Figure 9: Operations Safe Vehicle results

Financial year	Intercepts	Vehicle defects	Penalty infringement notices issued
2018–19	5326	880 (16.5%)	172
2017–18	8064	1177 (14.6%)	283
2016–17	7465	1425 (19%)	190
2015–16	7903	1419 (18%)	256
2014–15	4007	795 (19.8%)	140
2013–14	4,333	1,153 (26.6%)	345
2012–13	4,878	1,334 (27.3%)	380
2011–12	7,826	1,329 (16.9%)	290
2010–11	7,183	1,309 (18.2%)	342
2009–10	9,434	1,517 (16.0%)	437

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

All regions conduct Operation Safe Drive operations each year in the lead up to school holidays.

Notes: While the defect rate in recent years may appear high, it should be noted that the majority of the defects recorded were only minor, and that vehicles were filtered during these operations to target the worst ones.

Protecting our vulnerable road users

Motorcyclists, pedestrians and bicycle riders are among Queensland's most vulnerable road users. The department is committed to improving the safety of vulnerable road users on Queensland's roads through providing safer road infrastructure with designated shared path facilities, engaging with the community, and by providing well designed education campaigns.

Reduce speed limits in high pedestrian and cycling areas

Pedestrians and bike riders are over-represented in Queensland's fatal and serious injury statistics and appropriate speed limit setting is one road safety treatment to help address this matter.

As part of the recent revision of the *Manual of Uniform Traffic Control Devices (MUTCD)* Part 4, a review of the crash rates and infrastructure risks has been undertaken to see whether speed limits are appropriate for the function of the road and take into account the assessed level of safety risk.

As a result of this review, the process for setting lower speed limits in areas of high pedestrian and/or bike rider activity has been consolidated, simplified and enhanced. The introduction of High Active Transport User Areas in the MUTCD Part 4 will improve road safety through the establishment of lower speed environments where pedestrians and bike riders are present.



For more information: www.tmr.qld.gov.au/Safety/Road-safety/Strategy-and-action-plans

Driver Reviver sites

TMR aims to have the 33 driver reviver sites across Queensland operating during peak travel periods such as public holidays and school holidays.

The program is supported by volunteers from a wide range of service organisations and community groups who give up their own time to promote road safety and help to reduce the road toll.

The driver reviver sites (operating or not) provide motorists with the opportunity and place to stop and take a break, along with other rest areas across the state.



For more information: www.qld.gov.au/transport/safety/holiday-travel/stops/map

School Crossing Supervisors

This year marks 35 years since the School Crossing Supervisor Scheme was introduced in Queensland to help keep primary-aged children safe when travelling to and from schools near busy roads.

Close to 700 schools are part of the supervised school crossing scheme, with TMR funding over 1240 crossings staffed by over 1900 School Crossing Supervisors (SCS) throughout the state.

At the heart of the scheme are TMR's dedicated SCS who operate the crossings during all weather conditions. Eight of the department's crossing supervisors from various parts of the state will also celebrate their 35th year working in the role. The government has committed funding for an additional 50 school crossing supervisor positions for 2019–21.



This year marks the 35th anniversary since the introduction of the School Crossing Supervisor Scheme.

Case study

Celebrating one of TMR's SCS, Judy Thomas

One of the department's SCS reaching the outstanding 35th milestone this year is Judy Thomas, who operates the crossing at Bracken Ridge State School. Judy started as a SCS at Nashville State School in October 1984 and has been guarding the safety and wellbeing of children as they travel to and from school ever since.

Flashing light program - final report

The department has continued to install flashing school zone signs (FSZS) at risk-assessed school zones across the state. Evaluations of the FSZS program have found the signs help motorists' awareness of and adherence to school zone speed limits. The benefits of this program are the improved safety of Queensland children traveling to and from school.

TMR has successfully installed flashing school zone signs in another 59 Queensland school zones in 2018-19. Since the program began in 2012, the department has installed FSZS at 903 Queensland school zones.

School zones are selected based on several criteria including:

- a detailed assessment of risk
- nominations by schools and communities
- local knowledge of problem areas.

Due to its success, the FSZS program has been extended which will enable further installations from 2019-20 to 2020-21.



For more information: www.tmr.qld.gov.au/Safety/School-road-safety

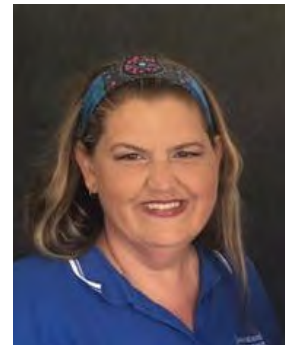


An example of a Flashing School Zone Sign.

Case study

Recognising Jody Brumby's dedication and support to the Logan community

Jody Brumby was recognised in the 2019 Australia Day awards, receiving a Public Service Medal (PSM) for outstanding public service to the community of Queensland.



Jody has spent 17 years working across Queensland delivering dedicated customer service to the public at all levels, including in her current role at Logan CSC.

As a proud Indigenous woman, Jody is passionate about working on ways to improve the delivery of TMR products and services to our customers and played an integral role in the delivery of the Community Learner Licence Program conducted in the Logan community. This program offers an alternative to learner licence testing for people with learning difficulties by providing them with the opportunity to learn the road rules in a community-based workshop environment. Jody played a critical role in gathering subject matter experts to deliver the workshops and set up an environment where participants felt included, confident to participate and achieve success in receiving their learner licence.

Within the wider Logan community, Jody has worked with the Logan First Nations People to provide youth, justice and education as well as health and wellbeing programs and initiatives for Indigenous people – helping to empower those in her community.

It is through Jody's achievements, her courage to share her story and her strength that she empowers our current generation and is paving the way for generations to come.

Rail safety

The department continues to be involved in rail safety initiatives following the transfer of rail regulation functions to the Office of the National Rail Safety Regulator in Queensland from mid-2017. The Director-General continues in his role as chair of the National Level Crossing Safety Committee and board member of the Australasian Centre for Rail Innovation.

This year, the department continued to maintain the *Rail Safety National Law (Queensland) Act* in consultation with the Office of the National Rail Safety Regulator and other stakeholders, ensuring that Queensland's interests are reflected in any amendments to the national legislation.

The department maintains a strong policy position to retain prescribed hours for train drivers to appropriately manage fatigue. The department facilitated the legislative arrangements to provide funding to Australian Transport Safety Bureau to undertake no-blame rail safety investigations in Queensland and provides rail safety-related policy advice to the Queensland Government.

TMR maintained its role as the Dangerous Goods Regulator for rail operations and undertakes assurance activities and

investigations to verify railway operators are meeting their legislative obligations for the safe transport of dangerous goods by rail. TMR officers continue to liaise with accredited tourist and heritage rail operators by conducting scheduled site visits and relationship meetings. These community support activities are in addition to providing accreditation fee funding to Queensland's tourist and heritage rail sector.

TMR, through the *Queensland Level Crossing Safety Strategy 2012–21*, continues to explore innovative and cost-effective ways to improve level crossing safety and where possible reduce delays at level crossings in Queensland, including the current Cooper's Plains level crossing congestion project. The department lead the inter-disciplinary Queensland Level Crossing Safety Group in overseeing the review and update of the *Queensland Level Crossing Safety Strategy 2012–21* to ensure it remains consistent with contemporary trends and developments. The priority strategic action themes within the strategy continue as people, vehicles and infrastructure and knowledge for 2019–21.



For more information: www.tmr.qld.gov.au/Safety/Rail-safety/Level-crossing-safety



The department improves safety at level crossings across Queensland by installing and maintaining safety features.

Maritime safety

Through Maritime Safety Queensland (MSQ), the department manages the safe movement of vessels using Queensland's waterways, regulates pilotage services, provides hydrographic services in support of safe port development, and promotes safe standards and practices for recreational vessels. TMR continues to educate recreational mariners and increase their awareness of responsibilities and maintain effective maritime emergency preparedness, response and recovery capability and capacity.

Safe, Clean Seas Strategy

The *Safe, Clean Seas Strategy* highlights the actions the department is required to take to support the achievement of key priorities around the safe movement of vessels, reducing the number of marine transport related incidents, fatalities and injuries and how the department will seek to protect the marine environment from ship sourced pollution.

The goal for *Safe, Clean Seas* in Queensland is described as triple zero of marine safety:

- Zero incidents will equal safe movement of vessels in Queensland's waters
- Zero casualties including fatalities or serious injuries, if an incident does occur equals safe users
- Zero ship-sourced pollution incidents will equal safe environment.

To realise the *Safe, Clean Seas Strategy*, TMR and its community and enforcement partners:

- conduct greater engagement with the boating community, service providers and external agencies
- enhance state safety standards and influence national standards on the Queensland context and needs
- be early adopters of new proven technologies, equipment and safety systems to support the safe movement of vessels and efficient provision of maritime services
- revise systems of capturing and analysing of all maritime related data to inform evidence-based policy, education and enforcement
- enhance safety of our waterways.



Zero Incidents =
Safe movements



Zero Casualties =
Safe users



Zero Pollution =
Safe environment

The compliance strategies for the Safe, Clean Seas Strategy.



The goals for the Safe, Clean Seas strategy.

Marine fatalities and serious injuries

In 2018–19, reported marine incidents in Queensland included seven fatalities and 36 serious injuries. The number of reported marine incidents, involving at least one Queensland Regulated Ship, has declined over the last five years, returning to numbers not seen since 2014–15. This may be an indicator that the marine safety messaging and education, have had an effect. By continuing with efforts in marine safety education MSQ are planning for the continued downward trend of marine fatalities

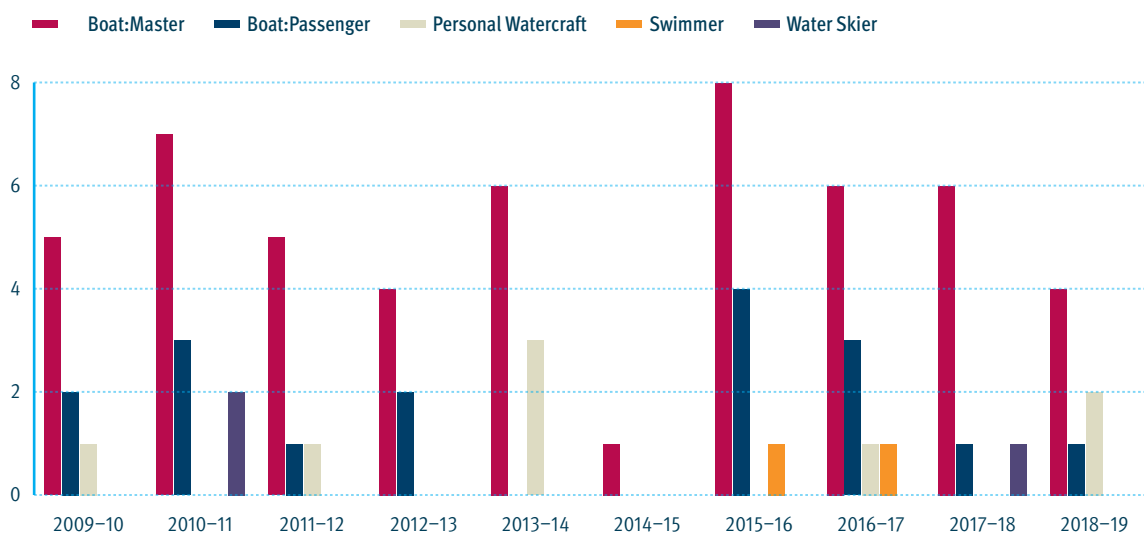
Figure 10 indicates the number of people who have died during the last ten financial years in a reported marine incident that involved at least one Queensland Regulated Ship (post-2013) or one Recreational Ship (pre-2013). These people have been classified as that masters or passengers of boats, the masters and passengers of personal watercraft (PWC), swimmers which includes divers, snorkelers and so on, and water skiers which includes anyone being towed by a vessel of any kind.

This year, has seen the lowest marine fatalities rate in four years.

Data source: Caseman Marine Incident Database and Marine Safety Intelligence Database

Figure 11 indicates the number of people who have been admitted to a hospital during the last ten financial years for the treatment of injuries sustained in a reported marine incident that involved at least one Queensland Regulated Ship. These people have been classified as the masters or passengers of boats, the masters and passengers of PWC, swimmers which includes divers, snorkels and so on, and water skiers which includes anyone being towed by a vessel of any kind.

Figure 10: Marine fatalities (in Queensland)



Data source: Caseman Marine Incident Database and Marine Safety Intelligence Database

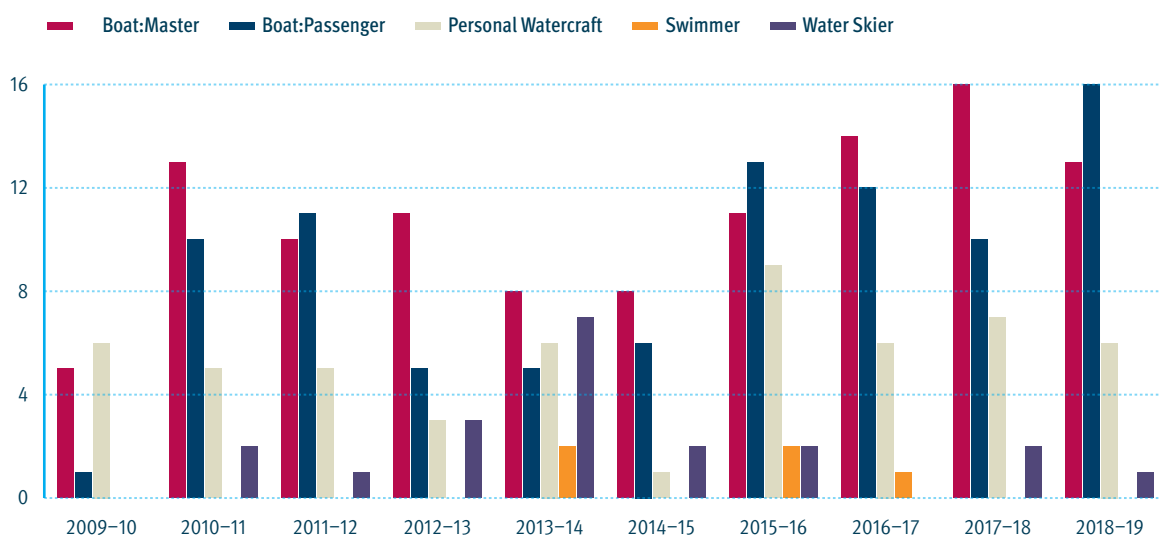
Notes: Marine incident data is subject to review and amendment as additional or more detailed information becomes available. This may result in variations to historical data which have previously been published.

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.

Data to 2012-13 All incidents occurring in Queensland waters up to 30 June 2013 that involved at least one recreational ship.

Data from 2013-14 All Incidents involving at least one Queensland Regulated Ship 1 July 2013 to 30 June 2018.

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



Data source: Caseman Marine Incident Database and Marine Safety Intelligence Database

Notes: Marine incident 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.

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.

Data to 2012-13 All incidents occurring in Queensland waters up to 30 June 2013 that involved at least one recreational ship.

Data from 2013-14 All Incidents involving at least one Queensland Regulated Ship 1 July 2013 to 30 June 2018.



Derelict wreck in Dickson Inlet.

War on Wrecks

In July 2018, in response to the growing number of unseaworthy vessels left abandoned in Queensland's waterways by their owners to pose navigation and pollution risks, the Queensland Government announced a 'war on wrecks'.

A four-year, \$20 million fighting fund was established to finance wreck removals and appointed a taskforce to consult with Queenslanders to ascertain why vessels become derelict and abandoned and how to reduce their numbers in the future.

The department provided secretariat and research support to the taskforce in its consultation and deliberations and took compliance action on abandoned vessels to prevail upon owners to remove them. Where owners failed to discharge their responsibilities, the department engaged contractors who used everything from barges to cranes and even helicopters to remove wrecks.

By 30 June 2019, 180 derelict vessels had been removed from the waterways by TMR and compliance partners at a cost of \$3.3 million and 137 vessels were either removed by their owners or made seaworthy in response to the program.

Case Study

Dickson Inlet, Port Douglas, North Queensland

Over the years, 13 illegally dumped vessels have been identified in Dickson Inlet. The vessels were in various states of decay and while not navigation hazards in normal weather, posed a risk in the event of a cyclone—blocking access to cyclone anchorage or risk of coming adrift and blocking the channel. The vessels also detracted from the local environment in an area frequented by domestic and international tourists. All avenues to determine the last registered owners were exhausted.

As no large vessel removal facilities are available in Port Douglas, these vessels were removed on to a barge and transported back to Cairns (100 kilometres) for disposal. Removal was complicated and delayed by the extreme weather events from January to March in Far North Queensland; but at the end of the financial year, all but one had been removed and progress was being made on the remaining vessel. The cost to remove the vessels to date is \$380,000.



Vietnamese vessel sinking north of the Daintree River.



Black Pearl during demolition.

Case Study

Vietnamese Fishing Vessel – North of Daintree River

At 8:58am on Sunday 26 August 2018, a report was received by MSQ Cairns of a fishing vessel adrift and sinking off the Daintree River. MSQ contacted Volunteer Marine Rescue Port Douglas who mobilised to attend the vessel. It quickly became obvious it was a foreign fishing vessel that had been scuttled by the crew after they made their way ashore as illegal immigrants.

MSQ Cairns assembled to the site with beach clean-up equipment and commenced operations on Monday 27 August 2018 until Monday 3 September 2018 when all traces of the vessel had been removed. In the meantime, Border Force and Queensland Police Service had rounded up the 17 crew members who were flown back to Vietnam

The vessel had sunk in 2.5 metres of water and a salvage company from Cairns had been engaged, under instruction from Border Force, to refloat the vessel which was accomplished by Friday 31 August. The Cairns Regional Harbour Master issued a *Harbourmasters Direction* for the vessel to be removed from Queensland waters. Border Force then instructed the vessel to be towed to Cairns for removal and destruction to landfill which was completed Friday 7 September. After a protracted negotiation, Border Force repaid the \$93,500 salvage bill to the department in June 2019.

Case study

Black Pearl successfully removed

In June 2018, our shipping inspectors boarded the 'Black Pearl' to conduct an inspection of the vessel and identify an owner to address the pollution and safety risks the vessel presented. The vessel was in very poor condition with severe metal wastage, the propulsion system in disrepair and no watertight integrity on the decks leaving the vessel at risk of flooding during Brisbane's summer storm season.

Following continued non-compliance by the owner with directions to remove the vessel from the water, we were granted an enforcement order in the District Court. With enforcement action and costs mounting, the vessel was removed and broken up by the owner in December 2018.

The Black Pearl was a 20 metre twin masted motor sailor that was anchored in a prominent position at the Town Reach of the Brisbane River since arriving from Sydney in 2016

Vessel Traffic Services Decision Support Tool

The department is investing \$36 million over the next 10 years to enhance the resilience of its ability to track and monitor ship movements in Queensland's ports and waterways. The Vessel Traffic Services Decision Support Tool project (VTS-DST) will deliver new state-of-the-art software to provide real time ship tracking capability. At the core of the new VTS-DST will be the Saab MARTIMECONTROL™ traffic management and information system used in some of the world's busiest ports, such as Rotterdam, Hong Kong and Shanghai.

The VTS-DST will give Vessel Traffic Services operators a clear and up-to-date picture of ships passing through the Great Barrier Reef and Queensland waterways. Therefore, enhancing the ability of the operators to provide detailed information to ship captains on sea conditions, ship traffic and potential hazards. The new system will also assist operators to identify and intervene where developing situations dictate, ensuring maritime safety and the protection of the environment.

Case Study

Search and rescue of a recreational vessel

Boats mean recreation to most Queenslanders—fishing, sailing and even the odd pleasure cruise or two. But the sea can also be a treacherous place, where communication is a thin line between life and death.

Vessel Traffic Services (VTS) network of very high frequency (VHF) stations, which provides coverage of Queensland waters and the Great Barrier Reef, is frequently the only voice communications available to small vessels.

The primary role of MSQ, Vessel Traffic Services (VTS) and ReefVTS is monitoring the safety of shipping in the reef and along the Queensland coast; but it also serves a vital role in search and rescue operations along our coastline.

An excellent example of when Vessel Traffic Service Officers (VTSO) can step into a critical role in the Search and Rescue world occurred shortly after 11pm on 20 October 2018, when Townsville VTSO Carl Blucher received a mayday relay via VHF radio advising that the 10 metre recreational vessel 'Joe' was taking water with four people on board at Hopkinson Reef, some 49 nautical miles north east of Townsville. It was established that their EPIRB (emergency position indicating radio beacon) had been activated and a flare was sent up. Shortly after receiving advice that they were going under, that helpless feeling of radio silence took hold. VTS maintained contact with EMQ Rescue 521 helicopter which dropped an inflatable life raft into which the mariners climbed. The survivors were rescued by Queensland Water Police vessel 'Brett Irwin' an hour and half later, wet but safe.

Survivors of the 'Joe' located in the water by infrared camera.





Seaforth unloading the AtoN.

New vessels making buoy services and changes out easier

The department invested in an 11.9 metre ATON class vessel to assist with the servicing and changing out of anchoring equipment of buoys in Queensland waterway. In August 2018, the vessel, 'Seaforth', was used to mark Schooner Rock in Mackay and its light that advises boat owners that safe navigation waters are to the north.

The boat is an excellent platform to perform Aids to Navigation (AtoN) work and provides staff with a stable, safe work platform with excellent lift capability and gets to the work areas up to half the travel time of previous vessels.

TMR currently has three of these vessels in Queensland—Brisbane, Gladstone and Mackay—with plans for another four in the near future.

Annual service and repairs of AtoNs

The efficient navigation of ships through Queensland coastal waters is assisted by a system of AtoNs which accurately and reliably indicates the safest navigable waters for mariners.

MSQ minimise the risk of marine incidents in Queensland waters, through the implementation, management and maintenance of a consistent system of AtoN in accordance with best practice, international recommendations and associated guidelines and relevant Australian Standards.

MSQ's performance measures specify that all AtoN should be available at least 95 per cent of the time and monitor their efficiency and effectiveness through the implementation of

a regular inspection and maintenance program. In line with the servicing schedules MSQ carried out routine servicing and maintenance of its AtoN and achieved 99.75 per cent availability for 2018–19, meaning that the vast majority of Queensland's AtoN installations were fully operational for the 12 months.



Servicing AtoN in the Port of Gladstone.

Maritime safety messaging and education

TMR delivered marine safety and environmental messaging and activities across traditional and electronic media platforms and through face-to-face contact at targeted events attended by the maritime community.

During 2018–19, the department delivered:

- more than 100 maritime-related posts were made on TMR's Facebook account and many more on TMR's Twitter account dealing with issues ranging from general maritime knowledge to emergency responses. These reached targeted reader groups that were specific to the boating community
- more than a dozen videos and animations were posted to the MSQ website on topics such as how to understand lateral markers in navigation channels and how to correctly display navigation lights at night

- at least monthly visits to shows and events, such as the Brisbane Boat Show, at least monthly visits to boating retailers' information events and visits to schools and colleges as requested throughout Queensland to raise awareness about safe and environmentally sound boating
- five special-purpose education trailers, incorporating audio-visual equipment and other features to provide a fully-equipped, mobile and engaging educational presence at boat shows and events
- four quarterly editions of the newsletter Maritime Matters were published to external stakeholders to keep them informed of maritime issues and developments.



To subscribe: www.msq.qld.gov.au/About-us/Maritime-Matters



Maritime Safety Queensland's new special-purpose educational trailer at Twin Waters.

Innovation

Innovation is a strategic objective key to the department's continuing success in identifying research and development opportunities that create value. TMR continually looks for technological innovations that offer the potential to deliver more cost-effective solutions for infrastructure and customers.

Design solutions that create value

Innovation Council

TMR's Innovation Council (the Council) meets every two months with the two clear drivers of building a culture of innovation in TMR and creating a forum for coordinated discussion of transformative technologies.

The Council is chaired by the Deputy Director-General, PPI as Innovation Champion for TMR, with membership comprising of 10 Senior Leadership Team executives from all divisions. The Council was repurposed during 2018–19 with revised terms of reference, expanded membership and a shift towards a more strategic focus. It also placed renewed emphasis on the discussion and evaluation of major innovations and new technologies and how they might impact TMR as an organisation (including regulatory, technical, policy, commercial, and operational functions) as well as Queensland's transport system more broadly. Presentations to the Council during 2018–19 covered drones, electric vehicles, big data, next generation traffic systems and critical projects such as Customer Orientated Registration and Licensing and TransLink's technology roadmap. The Innovation Council has proved to be a key mechanism to maximise connections across key players in a fast-moving environment.

Cooperative vehicle testing at Mount Cotton

Delivering higher levels of driver and pedestrian safety by having roads talking to cars, and cars talking to roads is in our near future.

The department took the next step towards that future with Cooperative Intelligent Transport Systems (C-ITS) technology demonstrations at the Mount Cotton Driver Training Facility in July 2018 for senior departmental staff and key project stakeholders.

The demonstrations showed how vehicles and roadside infrastructure can 'talk' to each other using cutting edge C-ITS technology to share safety related messages for drivers in real time.

Two real life scenarios were successfully carried out during the demonstrations, which were well received by the audience, including:

- giving the driver a warning if they are at risk of running a red light
- warning the driver that a pedestrian is crossing the road at lights ahead.

Following the successful demonstration, which showed how roadside and vehicle C-ITS stations can communicate with each other, TMR will include these two scenarios, along with four others, in the Ipswich Connected Vehicle Pilot, Australia's largest trial of C-ITS technology which will commence from late-2019.



For more information: www.qld.gov.au/cavi



Ipswich Connected Vehicle Pilot (L to R) Mike Stapleton, Andrew Wheeler, John Oppes, Dennis Walsh, Amanda Yeates, Neil Scales, Andrew Mahon, Tracy O'Bryan, Matt Longland, Ray Simpson.

Go everywhere connect online

Go Everywhere, Connect Online (GECO) is a mobile solution used by the department to digitally capture information on the go. GECO has been operating now for two financial years and has seen a steady growth across all forms. In 2018–19 there were 27 active forms being utilised which is half of all forms (54) available for data capture. There was an 18 per cent decrease in the number of mobile users. This has had no real impact on the number of forms completed, with a total of 16,881 for the 2018–19 financial year. GECO continues to see utilisation and growth over the old paper-based system, reducing or replacing paper forms. Some of the key forms completed in GECO includes:

- Safety interactions – Used to capture photos and discussions between a manager/supervisor/safety leader and a worker or group of workers about safety issues or behaviour.
- Safety inspection report – Used for site inspections, allowing users to add pictures identifying any hazards.
- Environmental inspection report – Used to record details on fortnightly/monthly project site inspections to adhere to environmental guidelines.
- Damage street light and traffic signals – Allows the user to geotag pictures to a specific location.

- Traffic signal operation check – Allows teams to identify, geotag and report on the condition of traffic signals.
- Street lighting LED replacement – Provides the project team and customer with images and geotag locations for street lights upgraded with LEDs.
- SMPC checklists for Culverts, Steel, Concrete and Timber Bridges.
- Verification of Competency (VoC) - Observations performed on authorised person.



GECCO in action - collecting data real time to support the identification of TMR assets that may be asbestos containing material.

Currently there are a number of transformative technologies and changes in service delivery models that will shape the transport system of the future. We need to proactively drive their uptake for social and economic benefit.

In TMR, we define innovation as doing things differently and better to add value. As TMR's Innovation Champion, I am focused on building a culture where staff feel supported to take calculated risks, to look for opportunities for collaborative partnerships both within the department and more broadly, and to showcase our successes and problems worth solving.

Julie Mitchell, Innovation Champion

Apply a repeatable and adaptable innovation process

TMR Hack

Director-General Neil Scales launched his second DG's innovation challenge 'TMR Hack' in 2019, building on the success and energy created by the inaugural TMR Hack two years ago.

TMR Hack is an innovation challenge open to all staff, who are invited to form cross-divisional teams and put forward ideas - big or small - that will make a positive difference

to our customers. It encourages collaboration and uses the creativity and wisdom of our people to do things differently and better.

TMR Hack 19 posed the challenge question 'How can TMR make active transport more accessible and appealing so that people use active transport more often?'. The challenge question was aligned to BikeHack19 to enable staff working on TMR Hack to take advantage of the workshops, mentors and subject matter experts at the weekend hackathon without registering as competitors.

Up to four TMR Hack teams will be selected to pitch to the Executive Leadership team in July 2019.

Bruce Highway Link Flood Study

The department has completed a flood study for the Bruce Highway (Brisbane to Cairns). This study quantifies for the first time the actual flood performance of the Bruce Highway by section including how often and how long each section is closed due to flooding.

This is achieved using an innovative hydrologic technique called 'continuous simulation modelling', which enables computer simulation of the Queensland climate over the last 100 years to estimate flood closures at every significant crossing along the Bruce Highway. The resulting delay times are fed into an economic model which enables the economic impact of flood closures to be estimated.

The final part of the study looked at what upgrades were necessary to achieve reduced delays and the indicative costs associated with upgrades were estimated. This economic assessment provided a recommended flood standard for future works. Simulation modelling tools will enable on-going assessment of flood performance as the highway is upgraded in stages.

Problems worth solving

AECOM CityHack18

TMR participated as exclusive collaboration partner in AECOM's CityHack18, demonstrating the department's commitment to working innovatively with industry to design for the future and meet our customers' needs.

A total of 60 participants (30 from each organisation) hacked over two days in August to develop and pitch solutions to three TMR challenge questions:

1. The future without herbicide for roadside vegetation control - looking toward a future where vegetation control is undertaken by safe, efficient, innovative technology practices that prevent the use of chemicals

2. Predicting incidents and their impacts on the network - enabling TMR to predict when the crash risk profile along sections of the M1 between Brisbane and the Gold Coast will change based on the prevailing travel speed, volume and weather conditions
3. Incentivising sharing of travel data - how can we encourage more active information driven behaviour, to get better transport outcomes for our customers? Can we incentivise more informed travel decisions through some form of gamification?

Each team comprised a mix of TMR and AECOM staff, with the department's participants drawn from the graduate program cohort of the past three years as well as subject matter experts across a range of disciplines. The judging panel, made up of TMR and AECOM senior staff, heard pitches from all 10 teams and awarded an overall prize as well as four category prizes. TMR winners received their prizes as in-kind contribution to training and development opportunities.



Participants at AECOM's CityHack18 being briefed in on how the hackathon works.

Innovation hack on growing bicycle riding

TMR hosted Queensland's first ever bicycle riding hackathon in Brisbane in May 2019 to unearth new solutions that could make a big impact on growing bike riding in Queensland.

The event fulfilled an action in the *Queensland Cycling Action Plan 2017-2019* to hold an innovation challenge seeking smart, innovative and low-cost solutions to grow cycling across Queensland.

From 79 participant registrations on Friday night, teams formed and evolved over the three-day hackathon, with 13 groups presenting their pitches to a panel of four judges on the Sunday afternoon. The judges selected the winners of the overall prize, sponsored by Aurecon, and three challenge prizes sponsored by 99 Bikes and Deloitte, with individual prizes presented by Queensland University of Technology.

The winning pitches included both fun and innovative products as well as initiatives to get future bike riders connected and confident in jumping on a bike.



Participants at BikeHack19.



For more information: <https://blog.tmr.qld.gov.au/cycling/bikehack19>

Retina Vision (Proof of Concept)

RoadTek, the commercialised business unit of the department, has completed a trial of automated defect logging technology to improve worker safety and increase the efficiency of normal operations. Working with Queensland-based tech start-up, 'Retina Vision' dash-mounted cameras were installed into the existing defect logging vehicles in Brisbane. Video captured by the cameras was later analysed to identify defects in the road surface, curb and channelling, line markings, signage, and barriers.

The technology captured detailed and accurate data that compared well to the data collected through traditional, manual processes. Collecting the data in this way significantly reduces the need for multiple defect logging activities and allows data to be collected while driving at normal speeds, which has benefits for worker and road user safety as well as the efficiency of operations.

The department is now working on a roadmap for introducing the technology into normal operations.



Vehicle-mounted camera capturing any potential defects on the road network as the vehicle drives by.

Reducing the impact of network disruption

Safety and resilience of the transport network is a high priority for TMR. The department strives to enhance resilience through effective sharing of information with other agencies and transport partners in the public and private sector, which rely on transport systems. The department also maintains the system's integrity when disruptive events strike. This section outlines the department's intelligence-led and risk-based approaches to security planning and the importance of equipping our people with the right skill-mix to appropriately respond to any and all hazard threats as they happen.

Queensland Transport Security Program

Under the *Council of Australian Governments' (COAG) Intergovernmental Agreement on Surface Transport Security 2005*, Transport Ministers are accountable for delivering transport security outcomes, with a focus on counter-terrorism.

TMR works in partnership with Queensland Police Service (QPS) and surface transport operators to help prepare, prevent, respond and recover from significant security incidents. Operating under the guidance of the *National Surface Transport Security Strategy*, and the *Queensland Counter-Terrorism Strategy*, TMR's Transport Security Program includes:

- national and state surface transport counter-terrorism policy coordination
- regulation of—and support to—Queensland's Security Identified Surface Transport Operations
- facilitation of South East Queensland's Transport Precinct Security Program
- support to State Major Event Security Planning and police operations
- facilitation of intelligence and information sharing events for transport operators
- Critical Infrastructure Protection.

National and state surface transport counter-terrorism policy coordination

TMR leads Queensland Government's representation on the National Transport Security Committee. The Transport Security Committee serves to give effect to the requirements for national policy and program coordination to achieve transport security objectives outlined in *COAG's Intergovernmental Agreement on Surface Transport Security*.

TMR is also the functional lead for surface transport and transport infrastructure counter-terrorism arrangements under the Queensland Counter-Terrorism Committee (QCTC). In support of the QCTC, TMR contributed policy and program input into the development of the *Queensland Counter-Terrorism Plan*.

Regulation of Queensland's Security Identified Surface Transport Operations

Under *COAG's Intergovernmental Agreement on Surface Transport Security*, Transport Ministers have responsibility to ensure state legislation is sufficiently strong to achieve the counter-terrorism and security objectives outlined in the Agreement.

Queensland Government achieves this through the administration of the *Transport Security (Counter-Terrorism) Act 2008*. Under this Act, TMR identifies high security risk passenger transport operations—Security Identified Surface Transport Operations, or SISTO—and regulates security outcomes for these operators.

There are currently 10 declared SISTO in South East Queensland. All SISTO were compliant with the annual requirements in the legislation and have current counter-terrorism risk management plans. TMR supported counter-terrorism compliance exercises during the year and provided professional guidance on terrorism and security risk management and auditing in response to industry requests for assistance.

Facilitation of South East Queensland's Transport Precinct Security Program

Following the bombings on the London transport network in July 2005, COAG recommended all governments continue to support an integrated approach to managing the security of key transport precincts. *National Guidelines for Transport Precinct Security* were established under this recommendation in 2007.

TMR facilitates a *Transport Precinct Security Program*, which provides security planning, response and coordination opportunities at seven major transport hubs in South East Queensland. During the year TMR facilitated 17 precinct coordination meetings with support from QPS.

Support to State Major Event Security Planning and police operations

COAG's Intergovernmental Agreement on Surface Transport Security includes the need to ensure response arrangements are in place for security incidents affecting the surface transport sector.

In support of major events, TMR works with QPS, local governments and transport operators for security planning. This includes security risk advice, and planning coordination.

Facilitation of intelligence and information sharing events for transport operators

TMR assists QPS in ensuring transport sector operators receive the latest intelligence on the threat of terrorism and are

regularly engaged in security planning and exercising and have access to contemporary guidance on broader security risk management. During the year, TMR facilitated transport security community of practice workshops for declared SISTO, and an 'All-In' Forum for SISTO, Precinct members and other sector stakeholders. TMR also assisted other agency partners in security exercise planning and delivery.

Critical Infrastructure Protection

TMR supports various critical infrastructure forums under national and state arrangements in consultation with the Commonwealth under *COAG's Intergovernmental Agreement on Surface Transport Security*. During the year TMR participated in the combined Trusted Information Sharing Network (TISN) workshops to develop shared understanding of cross sector dependencies to enhance resilience arrangements across Queensland.

TMR assisted Department of Home Affairs Critical Infrastructure Centre to gather information to support the mandatory introduction of arrangements for declared transport infrastructure operators under the *Australia's Security of Critical Infrastructure Act 2018*.

Protective Security arrangements

TMR's Internal (Protective) Security team has dedicated staff to help manage the investigation and response to security incidents affecting departmental staff, customers, facilities and assets.

Security reviews and risk assessments were conducted at various locations during the year to ensure TMR staff were safe, information and physical assets were protected and facilities secured from trespass and other unlawful interference.

Queensland Disaster Management Arrangements

The *Queensland Disaster Management Act 2003* sets the framework within which TMR delivers its responsibilities through active participation in the Queensland Disaster Management Arrangements, providing functional support in the area of transport systems and as the hazard-specific lead agency for any ship-sourced pollution events.

As a member of Queensland Disaster Management Committee, the Leadership Board Recovery Sub-Committee and chair of the Roads and Transport Functional Recovery Group, the Director-General leads TMR's support of recovery and reconstruction for disaster affected communities and provides strategic oversight for implementation and delivery of resilience initiatives.

TMR's continued membership of State Disaster Coordination Group (SDCG) enables TMR to contribute to protocols to improve planning for and response to disruptive events in Queensland. As a member of this group, TMR plays an

important role in the focusing of SDCG's activities across response, recovery and resilience, positioning TMR to respond to new and emerging issues.

In February 2019, the Flood Recovery Road Access Group (FRRAG) was stood up to support Queensland Government's recovery effort for the Townsville floods ([see page 22](#)). FRRAG's key responsibility was to coordinate access into and out of Townsville and surrounding flood affected communities to ensure priority access was facilitated for critical tasks and related heavy vehicle movements.

FRRAG worked closely with industry, government agencies (including Department of Defence, QFES, QPS, Queensland Health and local governments) and various non-government agencies. At stand-down FRRAG spent 43 days on call (24/7) providing operational support for affected regions, issuing of 31 critical access permits, 11 information bulletins and numerous general updates via social media.

Disaster assistance

When Queensland Government activates the Personal Hardship Assistance Scheme, the department provides a natural disaster and drought assistance package for eligible registered operators.

When person lives or has a vehicle garaged in an area where the Personal Hardship Assistance Scheme has been activated, they may be eligible for the following assistance:

- no administration surcharge for short term registration renewals.
- no registration renewal reinstatement fees
- no replacement fees for standard issue number plates
- no replacement fees for lost and/or damaged driver licence and photo identity cards
- no replacement fees for lost and/or damaged public passenger transport driver authorisations, heavy vehicle work diaries, industry authorities including accreditation documentation and identify cards, books of certificates of inspection, modification certificates or standard issued number plates.
- options for disability parking permits
- options for payment of lost or damaged infringement notices
- extension of time for certificates of inspection for heavy vehicles and public passenger vehicles
- option to extend dormant seasonal vehicle registration period up to two years
- options for fodder transport.



For more information: www.tmr.qld.gov.au/Community-and-environment/Community-engagement/Disaster-and-drought-assistance.aspx

Business Continuity

TMR enables and maintains business continuity and disruptive event management programs across the department. TMR's *Continuity and Disruption Management Policy*, introduced in 2017, established the requirement for the department to undertake business continuity and disruption management planning and activities using an all hazards approach. The Business Continuity program continues to evolve, with department-wide promotion through Business Continuity Awareness Week and the establishment of a community of practice to develop and enhance awareness, share knowledge, build capability, and develop and facilitate divisional exercises.

One important business continuity component delivered in TMR is the annual Preseason Program. The Program, established in 2010, supports TMR in its capacity to prepare for, respond to and recover from a disruptive event whilst continuing to deliver its essential functions. The Program's delivery positions TMR externally as a trusted advisor during times of disaster or significant disruption. It supports TMR's risk management framework and disruptive event management approach, enabling the department to undertake its functional role and responsibilities under the Queensland State Disaster Management Plan through participation at District Disaster Management Groups.

The 2018 Program was structured to address the changing emergency management and transport security landscape, reflecting whole of government direction relevant to TMR. An exercise focusing on a large disruptive event was undertaken, exercising districts' response to business continuity impacts. Education and Awareness sessions were also undertaken, providing district staff with information on numerous relevant current issues such as, state-wide traffic operations supporting disruptive event preparation and response, bushfire management in road corridors, weather forecasts to inform wet season planning and preparation, and lessons management.

The Program is one of several used by the department to assist with all hazards disruptive event preparedness.

ICT Asset Disaster Recovery Plan

It is vital that TMR's integrated transport network is accessible in times of disruptive events. A critical part of this is ensuring our ICT systems are available so TMR can continue to provide essential ICT services to the community and support frontline departmental services.

As part of TMR's ICT resiliency activities, we conduct Business Impact Assessments to understand criticality of ICT systems and their interdependencies. In 2018, the department conducted ten ICT disaster recovery exercises to test the resilience of our core network, platform and core application platforms. The testing provides opportunities for improvement across elements of people, processes and technology.

Additionally, we have a significant focus on ensuring our service provides ICT resilience and availability requirements are met.

Exercise Torres

In August and September 2018, Maritime Safety Queensland (MSQ) and the Australian Maritime Safety Authority conducted one of the largest oil spill response exercises ever held in Queensland. Exercise Torres 2018 was a hazard specific disaster management exercise based on a ship-sourced oil spill impacting the remote, environmentally and culturally significant waters of the Torres Strait and Kaiwalagal Region.

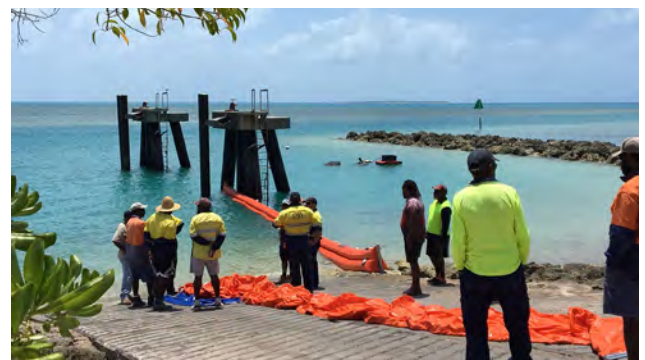
The multi-agency, multi-jurisdictional exercise was held two phases:

- Phase one—the strategic phase of the exercise focused on high level decision making during a marine pollution incident response examining consequence management, community engagement and communication arrangements and strategies
- Phase two—the operational phase consisted of a two-day field exercise in Cairns and the Torres Strait on Thursday, Poruma and Warraber Islands. One of the main exercise priorities was to engage with the local community and Traditional Owners of the Torres Strait and the Kaiwalagal Region and include them in all aspects of the exercise.

Over 500 people from local, state and federal government, industry, the local community and Traditional Owners of the Torres Strait and the Kaiwalagal Region, were involved in the exercise. Exercise participants demonstrated a proactive, agile and adaptive learning culture which made the exercise a valuable learning opportunity. This commitment, coupled with a passionate and willing approach from the community throughout the exercise, resulted in positive exercise and incident preparedness outcomes.



For outcomes from Exercise Torres 2018: www.amsa.gov.au/sites/default/files/amsa-1783-exercise-torres-evaluation-report.pdf



MSQ staff and the community participating in a shoreline boom deployment on Warraber Island, Torres Strait.

Reframing our regulation

The department reviews the regulatory framework to embrace flexibility and builds a regulatory framework that is fair and reasonable for Queenslanders. Considering local, national and other state regulatory frameworks and processes plays a part in the introduction and reframing of Queensland laws and regulations. This section outlines the new legislations and laws implemented and the changes and amendments to regulations.

New regulations for rideables

In December 2018, the department introduced new laws to allow a broader range of personal mobility devices or 'rideables' to be legally used in public spaces across Queensland.

Development of the laws followed work over several years to examine the safety implications of these devices. The department was working to finalise the laws when Lime branded e-scooters were permitted to operate in Brisbane under strict permit conditions.

The laws respond to changing travel patterns and new technologies that benefit the environment and assist in reducing traffic congestion. The laws define a set of specifications to ensure compliant devices safely interact with pedestrians on paths and are used safely.

To educate rideable users on their safety obligations, the department delivered educational campaigns through social media. A 'No Go' campaign was delivered in April 2019 to highlight the key safety issues raised by the public. The campaign included billboards on 40 streets in the Brisbane CBD at a cost of approximately \$50,000.



For more information: www.qld.gov.au/transport/safety/rules/wheeled-devices/personal-mobility-devices



New laws were introduced to allow the use of a broader range of personal mobility devices, or rideables, to be used in public spaces.

Clarifications to the laws for power-assisted bicycles

In June 2019, the department updated the laws for power-assisted bicycles to make them clearer.

The changes aim to help bicycle riders, retailers and hire business to more easily understand the requirements for a legal power-assisted bicycle. They also support police enforcement of the laws to help keep everyone safe.

It has always been a requirement that the pedals on a bicycle be the primary source of power, with any electric motor being auxiliary. The changes have made it clear that the electric motor on a power-assisted bicycle must only assist the rider to pedal.

No changes have been made to existing requirements for power output which remain at 200 watts for a power-assisted bike and 250 watts for a pedal. This supports safe and legitimate power-assisted bicycles being ridden on Queensland roads and paths alongside standard bicycles.

The department engaged with a range of stakeholders in relation to the proposal in early 2018 and again following commencement of the laws in June 2019. TMR is also undertaking targeted public communications through social media to educate the public on the changes.



For more information: www.qld.gov.au/transport/safety/rules/wheeled-devices/bicycle

Queensland's new marine pollution regulation

The *Transport Operations (Marine Pollution) Act 1995* and *Transport Operations (Marine Pollution) Regulation 2018* protect Queensland's marine and coastal environment by minimising discharges of ship-sourced pollutants into Queensland's waters. Marine pollutants include oil, chemicals, sewage and garbage. This legislation gives effect to relevant provisions of the *International Convention for the Prevention of Pollution from Ships, 1973* (MARPOL).

On 1 September 2018, the regulation was remade and the majority of provisions from the previous regulation remain in place, with key changes including:

- updates to align with MARPOL
- amendments seeking consistency with international instruments and national legislation
- amendments seeking to clarify existing regulatory requirements
- amendments to streamline requirements and reduce the regulatory burden.

Changes to domestic commercial vessel services

On 1 July 2018, the Australian Maritime Safety Authority assumed full responsibility for service delivery matters of the administration and regulation of domestic commercial vessels with minimal disruption.

These changes include:

- certificates of competency
- certificates of operations
- certificates of survey
- non-survey vessels
- exemptions and equivalent means of compliance.

From 1 July 2018, the national system changed the way records related to domestic commercial vessels submitted to Maritime Safety Queensland are accessed.

Maritime Safety Queensland will continue to provide Queensland with marine safety services for local waterways management, environmental management, pilotage, navigation aids, ports, harbours and mooring management as well as all recreational boating services. The department will still play an active role in the matters exempt from the transfer and will build on the existing good working relationships with industry.

Brisbane Urban Corridor and use of ANPR technology

The Brisbane Urban Corridor (BUC) is a high-volume route that connects Archerfield to Wishart via Granard Road, Riawena Road, Kessels Road and part of Mt Gravatt-Capalaba Road. Following the raising of significant community concerns, TMR undertook to restrict the BUC to heavy vehicles that do not have a local destination. To identify heavy vehicles ignoring this restriction, Automatic Number Plate Recognition (ANPR) technology was deployed along the route.

In line with government election commitments, TMR has increased law enforcement activities to prevent illegal use of the BUC. This includes using ANPR to issue 109 Penalty Infringement Notices (from 1 January to 30 April 2019) to heavy vehicle operators who unlawfully accessed the BUC.

Audit program of Queensland's Australian Builders Plate standard

In 2018–19, the department received reports that the information included on some Australian Builders Plate (ABP) on vessels built in Queensland might be inaccurate or misleading. As a result, some vessel builders have been required to recall all of their boats to refit replacement ABPs.

The audit program of boatyards and vessel construction facilities assessed builders' understanding and compliance

with ABP standards and facilitate steps that can be taken collectively to ensure the maintenance of safety standards and Queensland's national reputation for building quality vessels.

The audit focused on:

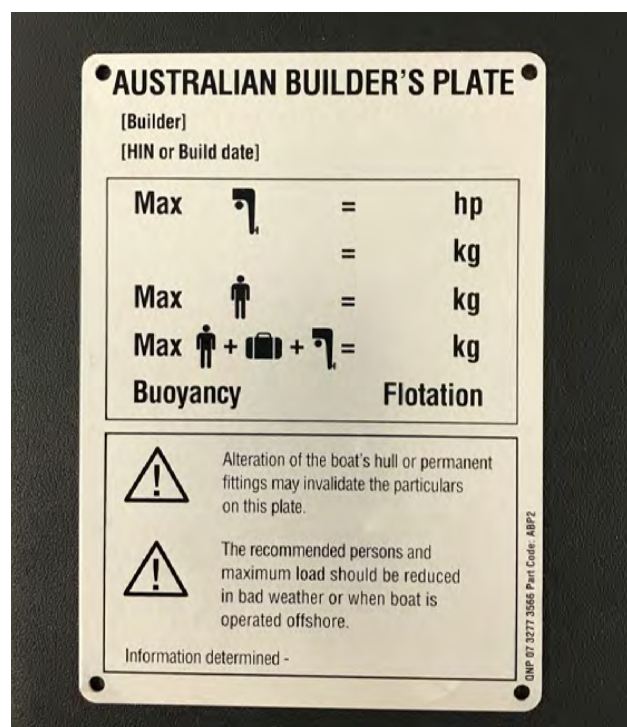
- standards used to complete the ABP
- methods and tools used to assess the vessel for an ABP
- evidence of the documentation and processes used to complete the ABP.

At various stages of the audit program, TMR provided updates to industry on any trends or learnings that were found, including:

- a wide-ranging level of compliance with the *Transport Operations (Marine Safety) Act* and *Transport Operations (Marine Pollution) Regulation 2018*, from minor discrepancies to no compliance
- an inherent lack of knowledge of the requirements in general
- a general disregard for the legislation or the safety of the customers.

The ABP, a legislative requirement for boats being sold post September 2006, is a plaque that provides information on a boat's capability and capacity, providing details on:

- the number of persons to be carried on board
- the maximum engine horsepower to be fitted to the boat
- the maximum weight of the outboard
- the total maximum load the boat can carry.



An example of a blank Australian Builders Plate that are attached to vessels built in Queensland.

New fines for blocking intersections

In November 2018, the department implemented increased fines for several offences to deter drivers from entering blocked intersections and crossings when the road beyond is blocked due to congestion.

The changes responded to community concerns that motorists who enter blocked intersections and remain queued after traffic lights have turned red exacerbates traffic congestion and increases the road safety risk for road users.

Unblocking intersections helps to ease traffic congestion sooner and provides greater access for our police and emergency vehicles. It also provides a safer environment for the large number of pedestrians who move between busy intersections.

The department publicly communicated the changes through its social media channels and reminded motorists that blocking intersections is unsafe and adds to traffic congestion. Most fines increased from \$52 to \$200.

Transport Operations (Passenger Transport)

The *Transport Operations (Passenger Transport) Regulation 2018* (the Regulation) commenced on 1 September 2018.

The regulation replaces the *Transport Operations (Passenger Transport) Regulation 2005*, which expired on 31 August 2018 in accordance with the *Statutory Instruments Act 1992* provisions regarding expiry of regulations.

The primary objective of the regulation is to support the *Transport Operations (Passenger Transport) Act 1994* to achieve the provision of the best possible public passenger transport at reasonable cost to the community and government while keeping government regulation to a minimum.

The new regulation:

- ensures passenger transport regulations are of the highest standard
- reduces the regulatory burden as much as possible without compromising law and order
- simplifies passenger transport regulations so they can be better understood by the general public and applied more easily
- modernises passenger transport regulations so that they are relevant.



For more information: legislation.qld.gov.au/view/html/inforce/current/s1-2018-0119

Four-wheel drive changes

During the year, TMR consulted on proposed changes to the rules governing four-wheel drive lift modifications. The consultation included TMR hosting a forum in September 2018, at which accredited Approved Persons, industry groups including the RACQ and the Australian Automotive Aftermarket Association, motoring clubs, major tyre retailers and suspension equipment suppliers were all represented.

In October 2018, following the completion of the consultation, TMR introduced the new rules through the *Queensland Code of Practice: Vehicle Modifications*. Queensland requirements are now generally consistent with the National Code of Practice but also provide more flexibility for certain lift modifications.

While TMR's primary focus during the process was ensuring the safety of all road users, through a process of consultation and collaboration, the new rules also provided the flexibility to four-wheel drive enthusiasts to better manage their driving needs and were well supported by industry.



TMR announced new rules related to four-wheel drive lift modifications in Queensland, including allowing lift heights up to 150 millimetres.

Maintaining high quality standards without onerous compliance

Queensland Government Drones Use Policy

Remotely Piloted Aircraft Systems commonly known as drones, are being used extensively by the Queensland Government to enhance business activities and service delivery. Drones are being used for a diverse range of applications including infrastructure assessment, survey and mapping, weed and pest management, emergency and disaster response, and law enforcement.

In support of the *Queensland Drones Strategy* (QDS) released in June 2018 with a vision for Queensland to be a world leader in drone technology and application, TMR is drafting a *Queensland Government Drones Use Policy* (QGDUP).

The whole-of-government QGDUP was identified as a key action under the QDS objective to improve government service delivery. When finalised, the QGDUP will provide the government's overarching policy for the use of drones and establish a high-level policy framework that guides Queensland Government agencies and employees on the safe, respectful, accountable and innovative use of drones.

TMR is developing the QGDUP in collaboration with Queensland Government agencies and with the Civil Aviation Safety Authority.

The QGDUP will provide agencies with a platform to build a professional and transparent drone use culture that acknowledges the value of drones as a business tool and supports the growing application of drone technology to government service delivery.

It provides a further important step in shaping TMR's role in the emerging drones sector including the future application of drones to the transport.

Transport inspectors improve work practices

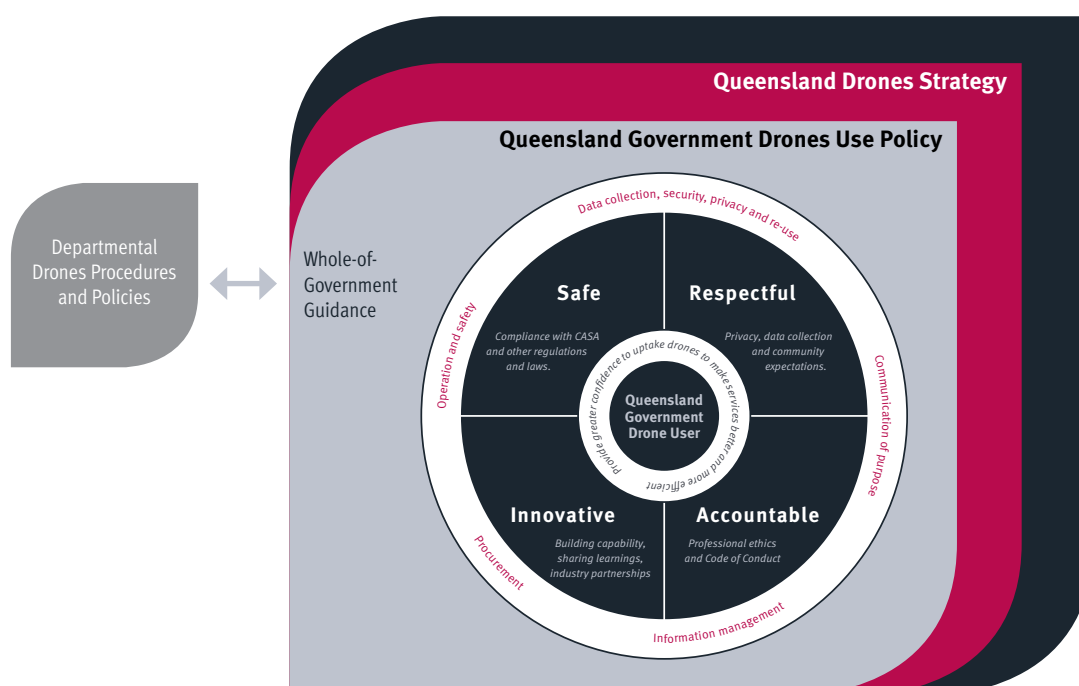
TMR has partnered with Workplace Health and Safety Queensland (WHSQ) to minimise incidents associated with vehicle loading cranes (VLCs), commonly known as crane trucks.

This campaign is in response to several incidents and fatalities which occurred on Queensland roads from 2013–18 involving VLCs.

In June 2018, TMR Inspectors were trained to identify faulty VLC stabiliser locking mechanisms and complete the VLC Assessment check list supplied by WHSQ. Any vehicle fitted with a non-compliant VLC would be issued a defect notice requiring the operator to have the issues rectified.

During the 2018–19 financial year, 1344 vehicles fitted with VLCs have been checked and 231 vehicles were found to be non-compliant with the standards.

Figure 12: Queensland Government Drones Use Policy Framework and broader policy context



Electrical maintenance contract with local councils

Since 2009, RoadTek's Gold Coast Operations have successfully delivered Logan City Council's Electrical Maintenance contract, encompassing 120 traffic signals and 83 Portable Speed Advisory Signs across 11 council divisions.

A key part of the team's contract is delivering preventative and maintenance activities, as the relationship has progressed, and the team are now recognised as a trusted advisor to the Council in supporting their ongoing electrical maintenance needs.

The teams proactive and transparent approach to managing expectations and developing design and process improvements has been recognised by Logan City Council, with the 2018 customer survey recording a perfect score (5 out of 5).



RoadTek electricians using departmental knowledge and experience to improve the local government electrical assets.

Historic motorbike registration fee reduction

From 1 July 2018, the department reduced the registration fee for historic motorcycles to \$34.20. This represents a saving of \$60.75, and it is expected that it will save owners of historic motorcycles approximately \$274,000 over three years.

This change followed representations from historic motorcycle groups that historic motorcycle owners should receive the same reduced rate of registration concession enjoyed by owners of historic passenger vehicles. Historic passenger vehicle owners receive a concession of more than 70 per cent compared to the full standard registration fee, whereas the concession benefit for historic motorcycles was approximately 15 per cent.

The new historic motorcycle fee is calculated using the same methodology applied to historic light motor vehicles.

Brisbane Urban Corridor and use of Automatic Number Plate Recognition technology

The Brisbane Urban Corridor (BUC) is a high-volume route that connects Archerfield to Wishart via Granard Road, Riawena Road, Kessels Road and part of Mt Gravatt-Capalaba Road. Following the raising of significant community concerns, TMR undertook to restrict the BUC to heavy vehicles that do not have a local destination. To identify heavy vehicles ignoring this restriction, Automatic Number Plate Recognition (ANPR) technology was deployed along the route.

In line with government election commitments, TMR has increased law enforcement activities to prevent illegal use of the BUC. This includes using ANPR to issue 109 Penalty Infringement Notices (from 1 January to 30 April 2019) to heavy vehicle operators who unlawfully accessed the BUC.

Transport Enabling Charities Policy

In December 2017, TMR released the *Transport Enabling Charities Policy* (TEC) and established the Program Fund.

The TEC Policy enables the department to help eligible charitable organisations fulfil development approval conditions that require works to state transport infrastructure. TMR does this by funding 50 per cent of the total costs and undertaking the works for the charity.

Since the introduction of the program the department has supported two charities to undertake works. The funding has enabled the charities to continue to deliver important community services while ensuring road safety is enhanced.



For more information: www.tmr.qld.gov.au/Community-and-environment/Planning-and-development/Planning-and-development-assessment-under-the-Planning-Act/Transport-Enabling-Charities-Policy



Our people



To read more about the strategies and indicators of success linked to these strategic priorities, see page 14–16.



Highlights

- Celebrated 10 years since Queensland Transport and Department of Main Roads formed to make TMR.
- Awarded 'Most Outstanding Company in Gender Diversity' by Engineers Australia's Women in Engineering National Committee.
- Launched the *TMR Mental Health Strategy 2019–21*.
- More than 1200 departmental employees participated in Design Thinking, Agile and Customer Journey Mapping training.
- Provided job training and experience to Indigenous trainees new to the construction industry.
- Supported several initiatives to advance and support women in the engineering and construction professions.
- Around 77 per cent of the department responded to the Working for Queensland survey.
- Onboarded 29 new graduates to the department as part of the OneTMR Graduate Program.
- Invested in several initiatives to support leadership development, including formal training, coaching and mentoring, and on-the-job learning opportunities.
- Held the TMR CUBIE Awards for the fifth consecutive year.
- Supported road worker and workplace safety through a number of initiatives including asbestos training and herbicide spraying.
- Successfully rolled out Microsoft Office 365 and SharePoint 2016 to all TMR staff.

Chief Human Resources Officer's Report



Lisa Dynes
Chief Human Resources Officer

In March 2019 the department celebrated 10 years since TMR was formed. The department's people continue to be the pillars that support the great work TMR delivers through its strategic plan.

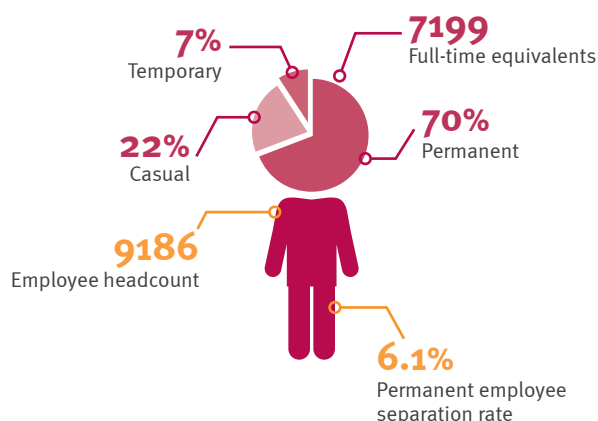
This year has seen strong focus on making sure our employees are healthy, well and safe both within the workplace and outside of work.

The department's My Health for Life Program and related Health Games have seen employees take a proactive approach to monitoring and managing their own health, with further support for high risk employees.

TMR launched the *TMR Mental Health Strategy 2019–21* and action plan which will see the implementation of mental health training for managers and mental health awareness training for employees.

As a White Ribbon accredited department, TMR continued their focus on preventing and raising awareness of Domestic and Family Violence through our White Ribbon reaccreditation program of work including survivors speaking to our employees, awareness campaigns and the launch of face-to-face manager training.

The department continues to listen to our employees through our annual Working for Queensland Survey to ensure we are doing all we can to support our people.



Data as at 30 June 2019

Data Source: TMR SAP Business Warehouse

Workforce Profile

At 30 June 2019, there were 7102 full-time equivalent (FTE) (see glossary page 293) employees within TMR, representing a decrease of 78 on last year's total FTEs. Our workforce composition is complex and includes 79 occupational groups spread across trade, professional, technical and administrative disciplines throughout Queensland.

Permanent employee retention rate was 93.7 per cent at 30 June 2019, compared with 94.4 per cent in 2017–18 and 95.3 per cent in 2016–17. For the same period, the permanent employee separation rate was a 6.27 per cent turnover compared to 5.7 per cent in 2017–18 and 5 per cent in 2016–17. The results* include employee separations that took place under a program of redundancies.

Table 4: Comparative workforce data in TMR as at 30 June 2019

Gender	Full Time	Part Time	Casual	Total	Full Time	Part Time	Casual	Total
Female	2561	760	1571	4892	2561	524	239	3324
Male	3736	82	476	4294	3736	58	81	3875
Grand Total	6297	842	2047	9186	6297	582	320	7199

Age	Full Time	Part Time	Casual	Total	Full Time	Part Time	Casual	Total
< 25 Years	176	12	62	250	176	7	22	205
20 - 34 Years	1085	120	108	1313	1085	81	26	1192
35 - 44 Years	1620	337	250	2207	1620	233	43	1895
45 - 54 Years	1831	185	459	2475	1831	133	68	2032
55 - 64 Years	1386	160	543	2089	1386	110	80	1577
> 65 Years	199	28	625	852	199	18	82	298
Grand Total	6297	842	2047	9186	6297	582	320	7199

Equivalent Salary Level	Full Time	Part Time	Casual	Total	Full Time	Part Time	Casual	Total
AO1	15	2		17	15	0		15
AO2	715	53	2005	2773	715	33	296	1044
AO3	1210	393	21	1624	1210	264	13	1487
AO4	950	82		1032	950	58		1008
AO5	900	95		995	900	67		967
AO6	871	76	20	967	871	55	11	937
AO7	796	100	1	897	796	74	0	870
AO8	521	32		553	521	24		545
SO	210	9		219	210	6		216
SES	109			109	109			109
Grand Total	6297	842	2047	9186	6297	582	320	7199

Comparison	Full Time	Part Time	Casual	Total	Full Time	Part Time	Casual	Total
Jun-19	6297	842	2047	9186	6297	582	320	7199
Jun-18	6281	849	2051	9181	6281	575	324	7180

Data source: TMR SAP Business Warehouse

*Separation and retention rates are calculated using different formulas. Overall combined rates do not add up to 100 per cent.

Establishing an agile and future-ready workforce

TMR is focused on ensuring the department has the right people to carry the organisation into the future and the right skills mix. The department understands the importance of creating a safe and supporting working environment and having a positive culture where TMR's people feel supported and empowered.

Strategic Workforce planning

The department's *TMR Strategic Workforce Plan 2019–2022* sets the vision and roadmap for TMR's workforce. This plan, along with the people-focused strategies and plans, aligns to the Strategic Plan (see page 15) and aims to equip employees to meet future business challenges to deliver the transport network of the future. Strategic workforce planning considers our workforce needs and is developed at the departmental level covering a three-year timeframe. Workforce planning is also undertaken at the operational level, focused on determining immediate workforce requirements for the next twelve months to deliver outcomes of the current business plans.

Actions are developed at each level to ensure the department has the right people, with the right capabilities, in the right places, at the right time to support organisational objectives.

Capability Blueprint

The department progressed its Capability Blueprint final report. The report does not present recommendations, as its focus was a self-assessment that considered our organisational capabilities in the key areas of leadership, strategy and delivery.

The department commenced reviewing the findings of the report with a view to develop a stand-alone range of recommendations around continuing to improve on our leadership, strategies and delivery of our program of works. These recommendations will form part of 2019–20 OneTMR Culture Program.

Digital capability uplift

The department continued to invest in developing our workforce to ensure we have the skills and capabilities required to deliver customer-focused solutions with agility, in line with the *TMR Digital Strategic Plan 2016–20*.

In partnership with industry experts, TMR delivered a range of formal training activities aimed at building our people's capability in specific digital thinking techniques such as Design Thinking, Agile and Customer Journey Mapping.

Multiple large-scale events complemented these targeted activities, helping to build widespread awareness and understanding of new and emerging technologies, and collaborative and customer-centric design capabilities. More than 1200 employees participated in these events, which included:

- What's Possible - putting Artificial Intelligence to work (August 2018)
- Agile in Action (December 2018)
- Design Thinking Week (June 2019).

Alongside these activities, in August 2018 the department established a Digital Capability Development Network (DCDN) to connect employees to support one another, share learnings and strengthen their skills through on-the-job development opportunities. The network now comprises of more than 550 employees from across the department with an interest in uplifting their own and the department's collective digital capability.

The department's Customer Oriented Registration and Licensing Program has benefited from this learning and development approach by using a DCDN member to support and guide their adoption of Agile ways of working. The benefits were twofold with the DCDN member acting as mentor to help the program establish its Agile processes, while also using the experience as a personal development opportunity to build their own confidence and capability.

The department also strengthened its digital capability through the delivery a range of Proofs of Concept as part of our Digital Incubator initiative. These Proofs of Concept considered the value of new and emerging technologies such as applying machine learning to drone footage, robotic process automation and augmented reality, while upskilling employees in agile and iterative delivery approaches.

In recognition of the criticality of new and different problem-solving and collaboration approaches to the department's future, in February 2019 the department established a Digital Capability Development Partnership Agreement as a whole-of-government Standing Offer Arrangement. This agreement supports Queensland Government agencies to more quickly and easily procure professional services from external suppliers to help their teams grow and strengthen their capability in a range of digital thinking approaches such as Design Thinking, Lean, Customer Journey Mapping and User Experience.

Industrial relations

During 2018–19, 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 attributed to the reporting requirements under the Public Service Commission's Conduct and Performance Excellence framework, as well as supervisors and managers being made aware of their obligations under the *Public Service Act 2018* to proactively manage employee performance.

There was also an increase in the number of matters referred to the Queensland Industrial Relations Commission, 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 Industrial Relations team worked closely with senior management, key departmental employees and unions in planning, negotiating and finalising the three certified agreements applicable to the majority of employees within the department.

The department continues to engage and work collaboratively with other Queensland Government departments, the Public Service Commission, the Office of Industrial Relations and applicable unions to ensure compliance with whole-of-government policies, directives and Award provisions.

Redundancy and retrenchment

No redundancy, early retirement or retrenchment packages were paid during the period.



Director-General Neil Scales presenting to the 2019 Graduate cohort.

Creating a diverse and inclusive workforce

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. This section highlights the numerous initiatives, plans, strategies and educational programs the department has to ensure how the department works towards having a diverse and inclusive workforce.

Cultural Capability Action Plan

The department is committed to supporting the government in delivering the *Cultural Capability Action Plan* and continues to focus its activity across the four principles of valuing culture; building leadership and accountability; improving economic participation for Aboriginal and Torres Strait Islander People and partnerships with community.

The department is proud of the progress in the principles of valuing culture with the approval of a three-part program to raise cultural capability. The program is aimed at developing and building the cultural competency of departmental staff as well as building on the department's reputation as a culturally safe work environment for Aboriginal and Torres Strait Islander peoples and consists of:

- part one—foundation training to provide a basic level of cultural knowledge and understanding
- part two—localised training designed around community engagement protocols
- part three—deliver a culturally safe workplace.

In May 2019, the first activity of this program commenced with 10 Senior Executives participating in a pilot of a Cultural Walking Tour in the Brisbane CBD. The tour takes participants around Brisbane's central business district to places of cultural significance and significant historical events. Discussions are held on matters such as:

- pre-colonial South East Queensland region and cultural connects
- sacred sites and Aboriginal usage of the Brisbane River
- inter-tribal events including dispute resolution and ceremonial tournaments of initiates
- travel patterns and host camps
- the concept of regional governance.

Case study

Indigenous Australian Science and Infrastructure Development School sponsorship

As part of TMR's *Cultural Capability Action Plan* and our commitment to the whole-of-government *Reconciliation Action Plan* and Indigenous employment, TMR sponsors the Indigenous Australian Science and Infrastructure Development School. The initiative aims to increase the number of Indigenous students studying STEM programs and every year the department have an opportunity to network with 25–30 Indigenous students from all over Queensland and provide insight into the industry. Sponsoring this program demonstrates our commitment to Indigenous employment and provides a targeted networking opportunity for recipients to study disciplines associated with TMR. Over 130 students (64 male and 74 female) have attended the program since sponsorship began in 2014. In 2018, TMR staff took students on a tour of the Customer Experience Lab in George Street, Brisbane where they were talked to about how we use the Lab and about customer feedback in general.

Indigenous Employee Network

Through the *Inclusion and Diversity Strategy* and *Cultural Capability Action Plan*, the department aims to increase the participation rate of Aboriginal and Torres Strait Islander peoples employed to three per cent by 2022. The department will do this with the advice and input from our Aboriginal and Torres Strait Islander staff, who form our Indigenous Employee Network (IEN).

Table 5: Equal employment opportunities (EEO) in TMR at 30 June 2019

EEO Group	Target	2018–19		2017–18		2016–17		2015–16		2014–15	
		Head-count**	% of TMR	Head-count	% of TMR	Head-count	% of TMR	Head-count	% of TMR	Head-count	% of TMR
Aboriginal and/or Torres Strait Islander	3% by 2022	132	1.44%	122	1.33%	97	1.06%	106	1.19%	107	1.22%
People from a Non-English speak background	9.5% by 2022	600	6.53%	596	6.49%	524	5.75%	525	5.90%	535	6.12%
People with a disability	6.5% by 2022	480	5.23%	543	5.91%	663	7.28%	718	8.07%	771	8.82%
Women	*	4892	53.25%	4885	53%	4844	53%	4703	53%	4,639	53.10%

Data source: TMR SAP Business Warehouse

* no formal target but we aim for 50/50 - noting this is different to Women in Leadership target.

** Headcount is the actual number of employees at a point in time.

The IEN was formed in November 2016 and membership has grown from 15 to 47 members in 2019. An annual IEN forum is hosted in Brisbane each year and allows members to discuss issues of significance for Aboriginal and Torres Strait Islander employees within the department and the broader community. The collective knowledge and experience of this group is invaluable and facilitates consultation on cultural priorities for the department.

Disability Services Plan

The *Disability Services Act (Qld) 2006* (the Act) provides a foundation for promoting the rights of Queenslanders with disability, increasing their wellbeing and encouraging their participation in community life. The *Disability Service Plan 2017–2020* (DSP) ensures the department has regard to the Act's human rights and service delivery principles, and the government's policies for people with disability. The DSP has a Queensland Government employee focus and touches on broader community actions and services.

In support of the DSP, the department has:

- signed an agreement with the JobAccess Network to conduct an inclusive recruitment review, with a focus on assessing the steps we can take as a department to ensure accessibility throughout our recruitment and selection practices
- participated in the first Disability Awareness session facilitated by JobAccess. The session provided 45 department staff a general overview of people living with a disability, dispelled myths and taught a range of tips to support good practice in the workplace
- promoted Disability Action Week 2018 (DAW) with communications from the Director-General and Executive General Manager, Accessible Transport Networks, Kevin Cocks. DAW aims to empower people with disability, raise awareness of disability issues, and ultimately improve access and inclusion throughout the wider community
- hosted 15 work experience participants on AccessAbility Day in November. AccessAbility Day is an Australian Government initiative that allows employers to connect with jobseekers with disability, to see their potential in the workplace.

The department's *Disability Action Plan 2018–2022* has a dedicated focus on activities to improve accessibility of public transport services (see page 140).

As TMR's Diversity Champion, I am focused on building a culture where we acknowledge, celebrate and embrace people's differences: including different experiences, perspectives, family circumstances, caring responsibilities, culture and religious beliefs.

Mike Stapleton, Cultural Diversity Champion

South East Queensland Indigenous training

RoadTek has an extensive history of providing employment opportunities to Indigenous youth across Queensland. In 2018, RoadTek launched the Indigenous Trainee Program across the South East Queensland Operations Centres.

Delivered in partnership with the Office of the Commonwealth Games, Department of Education and Training, Programmed (Group Training provider), RudTek (Registered training organisation), nine Indigenous trainees aged 17–24 years took part being hosted in Brisbane, Gold Coast, Sunshine Coast and Downs South West to complete a Certificate II in Civil Construction.

The program has been a resounding success, with all trainees completing their qualification in early-2019, and most continuing to work with RoadTek after graduation as either permanent employees or Labour Hire staff, while undertaking their Certificate II. This program provides on the job training and experience for the Indigenous trainees new to the construction industry, with seven participants now joining RoadTek's ranks and continuing their development.



Eight young Aboriginal and Torres Strait Islanders graduated from the 2018 South East Queensland Indigenous trainees program.

NAIDOC week

This year the department recognised NAIDOC week under the theme 'Because of her, we can'. Celebrations were held to commemorate the history, culture and achievements of Aboriginal and Torres Strait Islander peoples.

TMR celebrated NAIDOC Week all over the state this year with staff attending events at Brisbane, Toowoomba, Carseldine, Barcaldine, Sunshine Coast, Bundaberg, Cairns, Rockhampton. The department's travelling inflatable car visited our Carseldine and Toowoomba offices during NAIDOC Week asking the community to write a safety pledge on the car.

This year's theme acknowledged and was a tribute to Indigenous women who are, in many ways, the backbone of the family unit. As pillars of our society, Aboriginal and Torres Strait Islander women have played—and continue to play—active and significant roles at the community, local, state and national levels.

Frank Waria, Human Resources Branch



The department's inflatable car in Carseldine for NAIDOC Week.

Mechanical apprentices shine at the Heavy Vehicle Industry Australia competition

TMR's heavy vehicle mechanical apprentices represented RoadTek at the 2019 Heavy Vehicle Industry Australia (HVIA) competition. Entrants completed the initial two-hour theory exam go on to compete in teams to identify and rectify as many identical programmed truck faults within the set timeframe. All 70 nominees across Australia sat the same assessment at the same time, which was 2pm, Wednesday 3 April 2019.

Running from 12–19 May, the Brisbane Truck Show saw five of our third-year apprentices participate in the HVIA's biennial National Apprentice Challenge, Giustino Dean from Roma/Brisbane, Peter Brown from Toowoomba, Campbell Garson from Bundaberg, Dane Swadling from Rockhampton and James Mullins from Mackay.

Campbell Garson was part of the two-person East Australian Region team who competed in the four day challenge as part of the Brisbane Truck Show. Each team competed in two rounds of heats to qualify for the final, which involved locating nine faults on an IVECO truck in 45 minutes. The

final involved 15 faults in 60 minutes. Campbell and his team mate lost the first round to the Southern Region and won their second round finding all of their faults and finishing before the allocated time to receive a bonus point. They placed second after the final by 1.5 points behind the winners.

Campbell Garson also competed at the 2019 WorldSkills competition on 5 April 2019. Running across 34 regional locations, the competition tests the skills and knowledge of over 4000 entrants to diagnose and repair road transport industry equipment, vehicles and machine systems, with winners to compete at the 2020 National Championship. Campbell picked up third prize (Bronze) at the WorldSkills competition.

TMR Accessibility Forum

The TMR Accessibility Forum hosted in Brisbane November 2018 had over 300 participants. Engaging employees across the department to become advocates of change and contribute to delivering our vision of a single integrated transport network accessible to everyone. The purpose of the forum was to build cultural awareness that accessibility will be business as usual and not an add-on. It started the conversation on how accessibility becomes part of the departments culture to ensure no one is left behind in the provision of products, services and infrastructure.

Through creating an empowered and informed workforce, keeping accessibility at the forefront of our minds we will incorporate this approach in everything the department does. Leaders, teams and individuals from a variety of disciplines across the business are working together to deliver all elements of the network through a method of universal design. Undertaking a co-design approach and incorporating the voice of our customers with lived experience to create a fully accessible network.

Being the champion for Women in Leadership is not about championing issues just for women, nor is it just about senior leadership. And it certainly isn't the role for just one person. It is about showcasing opportunities where we can all work together to achieve gender equality; about how we support women being leaders across our organisation and how together we can move towards a society where gender equality truly exists.

Anne Moffat, Women in Leadership Champion

Women in Leadership mentoring program

The Women in Leadership (WiL) Mentoring Program is now in its fifth year and designed to help women create broader networks, overcome challenges and breakdown workplace barriers to achieve their goals. It also supports the department's commitment to increasing women in senior leadership (Senior Officer/Senior Executive Service) positions to 50 per cent by 2022.

TMR's 2019 WiL Mentoring Program includes an external mentor initiative with nine external government agency mentors joining the program. There are 32 matched pairs as part of the WiL program for 2019.

Table 6: Percentage of women in SES/SO leadership roles

Year	%
2012-13	19%
2013-14	25%
2014-15	27%
2015-16	27%
2016-17	30%
2017-18	32%
2018-19	30%

Data source: TMR SAP Business Warehouse

Notes: Data has been rounded to nearest whole percentage

Case study

Women in Technology Awards

Several of the department's ICT leaders were recognised at the Women in Technology Awards in September 2018.

Chief Information Officer, Sandra Slater, took home the honourable, 'ICT Outstanding Achievement Award' for her significant contribution to the growth and development of Queensland's ICT industry and for promoting gender diversity in technical professions.

Manager (Digital Capability), Erin van der Veer, received the 'ICT Rising Star Award' for her work in leading TMR's digital capability uplift activities. In the same category, Manager ICT Portfolio Performance Office, Amanda Winslett, was recognised as a finalist for her work in strengthening our ICT governance function.

Women in Technology is the peak industry body for women in the science and technology professions in Queensland. With a clear aim to advance, connect and empower women in technology-related fields, Women in Technology has created a strong network of members from diverse industries.



Amanda Winslett (Director Passenger Transport Technology), Sandra Slater (Chief Information Officer) and Erin Van Der Veer (Manager Digital Capability) at the Women in Technology Awards.

Women in Engineering Program

The department's Women in Engineering Program aims to attract, support, retain and celebrate women in engineering by delivering various initiatives aligned to three focus areas:

- Early awareness – providing opportunity for primary and secondary school students to engage with STEM through relevant activities.
- Continued engagement – supporting female high school and university students to consider or continue studies in engineering and STEM.
- Professional Support and Development – retaining, promoting and celebrating females in the engineering profession.

In 2018, the department supported several initiatives to advance and support women in the engineering profession including an educational bursary, STEM school competition, women in engineering networking events, in-kind support at Queensland University of Technology's STEM events as well as participating in Aurecon's Designing Diversity Program.



Shara Evans and Amanda Yeates at the Women in Engineering sponsored futurist talk at the 2018 Engineering Technology Forum.

Women in Construction

Launched in 2017, the Women in Construction (WiC) program offers training and employment opportunities for women to develop the knowledge and experience to launch a career in civil construction.

WiC candidates participate in a seven-week preparatory program, including formal training and practical experience across various Operations Units. Of the 15 women who have participated in the program to date, five are now permanent employees, and 10 have progressed into labour-hire roles.

This program demonstrates the department's commitment to improving gender diversity, supporting longer term sustainability and increasing the candidate pool to performance roles across the civil construction industry.



The latest cohort for WiC experiencing the construction lifecycle in RoadTek.

Gender diversity recognised

Engineers Australia's Gender Diversity Awards enable outstanding organisations to be promoted for their gender diversity policies and procedures. This award promotes national engineering excellence and the contribution women in engineering make to the community.

The department's work in the Women in Engineering and Women in Leadership programs received national recognition in 2018 when the department was awarded the 'Most Outstanding Company in Gender Diversity' by Engineers Australia's Women in Engineering National Committee in August 2018.



Amanda Yeates, Deputy Director-General (IMD) receiving the Engineers Australia 2018 Awards - Most outstanding company in gender diversity on behalf of TMR.

Constructionarium

Constructionarium Australia Limited (Constructionarium) is a not-for-profit organisation who develop practical and soft skills for early career engineers, through teams of approximately 20 participants working together to construct a scale model of an iconic structure.

Following successful projects in 2016 (replica of Barcelona Tower) and 2017 (replica of Story Bridge), in 2019, TMR supported Constructionarium's latest project.

This year the project was a 100 per cent female engineering team which constructed a replica of the Eleanor Schonell 'green' Bridge. The team of 20 students and graduate female engineers planned and built the replica bridge over 10 days in June 2019.

This unique, hands-on, capability development initiative aims to develop future female engineering leaders, while creating linkages and relationships for engineers at different stages of their career journey and across sectors.



Constructionarium's all-female participants with their replica bridge they built over 10 days.

Working flexibly

TMR continues widespread adoption of Flexible Work Practices supported by the *Industrial Relations Act 2016*.

Below are the 2018 Working for Queensland Employee Opinion Survey results:

- 65 per cent of employees have used a flexible workplace option
- 66 per cent of employees are satisfied with their ability to access and use flexible work arrangements
- 72 per cent of employees believe TMR's workplace culture supports people to achieve a good work/life balance
- 74 per cent of employees agree that their workgroup work together to ensure flexible work arrangements meet both individual and business needs
- 59 per cent of employees believe that their manager proactively discusses flexible work arrangements with their team.

Note: there were 5617 responses to the 2018 Working for Queensland survey, which is around 77 per cent of department.

Attracting talented people

TMR's people are the key to our success, both as an organisation, and in delivering the department's vision. Attracting and maintaining a flexible, highly-skilled workforce is a priority for TMR to position the department as an employer of choice. Combining the department's employer brand with recruitment, coaching and mentoring plans ensures the department grows the future workforce.

Drive the Journey

TMR's employer brand continues to communicate what it is like to work in the department to ensure we attract and retain great people with a strong cultural fit to our organisation. The department seeks to attract dedicated employees who share a common value—to drive positive change and to make a difference.

As a diverse and inclusive employer, the department has an active LinkedIn page which promotes current roles, the depth and breadth of work and showcases positive culture and everyday employees.

TMR's LinkedIn reach grew 37 per cent this year, increasing from 16,000 to almost 22,000 followers supporting TMR in attracting diverse talent.



For more information: www.linkedin.com/company/department-of-transport-and-main-roads/

Entry Pathways Review

The department has reviewed its entry pathways framework and programs. Findings of the review identified the opportunity to increase the integration of various components of the framework, with the objective being to strengthen career pathways for early career aspirants. In line with this, the department will commence a second internship program in 2020 with a cohort of 24 interns to support developing a pipeline for technical professionals to meet future business needs. The program will consist of paid work experience during the interns' final year of university and a 12-month contract following their graduation to further develop their technical skills.

OneTMR Graduate Program

The department onboarded 29 new graduates in 2019, bringing our graduate program total to 45, across 17 disciplines. Each graduate undertakes between two and four rotations across the two-year program.

The initial applicant pool for the 2019 intake was 3185. Accordingly, TMR's recruitment and selection processes were designed to select a group of diverse and high calibre graduates for roles in both the South East and regional Queensland. The 2019 cohort comprises 17.24 per cent being female, 37.9 per cent from non-English speaking backgrounds and 41.37 per cent of graduates being located in regional areas.



TMR's 2019 graduate cohort being inducted.

OneTMR Induction program

New employees are inducted into the department progress through five blended learning modules.

Modules one to three provide the employee initial information about working in TMR and their responsibilities as an employee. They receive a personally signed welcome letter from the Director-General, induction videos at the service and departmental level, induction handbook as well as a local team and desk inductions.

Module four is the department's 'Big Event' induction half day face-to-face workshop. At this event attendees participate in interactive activities which will further develop their connections with TMR's culture and values and provides opportunity for attendees to interact with TMR's leaders.

Module five, 'Down the Track' is an evaluation of the employee's induction journey and allows the employee time to reflect on personal performance and development opportunities.

Leadership development

The department invests in capabilities required to serve the current and emerging needs of the government. During the year, TMR offered a range of corporate programs to support ongoing leadership development.

The leadership programs focused on developing agile, dynamic and flexible leaders and are available to team leaders, program leaders and executives. Key programs include the Emerging Leaders Program, Public Sector Management Program, Leadership through Coaching and our blended learning program for middle management—Passport 2 Leadership (P2L) program. The programs are developed and delivered by trusted external partners and give leaders the latest knowledge and skills to enable their development.

The P2L program continues to be very successful, with the eighth cohort commencing in January 2019. Over 150 middle managers have participated in this program since its inception. The program provides targeted development through a blended learning approach—modular and interactive. P2L utilises the Public Service Commission's People Matters program as core content.

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 more senior roles. The introduction of the new Public Service Commission's leadership framework, *Leadership Competencies for Queensland* and the *Lead4QLD* leadership capability assessment and development tool will assist TMR in providing employees with personalised insights into their leadership strengths and development areas.

OneTMR Mentoring program

The OneTMR Mentoring Program is now in its sixth year. The program is focused on providing participants with the opportunity to build relationships and cross collaborate within the department, create new networks and break down workplace barriers, making OneTMR a reality for 2019 the mentoring program has 33 matched pairs.

Being a mentor is exceptionally rewarding. By sharing your insights and experiences (both good and bad), you are contributing to your mentee's growth and development. I've really enjoyed helping my mentee solve tricky problems, and to hear the results.

Suzanne Rose (Executive Director), Passenger Transport Integration and a past mentor from our 2017 and 2018 programs commented on her experience as a mentor

Celebrating the department's talented staff

Person/project	Award name	Region/Area	Organisation/event
TMR	Most Outstanding Company in Gender Diversity	TMR	Engineers Australia
Sandra Slater	ICT Outstanding Award—recognised for her contribution to the ICT industry and her dedication to gender diversity in technical professions	Carseldine, Corporate	2018 Women in Technology Awards
Erin van der Veer	ICT Rising Star Award for her significant achievements over her career with TMR, as well as the innovative approach		
Amanda Winslett	Finalist in the category of ICT Rising Star		
Neil Scales	Finalist for Customer Service Executive of the Year	TMR	Customer Service Institute of Australia's, Australian Service Excellence Awards
Transport Talk	Finalist for Project of the Year – Service Innovation		
GC2018 Transport Coordination Centre	Winner, Performance—for cultivating a high-performing and professional workforce	TMR	The 2018 Premier's Awards for Excellence
Maintenance dredging: fostering ecologically sustainable port activities	Highly Commended, Sustainability—for fostering a culture of sustainability		
Hailo	Finalist, Innovation.		
Hold the Red: traffic control system	Highly Commended, Innovation—for inspiring innovation and efficiency through leading by example		

Person/project	Award name	Region/Area	Organisation/event
Neil Scales	2018 Transport and Logistics Executive of the Year	TMR	The CEO Magazine's 2018 Executive of the Year Awards
Torres Strait Marine Safety Program	Winner of Safety Award	Cairns, Maritime Safety Queensland	Queensland Seafood Industry Awards
Philip Dunkley	Award winner	Wide Bay, RoadTek	Australia Day Achievement Awards
Jason Dallinger		Toowoomba, RoadTek	
Brenda Mundt		Yeppoon, Customer Services Branch	
Katrina Gorton	Highly commended	Brisbane, Finance and Procurement	
Adam Garvin		Toowoomba, Program, Delivery and Operations	
Marcus Hill		Innisfail, Customer Services Branch	
Mary Weaver	Meritorious list with a Public Service Medal for outstanding public service through a range of executive service support roles in Queensland.	Brisbane, Cabinet Legislation and Liaison Office	Australia Day 2019 Honours List
Tanya Pennell	Finalist in Outstanding ICT Technical Innovation category for her work driving the complete technical transformation of SCR's legacy and aging critical Intelligent Traffic Systems (ITS) infrastructure in the lead up to the 2018 Gold Coast Commonwealth Games	Nerang, Program, Delivery and Operations	Cisco Women in IT awards
TMR	Police Exemplary Conduct Medals and Commonwealth Games Citations. TMR's contributions to Games Security acknowledged. Police Commissioner Ian Stewart presented a Citation to the Director General.	TMR	Queensland Police Service
GC2018 Travel Demand Management	National Winner – Integrated Marketing Communications – Get Set for the Games Queensland Winner – Public Sector Marketing – Get Set for the Games	South Coast, TransLink	Australian Marketing Institute 2018 Marketing Excellence Awards
Successfully integrating and leveraging off multiple ITS technologies to perform real-time performance metrics and analytics for the Commonwealth Games.	Winner - ITS Australia (Government Award)	TMR	ITS Australia
TransLink Marketing	Queensland Winner and National Finalist	Brisbane, TransLink	2018 PRIA Golden Target Awards
Annual Report team	Gold medal Finalist in Governance	Brisbane, Corporate	Australasian Reporting Awards
Kim Vains	Becker Rosier Engineers Structural Excellence Prize	Mackay, Infrastructure Management and Delivery	Central Queensland University



Director-General Neil Scales, Deputy Director-General (CSSR) Mike Stapleton and Deputy Director-General (Corporate) Tracy O'Bryan with the award recipients at the Australia Day Awards.

Building a strong culture

DG Roadshows—building a culture of open and authentic communications

The DG Roadshows continue to be a valuable opportunity for the Director-General to engage in person with TMR employees in their local area. During these Roadshows, the Director-General provides an overview of key strategic priorities and topical industry issues in his own unique and personable way, building on our culture of open and authentic leadership.

This year, topics presented by the Director-General included:

- updates on the Cooperative and Automated Vehicles Initiative ([see page 161](#))
- the roadmap for our Mobility as a Service work ([see page 36](#))
- the rollout of the Digital Licence App pilot ([see page 115](#))
- the important focus on accessibility at TMR ([see page 139](#))
- recovery work after the bushfires and North Queensland monsoon ([see page 22](#))
- the *Queensland Transport Strategy* ([see page 32](#))
- ten years of TMR ([see page 186](#)).

Feedback from attendees continues to be positive, with the majority agreeing that the roadshows are informative and beneficial to them. They have noted they are an effective way to create a better understanding of the issues impacting TMR, and many have commented that they appreciate the chance to hear updates directly from the department's most senior leader.



One of the DG Roadshows held in Cairns.

Values and Culture Network

The Values and Culture Network has been operating in TMR since 2014 and continues to build a OneTMR culture and promote Queensland public sector values across the department.

Currently there are over 30 permanent members of this volunteer network representing 13 branches, including representatives from regional locations around the state.

During the year, members focused on:

- building relationships in regional and remote areas through local culture initiatives such as charity fundraising, team health checks, mini-Olympics and health and wellbeing walks
- sharing the stories of TMR people and championing engagement with the OneTMR 10 Year celebrations
- partnering with senior leaders to share organisational values with new TMR staff at Big Event inductions, both in Brisbane and in the regions
- championing values and culture across key departmental initiatives, such as the Customer Service Ways We Work program, People 4 People Week, My Health for Life Program and the TMR CUBIE Awards
- supporting disaster recovery efforts in regional Queensland, including fundraising for fire victims and participation in community recovery
- engaging with building an inclusive culture by engaging with and supporting the ATN and IEN ([see pages 139 and 178](#)).

Celebrating 10 years of TMR

On 26 March 2019, TMR recognised ten years since the machinery of government merged two departments, Queensland Transport and Main Roads.

To mark the occasion, in March 2019, a small exhibition of achievements of the decade reflecting on key projects and initiatives demonstrating TMR working together—as OneTMR.

There were over 250 views of the event livestream and over 200 views of the event recording.

During the exhibition event, the Director-General hosted a walkthrough of the artefacts, which was livestreamed to staff across the state. A local indigenous dance troupe performed an impactful Welcome to Country, as well as engaging the audience in storytelling and dance to recognise and celebrate the cultural significance on the local lands.

Our success is due to our people.

Director-General Neil Scales reflecting on his time with TMR.



TMR staff participating in the walkthrough of the artefacts from the last decade.

Working for Queensland survey

The Working for Queensland Survey (WfQ), formerly the Working for Queensland Employee Opinion Survey, is an annual survey which measures Queensland Public Sector employee perceptions of their work, manager, team and organisation. The WfQ survey allows the department to focus on enhancing employee engagement and building a constructive culture. The analysis of the department's results informs strategy development and resource investment.

The 2018 WfQ survey results revealed that TMR employees reported the most positive changes in: opportunities to use flexible work options; ability to improve through learning and development opportunities; and managers bringing the best out of their employees.

Areas of focus for the department in 2018 and 2019 include workload and health, organisational fairness, anti-discrimination and red-tape reduction. The department developed *Plans for action 2018–19* to address key employee engagement focus areas. Actions are undertaken at organisation, division and branch level across TMR.

Some highlights include:

- delivery of recruitment and selection training programs focusing on conflict of interest obligations and unconscious bias
- rolling out 'Responding to Mental Ill Health in the Workplace' training
- investing in developing a learning culture through job shadowing programs, local leadership programs and cross skilling.

Public sector values

The department's ambition is to be a high performing, impartial and capable workforce that puts the people of Queensland first.

TMR is committed to a way of working where:

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



Customers First

- Know your customers
- Deliver what matters
- Make decisions with empathy



Unleash Potential

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



Be Courageous

- Own your actions, successes and mistakes
- Take calculated risks
- Act with transparency



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

CUBIE Awards 2018

TMR's annual CUBIE Awards were held for the fifth year in December 2018. CUBIE awards are aligned to the Queensland Public Sector values and candidates are nominated by their peers based on commitment to the values. Winners are awarded for the categories: Customers first, Unleash potential, Be courageous, Ideas into action, Empower people, One TMR—Individual, OneTMR—Team and DG's All-rounder. The department received 1851 submissions, with nominations shortlisted by our 17 branches before progressing to the Values and Culture network panel and then the final judging panel convened by the Director-General. The following outlines winners and commendations for 2018.

Customers first



Winner: Daniel Pinkney (IMD – Program Delivery and Operations)

Winner Statement: Daniel assumed the role of project manager of the Mackay Ring Road project (MRR) in mid-2017.

TMR resumed land for the project and this affected many landowners. Relationships with some stakeholders were not positive which were unpleasant interactions.

Daniel met with property owners, listened to their concerns and identified a way forward. Daniel shows empathy with stakeholders and takes steps to ensure that they are not left worse off by the impacts of the project.

Highly Commended: Catherine Reid (TransLink – Passenger Transport Services) and Roz Gordon (CSSR – Transport Regulation Branch)

Unleash potential

Winner: Gaye Taylor* (CSSR – Customer Services Branch)

Winner Statement: Gaye was coordinator of the RSO project for 12 months and was responsible for the transition of 11 former DJAG sites to TMR. This project involved travelling and working at remote locations, usually without much support. Gaye completed an array of tasks and her contribution to the success of the RSO project cannot be understated.

Without her perseverance, patience, problem-solving skills and sheer will, these sites, would not be delivering the government services they do today. She is thoroughly deserving of recognition for her outstanding efforts.

Highly Commended: Ross Mensforth (PPI – Transport Policy Branch), Damian Meland (CSSR – Transport Regulation Branch) and Kate Carlson (TransLink – Passenger Transport Integration)

**Winner absent for photograph.*

Be courageous

Winner: Toni Miller* (IMD – Program Delivery and Operations)

Winner Statement: Toni Miller recently found conflicting information in Engineering and Technology's Native Title Unit's Work Instruction 10 and the Native Title Accelerate Training. Toni identified activities that were frequently outside the road corridor and required Native Title assessment.

By identifying and escalating this issue, Toni has placed the District in a position where it can proactively identify activities and carry out Native Title Assessment.

Highly Commended: Jarrod Mason (CSSR – Customer Services Branch) and Jodie Weller (TransLink – Passenger Transport Services)

Ideas into action



Winner: Jason Soo (TransLink – Passenger Transport Integration)

Winner Statement: Jason continuously tries to identify opportunities for process improvement as well as the development and the implementation of the most effective workflows for contract payments. His willingness to take on any task while continually performing the strenuous business as usual work is very motivating and we all gain so much from his enthusiasm and reliability.

Jason has proven time and again that with his solid technical skills and a strong focus on process improvements, he is a valuable asset for any team.

Winner: Jason Wilson* (IMD – RoadTek)

Winner Statement: Jason is a highly experienced, hard-working Senior Project manager in Structures and his services are invaluable in delivering complex bridge rehabilitation projects, especially timber bridge works.

Highly Commended: Warwick Williams (Transport Network Security and Resilience) and Steven McKeering (CSSR – Customer Services Branch)

Empower people



Winner: Ross Tyllier (PPI – Transport Strategy and Planning)

Winner Statement: Ross' commitment and genuine interest in empowering others, especially new starters, was on display from the very beginning. Ross recognises the challenges of being new into a team, and actively sought to involve and support me from day one, and to openly encourage others in the broader team to do the same. He creates a supportive environment and encourages staff to consider all aspects of work and provides genuine opportunities for learning.

Highly Commended: Shaun Danger (IMD – RoadTek) and Anjuna Singh (TransLink – Passenger Transport Services)

OneTMR – Team



Winner: Customer Relations Team (TransLink – Passenger Transport Services)

Elsie Paetai, Theo Dunford, Sarah Osborne, Alana Sparkes, Chris Cavanagh, Issam Errahmaoui, Mirko Graovac, Chris Doyle, Honey Ayres, Lucy Minto-Day, Melyssa Taylor

Winner Statement: Customer Relations Team deliver outcomes to the customer every day in an environment of increasing volumes of feedback and customer expectation.

They constantly look for process and system improvements to further embed a customer first focus.

This team goes unnoticed until things go wrong and they are called on to fix the issue. This team should be recognised for the great work they do all year round.

Highly Commended: Digital Capability (Corporate – Information Technology Branch)

Michael Ashworth, Eric Romer, Erin Van Der Veer, Kelly Pedler, Leonie Challacombe, Mareea Unsworth, Michael Dao Vu, Michael Ashworth, Nadia Williams, Naomi Van Zyl, Abhirav Bansal, David Ainscough, Gary Pittorino, Grace Rush, Isaac Parker, Jason Steel, Anastasia Armstrong

Highly Commended: The Accelerate Team (Corporate – Human Resources Branch)

Nevin Butcher, Stephen Delbridge, Nathan Schumacher, Nathan Crowe

OneTMR – Individual



Winner: Paul Cummins (IMD – Program Delivery and Operations)

Winner Statement: Paul Cummins has been instrumental in co-ordinating delivery of maintenance rehabilitation works on the Veloway 1 and Centenary Cycleway.

As part of his involvement in projects he has actively visited work sites coordinating development of concept options, designs and costings, including delivery of works by RoadTek.

He even erected temporary overnight diversion signs when the Veloway was closed during night works. Paul demonstrates how different areas of TMR working together can deliver positive outcomes for Queensland.

Highly Commended: Rodney Dias (Corporate – Information Technology Branch) and Peta Peterson (CSSR – Land Transport Safety)

DG's All rounder



Winner: Peter Brown (IMD – Office of Deputy Director-General)

Winner Statement: Peter has kept the show running during a period of change within the Office of the DDG (IMD), Peter kept his sense of humour throughout this time, often under trying circumstances.

Health and Wellbeing

Wellness programs

The department continued to implement the OneTMR Wellbeing program, which focuses on the five pillars of wellbeing: physical, psychological, work, social, and financial.

The following health and wellbeing activities were undertaken as part of the OneTMR Wellbeing program:

- Launch of the *TMR Mental Health Strategy 2019–21* and action plan which will see the implementation of mental health training for managers and mental health awareness training for employees from 2019–21.
- Queensland Government's My Health for Life Program continued to rollout across the state in 2019. Since the program began in April 2018, 2009* staff completing initial health checks and 153* staff have completed the workplace behaviour change programs.
- Health Games app (an initiative of My Health for Life) has been piloted in two rounds so far with 104 participants in regional PDO and 260 participants in IMD. During the pilot participants logged a total 66,961 health-improving missions, walked 22,735 kilometres and avoided 177 kilograms of sugar over a two-week period. The app will continue to be implemented on a larger scale across TMR throughout 2019.
- 4179 employees participated in the annual voluntary flu vaccination program across 116 sites between March and May 2019.
- 181 of the department's executives participated in the Executive Health Assessment program as part of their salary package in 2018–19. Of these, six individuals

participated in the additional Executive Health Coaching program.

- 1167 health and wellbeing reimbursement claims have been paid during 2018–19.
- 448 staff and 49 family members have accessed an external Employee Assistance Service. Management support was accessed on 14 occasions and 51 cases of critical incident intervention assistance was provided during 2018–19 for services such as confidential counselling, management support and critical incident intervention
- Monthly wellbeing working group meetings were held, comprising representatives from each branch, to collaborate on TMR and local wellbeing initiatives.

**Represents where figure reported includes 'in progress' activities.*

Case study

My Health for Life

In April 2018, in collaboration with Diabetes Queensland, the department rolled out the My Health for Life (MH4L) Program to employees across the state. MH4L is a Queensland Government funded program that aims to improve employee health literacy and behaviour by providing health checks for all employees and a behaviour change program for those identified at high risk of developing chronic disease.

To date, 2209 employees have undergone a face-to-face, online or phone-based health check with 153 high risk employees taking part in the behaviour change program. Access to the MH4L assessment and behaviour change program will continue throughout 2019.

In March 2019, under the MH4L Program, the department launched a pilot of the Health Games App. Program Delivery and Operations Branch staff from Rockhampton, Cairns and North Coast regions participated in the pilot. The App is a platform to engage the workforce in a three-week game that educates and motivates towards healthier behaviour. Employees form teams to log their health-related activities and participate in missions such as 'junk food free days'.

Along with educating and motivating participants in living healthier lifestyles the program promotes 'doing good by doing well', where accumulated App missions are used to provide clean water to children in need. The department's pilot team logged 14,933 health-improving missions and donated 13,505 litres of clean water, providing 96 children with clean water for one week. The success of the pilot program has resulted in the program rolling out departmental-wide in 2019–20 financial year.

Case study

Information Technology Branch Wellness Program

Information Technology Branch (ITB) developed a Wellness Program in 2013 to deliver a range of activities to support its employees to be happier and healthier. In 2018, the branch reached Gold status recognition through Happier Healthier Workplaces initiative.

The ITB Health and Wellbeing Program aims to promote a positive culture by reshaping the interpersonal and social interactions that influence behaviour and development within ITB. The ITB Health and Wellbeing team have taken the opportunity to re-shape the psychosocial work environment through intra-team activities to create a physical and mentally healthy workforce that enables ITB to better serve our customers and meet our organisational goals and strategic priorities. Through this plan, ITB have been able to uphold our responsibilities to the OneTMR Wellbeing Program and the *Safety and Wellbeing Improvement Plan* as well as foster a culture which is inclusive, productive and positive.

Domestic and family violence awareness

This year the department continued to reinforce its commitment to stopping violence against women and all forms of violence through participation in the White Ribbon Workplace re-accreditation program.

The department first gained White Ribbon accreditation in July 2016 and has since continued to raise awareness about domestic and family violence and enhance the individual's capacity to recognise, prevent and respond to the issue of violence.

My colleague and I were pleased to be able to participate in the White Ribbon Day Event. Despite being on our way to Charters Towers, thanks to technology, we were able to pull over for a break and hear the powerful message from our speakers—no form of violence in our society will be tolerated.

Tanya Acheson from Northern Region was able to participate in the event with a regional colleague.

Continued cultural change was evident at TMR's White Ribbon Day event in November 2018. The event was attended by 200 staff and 260 employees tuned in via livestream to watch an inspirational line-up of speakers share their message, including former employee and domestic violence survivor Simone O'Brien, who spoke of the 'red flags' of domestic violence.

The department continues to promote awareness of domestic and family violence and educate managers to support their affected employees through Recognise, Respond, Refer training. Launched as an online program in 2015, in late May

TMR commenced delivery of a face-to-face version of the training package. As at 30 June, 78 managers had completed the face-to-face training with planned rollout to further managers in 2019–20.

Case study

Darkness to Daylight sponsorship

As part of our White Ribbon Accreditation and TMR's ongoing, sustainable commitment to domestic and family violence, we sponsored the Australian CEO Challenge's Darkness to Daylight challenge. The challenge is a 110 kilometre night run where department employees run individually or as part of a team. This will be the fourth consecutive year we have partnered with Australian CEO Challenge to address domestic and family violence as a workplace issue. Participating in this event also demonstrates TMR's corporate and social responsibility with a strong wellbeing focus for the community and the workplace. The event offers strong team building and networking opportunities for employees and across agencies.

Participation in the event continues to grow each year, attracting hundreds of people united in their commitment and visible support to end domestic and family violence.



TMR had 105 staff members participate in the Darkness to Daylight Challenge over 29 and 30 May, raising awareness for domestic and family violence prevention.

I believe violence is never acceptable and we cannot allow it to exist in our homes, communities and workplaces. Everybody has a right to come to work and feel safe. Along with being a White Ribbon Accredited workplace, we have policy in place to support victims and programs for perpetrators to seek help.

Neil Scales, Domestic and Family Violence Awareness Champion

Injury management

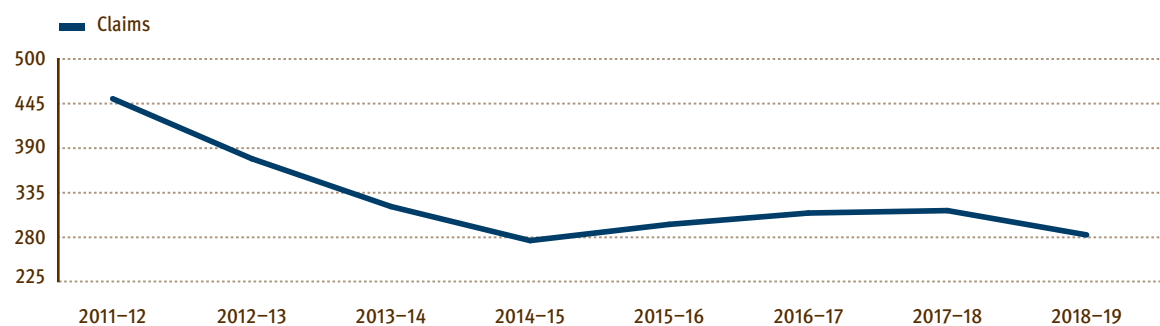
Through the *Workplace Rehabilitation Policy* and centralised management of rehabilitation and workers' compensation claims, the department is committed to ensuring that rehabilitation and return to work services are provided in keeping with injury management best practice.

The department recognises workplace rehabilitation assists in 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, TMR is committed to assisting employees to achieve a safe return to work in a way that will facilitate their best possible recovery.

This is achieved by:

- accommodating a gradual return to work with a focus on suitable duties in accordance with medical advice
- building a positive culture around injury management and providing suitable duties to assist in employees' recovery
- working closely with WorkCover Queensland and QSuper to ensure proactive case management.

Figure 13a: Comparison of workers' compensation claims lodged over a five-year period

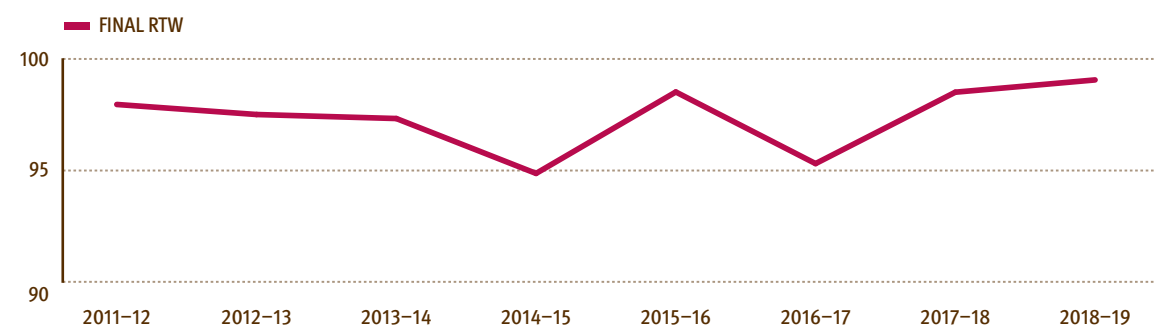


	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
Claims	451	377	318	276	296	310	313	283

Data source: WorkCover Queensland – Online services for employers

Note: Figures are subject to revision as more information becomes available.

Figure 13b: Comparison of final return to work percentages



	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
Final RTW	97.96%	97.51%	97.33%	94.87%	98.52%	95.31%	98.51%	99.06%

Data source: WorkCover Queensland – Online services for employers

Note: Figures are subject to revision as more information becomes available.

Safety for our staff

The department strives 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.

Commitment to safety and wellbeing

The department's workplace health and safety and rehabilitation policy statements outline the department's commitment to maintain the highest standards in health and safety and return to work processes and are our guiding principles for the department's health and safety management system. The statements provide a framework for how health and safety is managed across the department by:

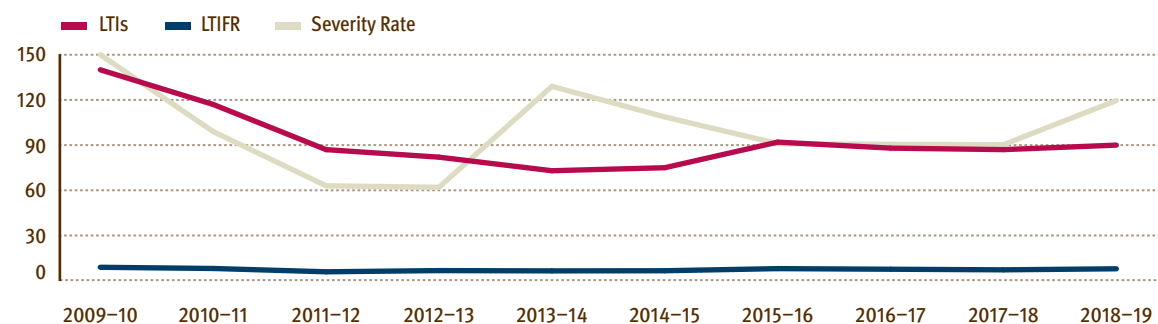
- improving hazard recognition so unsafe acts and conditions are reported
- preventing hazards and injuries in the workplace
- reducing ill health, injuries and absenteeism
- boosting employee morale and productivity
- returning injured employees back to work at the earliest practicable time
- creating financial savings.

In December 2018, a full independent review of the policy statements was undertaken to ensure they contained achievable objectives that allow the department to meet its legislative obligations. The statements will be reviewed every two years. The policy statements are supported and delivered through the *Safety and Wellbeing Improvement Plan 2017–19* (the Plan).

Delivering the Plan underpins the department's commitment to the TMR Work Health and Safety (WHS) Policy and the Queensland Public Service values by:

- developing and supporting meaningful ideas into action to improve the safety and wellbeing of all workers in the department
- empowering all workers to make positive changes to their workplace, work habits and the overall safety culture of the department
- providing specific and measurable opportunities so all workers can be courageous and play a role in improving local safety performance
- unleashing the potential of the department by creating a positive, safe and healthy environment
- ensuring that a safe and healthy environment contributes towards putting customers first.

Figure 14: Snapshot of our performance over the last five years



	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
LTIs	140	117	87	82	73	75	92	88	87	90
LTIFR	8.9	8.1	5.9	6.7	6.5	6.6	8.0	7.6	7.2	7.9
Severity Rate	150	99	63	62	129	108.7	91	90.5	90.3	119.6
Days Lost	2200	1431	919	757	1442	1234	1044	1049	1088	1362

Data sources: Workplace Health and Safety injury data sourced from Transport and Main Roads' SHE enterprise safety management system. HR data for hours worked sourced from Transport and Main Roads' SAP 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 (LTI) 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 (LTIFR) 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.

Safety performance

Reporting on Workplace Health and Safety allows the department to see how safety is managed and where improvement is needed. Safety reports for the department and branches are developed monthly. Every six months, the *Safety and Wellbeing Improvement Plan 2017–19* report for the department and branches is released.

The statistical overview in Figure 14 indicates that a rise in the severity of injuries incurred by employees is likely, with lost working days expected to increase from 1088 in 2017–18 to 1362 in 2018–19 (an increase of 25 per cent).

Graphical data is as follows, noting that 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.

Road worker and workplace safety

The department is committed to improve safety and wellbeing performance by driving system and process improvements on the road, at the depot or in the office. Staff are empowered to drive innovative solutions to every day safety risks with the possibility for statewide implementation

8Step safety investigation training

The department's commercial business arm, RoadTek has continued to invest in advanced safety incident investigation training and procedures as part of a broader focus on preventing incidents that are associated with life changing outcomes (fatality or permanent impairment).

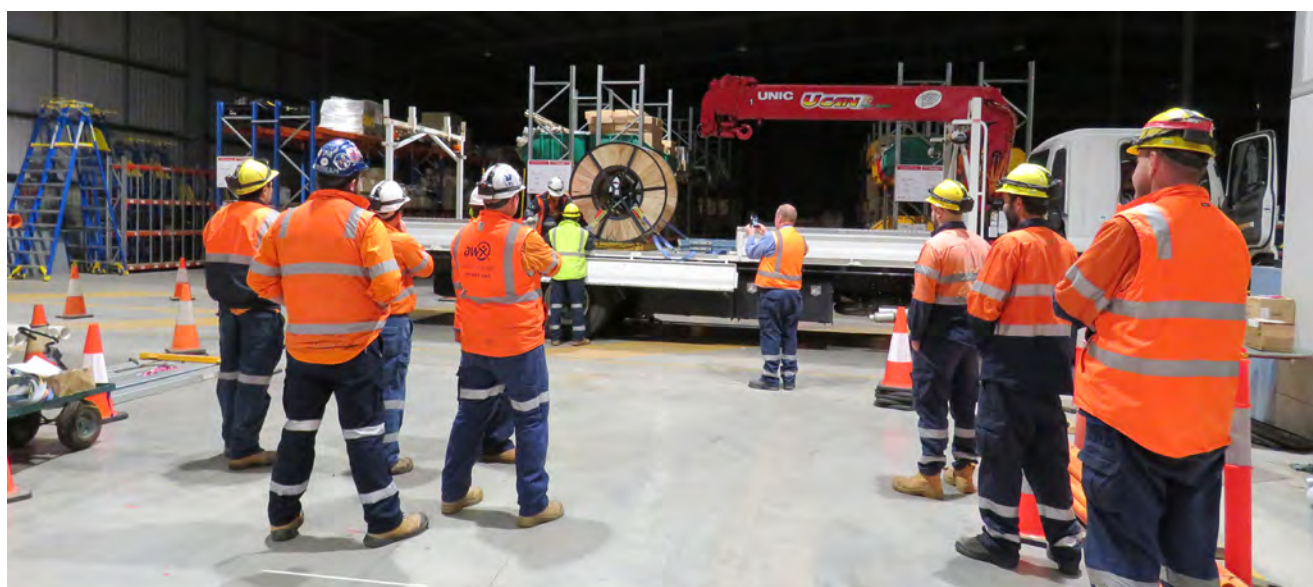
This year an additional 31 people received specialist training, bringing the organisational total to more than 120 people. People involved in leading or requesting a safety investigation continue to have access to dedicated coaching and support in investigation techniques and processes.

The leadership team initiated a process of qualitative review of incident investigations. Each month the team meets to review a sample of investigation reports to discuss the findings, identify opportunities to share learnings, and to provide feedback to the investigations team.

Asbestos training

Asbestos containing materials can be found in a range of transport infrastructure assets, including bridges, services pipes, conduits, and electrical pits. The department has focused on building the capability of its workforce to increase awareness of asbestos-related risks and the knowledge required to work safely. To date the department has:

- Trained more than 450 workers in CPCDE3014A Remove non-friable asbestos and 650 in a full-day workshop on managing asbestos-related risks in transport infrastructure assets.
- Implemented the *RoadTek Asbestos Management Plan*, including targeted information and procedures for work on structures, electrical and ITS, and civil and related works.
- Initiated statewide programs of inspection, sampling and testing to identify the presence of asbestos in bridges, electrical pits at intersections, and electrical pits for street lighting.
- Taken advantage of locally developed digital technologies to collect spatial data and photos of suspect materials, for inspection and communication to workers.



More than just an investigation methodology, crews 'recreate' the activities of a real incident to understand the workings and what might have been the fail points.



Asbestos training in action - crews undertake a simulation of managing potentially hazardous materials.

At TMR, the safety, health and wellbeing of our employees is paramount. As Safety, Health and Wellbeing Champion, my goal is to provide a culture and environment where everyone feels safe at work and where everyone returns home from work safely. This year I was particularly proud to release TMR's Mental Health Strategy 2019–21. In implementing the Strategy, we aim to reduce the stigma associated with mental ill-health and ensure our employees are able to recognise, respond and refer colleagues who are suffering.

Amanda Yeates, Employee Safety, health and Wellbeing Champion

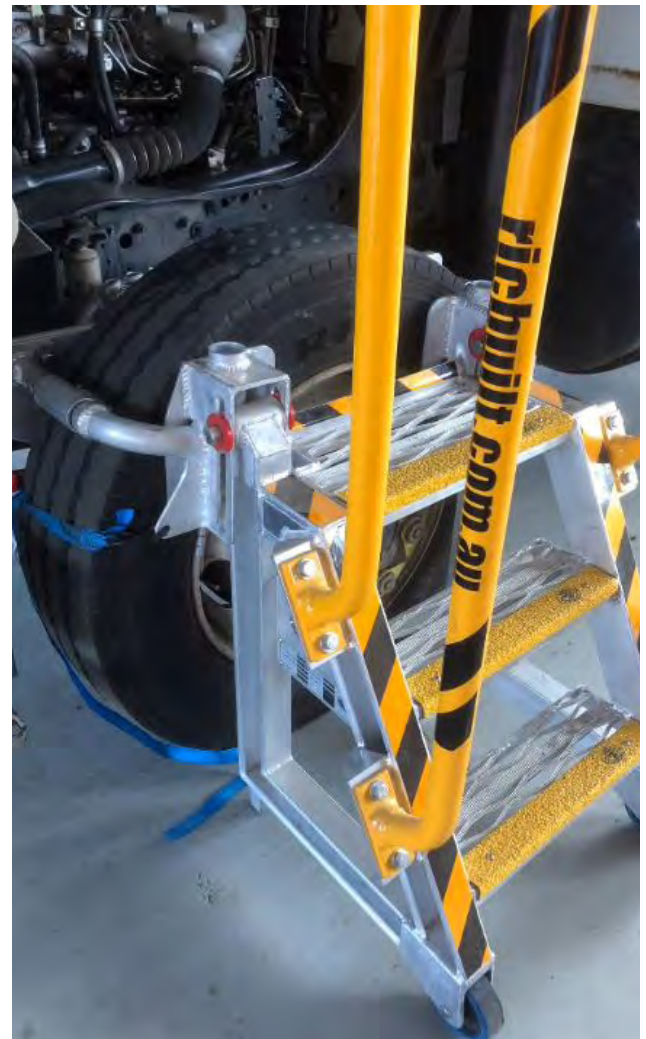
Truck step initiative

The need for a safe work platform solution was identified due to an incident in our workshop with a fitter who was changing filters on a 15 tonne truck with the cab situated over up in the air. The usual practice was to climb over the tyre to gain access to the engine bay.

The Workshop Supervisor and Resource Manager in RoadTek's Central Queensland Operations investigated the incident to come up with a possible solution to prevent the potential for future incidents when fitters are working in and around tires. The Workshop Supervisor approached the company that built the platform for one tyre size and asked if they could modify the platform to adjust to any tyre size in our fleet.

During the development phase, the company itself could see the benefits of going to a solution that fits more than one tyre size and could see a need for this in the private industry.

The Engine Bay Access Platform is now in operation at RoadTek's Central Queensland Workshop in Rockhampton, with positive feedback from the fitters and no further incidents being reported.



The truck step in place, improving access and providing a stable working platform for our Fitters when working on the underbelly of the truck fleet.

Herbicide spraying safety enhancement

The department's RoadTek Wide Bay Workshop team showed innovation and concern for the safety of colleagues when replacing the weed spraying truck. The old unit required the staff to climb into the tray of the truck to pour the chemicals into the tank. This would often involve lifting large quantities of the chemicals onto the tray then up to the top of the tank.

The workshop installed a number of operating and access improvements including:

- A remote chemical mixing and transfer hopper. The hopper had a pivot frame to lower the hopper over the side of the truck, so the chemicals could be poured in without the need to climb onto the back the truck.
- The main sprayers were relocated to the bulbar of the truck, so the operator could see the sprays without having to turn around or watch a mirror.
- A remote filling point was installed to allow staff to fill the water tank from the ground.

A cordless remote system was also installed to eliminate the amount of clutter in cabin of the truck. This allows the truck to be utilised as a weed control unit as well as a general-purpose truck.



The purpose-built herbicide truck, reducing the risk of moving and mixing chemicals and making it easier for crews to work safely.

Digital uplift of our information and processes

ICT Resources Strategic Planning

To uphold a consistent and evidenced-based approach for managing ICT assets and planning, TMR maintains an ICT asset register which, used in conjunction with the ICT Portfolio of Work, provides detail on current and planned activities that impact on the ICT resources of the organisation, and their effectiveness and efficiency in supporting the delivery of departmental services.

The ICT asset register records functional, financial and lifecycle information about the application, technology and information assets that TMR has investment authority over. It supports ICT portfolio investment analysis both at the department and whole-of-government level. Additionally, it is the enterprise source of information for the Queensland Government Chief Information Office

ICT Resources reporting which contributes to improving WoG ICT policies.

Flexible and adaptive ICT procurement

In 2018–19, the department piloted a new procurement framework, known as Flexi-ProQr. The Flexi-ProQr Framework aims to enhance our ability to support the Queensland Government's DIGITAL1ST Strategy, while also supporting the *Queensland Procurement Policy 2018*, by looking at better ways to engage with small business and approaching the market in innovative ways. This results in better outcomes and learnings by avoiding upfront investment and working collaboratively with the market to define our requirements.

Several activities have already used the framework including a proof of concept with augmented reality in Townsville and another for a codebot to automate code generation in TMR's registration and licensing system. Industry has provided positive feedback with one supplier noting that the process was one of the most empowering they had been involved in. Flexi-ProQr will continue to develop with alternative go to market practices to be the focus for the 2019–20 financial year.



For more information: digital1st.initiatives.qld.gov.au/

Mobile technology solutions

TMR has successfully rolled out Office 365, paving the way for a future digital workplace where our people will have the ability to work anywhere, anytime, with anyone, and from any device.

The rollout wrapped up in March 2019, migrating approximately 8500 employees and approximately 9100 devices across the state to Microsoft's Office 365 platform.

Staff can now create dynamic digital workspaces allowing better information-sharing, efficiency and collaboration with internal and external stakeholders.

The initiative also upgraded all TMR intranet sites to SharePoint 2016. Together, these activities provide the foundational building blocks to help prepare TMR to further advance the digital workplace, while also supporting greater team and organisational agility.

Case study

TransLink taps into Office 365 to readily respond to transport incidents

Following on from the success of the Transport Coordination Centre (TCC) that operated during the Gold Coast Commonwealth Games, the department is currently working to establish a TCC for South East Queensland.

The TCC will manage across all transport modes at a network-wide level, helping to mitigate large scale disruption from major events and major road incidents using lessons learnt from the games.

While the South East Queensland TCC is still in the planning stages, the project team has already established a small public transport 'watch desk' capability. Using Microsoft Teams, they have built an innovative solution called the Transport Information Exchange System (TIES) to seamlessly capture all the data they require in one place.

TIES provide the team with a consolidated view of RSS live feeds and real-time PowerBI dashboards, enabling them to immediately respond to public transport issues and in due course communicate with customers about alternate routes.

It is also integrated with Office 365's task management system Planner to allow the team to record their actions, set tasks, communicate across responsible teams and escalate issues (all on desk-top, tablet and phone) to ultimately deliver improved public transport outcomes for the community.

Future workforce

In order to respond to the continually customer expectations, based on increased uptake of online services, continuing growth of calls and decline in foot traffic to our physical sites. TMR is investing in customer expectations that support a changing workforce. The emergence of new technologies, such as Robotic Process Automation, provides TMR with an opportunity to reinvest our workforce effort into higher value, customer focused interactions.

The department continues to adopt a range of workload distribution initiatives such as cross skilling of staff, to promote workforce agility, in addition to making investment decisions in emerging capabilities. These include skills and capabilities that support our customers migration to digital delivery channels.

The priority for TMR is to ensure workforce sustainability and agility to adapt to future transport industry disruption and changing customer expectations.



Director-General Neil Scales presenting at the 2018 MaaS forum.



Our organisation



To read more about the strategies and indicators of success linked to these strategic priorities, see page 14–16.



Introduction

Integrated transport network

Accessible to everyone

Our people

Highlights

- Introduced a *Legislative Compliance Framework*.
- Blocked over 13 million suspicious emails in the last 12 months.
- Released the Digital Capability Development Partnership Agreement as a whole-of-government Standing Offer Arrangement.
- Established a cloud-enabled analytics platform—the Transport Data Exchange—to support, connect and share organisational analytics capabilities, platforms and data.

Our organisation

Financial statements

Appendices

Governance overview

The department is committed to the principles outlined in the *Public Sector Ethics Act 1994*. These principles are embedded in our corporate governance framework and guide our everyday business practices. The Director-General and the department's senior executives demonstrate the elements of good corporate governance through:

- a well-articulated strategy and direction
- clearly defined management structures
- robust management standards
- internal and external accountability measures and
- sound risk management practices.

Strategy and direction

The department made substantial progress during the year regarding the development and articulation of TMR's transport strategy over three horizons.

Strategic Plan

The TMR strategic plan brings together the specific objectives, strategies and performance indicators needed for the next four years to ensure the department is meeting the needs of Queenslanders in creating a single integrated transport system accessible to everyone.

During 2018–19, a full planning cycle was undertaken by the Executive Leadership Team to articulate the 2019–23 Strategic Plan. The planning cycle included extensive consultation including more than 22 workshops, gallery walk throughs for staff to engage and contribute and engagement with external agencies and departments.

Transport Coordination Plan

The *Transport Coordination Plan 2017–2027* provides a framework for the coordinated planning and management of transport in Queensland over the next decade.

The plan is consistent with—and seeks to provide a transport-specific response to—the overall strategic planning for Queensland, including the objectives for the community, and the *State Infrastructure Plan*.

The plan is made according to the *Transport Planning and Coordination Act 1994*. The intent of the Act is to achieve overall transport effectiveness and efficiency through strategic planning and management of transport resources.

The plan takes a system-wide approach to transport, the objectives, the criteria and processes that apply in making policy, planning and investment choices for transport in Queensland.



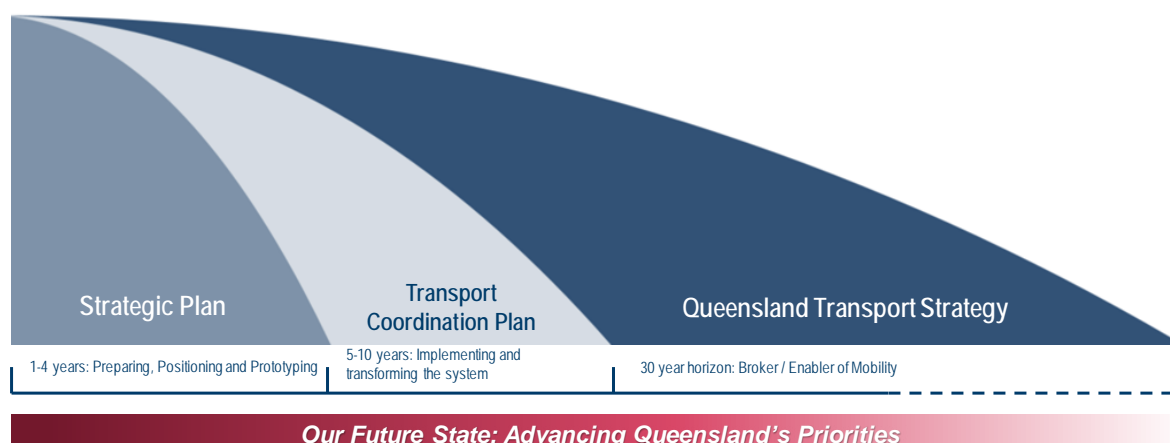
For more information: www.tmr.qld.gov.au/About-us/Corporate-information/Publications/Transport-Coordination-Plan

Queensland Transport Strategy

The department progressed the drafting of the *Queensland Transport Strategy*: a 30-year vision for transport in Queensland (see page 32) during 2018–19. The strategy provides a vision for the transformation of the state's transport system that will have flexibility in responding to customer preferences, global trends and emerging technologies.

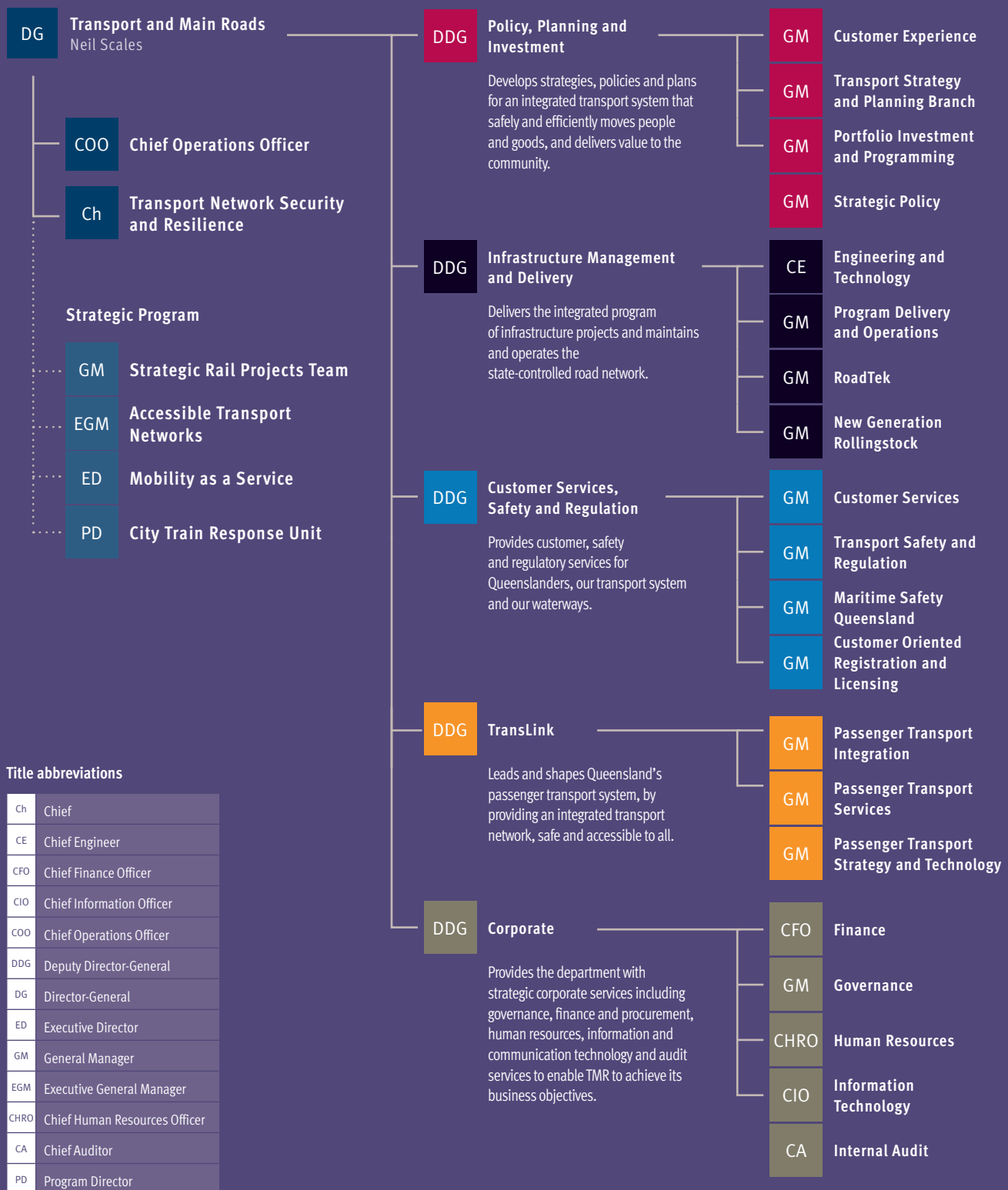


For more information: www.tmr.qld.gov.au/QueenslandTransportStrategy



Management and structure

Organisation Chart as at 30 June 2019



Introduction

Integrated transport network

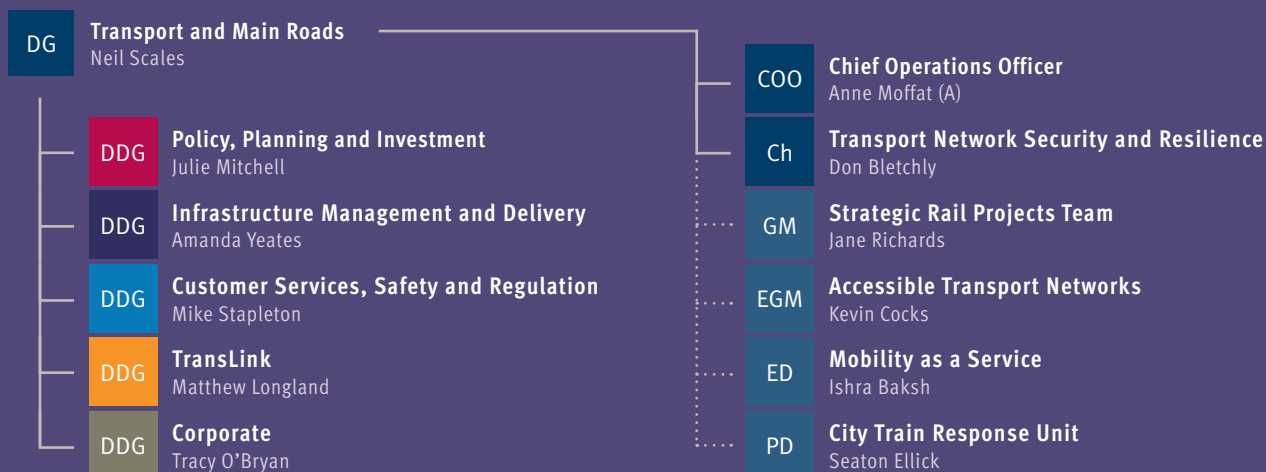
Accessible to everyone

Our people

Our organisation

Financial statements

Appendices



Neil Scales OBE

Director-General (Transport and Main Roads)

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

- Appointed as Director-General January 2013
- Champion for Persons with Disability
- Champion for Domestic and Family Violence Awareness.

Under the *Financial Accountability Act 2009*, the Director-General is accountable to the Minister 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 \$5.886 billion, capital budget of \$3.186 billion and managed assets worth \$71.296 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.



Anne Moffat

Acting Chief Operations Officer

BBus

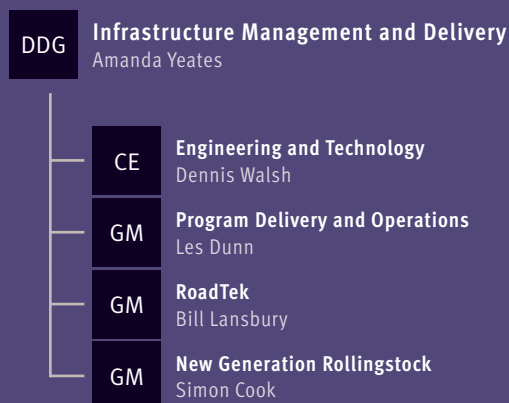
- Appointed as Acting Chief Operations Officer in December 2018
- Champion for Women in Leadership.

Anne 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:

- Project Director South East Queensland Asset Management (Infrastructure Management and Delivery)
- Executive Director State Services (Department of the Premier and Cabinet)
- Executive Director (Planning Management, Planning and Investment)
- Executive Director Strategy and Policy (Passenger Transport)

Anne has more than 20 years' experience across both state and local government in Queensland. She has held a number of senior roles across the infrastructure programming and delivery areas, as well as urban and regional planning. She has delivered a number of large policy and engagement projects, plus reform and agendas.



Julie Mitchell

Deputy Director-General (Policy, Planning and Investment)

BE, MBA, MEnvMan, FIEAust, RPEQ, GAICD

- Appointed as Deputy Director-General (Policy, Planning and Investment) March 2018
- Champion for Innovation
- Registered Professional Engineer, Fellow of Engineers Australia
- Public Service Medal Recipient 2018.

Julie sets the future direction of the transport system in Queensland. She defines and shapes key strategies, policies and plans for an integrated transport system that supports the safe and efficient movement of people and goods, while driving value for the community.

She ensures the investment across road, rail and public transport, active transport and freight networks is balanced as part of a single integrated transport network.

Julie is a highly respected leader with over 30 years' civil engineering experience which covers a broad range of transport related engineering and leadership roles including Chief Engineer for eight years.



Amanda Yeates

Deputy Director-General (Infrastructure Management and Delivery)

BE (Civil), RPEQ, FIEAust, CPEng, EngExec, NER, APEC Engineer, IntPE(Aus), MAICD

- Appointed Deputy Director-General July 2018
- Registered Professional Engineer, Fellow of Engineers Australia
- Champion for Health, Safety and Wellbeing.

Amanda oversees the delivery of the integrated program of infrastructure projects and the maintenance and operation of the state-controlled road network. This includes delivery of the departments \$21.7 billion program of works over four years (2018-19 to 2021-22).

Former positions:

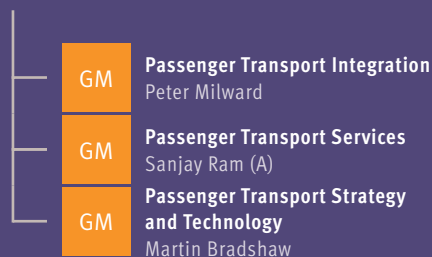
- General Manager (Program Delivery and Operations)
- General Manager (Integrated Transport Planning)
- Regional Director (North Coast and Wide Bay Burnett)
- Deputy Regional Director (Metropolitan Region)

With over 20 years' civil engineering experience, Amanda sets and leads the strategic direction for best practice infrastructure management and delivery and TMR's role in driving economic vibrancy and shaping local communities.

DDG Customer Services, Safety and Regulation Mike Stapleton



DDG TransLink Matthew Longland



Mike Stapleton

Deputy Director-General (Customer Services, Safety and Regulation)

BBus, MPA, MANCAP, MNRSS, MAustroads, MQLCSG

- Appointed as Deputy Director-General (Customer Services, Safety and Regulation) January 2016
- Champion for Cultural 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)
- General Manager (Land Transport Safety).

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)

BBIEnv (URP), GDURP, MBA (Exec), MPIA, GAICD

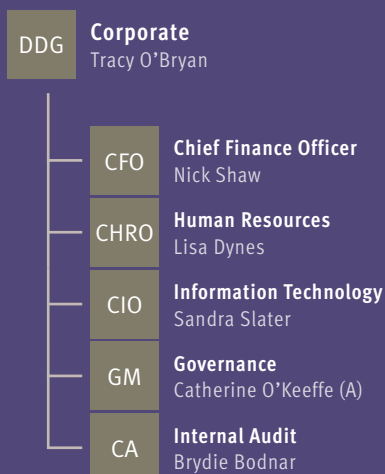
- Appointed as Deputy Director-General (TransLink) December 2016
- Champion for Cycling
- Board member of the International Association of Public Transport (Australia/New Zealand).

Matt leads the delivery of customer-focused passenger transport services across Queensland including policy, planning, ticketing, contract management and customer services.

TransLink Division is responsible for the integrated rail, bus, ferry and tram network in South East Queensland and long-distance rail, coach and aviation services in regional, rural and remote Queensland.

Former positions with the Department of Transport and Main Roads:

- Deputy Director-General (Policy, Planning and Investment)
- General Manager (Passenger Transport Integration).



Tracy O'Bryan Deputy Director-General (Corporate)

LLB, LL.M, EMPA (ANZSOG), GAICD, Solicitor of Supreme Court of Queensland and High Court of Australia

- Appointed Deputy-Director General May 2017
- Customer Champion.

Tracy leads the department's corporate services, including governance, finance and procurement, ICT, human resources and internal audit to enable TMR to achieve its business objectives.

Former positions:

- Executive Director (Department of National Parks, Sport and Racing)
- Acting Deputy Director-General, Corporate (Department of Environment and Heritage Protection).

Tracy has over 20 years' 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 Queensland Government departments including the Department of the Premier and Cabinet. Tracy has also won ministerial awards and been nominated for a Premier's Excellence Award.

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. General business meetings are held weekly, and strategic business meetings are held on a monthly basis.

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
- Chief Operations Officer
- Chief, Transport Network Security and Resilience
- Executive General Manager, Accessible Transport Networks
- All General Managers
- Executive Director (MaaS)
- Chief Engineer
- Chief Finance Officer
- Chief Human Resources Officer
- Chief Auditor
- Program Director, City Train Response Unit

Greater Leadership Team

Launched in 2014, the Director-General identified a cohort of leaders across TMR, known as the Greater Leadership Team (GLT). Throughout 2018–19, the group was engaged in a number of ways to directly enable and empower TMR's leaders of level A08/PO6 and above.

With several forums held for all GLT staff in 2018–19, the Director-General refreshed the format for 2018, 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 the 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.

Key organisational changes

The following structural changes occurred during the 2018–19 period:

- July 2018, the Mobility as a Service unit was created reporting directly to the Director-General
- July 2018, the Next Generation Ticketing (now Smart Ticketing) unit was created in TransLink Division
- March 2019, the Land Transport Safety Branch and Transport Regulation Branch were realigned to form the Land Transport Safety and Regulation Branch
- as part of the realignment to form the Land Transport Safety and Regulation Branch, Safer Roads Infrastructure and Connected and Automated Vehicle Initiative units were transferred to Engineering and Technology Branch within Infrastructure Management and Delivery Division
- March 2019, the Customer Experience unit was transferred from Customer Services, Safety and Regulation Division to Policy, Planning and Investment Division
- April 2019, the Passenger Transport Strategy and Technology Branch was created in TransLink Division.

Governance Committees

ELT currently oversees six governance committees to provide a more detailed review of specific areas of organisational performance and risk.

These include:

- Audit and Risk Committee
- Information and Systems Committee
- Finance and Procurement Committee
- Infrastructure and Investment Committee
- TMR Safety, Health and Wellbeing Governance committee
- RoadTek Performance Committee.

TMR governance committees operate under formal charters which detail their functions and responsibilities. Each committee structure highlights a contemporary, effective and

efficient operating model for a public-sector agency of TMR's size and responsibility.

Audit and Risk Committee

The Audit and Risk Committee (ARC) plays a key advisory role in TMR, ensuring the department's risk systems and processes are effective. The committee provides an independent assurance role by monitoring the effectiveness of the department's risk management and internal frameworks and compliance with legislative and regulatory requirements and control.

ARC members are appointed by the Director-General and assist the 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.

To promote independence, members are appointed based on their skills and experience, not their position in the department. ARC observed the terms of its charter and had due regard to Queensland Treasury's Audit Committee Guidelines

TMR's ARC met six times in 2018–19. As at 30 June 2019, costs associated with external committee members' fees totalled \$53,399 (including GST).

At 30 June 2019, the membership consisted of:



Chair: Susan Forrester AM

Bachelor of Arts, Bachelor of Laws (Honours), Executive Master of Business Administration, FAICD



Neil Jackson (External)

Bachelor of Business (Accountancy), Graduate Diploma - Commercial Computing, FCPA, GAICD



Ian Webb (External)

Bachelor of Arts (Honours), Post Graduate Development Program AGSM, MAICD

TMR executive members and qualifications:



Neil Scales, Director-General

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



Tracy O'Bryan, Deputy Director-General (Corporate)

LLB, LL.M, EMPA (ANZSOG), GAICD, Solicitor of Supreme Court of Queensland and High Court of Australia



Amanda Yeates, Deputy Director-General (Infrastructure Management and Delivery)

BE (Civil), RPEQ, FIEAust, CPEng, EngExec, NER, APEC Engineer, IntPE(Aus), MAICD



Geoff Magoffin, General Manager (Customer Services Branch)

MBA, GradDipBA, GradCertM, GAICD



Don Bletchly, Chief (Transport Network Security and Resilience)

BBus, MBA, FCILT, FIIML, GAICD



Wietske Smith, Executive Director (Customer Solutions)

BBus (Accountancy), CPA, GAICD

Achievements

During the past year, TMR's ARC reviewed:

- the integrity of TMR's 2018–19 financial statements and internal controls
- compliance with legislative and regulatory requirements, including TMRs' ethical standards and policies
- the process relating to performance management, internal risk management and control systems
- the performance of the internal audit function
- the ARC also reviewed its Charter with roles and responsibilities updated to align with the oversight and coordination of assurance activities under the department's internal control framework.

Information and Systems Committee

The Information and Systems Committee (ISC) meets monthly as the peak information and communication technology (ICT) governance board for all ICT enabled investments to help ensure we achieve maximum value for these investments. The committee primarily comprises of ELT members and includes the Chief Information Officer as the head of discipline,

ensuring ICT governance and strategy is administered at the highest levels within TMR.

Chair: Rotated six monthly between Deputy Director-General (TransLink) and Deputy Director-General (Customer Services, Safety and Regulation).

Members:

- Director-General
- Deputy Director-General (Corporate)
- 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
- Chief Information Officer.

Achievements

During the past year, the ISC:

- continued to embed best practice portfolio management, which has strengthened and matured ICT delivery through improved governance, practices, methods and tools
- embarked on a capability uplift program that has successfully delivered standardised inductions and onsite training to over 270 participants within the ICT portfolio, program and project environments
- developed and approved a three-year rolling program of all department wide ICT investments for 2019 to 2022 that aligns ICT investments to departmental and government priorities
- continued its focus on strategic governance of the department's *ICT Strategic Plan 2016–2020* and *Digital Strategic Plan 2016–2020* and the *TMR Data and Business Analytics Strategy 2017–2022*
- increased visibility and focus on ICT strategic risks, including portfolio risks against the ICT strategic risks. ICT strategic risks are a standing agenda item at quarterly strategic meetings.

Finance and Procurement Committee

The Finance and Procurement Committee monitors financial and procurement performance across the department to ensure all entities within Transport and Main Roads operate within departmental budget parameters as specified by the government, and that the procurement function operates effectively to achieve value for money.

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.

The key role of the committee is to:

- ensure all financial resources are allocated consistent with approved strategic direction, priorities and ongoing commitments
- identify reform initiatives and associated savings
- realise savings in line with government savings targets
- ensure cost control and longer-term funding sustainability
- approve procurement strategic direction, priorities and ongoing commitments
- provide strategic oversight of TMR's procurement policy environment
- monitor functional performance and category benefits realisation.

During the past year, the committee has:

- provided oversight of the development of the 2019–20 budget ensuring 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 and workforce, 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
- overseen the implementation of the new *Queensland Procurement Policy*.

The Finance and Procurement Committee is supported by a Procurement Sub-Committee, comprising of the procurement function heads of each business area, Corporate Counsel and chaired by the Chief Procurement Officer. The sub-committee drives and enables agency procurement performance outcomes and fulfils the role of the whole-of-government Transport and Infrastructure Services Category Council.

Infrastructure and Investment Committee

The Infrastructure and Investment Committee (IIC) oversees and endorses, for Director-General approval, the development and prioritisation of the department's transport infrastructure investment program, enabling the delivery of an integrated, safe, efficient and reliable transport system for Queensland.

Chair: Deputy Director-General (Policy, Planning and Investment)

Members:

- Director-General
- Deputy Director-General (TransLink)
- Deputy Director-General (Customer Services, Safety and Regulation)
- Deputy Director-General (Infrastructure Management and Delivery)
- Chief Operations Officer
- Chief Finance Officer
- General Manager (Portfolio Investment and Programming).

The department continues to lead the Queensland public service in adopting a portfolio management approach for infrastructure investment and in benefits management realisation.

Achievements

During the past year, the IIC has:

- assured all significant transport projects requiring progression have met the minimum standards of the whole-of-government Project Assessment Framework (projects with a capital value of \$100 million or greater) and TMR's OnQ Project Management Framework (projects with a capital value of \$50 million, but less than \$100 million)
- endorsed post-implementation reviews for three completed major projects, namely: Bruce Highway: Cooroy to Curra (Section A); Warrego Highway: Toowoomba to Oakey (Stage 2); and Gateway Upgrade South (Stage 2a)
- achieved improvements in program and benefits management for investment programs; that is, improving the line of sight from strategy through to the delivery of transport outcomes, with a focus on value for money, maximising program objectives and customer value.

Safety, Health and Wellbeing Governance Committee

The committee meets bi-monthly and assists the Director-General in providing oversight and developing and monitoring strategies to ensure:

- compliance with the *Work Health and Safety Act 2011* (the Act) and associated regulations, codes of practice and advisory standards
- exercise of due diligence by TMR officers, as defined by the Act, including the provision of recommendations and advice to ELT
- meaningful safety performance objectives and targets are developed and published at an organisational level
- safety performance of TMR, including the achievement of safety, health and wellbeing objectives and targets
- monitoring of the department's safety, health and wellbeing risk profile
- identification, discussion and implementation of strategies to reduce the incidence of work-related death, injury and illness at an organisational level
- appropriate policies, procedures, systems and accountabilities are in place to meet safety, health and wellbeing responsibilities and objectives
- processes are in place to demonstrate the implementation and effectiveness of the policies, procedures, systems and accountabilities
- staff health and safety responses from the Working for Queensland Survey ([see page 187](#)) is addressed and action plans monitored
- safety, health and wellbeing information are communicated and actioned across the department.

Chair: Deputy Director-General (Infrastructure Management and Delivery)

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 has:

- endorsed the *TMR Mental Health Strategy 2019–2021* and supporting Implementation Plan. The Plan provides for mental health training to 1500 employees within the first year of implementation

- implemented a state-wide program to communicate amendments to the TMR Safety Management System in response to the Work Health and Safety and Other Legislation Amendment Bill
- endorsed the implementation of a TMR Due Diligence Framework to provide support to officers in meeting due diligence obligations
- recommended the establishment of a Hazardous Chemical Taskforce in response to findings from the Management of Inventories of Hazardous Materials Audit 2018. The Taskforce is effectively implementing all recommendations across key areas in the organisation
- endorsed the engagement of a third party to review the effective application of the TMR Asbestos Management Framework consistently across the organisation.

RoadTek Performance Committee

The RoadTek Performance Committee, meets twice a year and provides strategic guidance and assessment and reviews RoadTek's performance against the annual performance contract, strategic and business plans and performance indicators.

The Committee considers the risk and opportunity profile for RoadTek and provides guidance, any interventions or changes in direction and assists in shaping RoadTek's risk appetite. The Committee also reviews the currency of the strategic direction and objectives as aligned to government priorities.

Chair: Director-General

Members:

- Deputy Director-General (Corporate)
- 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
- General Manager (RoadTek).

Achievements

During the past year, the committee has:

- reviewed RoadTek's performance to date against the Service Delivery Statement measures and forecast end of year results
- implemented improvement initiatives aligned to outcomes of the RoadTek Partner Survey Program and the department's Capability Blueprint Project.

Governance committee membership

	Executive Leadership Team (member since)	Audit and Risk Committee	Information and Systems Committee	Finance and Procurement Committee	Infrastructure and Investment Committee	Safety and Wellbeing Committee	RoadTek Performance Committee
Director-General	January 2013	Member	Member	Member	Member	Member	Chair
COO	December 2018	-	Member	Member	Member	Member	Member
DDG (TransLink)	December 2016	-	Co-Chair	Member	Member	Member	Member
DDG(CSSR)	August 2014	-	Co-Chair	Member	Member	Member	Member
DDG (IMD)	July 2018	Member	Member	Member	Member	Chair	Member
DDG (PPI)	March 2018	-	Member	Member	Chair	Member	Member
DDG (Corp)	May 2017	Member	Member	Chair	-	Member	Member

Robust Management Standards

The management structure outlined on page 201 is supported by robust decision-making frameworks and policies. These include:

- Integrity Framework
- Information Privacy Framework
- Legislative Compliance Framework
- Procurement Framework
- Financial and Human Resources practices and delegations
- Complaints Management Framework.

These frameworks and policies are reviewed periodically to ensure they continue to drive sound decision making and best practice corporate governance.

Integrity Framework

The Integrity Framework:

- outlines how TMR fosters an integrity-based culture through our range of existing governance processes
- identifies which areas in the department are responsible for developing and reviewing these governance processes
- establishes critical elements that must be addressed to build and maintain integrity and prevent misconduct.

The Integrity Framework complements the department's corporate governance framework as an essential component of TMR's ethical decision-making responsibilities.

Figure 15: The Integrity Framework



Ethical conduct

The department continues to illustrate its commitment to providing appropriate education and training about the contents of the Code of Conduct and public sector ethical decision making to its staff. We do this by offering phased education and training at induction and annually for all staff. TMR provides a mandatory online ethical decision-making training tool 'Which Way Would You Go' (WWWYG). TMR prides itself in its provision of annual education and training about making good decisions based on the ethics principles and values contained in the *Public Sector Ethics Act 1994*.

WWWYG and our online ethics resources advance our commitment to the public service principles and values as outlined in the Code of Conduct for the Queensland Public Service. Further demonstrating our commitment to integrity, accountability and consultation, TMR delivers an ethical awareness program of work named 'Ethics at TMR – Your Reputation Your Choice' comprising the delivery of face to face ethical standards training to staff where key ethics messages are shared and discussed.

These ethics initiatives assist in improving the ethical profile of TMR and enhance TMR's zero tolerance stance to wrongdoing and corrupt conduct. These ethics awareness tools discharge a statutory obligation imposed upon the Chief Executive to make available ethics education materials to TMR officers so that we are all positioned to make decisions that are open, honest and can withstand scrutiny.

Case Study

Employee screening

The department maintains the *Risk Management Strategy* (see page 221) for roles with child-related duties (Blue Card). Procedures are 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.

During 2018–19, 1590 criminal history checks were completed through our employment screening process. The number of roles risk assessed as requiring criminal history screening has increased across TMR following a strengthening of monitoring systems in place and requirements relating to financial and procurement decisions. With all audit recommendations now implemented an evaluation of criminal history screening practices will be conducted.

Integrity Commissioner

The Queensland Integrity Commissioner, who administers the *Integrity Act 2009*, is a statutory office holder and officer of Queensland Parliament. The role of Integrity Commissioner involves: providing confidential advice on ethics and integrity matters to Ministers, members of the Legislative Assembly, ministerial staff, senior public servants, and other persons or classes of persons nominated by a Minister; regulating lobbyist activity and maintaining the lobbyists register; raising public awareness of ethics and integrity matters; and standard-setting on ethics and integrity matters at the request of the Premier.

TMR maintains a register and reports lobbyist contact that occurs with any departmental representatives to the Integrity Commissioner, at their request. Further, TMR is committed to providing advice and staff training to enhance ethical decision making to ensure appropriate management of matters pertaining to conflicts of interest.

Information Management

Information Privacy

The department is committed to protecting the personal information it holds in accordance with its obligations under the *Information Privacy Act 2009* (IP Act). The IP Act regulates how personal 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.

To ensure compliance with the Information Privacy Principles, the department actively conducts Privacy Impact Assessments (PIA) to factor in privacy when planning and delivering projects that involve personal information. During the year, over 30 PIAs have commenced, and by doing so, TMR has strengthened the department's commitment to best privacy practice.



For more information: www.tmr.qld.gov.au/Help/Privacy

Case Study

Privacy by design

Although conducting a PIA is not a legal requirement, the Office of the Information Commissioner (OIC) promotes PIAs as a tool which will help Queensland government agencies to comply with their privacy obligations.

It is a common perception that PIAs are arduous and technically challenging. The training sessions that are conducted by the OIC are designed to de-mystify the PIA process. This is why TMR's privacy officers regularly attend these sessions to provide the best compliance advice to our project teams managing personal information.

By incorporating privacy compliance in the early stages of project planning, we are able to better manage risks to the protection of that information from the beginning. This also improves transparency and builds trust with our customers.

Overall, training in conducting PIAs has increased the awareness of privacy and data protection within TMR and ensures staff involved in designing projects think about privacy at the early stages of a project.



To view the OIC PIA training video which explains how agencies conduct a PIA, including a working example and advice on best practice: www.oic.qld.gov.au/about/news/privacy-impact-assessment-and-privacy-complaint-management-training-videos-now-available

Records management in a digital future

The department continued its commitment to quality information and records management through the provision of new, risk-based policies and practices using technology to support sound decision making, accountability, and compliance, reducing the reliance on paper records through automation and digitisation. The department is committed to meeting its responsibilities under relevant legislation, Queensland State Archives policies and best practice methods as outlined in applicable International Standards. This is achieved through implementation of a number of policies including:

- Records Management Policy (revised)
- Digitisation and Disposal Policy (new)
- Digital Recordings and Images Policy (new)
- Information Asset Custodian Policy (revised).

Case study

Phishing campaigns

TMR is aware of how disruptive phishing threats can be in the overall Information Communication and Technology (ICT) security threat landscape. TMR has blocked over 13 million suspicious emails over the last 12 months. While advances in defence technology are matched with increased sophistication from the malicious actors, we continue to maintain an effective balance of blocking malicious emails while not impacting on our business by blocking legitimate emails.

TMR continues to strengthen staff security awareness to keep pace with ever-changing cybersecurity landscape by informing and educating staff on how to detect and respond to phishing and other information security risks through targeted and regular campaigns, including TMR's annual Information Security Awareness Week, which aims to help staff be more cyber aware and keep TMR's systems safe.

Cybersecurity awareness and monitoring increased in preparation and during the Gold Coast 2018 Commonwealth Games (GC2018) and TMR has maintained this stance resulting in stronger security awareness posture for the department.

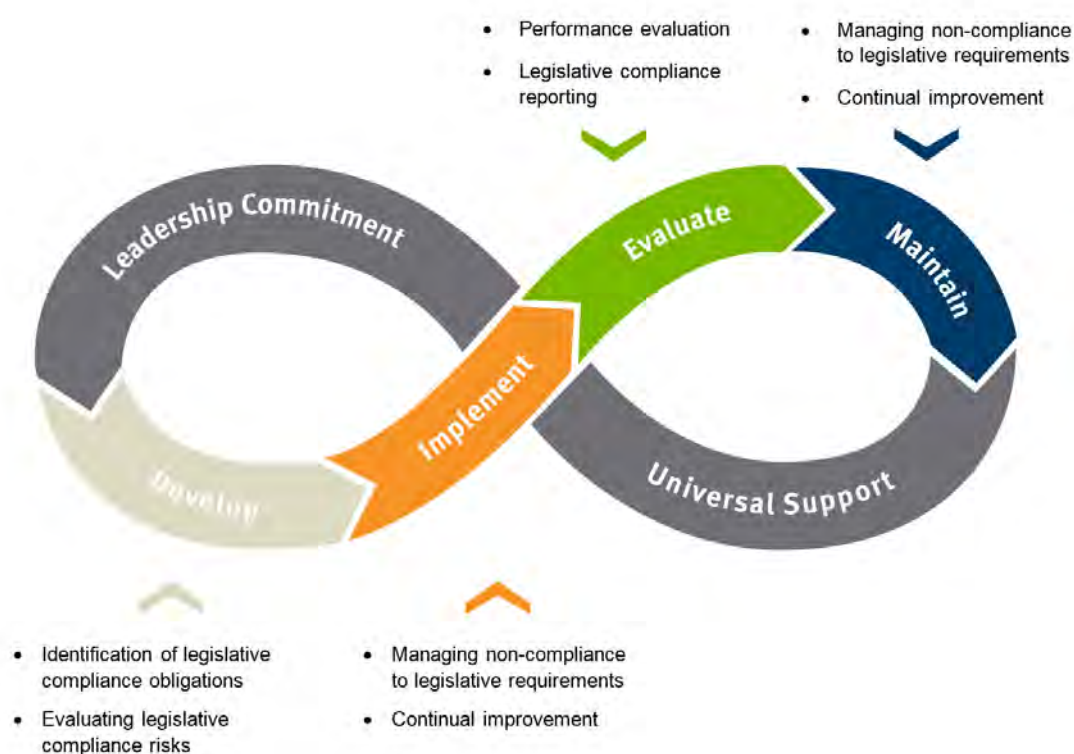
Cyber Security – Information Security Plan

TMR developed an *Information Security Strategy and Roadmap*, which is in the second year of implementation. The strategy sets out how TMR will remain at the forefront of the digital revolution to enable the department to develop, implement, maintain and secure the critical systems and sensitive information assets that underpin the delivery of a single integrated transport network.

The strategy's key pillars are based on the following principles:

- protect TMR's sensitive customer private information and critical assets through a blend of protective, detective and response controls
- leverage trusted cybersecurity partner expertise to complement our internal capacity and capability resources
- promote a security aware culture through security awareness training and measuring and informing our awareness program through phishing campaigns
- meet security assurance obligations through delivery of the information security management system based on IS2018:2018
- integrate proportional cybersecurity controls across the transport network taking a risk-based approach.

Figure 16: Legislative Compliance Framework



Legislative Compliance

This year the department introduced a new *Legislative Compliance Framework* (see Figure 16) designed to ensure it is meeting its obligations and demonstrate its commitment to good governance and compliance. The Framework assists the Director-General, as the accountable officer, to be satisfied that all measures are being taken across the department to actively comply with all relevant legislation.

See a full list of legislation TMR manages in Appendix 1 ([see page 278](#))

An innovative procurement framework

Procurement operates in an increasingly challenging and complex environment as it aims to balance the needs of policy makers, finance authorities and internal stakeholders. To uphold our responsibilities to be fiscally responsible, the department adopts a holistic approach to procurement activities which considers the impacts on our diverse supply base and local communities whilst enabling inclusive procurement that influences improved social, regional and environmental outcomes. This section outlines the development of innovative procurement processes for sustainability and sourcing methods for emerging needs and the consolidation and management of procurement information.

Queensland Procurement Policy

TMR is the largest procurement agency in Queensland and uses this position to drive government objectives, including value for money and supporting Queensland industries and suppliers, which are primary principles of the *Queensland Procurement Policy* (QPP).

The key principles at the centre of the QPP focus on putting Queenslanders first when securing value for money and ensuring that all procurement activities provide opportunities for local, regional and Queensland suppliers—including Indigenous and social enterprises. TMR incorporates a range of local, social and innovative procurement objectives across its procurement activities.

The department relies on a range of businesses in regional centres across the state to provide the goods and services and deliver the capital works required across the agency from start-ups and small business to medium and large suppliers. TMR knows how important it is to consider local conditions and supply market capacity as part of the overall process.

This year, nearly 90 per cent of TMR's procurement spend was with Queensland-based suppliers (over \$8.9 billion). Of this, over \$1.9 billion was invested with regional Queensland-based suppliers.

Data source: TMR Spend Cube

Table 7: Transport and Main Roads addressable spend with Aboriginal and Torres Strait Islander, Regional and Queensland vendors by financial year

	2016–17	2017–18	2018–19
ATSI	\$33,056,002	\$35,370,115	\$39,248,160
Regional	\$1,379,761,492	\$1,832,123,088	\$1,909,198,270
Qld	\$4,450,597,064	\$5,517,756,048	\$8,990,597,239
Total Spend	\$9,478,744,478	\$10,005,959,954	\$10,019,788,873
Regional spend as %	20.11%	20.18%	19.05%

Data source: Aboriginal and Torres Strait Islander vendor list supplied by the Department of Aboriginal and Torres Strait Islander Partnerships. Regional and Queensland vendors identified by applying SAP Vendor Master Data.

Spend data sourced from TMR Spend Cube.

Case Study

Outcomes from the Queensland Procurement Policy

In February 2019, TMR released the Digital Capability Development Partnership Agreement as a whole-of-government Standing Offer Arrangement.

The agreement is designed to support Queensland Government agencies to more quickly and easily procure professional services from qualified external suppliers to help their teams grow and strengthen their capability in a range of digital thinking approaches, such as Design Thinking, Lean, Customer Journey Mapping and User Experience.

The agreement was sourced via an open tender process and received a lot of interest from a range of suppliers—many of which had not responded to a Queensland Government tender before. The department provided coaching and assistance to help potential suppliers understand how to prepare their responses to the invitation document. Potential suppliers were also invited to suggest additional capability and services they believed would support digital capability uplift.

The agreement was awarded to 34 suppliers, 19 of which are small to medium enterprises, which demonstrated ability to provide services in selected digital capability needs and level of digital maturity.

The agreement is now being used across the department and Queensland Government for a range of capabilities and services. TMR is actively engaged with the suppliers and potential buyers across Queensland Government to ensure the agreement is meeting the needs of government and delivering value for Queensland.

The agreement was developed using TMR's new innovative pilot 'FlexiProQr' (see page 196) framework which supports flexibility and collaboration with suppliers throughout the end-to-end procurement process. This approach was well received by the market with consistent feedback from the suppliers involved reflecting how engaged they felt throughout the process due to the ongoing communication provided by the department. They described it as 'excellent and unlike typical government procurement processes' they had previously been involved in.

TMR Strategic Procurement Plan

In 2018, TMR implemented the revised *Queensland Procurement Policy* providing a strong emphasis on governance and planning to ensure that capable and competitive local suppliers, and small businesses, are given full, fair and reasonable opportunities to supply to government departments.

TMR's Strategic Procurement Plan 2016–2020 outlines how TMR's \$6.7 billion procurement spend supports the department to deliver on its strategic plan objectives and meet the priorities set out in the *Queensland Procurement Strategy and Policy*.

The plan positions the procurement function to provide clear procurement outcomes that support social, regional and environmental priorities and deliver value for money. It provides the vision for high quality, responsive and innovative procurement solutions, driven by a highly capable and committed workforce.

The plan demonstrates how achieving better value for money goes beyond financial savings and provides TMR's procurement officers with a clear vision—'As a procurement community, we work together to deliver better value for Queensland'—which supports TMR, and the Queensland Government, in being responsive to the needs of the Queensland community.

Case Study

Measuring procurement performance

TMR's procurement management dashboard tracks metrics aligned to the *TMR Strategic Procurement Plan (2016–2020)*. The dashboard enables TMR to measure, report, and ultimately improve the value and performance of its procurement.

The dashboard provides interactive visualisations of procurement performance data, providing much needed insight into our procurement practices and trends, and helps us to make more informed decisions. This allows the department to be focused on achieving its strategic plan.

TMR has continued to expand the use of procurement dashboards using the most accurate data available. The business intelligence achieved using this approach has spurred the development and use of dashboards to capture category intelligence, procurement trends and contract information, as well as performance management and resource allocation.

Procurement Plan for significant procurement

The *Queensland Procurement Policy* requires that all government departments consider strategies to plan for procurement activities that have been identified as being for large expenditure or for which there is a high degree of business risk (significant procurements). The *Queensland Procurement Policy* emphasises the importance of significant procurement planning as it can lead to:

- better value for money
- higher quality project and service delivery
- improved opportunities for sustainable procurement and
- reduced risks.

In TMR, the procurement activities undertaken in each framework vary in risk and expenditure. Therefore, each procurement framework has a different definition of significant procurement, as follows:

- Goods and Services – all procurement activities that follow the standard procurement process
- Infrastructure – contracts over \$20 million
- Building and Capital Works – any procurement activity completed using a Medium Works Contract
- ICT – valued at over \$1 million.

Procurement planning across all frameworks in TMR aligns to the requirements under the QPP and includes analysis of demand and the supply market, strategies to achieve value for money, performance measures and contract management arrangements, identification and assessment of risks related to the procurement, and risk management strategies.

TMR's procurement planning encourages the pursuit of Queensland government commitments and targets throughout the procurement process and actively seeks to identify potential opportunities for small, local, social and Aboriginal and Torres Strait Islander businesses.

Strategic Maintenance Plan

TMR currently manages 100 private and government-owned leased properties and 108 department-owned facilities across Queensland—ranging from, but not limited to, office accommodation, regional depots, Customer Service Centres and Marine Operating Bases.

In accordance with the Department of Housing and Public Works' Maintenance Framework, leased and department-owned facilities are included in a three-year audit program to establish maintenance needs, asset schedules for disposal/

refurbishment and special maintenance programs or initiatives including asbestos management and removal.

In developing the program, works are prioritised according to the risk of disruption to TMR operational activities, preservation of building assets and budget. The capital works and maintenance budgets are reviewed monthly with additional funding requirements to meet any increase in demand articulated to ensure risks are appropriately managed and facilities across the portfolio are fit for purpose.

Internal accountability

Business planning

At TMR, the department's Strategic Plan underpins and guides our day-to-day business. Using TMR's strategic and business planning processes, branch business plans are aligned to effectively and efficiently deliver the five core strategic objectives.

TMR ensures that whole-of-government specific purpose plans are incorporated into business planning activities, these plans focus on addressing areas of high strategic importance. The department has reported achievements against these plans throughout the report:

- *Cultural Capability Plan* ([see page 178](#))
- *Disability Services Plan* ([see page 179](#))
- *Workforce Plan* ([see page 176](#))
- *Procurement Plan and Significant Procurement Plan* ([see page 214](#))
- *Queensland Counter-Terrorism Strategy 2013–18* ([see page 164](#))
- *Queensland Disaster Management Arrangements* ([see page 165](#))
- *Business Continuity Plan* ([see page 166](#))
- *ICT Asset Disaster Recovery Plan* ([see page 166](#))
- *ICT Resources Strategic Plan* ([see page 196](#))
- *Information Security Plan* ([see page 212](#))
- *Data Analytics Strategy* ([see page 216](#))
- *Strategic Maintenance Plan* ([see page 215](#))
- *Total Asset Management Planning* ([see page 34](#))
- *Waste Reduction and Recycling Plan* ([see page 132](#))
- *Transport Coordination Plan* ([see page 200](#))
- *Risk Management and systems* ([see page 220](#))
- *Queensland Road Safety Performance Plan* ([see page 143](#)).

Performance management and monitoring

The department measures progress on each objective and reports quarterly to ELT and in the Annual Report. Performance against the objectives is reported in the main body of this report and against service standards in the department's 2018–19 Service Delivery Statements.

TMR is committed to investing in ongoing improvements in the way performance is measured, monitored and managed. Key activities for the year include:

- Our quarterly performance reporting has undergone a thorough review and multiple improvements have been made. A contemporary reporting tool has been implemented to provide better data management and data visualisations (charts and graphs), and processes have been changed to increase the timeliness of reporting. These improvements have provided better information for stakeholders and will continue to be enhanced to provide more effective and efficient performance monitoring.
- An annual review was completed of TMR's service delivery standards that are published as part of our budget papers. This review has resulted in a number of discontinued measures that have been replaced with more contemporary and improved measures. TMR's performance management will continue to undergo a process of review to ensure ongoing improvement and effective monitoring of the department's performance.
- To maintain data quality and integrity for performance measures, TMR is reviewing current systems and looking at alternate options for recording and managing our service delivery standards.

The Performance and Planning Network (PPN) enhances TMR's strategy, planning and performance capability and supports divisional/branch representatives across the department to deliver on their planning and performance requirements.

Data and Business Analytics Strategy

Throughout the year, the department made significant progress to build capability in the tools, and in our people, to become an insight-driven organisation.

TMR established a cloud-enabled analytics platform—the Transport Data Exchange (TDx)—to support, connect and share organisational analytics capabilities, platforms and data. The TDx approach facilitates the sharing of data, business area self-determination and self-service of cloud-enabled analytics, while maintaining an appropriate level of corporate oversight for consistency, manageability, governance and security. It is a critical enabler to grow the value and usefulness of our data as we shift towards a data-driven business model in line with the vision of the *TMR Data and Business Analytics Strategy 2017–22*.

A data and analytics showcase hosted for the department's senior officers in April 2019 supported an uplift in our collective analytics maturity. Attended by almost 140 senior decision-makers from across the department, the showcase strengthened their understanding of the types of data available and highlighted current initiatives and potential future uses of simple and advanced analytics to help solve complex business challenges or drive customer-focused solutions.

Complaints management

The department recognises constructive feedback is essential to help the TMR provide excellent services to the community at every interaction. The department is committed to managing complaints effectively to improve decision making and increase accountability in government.

TMR's complaints management system (CMS) complies with the *Public Service Act 2008* (Section 219A) (the Act) and the guiding principles of the Australian/New Zealand Standard Guidelines for complaint management in organizations AS/NZS 10002:2014.

As required under the Act, the department publishes information about complaints for each financial year period. For 2018–19, TMR received 45,065 customer complaints.

Complaints information helps the department to continually learn, innovate and improve our services. For example, in late 2018 TMR released a new Vehicle Registration Renewal Notice (VRRN). Following the release of the VRRN, TMR received six complaints in relation to the 'PAY NOW' text, which was included at the top of the notice. Customers were concerned that the phrase misrepresented when payment was required for their vehicle registration, given that VRRNs are generally sent four-six weeks prior to registration expiry. Customers also provided negative feedback on the upper-case text used.

In response, TMR worked quickly to amend the form and font to state 'Payment Due', which ensured there was still a call to action for customers that their registration was due but with a better customer experience.

Table 8: Complaints received by TMR

Year	Complaints Volume
2012–13	30,880
2013–14	55,001
2014–15	47,653
2015–16	37,314
2016–17	48,642
2017–18	45,820
2018–19	45,065

Data source: TMR Complaints Management System

Internal audit

Internal Audit is a key component of TMR's corporate governance. The function operates under a charter consistent with the Institute of Internal Auditors' international standards and approved by the 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 assurance objectives for the department.

The Chief Auditor reports regularly to the Audit and Risk Committee (see page 206), 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.

During the past year, Internal Audit:

- developed and delivered an annual plan of audits approved by the Director-General and completed 29 (as at 14 May 19) audit reports, covering assurance about, and improving effectiveness of controls, systems, project management, operations and risk management
- engaged with the Audit and Risk Committee about proposed internal 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.

Associated bodies

Transport and Main Roads have oversight of a number of associated bodies, an overview of these are provided in Appendix 2 (see page 279).

External accountability

Protecting the public interest: Queensland Ombudsman

The Queensland Ombudsman, being accountable to Parliament rather than the government of the day, plays a pivotal role in public agencies making fair and accountable decisions – a key element of open and transparent public administration. The Ombudsman has powers and authorities outlined within the *Ombudsman Act 2001* to: investigate administrative actions of agencies; and improve quality of decision making and administrative practice in agencies. The Ombudsman also has oversight of the *Public Interest Disclosure Act 2010*.

TMR ensures the Director-General's responsibilities under both the *Ombudsman Act 2001* and the *Public Interest Disclosure Act 2010* are executed diligently to ensure the department's administrative processes are of a high standard and open to scrutiny. TMR are conducting an assessment of all incoming corruption or serious misconduct complaints to determine whether the complainant is a Public Interest Discloser (PID) as per the criteria outlined in the *Public Interest Disclosure Act 2010*. The PID will then be supported throughout the process and protected from any reprisal action that may be taken against them, yet not at the expense of fettering the subject officer's right to procedural fairness and natural justice.

Transparency and right to information

The department continues to be committed to providing the community with open and transparent access to information about our services and activities, including under our statutory obligations under the *Right to Information Act 2009* (the RTI Act) and the *Information Privacy Act 2009* (the IP Act).

The TMR website contains various publications and pages detailing our services and business operations.

Applications for documents not containing an applicant's personal information are processed under the RTI Act, and requests for documents for an applicant's personal information being processed under the IP Act.

Details on how to make a formal application requesting access to documents under the RTI Act or the IP Act are available on our website: www.tmr.qld.gov.au/About-us/Right-to-Information.

The most common types of applications the department receives are requests for access to documents relating to

vehicle registration, passenger transport, roadworks and major construction projects in which TMR is involved.

In 2018–19, TMR received 561 applications under the RTI and IP Acts. 557 were completed, with the remaining applications to be finalised in 2019–20.

Details of the applications received by the department under the RTI Act are published on our disclosure log. Where possible, released documents are also published.



For more information: www.tmr.qld.gov.au/About-us/Right-to-Information/Disclosure-log

Open data

The department continued to mature our open data program during 2018–19. We remain one of the largest contributors to the Queensland Government's open data portal, with our collection of published datasets increasing from 254 in 2017–18 to 263 in 2018–19. Datasets we publish empower our customers to make informed decisions about how and when they travel and enable our partners and industry to help us deliver better traffic and transport services for Queensland.



To view the department's open datasets: www.data.qld.gov.au/organization/transport-and-main-roads.

As a result of this growth, coupled with progress made on other activities geared towards improving and streamlining the release and management of our open datasets, we successfully demonstrated an overall improvement in open data maturity in our third annual open data maturity assessment conducted in January 2019. TMR's open data maturity increased from 44 in 2017–18 to 52 in 2018–19, an 18 per cent increase within 12 months.

Auditor-General reports

In addition to the audit of the department's financial statements, during 2018–19 the Auditor-General conducted audits where recommendations were either specifically addressed to the department, were for all agencies to consider, or included learnings potentially applicable to the department.

These audits included:

- Monitoring and Managing ICT projects (Report 1: 2018–19)
- Delivering shared Corporate Services in Queensland (Report 3: 2018–19)
- Transport 2017–18 Results of Financial Audits (Report 11: 2018–19).



For more information: www.qao.qld.gov.au/reports-resources/parliament

The implementation status of recommendations is periodically monitored and reported.

In addition, the following 2018–19 audits are currently in progress and include coverage of the department's operations:

- Managing Cyber Security Risk - (due to be tabled October 2019).

Coronial inquests and recommendations

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.

Where recommendations are directed to more than one department, the government is required to produce a single, coordinated response to the recommendation. These responses are published on the coroner's website by the Department of Justice and Attorney-General.

The department's response for the period January to June 2019 is required to be provided to the Attorney-General by 30 September 2019.

The department is pleased to report that no new recommendations were directed toward the department in the period July 2018 to June 2019. The department's report for the period January to June 2019 will provide an update on 15 recommendations in total.



For more information: www.courts.qld.gov.au/courts/coroners-court/findings

Crime and Corruption Commission reports

The Crime and Corruption Commission (CCC) is a statutory oversight body accountable to the Parliamentary Crime and Corruption Committee, set up to combat and reduce the incidence of major crime and corruption in the public sector. Its functions and powers are set out in the *Crime and Corruption Act 2001*.

Pursuant to the *Crime and Corruption Act 2001*, the Director-General has a duty to notify the CCC of matters involving a reasonable suspicion of corrupt conduct. TMR demonstrates a commitment to ensuring that all suspected corruption is reported to the CCC in a timely manner and dealt with in accordance with the subsequent directions of the CCC.

TMR is committed to investigating matters involving suspected corrupt conduct to assist the department to manage staff conduct and to enhance ethical culture. TMR maintains a dedicated proactive and reactive response to fulfil its statutory obligations in dealing with suspected corrupt conduct and or misconduct.

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. The committee which relates to the Department of Transport and Main Roads' portfolio is the Transport and Public Works Committee. In relation to its areas of responsibility, the committee:

- examines Bills to consider the policy to be enacted
- examines the budget estimates of each department
- examines Bills for the application of the fundamental legislative principles set out in section 4 of the *Legislative Standards Act 1992*
- considers the lawfulness of subordinate legislation
- assesses 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.
- considers departments' public works in light of matters including 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 of and achieving the stated purpose of the works.

The Committee may initiate an inquiry into any matter it considers appropriate within its portfolio area.

The Committee must investigate any issue referred to it by the Legislative Assembly or under an Act, whether or not the issue is within the committee's area of responsibility. The Committee either conducted or commenced the following parliamentary inquiries relating to the TMR's portfolio in 2018–19:

- *Heavy Vehicle National Law Amendment Bill 2019*
- *Transport Legislation (Road Safety and Other Matters) Amendment Bill 2019*
- *Personalised Transport Ombudsman Bill 2019*
- Inquiry into the operations of toll roads in Queensland
- Inquiry into a sustainable Queensland intrastate shipping industry
- Transport Technology.

Auditor-General reports referred to the committee for consideration included:

- examination of portfolio subordinate Legislation
- consideration of 2018–19 portfolio budget estimates.

Case study

Parliamentary Inquiry into the Operations of Toll Roads in Queensland

In June 2018, the Legislative Assembly requested the Transport and Public Works Committee inquire into the operations of toll roads in Queensland, including toll pricing, customer service and complaint processes. The department assisted the Committee by giving evidence at a public briefing on 17 July 2018 and a public hearing on 20 August 2018. TMR also made a written submission. A total of 199 written submissions were received by the Committee.

The Committee tabled its report on 13 September 2018. In its report the Committee made five recommendations related to fees and charges, earlier contact with customers with unpaid tolls, compliance activities and the establishment of a Queensland-based Toll Road Ombudsman service. The government response to the recommendations was tabled by the Minister for Transport and Main Roads on 13 December 2018. All five recommendations from the inquiry were supported.

TMR is working with key stakeholders to implement the government's response to the establishment of a Queensland-based Toll Road Ombudsman service recommendation. The other four recommendations have already been implemented.

Annual reporting

TMR was recognised with its sixth gold annual reporting award for excellence in reporting at the Australasian Reporting Awards for the 2017–18 Annual Report. The awards are used by TMR to benchmark and gain insight to allow the department to continually improve how we present and report on our performance throughout the year.

The receipt of the award demonstrates that the department is reporting to a high standard across industry and government and is providing a clear reflection of the expenditure and activities undertaken throughout the financial year.

TMR was also a finalist in the Governance category.



Suresh Cuganesan (left) Chair of Australasian Report, presents the award to Tracy O'Bryan, Deputy Director-General (Corporate).

Risk Management

TMR is committed to effective risk management. The department has an active risk management culture that acknowledges the need for careful analysis and management of risk in all business practices.

Risk achievements

Key achievements in 2018–19:

- reviewed the organisation's strategic risks and risk appetite in line with the TMR Strategic Plan 2019–2023
- continued to progress the risk management activities surrounding culture, capability, governance and technology
- risk management education and training has been provided to staff
- expansion of the user base of TMR's Risk Management System (RMS)
- risk management activities and achievements were presented to the Executive Leadership Team and TMR's Audit and Risk Committee.

Strategic Risks and Risk Appetite

During 2018–19, the ELT has been actively engaged with regarding risk management. Several interactions have occurred with the ELT and senior leaders across the department and work has progressed on both the Strategic Risks and TMR's Risk Appetite documents.

The ELT risk sponsors will continue to be engaged to further develop the risk controls, control ownership and treatments for each strategic risk assessment and refine and build out a revised Risk Appetite Statement.

TMR Risk Management Strategy

Embed risk management in everything we do

Culture and Capability

- All leaders and staff are actively involved in risk management and reflect appropriate risk behaviours
- Open and proactive approach to managing risk that considers both threats and opportunities
- Risk management communication, education and training programs
- Senior management lead and promote risk management across the department

Governance, Assurance and Compliance

- TMR staff are aware of their roles and responsibilities in regard to risk management oversight, accountabilities, decision making and ownership
- Risks are identified, updated, reported accurately and timely
- Accurate risk information is being escalated and reported to the right people at the right time
- TMR's risk management framework is embedded in all business activities

Process and Delivery

- Risk management documentation and data is centrally stored and easily accessible
- Risk registers across all business areas meet TMR's mandatory requirements
- Procedures for risk identification, assessment, evaluation and treatment are applied consistently across the department
- Collaborative approach to managing shared risks

Analytics, Tools and Technology

- Key risk indicators
- Use TMR's Risk Management System to:
 - improve visibility of risks, controls and treatments
 - share risk information across business areas to allow better insights and decision making relating to risks at all levels
 - perform risk management functions and processes in a consistent manner
 - provide easy access to real-time risk information
 - enhance risk analysis and reporting

Our opportunities and challenges

- Improved accountability, assurance and governance
- Develop a risk mature culture that recognises the benefits of proactive risk management





Financial statements

Department of Transport and Main Roads

Financial Statements as at 30 June 2019

CONTENTS	PAGE NO.
Financial Statements	
Statement of comprehensive income	224
Statement of financial position	225
Statement of comprehensive income by major departmental services	226
Statement of assets and liabilities by major departmental services	228
Statement of changes in equity	230
Statement of cash flows	231
Notes to the Statement of cash flows	232
Notes to the Financial Statements	
How we Operate - Our Departmental Objectives and Activities	1 Accounting policies and basis for financial statements preparation 233
Notes about our Financial Performance	Income
	2 Appropriations 235
	3 User charges and fees 236
	4 Grants and other contributions 236
	Expenses
	5 Employee expenses 237
	6 Key management personnel and remuneration expenses 237
	7 Supplies and services 239
	8 Grants and subsidies 240
	9 Finance and borrowing costs 240
	10 Other expenses 240
Notes about our Financial Position	11 Receivables 241
	12 Prepayments 242
	13 Intangible assets 243
	14 Property, plant and equipment 244
	15 Payables 251
	16 Interest bearing liabilities 251
	17 Provisions 252
	18 Accrued employee benefits 253
	19 Unearned revenue 254
	20 Other liabilities 254
Other Information	21 Income tax equivalents 254
	22 Leases 255
	23 Service concession arrangements 257
	24 Commitments for expenditure 259
	25 Contingencies 260
	26 Investment in subsidiary 260
	27 Financial instruments 260
	28 Schedule of administered items 262
	29 Administered appropriations 263
	30 Budgetary reporting 263
	31 Events after the balance date 269
Certification	Management Certificate of the Department of Transport and Main Roads 270
	Independent Auditor's Report 271

Department of Transport and Main Roads
Statement of comprehensive income
for the year ended 30 June 2019

OPERATING RESULT	Note	2019 \$'000	2018 \$'000
Income from continuing operations			
Appropriation revenue	2	5,274,759	4,961,392
User charges and fees	3	711,380	722,947
Grants and other contributions	4	106,959	271,057
Other revenue		46,316	47,327
Total revenue		6,139,414	6,002,723
Gains on disposal of assets		5,021	3,769
Total income from continuing operations		6,144,435	6,006,492
Expenses from continuing operations			
Employee expenses	5	571,425	581,821
Supplies and services	7	3,671,862	3,535,121
Grants and subsidies	8	593,073	459,000
Depreciation and amortisation	13, 14	1,178,722	1,086,544
Finance and borrowing costs	9	104,339	95,848
Impairment losses	11	1,847	3,144
Other expenses	10	42,922	28,626
Total expenses from continuing operations		6,164,190	5,790,104
Operating result from continuing operations before income tax equivalent expense		(19,755)	216,388
Income tax equivalent expense	21	8,690	9,526
OPERATING RESULT FOR THE YEAR		(28,445)	206,862
Items not reclassified to operating result			
Increase/(decrease) in asset revaluation surplus	14	1,390,601	(6,103,501)
Total other comprehensive income/(loss)		1,390,601	(6,103,501)
TOTAL COMPREHENSIVE INCOME/(LOSS)		1,362,156	(5,896,639)

The accompanying notes form part of these statements.

Department of Transport and Main Roads
Statement of financial position
as at 30 June 2019

	Note	2019 \$'000	2018 \$'000
Assets			
Current assets			
Cash		571,529	378,023
Receivables	11	152,074	215,470
Inventories		12,281	12,007
Prepayments	12	15,034	597,885
Non-current assets classified as held for sale		8,763	16,453
Total current assets		759,681	1,219,838
Non-current assets			
Prepayments	12	104,410	994
Investment in subsidiary	26	601	601
Intangible assets	13	75,302	84,073
Property, plant and equipment	14	66,316,278	62,399,800
Deferred tax assets	21	6,077	6,927
Total non-current assets		66,502,668	62,492,395
Total assets		67,262,349	63,712,233
Liabilities			
Current liabilities			
Payables	15	607,011	512,419
Interest bearing liabilities	16	22,416	238,982
Provisions	17	146,762	134,080
Accrued employee benefits	18	38,616	37,396
Unearned revenue	19	51,498	47,846
Other	20	43,335	40,453
Total current liabilities		909,638	1,011,176
Non-current liabilities			
Interest bearing liabilities	16	1,215,300	1,190,753
Provisions	17	368,499	154,271
Other	20	14,636	16,314
Total non-current liabilities		1,598,435	1,361,338
Total liabilities		2,508,073	2,372,514
NET ASSETS		64,754,276	61,339,719
Equity			
Contributed equity		59,492,190	57,439,789
Accumulated surplus/(deficit)		2,024,672	2,053,117
Asset revaluation surplus		3,237,414	1,846,813
TOTAL EQUITY		64,754,276	61,339,719

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 2019

OPERATING RESULT

Income from continuing operations

	Transport system investment planning and programming 2019 \$'000	Transport infrastructure management and delivery 2019 \$'000	Transport safety and regulation 2019 \$'000	Customer experience 2019 \$'000	Passenger transport services 2019 \$'000	Transport infrastructure construction and maintenance 2019 \$'000	Inter- departmental services eliminations 2019 \$'000	Total 2019 \$'000
Appropriation revenue	77,632	2,140,482	15,233	255,417	2,771,823	-	14,172	5,274,759
User charges and fees	44,574	22,370	246,768	9,104	368,892	580,513	(560,841)	711,380
Grants and other contributions	-	62,058	4,087	-	40,812	2	-	106,959
Other revenue	605	61,894	2,051	47	6,678	2,715	(27,674)	46,316
Total revenue	122,811	2,286,804	268,139	264,568	3,188,205	583,230	(574,343)	6,139,414
Gains on disposal of assets	2,978	378	155	39	467	1,004	-	5,021
Total income from continuing operations	125,789	2,287,182	268,294	264,607	3,188,672	584,234	(574,343)	6,144,435
Expenses from continuing operations								
Employee expenses	63,443	163,331	70,441	153,267	90,827	129,629	(99,513)	571,425
Supplies and services	51,732	701,943	174,227	96,617	2,696,377	412,294	(461,328)	3,671,862
Grants and subsidies	2,044	344,999	10,871	10	235,149	-	-	593,073
Depreciation and amortisation	6,153	1,058,763	8,498	13,341	82,566	9,401	-	1,178,722
Finance and borrowing costs	-	22,434	1,580	-	81,888	1,480	(3,043)	104,339
Impairment losses	883	679	200	12	61	12	-	1,847
Other expenses	1,534	20,602	2,477	1,360	1,804	25,604	(10,459)	42,922
Total expenses from continuing operations	125,789	2,312,751	268,294	264,607	3,188,672	578,420	(574,343)	6,164,190
Operating result from continuing operations before income tax equivalent expense	-	(25,569)	-	-	-	5,814	-	(19,755)
Income tax equivalent expense	-	-	-	-	-	8,690	-	8,690
OPERATING RESULT FOR THE YEAR	-	(25,569)	-	-	-	(2,876)	-	(28,445)
Items not reclassified to operating result								
Increase/(decrease) in asset revaluation surplus	2,475	1,328,440	2,550	302	56,823	11	-	1,390,601
Total other comprehensive income/(loss)	2,475	1,328,440	2,550	302	56,823	11	-	1,390,601
TOTAL COMPREHENSIVE INCOME/(LOSS)	2,475	1,302,871	2,550	302	56,823	(2,865)	-	1,362,156

Department of Transport and Main Roads

Statement of comprehensive income by major departmental services (continued)
for the year ended 30 June 2019

	Transport system investment planning and programming	Transport infrastructure management and delivery	Transport safety and regulation	Customer experience	Passenger transport services	Transport infrastructure construction and maintenance	Inter- departmental services eliminations	Total
	2018 \$'000	2018 \$'000	2018 \$'000	2018 \$'000	2018 \$'000	2018 \$'000	2018 \$'000	2018 \$'000
OPERATING RESULT								
Income from continuing operations								
Appropriation revenue	120,313	2,062,878	9,328	372,617	2,396,256	-	-	4,961,392
User charges and fees	75,552	27,468	237,446	7,535	350,850	568,125	(544,029)	722,947
Grants and other contributions	35,233	185,833	4,632	523	44,831	5	-	271,057
Other revenue	1,982	56,514	1,677	81	9,810	7,324	(30,061)	47,327
Total revenue	233,080	2,332,693	253,083	380,756	2,801,747	575,454	(574,090)	6,002,723
Gains on disposal of assets	3,233	2,456	351	448	3,204	698	(6,621)	3,769
Total income from continuing operations	236,313	2,335,149	253,434	381,204	2,804,951	576,152	(580,711)	6,006,492
Expenses from continuing operations								
Employee expenses	77,175	161,039	68,252	170,881	71,963	127,056	(94,545)	581,821
Supplies and services	142,240	713,390	164,397	161,177	2,406,786	403,523	(456,392)	3,535,121
Grants and subsidies	2,065	224,590	5,283	8	227,054	-	-	459,000
Depreciation and amortisation	7,428	976,512	8,960	12,973	70,546	10,125	-	1,086,544
Finance and borrowing costs	-	29,979	5,072	34,959	27,601	1,484	(3,247)	95,848
Impairment losses	4,561	(1,493)	(17)	(8)	11	90	-	3,144
Other expenses	2,844	20,166	1,487	1,214	990	28,452	(26,527)	28,626
Total expenses from continuing operations	236,313	2,124,183	253,434	381,204	2,804,951	570,730	(580,711)	5,790,104
Operating result from continuing operations before income tax equivalent expense	-	210,966	-	-	-	5,422	-	216,388
Income tax equivalent expense	-	-	-	-	-	9,526	-	9,526
OPERATING RESULT FOR THE YEAR	-	210,966	-	-	-	(4,104)	-	206,862
Items not reclassified to operating result								
Increase/(decrease) in asset revaluation surplus	2,731	(6,140,859)	3,484	523	30,601	19	-	(6,103,501)
Total other comprehensive income/(loss)	2,731	(6,140,859)	3,484	523	30,601	19	-	(6,103,501)
TOTAL COMPREHENSIVE INCOME/(LOSS)	2,731	(5,929,893)	3,484	523	30,601	(4,085)	-	(5,896,639)

Department of Transport and Main Roads
Statement of assets and liabilities by major departmental services
as at 30 June 2019

	Transport system investing and programming 2019 \$'000	Transport infrastructure management and delivery 2019 \$'000	Transport safety and regulation 2019 \$'000	Customer experience 2019 \$'000	Passenger transport services 2019 \$'000	Transport infrastructure construction and maintenance 2019 \$'000	Inter- departmental services eliminations 2019 \$'000	Total 2019 \$'000
Assets								
Current assets								
Cash	13,360	101,408	28,291	28,760	319,263	80,447	-	571,529
Receivables	8,285	26,834	46,382	1,678	76,362	62,092	(69,559)	152,074
Inventories	-	47	1,163	160	3,064	51,343	(43,496)	12,281
Prepayments	1,323	2,931	4,542	574	4,976	688	-	15,034
Non-current assets classified as held for sale	7,244	981	39	38	461	-	-	8,763
Total current assets	30,212	132,201	80,417	31,210	404,126	194,570	(113,055)	759,681
Non-current assets								
Prepayments	40	793	85	83	103,409	-	-	104,410
Investment in subsidiary	-	601	-	-	-	-	-	601
Intangible assets	30,910	4,454	21,110	15,846	2,982	-	-	75,302
Property, plant and equipment	72,859	64,055,116	105,678	98,511	1,939,541	44,573	-	66,316,278
Deferred tax assets	-	-	-	-	-	6,077	-	6,077
Total non-current assets	103,809	64,060,964	126,873	114,440	2,045,932	50,650	-	66,502,668
Total assets	134,021	64,193,165	207,290	145,650	2,450,058	245,220	(113,055)	67,262,349
Liabilities								
Current liabilities								
Payables	13,041	324,338	22,671	9,178	284,691	47,147	(94,055)	607,011
Interest bearing liabilities	-	914	-	-	21,502	19,000	(19,000)	22,416
Provisions	-	130,783	-	-	15,979	-	-	146,762
Accrued employee benefits	4,017	10,340	4,460	9,703	5,750	4,346	-	38,616
Unearned revenue	982	910	3,718	-	45,888	-	-	51,498
Other	34	630	73	73	42,525	-	-	43,335
Total current liabilities	18,074	467,915	30,922	18,954	416,335	70,493	(113,055)	909,638
Non-current liabilities								
Interest bearing liabilities	-	423,822	-	-	791,478	-	-	1,215,300
Provisions	-	167,162	-	-	201,337	-	-	368,499
Other	300	5,496	637	628	7,575	-	-	14,636
Total non-current liabilities	300	596,480	637	628	1,000,390	-	-	1,598,435
Total liabilities	18,374	1,064,395	31,559	19,582	1,416,725	70,493	(113,055)	2,508,073

Department of Transport and Main Roads

Statement of assets and liabilities by major departmental services (continued)
as at 30 June 2019

	Transport system investing and programming 2018 \$'000	Transport infrastructure management and delivery 2018 \$'000	Transport safety and regulation 2018 \$'000	Customer experience 2018 \$'000	Passenger transport services 2018 \$'000	Transport infrastructure construction and maintenance 2018 \$'000	Inter- departmental services eliminations 2018 \$'000	Total 2018 \$'000
Assets								
Current assets								
Cash	14,986	60,318	15,787	22,470	167,195	97,267	-	378,023
Receivables	24,250	58,023	52,420	1,750	87,200	67,114	(75,287)	215,470
Inventories	-	47	664	164	3,307	48,398	(40,573)	12,007
Prepayments	1,455	576,445	6,404	535	12,379	667	-	597,885
Non-current assets classified as held for sale	16,223	88	10	16	116	-	-	16,453
Total current assets	56,914	694,921	75,285	24,935	270,197	213,446	(115,860)	1,219,838
Non-current assets								
Prepayments	12	479	46	20	437	-	-	994
Investment in subsidiary	-	601	-	-	-	-	-	601
Intangible assets	35,714	5,723	13,703	26,557	2,376	-	-	84,073
Property, plant and equipment	79,635	60,418,364	99,412	14,952	1,744,048	43,389	-	62,399,800
Deferred tax assets	-	-	-	-	-	6,927	-	6,927
Total non-current assets	115,361	60,425,167	113,161	41,529	1,746,861	50,316	-	62,492,395
Total assets	172,275	61,120,088	188,446	66,464	2,017,058	263,762	(115,860)	63,712,233
Liabilities								
Current liabilities								
Payables	22,245	265,490	19,391	14,207	224,864	63,082	(96,860)	512,419
Interest bearing liabilities	-	53,389	3,299	-	182,294	19,000	(19,000)	238,982
Provisions	-	134,080	-	-	-	-	-	134,080
Accrued employee benefits	4,679	9,765	4,138	10,361	4,363	4,090	-	37,396
Unearned revenue	789	964	2,732	-	43,361	-	-	47,846
Other	69	621	74	111	39,578	-	-	40,453
Total current liabilities	27,782	464,309	29,634	24,679	494,460	86,172	(115,860)	1,011,176
Non-current liabilities								
Interest bearing liabilities	-	502,498	85,128	-	603,127	-	-	1,190,753
Provisions	-	154,271	-	-	-	-	-	154,271
Other	665	5,975	713	1,072	7,889	-	-	16,314
Total non-current liabilities	665	662,744	85,841	1,072	611,016	-	-	1,361,338
Total liabilities	28,447	1,127,053	115,475	25,751	1,105,476	86,172	(115,860)	2,372,514

Department of Transport and Main Roads
Statement of changes in equity
for the year ended 30 June 2019

	Note	2019 \$'000	2018 \$'000
Contributed equity			
Opening balance		57,439,789	55,743,366
Transactions with owners as owners:			
Appropriated equity injections	2	1,922,776	1,734,469
Net asset transfer from/(to) other Queensland Government entities * **		129,625	(38,046)
Closing balance		59,492,190	57,439,789
Accumulated surplus/(deficit)			
Opening balance		2,053,117	1,846,255
Operating result		(28,445)	206,862
Closing balance		2,024,672	2,053,117
Asset revaluation surplus			
Opening balance		1,846,813	7,950,314
Increase/(decrease) in asset revaluation surplus	14	1,390,601	(6,103,501)
Closing balance		3,237,414	1,846,813
TOTAL EQUITY		64,754,276	61,339,719
The closing balance of Asset revaluation surplus comprises:			
Land		1,722,694	1,510,258
Buildings		103,432	77,138
Heritage and cultural		2,840	2,410
Leased assets		83,616	46,474
Infrastructure		1,324,832	210,533
Closing balance		3,237,414	1,846,813

The accompanying notes form part of these statements.

* The department's fixed rate borrowings of \$632.595m with Queensland Treasury Corporation were transferred to Queensland Treasury in November 2018.

** The department transferred the Moreton Bay Rail Link assets (\$481.290m) to Queensland Rail in June 2019 following a Government decision to transfer the rail line and park and ride assets between the agencies.

Accounting policy

Non-reciprocal transfers of assets and liabilities between wholly-owned Queensland State Public Sector entities 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 2019

	2019 \$'000	2018 \$'000
Cash flows from operating activities		
<i>Inflows:</i>		
Service appropriation receipts	5,332,788	4,930,619
User charges and fees	718,388	676,224
Grants and other contributions	101,794	305,856
GST input tax credits from ATO	688,219	720,935
GST collected from customers	64,112	71,249
Other	27,773	44,763
<i>Outflows:</i>		
Employee expenses	(571,137)	(587,013)
Supplies and services	(3,737,445)	(3,536,971)
Grants and subsidies	(585,466)	(461,751)
Finance and borrowing costs	(91,051)	(74,830)
GST paid to suppliers	(680,773)	(727,254)
GST remitted to ATO	(68,797)	(66,369)
Income tax equivalent paid	(9,713)	(13,021)
Other	(16,734)	(18,363)
Net cash provided by operating activities	1,171,958	1,264,074
Cash flows from investing activities		
<i>Inflows:</i>		
Sales of property, plant and equipment	32,248	28,681
<i>Outflows:</i>		
Payments for property, plant and equipment	(2,460,399)	(2,413,380)
Payments for intangibles	(9,000)	(9,749)
Net cash used in investing activities	(2,437,151)	(2,394,448)
Cash flows from financing activities		
<i>Inflows:</i>		
Equity injections	3,067,363	2,549,735
<i>Outflows:</i>		
Equity withdrawals	(1,144,587)	(815,266)
Borrowing redemptions	(11,719)	(67,467)
Finance lease payments	(450,858)	(521,539)
Other	(1,500)	(1,401)
Net cash provided by financing activities	1,458,699	1,144,062
Net increase/(decrease) in cash	193,506	13,688
Cash – opening balance	378,023	364,335
CASH – CLOSING BALANCE	571,529	378,023

The accompanying notes form part of these statements.

Accounting policy

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
Notes to the Statement of cash flows
for the year ended 30 June 2019

	2019 \$'000	2018 \$'000
RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES		
OPERATING RESULT	(28,445)	206,862
Non-cash items included in operating result		
Goods, services and assets received at below fair value	(5,579)	(21,776)
Gains on disposal of assets	(5,021)	(3,769)
Gain on finance lease modification	(4,833)	-
Assets provided at below fair value	522	5,874
Depreciation and amortisation	1,178,722	1,086,544
Loss on disposed assets	12,016	10,263
Change in assets and liabilities:		
(Increase)/decrease in receivables	63,396	(23,473)
(Increase)/decrease in inventories	(274)	(1,451)
(Increase)/decrease in prepayments	(93,342)	(10,450)
Increase/(decrease) in deferred income tax equivalents	850	644
Increase/(decrease) in payables	46,086	(10,366)
Increase/(decrease) in accrued employee benefits	1,220	(4,129)
Increase/(decrease) in unearned revenue	3,652	2,428
Increase/(decrease) in current tax liabilities	-	(3,519)
Increase/(decrease) in other liabilities	2,988	30,392
Net cash provided by operating activities	1,171,958	1,264,074
CHANGES IN LIABILITIES ARISING FROM FINANCING ACTIVITIES		
	Borrowings	Lease liabilities
	Note 16	Note 16
	2019	2019
	\$'000	\$'000
Opening balance	644,314	785,421
New leases	-	1,480,277
Accrued repayments	-	486
Prepayments applied to finance lease	-	(572,777)
Remeasurement of liability	-	(4,833)
Transfers to/(from) other Queensland Government entities	(632,595)	-
Non-cash changes	(632,595)	903,153
Cash repayments	(11,719)	(450,858)
Cash flows	(11,719)	(450,858)
Closing balance	-	1,237,716
	2018	2018
	\$'000	\$'000
Opening balance	711,781	526,780
New leases	-	544,233
Accrued repayments	-	19,976
Non-cash changes	-	564,209
Cash repayments *	(67,467)	(305,568)
Cash flows	(67,467)	(305,568)
Closing balance	644,314	785,421

* The additional \$215.971m reported in the Statement of cash flows relates to finance lease prepayments.

1 ACCOUNTING POLICIES AND BASIS FOR FINANCIAL STATEMENTS PREPARATION

Refer to individual notes for specific accounting policies.

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.

THE REPORTING ENTITY

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:

61 Mary Street
Brisbane, Queensland 4000

The objectives of the department are:

- Customer focus – Delivering customer-centric solutions in partnership with our stakeholders
- Building prosperity – Advancing economic prosperity across our cities and regions
- Liveable regions and active cities – An accessible network connecting communities and contributing to Queensland's quality of life
- Innovation – Embracing critical and creative thinking to deliver on our key priorities, now and into the future
- Investing in the future – Our people and our investments delivering the future transport network.

The financial statements include the value of all income, expenses, assets, liabilities and equity of the Department of Transport and Main Roads.

The department has elected not to consolidate its investment in the controlled entity Transmax Pty Ltd in accordance with AASB 127 *Separate Financial Statements*. Refer to Note 26.

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 provide the direction for a single integrated transport network in Queensland, including the policy and planning framework to make informed investment decisions.

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 connect Queensland through the delivery of customer focussed passenger transport services.

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.

AGENCY ARRANGEMENTS

The department performs certain agency 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 the financial statements 2018–19 (continued)

1 ACCOUNTING POLICIES AND BASIS FOR FINANCIAL STATEMENTS PREPARATION (continued)

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 11 Receivables
- Note 13 Intangible assets
- Note 14 Property, plant and equipment
- Note 17 Provisions.

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.

NEW AND REVISED ACCOUNTING STANDARDS

Effective for the first time in 2018–19

AASB 9 Financial Instruments

This standard has changed the requirements for the classification and measurement of financial assets and introduces an expected credit loss model for impairment of the department's financial assets. AASB 9 introduces different criteria for whether financial assets can be measured at amortised cost or fair value.

The impact of AASB 9 on the classification and measurement of the department's financial assets and liabilities are as follows:

- The loss allowance for trade receivables is no longer recognised on an incurred loss model, but instead using the simplified approach for lifetime expected credit losses. Under AASB 9 the department uses a provision matrix to assess the historical trend of its receivables to calculate historical loss rates, which are adjusted for forward-looking information. The calculated lifetime expected credit loss allowance has been applied to trade receivables. For 2018–19 no additional allowance has been recognised to the department's financial statements as the impact of this change is immaterial.
- All financial liabilities will continue to be measured at amortised cost. The department does not expect a material change in the reported value of financial liabilities.

New Australian Accounting Standards issued but not yet effective

At the date of authorisation of the financial report, the expected impacts of new or amended Australian Accounting Standards issued but with future effective dates are set out below:

AASB 1058 Income of Not-for-Profit Entities, AASB 15 Revenue from Contracts with Customers and 2018-4 Amendments to Australian Accounting Standards – Australian Implementation Guidance for Not-for-Profit Public Sector Licensors

These standards will first apply to the department from the 2019–20 financial statements. These standards require revenue to be recognised progressively as control of a good or service transfers to a customer. The department has analysed the new revenue recognition requirements under these standards and has determined that capital grants and developers' contributions received may need to be recognised over the term of the arrangement. The impact of this change is expected to be immaterial to the department's financial statements.

AASB 16 Leases and AASB 2018-8 Amendments to Australian Accounting Standards – Right-of-Use Assets of Not-for-Profit Entities

These standards will first apply to the department from the 2019–20 financial year. These standards require the department, as lessee, to recognise a right-of-use asset, representing rights to use the underlying leased asset, and a liability, representing the obligation to make lease payments, for all leases with a term of more than 12 months, unless the underlying assets are below the threshold of \$10,000 set by Queensland Treasury. With the exception of arrangements which have been exempted by Queensland Treasury, it is expected that most operating leases as defined by the current AASB 117 *Leases* will be reported on the Statement of financial position under AASB 16 *Leases*. Based on an assessment of current operating leases, it is expected that the total assets and total liabilities will increase by less than one per cent upon the application of AASB 16 *Leases*.

1 ACCOUNTING POLICIES AND BASIS FOR FINANCIAL STATEMENTS PREPARATION (continued)

NEW AND REVISED ACCOUNTING STANDARDS (continued)

New Australian Accounting Standards issued but not yet effective (continued)

AASB 16 Leases and AASB 2018-8 Amendments to Australian Accounting Standards – Right-of-Use Assets of Not-for-Profit Entities (continued)

According to amendment standard AASB 2018-8 *Amendments to Australian Accounting Standards – Right-of-Use Assets of Not-for-Profit Entities*, the department is not required to value concessionary (peppercorn) leases. The right-of-use assets from those leases can be valued at cost in accordance with Queensland Treasury policy. Currently the department does not have any peppercorn leases other than legislative perpetual leases. The department intends to include additional disclosures in the notes to the financial statements explaining the effect of these arrangements.

Queensland Treasury has advised that the following arrangements will be exempt from lease accounting under AASB 16.

Costs for these services will continue to be expensed as supplies and services when incurred:

- Commercial office accommodation leases from the Department of Housing and Public Works under the Queensland Government Accommodation Office framework
- Residential accommodation through the Government Employee Housing program
- Motor vehicles provided under the Department of Housing and Public Works Qfleet program.

AASB 1059 Service Concession Arrangements: Grantors

AASB 1059 will first apply to the department's financial statements in 2020–21. This standard defines service concession arrangements and applies a new control concept to the recognition of service concession assets and related liabilities.

Assessment has been completed for each public private partnership agreement reported in Note 23 of the department's 2018–19 financial statements. This assessment concludes that each of the arrangements, except for the New Generation Rollingstock (NGR), are subject to the accounting standard and that the department controls each of these arrangements in terms of the accounting standard's definition of control. Preliminary assessment has ruled out application of AASB 1059 on NGR as the private party in the agreement does not operate the services on behalf of the department.

This accounting standard will produce an estimated increase in assets greater than \$4 billion and liabilities greater than \$3 billion, with current off-balance sheet agreements for the Gateway and Logan Motorways, the Airportlink toll road and the Brisbane Airport Rail Link being recognised for the first time on the implementation of AASB 1059.

2 APPROPRIATIONS

Reconciliation of payments from Consolidated Fund to appropriation revenue

recognised in Statement of comprehensive income

	2019 \$'000	2018 \$'000
Budgeted appropriation revenue	5,131,477	5,063,420
Transfers from other departments	-	2,775
Transfers to other headings	-	(135,576)
Unforeseen expenditure *	201,311	-
Total appropriation receipts	5,332,788	4,930,619
Less: Opening balance of appropriation revenue receivable	(58,029)	(27,256)
Plus: Closing balance of appropriation revenue receivable	-	58,029
Less: Closing balance of deferred appropriation payable to Consolidated Fund	(14,172)	-
Net appropriation revenue	5,260,587	4,961,392
Plus: Deferred appropriation payable to Consolidated Fund (expense)	14,172	-
Appropriation revenue recognised in Statement of comprehensive income	5,274,759	4,961,392

Reconciliation of payments from Consolidated Fund to equity adjustment

recognised in contributed equity

Budgeted equity adjustment appropriation	1,514,142	1,349,391
Transfers from other headings	-	153,826
Unforeseen expenditure **	408,634	231,252
Equity adjustment recognised in contributed equity	1,922,776	1,734,469

* Unforeseen expenditure in departmental services is primarily due to revised depreciation funding, funding for bus driver wage parity, 4G South East Queensland bus service contracts and increased funding derived from additional motor vehicle registration revenue. This is offset by the transfer of fixed rate loans to Queensland Treasury and the lapse of unspent transport service contract expenses.

Department of Transport and Main Roads
Notes to the financial statements 2018–19 (continued)

2 APPROPRIATIONS (continued)

** Unforeseen expenditure in equity adjustments in 2019 is primarily due to the acceleration of funding for state and Commonwealth capital programs and the revised funding for New Generation Rollingstock rectification. This is offset by revised depreciation funding and the transfer of departmental fixed rate loans held with Queensland Treasury Corporation to Queensland Treasury.

Accounting policy

Appropriations are provided by Queensland Treasury under the Appropriation Act and are recognised when received unless recorded as an appropriation revenue receivable or payable.

	2019 \$'000	2018 \$'000
3 USER CHARGES AND FEES		
Compulsory third party administration fees	32,784	32,060
Expenditure recoveries for Gold Coast 2018 Commonwealth Games	1,261	30,050
Fare revenue	359,976	342,771
Merchant fees collected	5,871	4,647
National Heavy Vehicle Regulator fees collected	22,135	21,882
Personalised plates sales	47,419	46,194
Pilotage	102,460	96,542
Property rental	33,692	34,830
Recoverable works	9,793	14,400
Registration fee surcharge	22,810	21,448
Services rendered	35,883	42,664
Other	37,296	35,459
Total	711,380	722,947

Accounting policy

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	5,165	21,776
Grants from Department of Innovation, Tourism Industry Development and the Commonwealth Games *	-	34,908
Grants from Queensland Reconstruction Authority **	20,726	80,542
Grants from City of Gold Coast ***	-	41,251
Grants from Queensland Investment Corporation ****	31,755	47,312
Grants from Motor Accident Insurance Commission *****	6,002	2,427
Subsidies from Department of Education for students with disabilities	38,228	38,010
Other	5,083	4,831
Total	106,959	271,057

* Grants received relating to the provision of an affordable transport solution for the Gold Coast 2018 Commonwealth Games.

** Grants received for the rebuilding of transport infrastructure following natural disasters under the Natural Disaster Relief and Recovery Arrangements (NDRRA).

*** Grants related to the Gold Coast Light Rail system.

**** Grants related to the Gateway Upgrade North project.

***** Grants received for road safety campaigns.

Accounting policy

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.

	2019 \$'000	2018 \$'000
5 EMPLOYEE EXPENSES		
Employee benefits		
Annual leave levy	42,199	44,036
Employer superannuation contributions	55,368	55,875
Long service leave levy	10,116	10,443
Wages and salaries	447,284	454,705
Other employee benefits	2,418	2,419
Employee related expenses		
Workers' compensation premium	2,735	3,450
Other employee related expenses	11,305	10,893
Total	571,425	581,821

The department's total employee expenditure was \$775.744m in 2019 (2018: \$774.713m). Of this \$204.319m (2018: \$192.892m) was capitalised to construction work in progress leaving \$571.425m (2018: \$581.821m) reported as employee expenses.

Number of full-time equivalent employees	7199	7180
---	-------------	-------------

Refer to Note 18 for the policies related to employee entitlements.

6 KEY MANAGEMENT PERSONNEL AND REMUNERATION EXPENSES

Key management personnel

The department's responsible Minister, the Minister for Transport and Main Roads, is identified as part of the department's key management personnel, consistent with guidance included in AASB 124 *Related Party Disclosures*.

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 the financial year. Further information on these positions can be found in the Annual Report under the section titled Our Organisation.

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 for the Minister. 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, 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.

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
 - non-monetary benefits and any applicable fringe benefits tax.
- Long term and post employment expenses including:
 - amounts expensed in respect of long service leave entitlements earned
 - 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.

Department of Transport and Main Roads
Notes to the financial statements 2018–19 (continued)

6 KEY MANAGEMENT PERSONNEL AND REMUNERATION EXPENSES (continued)

Remuneration expenses (continued)

1 July 2018 – 30 June 2019

Position	Short term employee expenses \$'000	Long term and post employment expenses \$'000	Termination benefits \$'000	Total expenses \$'000
Director-General	578	79	-	657
Deputy Director-General (Customer Services, Safety and Regulation)	296	36	-	332
Deputy Director-General (Infrastructure Management and Delivery) (Appointed July 2018)	277	31	-	308
Acting Deputy Director-General (Infrastructure Management and Delivery) (01.07.2018 – 27.07.2018)	20	2	-	22
Acting Deputy Director-General (Infrastructure Management and Delivery) (02.01.2019 – 29.01.2019)	16	2	-	18
Deputy Director-General (Policy, Planning and Investment)	289	34	-	323
Acting Deputy Director-General (Policy, Planning and Investment) (01.07.2018 – 15.07.2018) (07.12.2018 – 21.12.2018) (12.04.2019 – 26.04.2019)	29	4	-	33
Deputy Director-General (TransLink)	287	35	-	322
Deputy Director-General (Corporate)	284	35	-	319
Acting Deputy Director-General (Corporate) (17.12.2018 – 18.01.2019)	23	2	-	25
Chief Operations Officer	140	15	-	155
Acting Chief Operations Officer (03.12.2018 – 30.06.2019)	137	17	-	154

1 July 2017 – 30 June 2018

Position	Short term employee expenses \$'000	Long term and post employment expenses \$'000	Termination benefits \$'000	Total expenses \$'000
Director-General	556	76	-	632
Deputy Director-General (Customer Services, Safety and Regulation)	265	32	-	297
Deputy Director-General (Infrastructure Management and Delivery) (Exited December 2017)	189	17	257	463
Acting Deputy Director-General (Infrastructure Management and Delivery) (01.10.2017 – 30.06.2018)	201	23	-	224

6 KEY MANAGEMENT PERSONNEL AND REMUNERATION EXPENSES (continued)

Remuneration expenses (continued)

1 July 2017 – 30 June 2018 (continued)

Position	Short term employee expenses \$'000	Long term and post employment expenses \$'000	Termination benefits \$'000	Total expenses \$'000
Deputy Director-General (Policy, Planning and Investment) Acting (01.07.2017 – 07.01.2018) (Appointed in January 2018) * (Transferred out March 2018) **	209	22	-	231
Deputy Director-General (Policy, Planning and Investment) (Appointed in April 2018)	48	6	-	54
Deputy Director-General (TransLink)	278	34	-	312
Deputy Director-General (Corporate)	273	33	-	306
Chief Operations Officer	252	27	-	279

* Temporary transfer to position of Deputy Director-General (Policy, Planning and Investment) from January 2017, with permanent appointment to the position in January 2018.

** Transfer to non-ELT position from March 2018.

Performance payments

None of the non-Ministerial key management personnel remuneration packages provide for performance or bonus payments.

Transactions with related parties of key management personnel

There are no related party transactions for non-Ministerial key management personnel during the period, other than domestic transactions that form part of the usual course of business, which are not required to be reported as related party disclosures.

7 SUPPLIES AND SERVICES

	2019 \$'000	2018 \$'000
Administration	61,621	65,713
Contractors	402,864	428,864
Information and communication technology	41,937	42,678
Operating lease rentals	62,142	64,390
Queensland Rail operator service charges *	1,777,558	1,648,319
Other transport service operator charges	845,114	828,918
Repairs and maintenance	323,668	302,133
Utilities	46,097	51,979
Other	110,861	102,127
Total	3,671,862	3,535,121

* 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 \$7.090b in 2019 (2018: \$6.489b). Of this \$3.418b (2018: \$2.954b) was capitalised to construction work in progress leaving \$3.672b (2018: \$3.535b) reported as supplies and services.

Department of Transport and Main Roads
Notes to the financial statements 2018–19 (continued)

	2019	2018
	\$'000	\$'000
8 GRANTS AND SUBSIDIES		
Assets provided to third parties at below fair value	522	8,292
Public transport	78,217	70,012
School transport	151,392	151,269
Transport Infrastructure Development Scheme (TIDS)	78,525	74,345
Transport infrastructure *	283,973	154,421
Other	444	661
Total	593,073	459,000

* Included in 2019 is \$81.883m related to work performed on Toowoomba Regional Council and Lockyer Valley Regional Council assets during construction of the Toowoomba Second Range Crossing project (2018: Nil).

9 FINANCE AND BORROWING COSTS

Administration charges	247	726
Finance lease charges	95,391	62,560
Interest *	8,701	32,562
Total	104,339	95,848

* The reduction in interest expense in 2019 is due to the department's fixed rate borrowings with Queensland Treasury Corporation being transferred to Queensland Treasury in November 2018. Borrowings across government were centralised to allow more effective management of funding and interest rate risk across portfolios.

Accounting policy

Finance costs are recognised as an expense in the period in which they are incurred.

No borrowing costs are capitalised into qualifying assets.

10 OTHER EXPENSES

Deferred appropriation payable to Consolidated Fund	14,172	-
External audit fees *	1,186	906
Fees, permits and other charges	1,215	1,330
Insurance premiums	8,055	8,244
Loss on disposal of property, plant and equipment	10,144	9,352
Losses:		
Public monies	450	813
Public property	193	272
Special payments:		
Ex gratia payments	533	146
Court awarded damages	489	184
Compensation claims	4,102	6,089
Other	2,383	1,290
Total	42,922	28,626

* Total audit fees quoted by the Queensland Audit Office relating to the 2019 financial statements are \$0.680m. Actual fees paid relating to the 2018 audit were \$0.665m.

The department's total other expenses was \$53.525m in 2019 (2018: \$36.764m). Of this \$10.603m (2018: \$8.138m) was capitalised to construction work in progress leaving \$42.922m (2018: \$28.626m) reported as other expenses.

10 OTHER EXPENSES (continued)

Accounting policy - 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 may be proportionally covered through the Australian Government's and Disaster Recovery Funding Arrangements (previously 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.

The department's project risks and other non-current physical assets, with the exception of land, 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.

	2019 \$'000	2018 \$'000
11 RECEIVABLES		
Current		
Trade debtors	76,609	81,116
Other debtors	4,429	5,110
Less: Allowance for impairment loss *	(8,172)	(8,157)
	72,866	78,069
GST receivable	69,860	77,306
GST payable	(7,861)	(12,546)
	61,999	64,760
Annual leave reimbursements	11,540	10,764
Appropriation revenue receivable	-	58,029
Long service leave reimbursements	3,158	3,002
Other	2,511	846
	17,209	72,641
Total	152,074	215,470
* Movements in the allowance for impaired receivables		
Opening balance	8,157	6,534
Increase/(decrease) in allowance recognised in the operating result	1,847	3,144
Amounts written off during the year	(1,835)	(1,540)
Amounts recovered during the year previously written off	3	19
Closing balance **	8,172	8,157

** Individually impaired financial assets are more than 90 days overdue.

Department of Transport and Main Roads
Notes to the financial statements 2018–19 (continued)

11 RECEIVABLES (continued)

Receivables credit risk – ageing analysis

Past due but not impaired	Overdue				
	1-30 days \$'000	31-60 days \$'000	61-90 days \$'000	More than 90 days \$'000	Total \$'000
2019					
Trade debtors	4,143	490	567	2,721	7,921
2018					
Trade debtors	3,435	398	7	3,033	6,873

Accounting policy

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.

The loss allowance for trade receivables is no longer recognised on an incurred loss model, but instead using the simplified approach for lifetime expected credit losses. Under AASB 9 the department uses a provision matrix to assess the historical trend of its receivables to calculate loss rates adjusted for forward-looking information. Historical rates are calculated using credit losses experienced during the past 10 years preceding 30 June 2019, adjusted by the unemployment rate, which is determined to be the most relevant forward-looking indicator for the department. The calculated lifetime expected credit loss allowance has been applied to trade receivables. No additional loss allowance has been recognised in the current financial year based on materiality.

All known bad debts were written off as at 30 June.

The department's annual and long service leave receivables relate to the Queensland Government's Annual Leave and Long Service Leave Central Schemes which are administered by QSuper on behalf of the state. Refer to Note 18.

	2019 \$'000	2018 \$'000
12 PREPAYMENTS		
Current		
Insurance	574	848
Pilotage	3,380	3,820
Software and data agreements	9,532	10,915
Toowoomba Second Range Crossing lease arrangement *	-	572,777
Other	1,548	9,525
Total	15,034	597,885
Non-current		
Insurance	64	368
New Generation Rollingstock accessibility works **	102,266	-
Software and data agreements	2,080	626
Total	104,410	994

* Lease prepayments made in advance of the commencement of operations have been applied to the project following partial opening to traffic in December 2018. Refer to Notes 22 and 23 for details of lease arrangements.

** Milestone payments on rectification works for New Generation Rollingstock train sets made in accordance with the variation deed entered into with the vendor. Residual payments have been recognised as provision. Refer to Note 17.

Department of Transport and Main Roads
Notes to the financial statements 2018–19 (continued)

13 INTANGIBLE ASSETS	Software purchased	Software internally generated *	Software work in progress	Other	Total
	2019 \$'000	2019 \$'000	2019 \$'000	2019 \$'000	2019 \$'000
Gross value	18,295	276,952	21,629	4,211	321,087
Less: Accumulated amortisation	(12,445)	(233,336)	-	(4)	(245,785)
	5,850	43,616	21,629	4,207	75,302
Reconciliation					
Opening balance	5,832	60,100	13,934	4,207	84,073
Acquisitions (including upgrades)	-	-	9,941	-	9,941
Transfers from/(to) property, plant and equipment	1,353	-	(1,305)	-	48
Disposals	(58)	(870)	-	-	(928)
Projects written off	-	-	(941)	-	(941)
Amortisation	(1,277)	(15,614)	-	-	(16,891)
Closing balance	5,850	43,616	21,629	4,207	75,302

	2018 \$'000	2018 \$'000	2018 \$'000	2018 \$'000	2018 \$'000
Gross value	18,802	283,690	13,934	4,211	320,637
Less: Accumulated amortisation	(12,970)	(223,590)	-	(4)	(236,564)
	5,832	60,100	13,934	4,207	84,073
Reconciliation					
Opening balance	6,565	43,297	40,800	4,082	94,744
Acquisitions (including upgrades)	82	-	9,667	-	9,749
Transfers from/(to) other entities	-	-	-	125	125
Transfers between classes	728	33,782	(34,510)	-	-
Transfers from/(to) property, plant and equipment	-	348	(2,023)	-	(1,675)
Disposals	(7)	(158)	-	-	(165)
Amortisation	(1,536)	(17,169)	-	-	(18,705)
Closing balance	5,832	60,100	13,934	4,207	84,073

* The department holds internally generated software assets as follows:

- Portfolio, Program, Project and Contract Management software that has a carrying amount of \$25.065m (2018: \$29.941m) and a remaining amortisation period of 6 years.
- New Queensland Drivers Licence software that has a carrying amount of \$7.582m (2018: \$16.844m) and a remaining amortisation period of 1 year.

Accounting policy

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	10
Intangibles – internally generated	Straight-line	13
Intangibles – work in progress	Not amortised	-
Intangibles – other	Not amortised	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 the financial statements 2018–19 (continued)

14 PROPERTY, PLANT AND EQUIPMENT

	Land	Buildings	Heritage and cultural	Plant and equipment	Leased assets	Infrastructure *	Work in progress	Total
	2019 \$'000	2019 \$'000	2019 \$'000	2019 \$'000	2019 \$'000	2019 \$'000	2019 \$'000	2019 \$'000
Gross value	4,746,483	827,506	7,918	620,391	2,539,750	76,362,676	4,530,779	89,635,503
Less: Accumulated depreciation	-	(211,821)	-	(426,503)	(154,646)	(22,526,255)	-	(23,319,225)
	4,746,483	615,685	7,918	193,888	2,385,104	53,836,421	4,530,779	66,316,278
Reconciliation								
Opening balance	4,484,483	757,309	7,488	204,084	1,369,736	52,592,223	2,984,477	62,399,800
Acquisitions (including upgrades)	40,390	562	-	16,579	1,557,500	98	2,606,797	4,221,926
Assets received at below fair value	1,260	49	-	-	-	1,856	-	3,165
Transfers from/(to) other Queensland Government entities	(20,322)	(150,987)	-	-	-	(330,160)	-	(501,469)
Transfers between classes	49,205	47,151	-	8,588	(519,902)	1,474,101	(1,059,143)	-
Transfers from/(to) intangibles	-	-	-	1,304	-	-	(1,352)	(48)
Disposals	-	(7,885)	-	(1,546)	-	(1,151)	-	(10,582)
Assets provided to third parties at below fair value	(117)	(120)	-	-	-	(285)	-	(522)
Assets reclassified as held for sale	(20,852)	(3,910)	-	-	-	-	-	(24,762)
Net revaluation increments/(decrements)	212,436	26,294	430	-	37,142	1,114,299	-	1,390,601
Depreciation	-	(52,778)	-	(35,121)	(59,372)	(1,014,560)	-	(1,161,831)
Closing balance	4,746,483	615,685	7,918	193,888	2,385,104	53,836,421	4,530,779	66,316,278

Fair value reconciliation for land and building assets classified as level 3 (fair value substantially derived from unobservable inputs)

	Land	Buildings
	2019 \$'000	2019 \$'000
Opening balance	11,965	298,650
Acquisitions	578	-
Transfer from level 2 to level 3	-	155,172
Transfers from/(to) other Queensland Government entities	(834)	(151,131)
Transfers between classes	-	21,629
Disposals	-	(70)
Assets reclassified as held for sale	(5)	-
Net revaluation increments/(decrements)	244	19,549
Depreciation	-	(25,315)
Closing balance	11,948	318,484

* Infrastructure consists of roads \$42.110b, structures \$11.420b and other infrastructure \$0.306b.

14 PROPERTY, PLANT AND EQUIPMENT (continued)

	Land	Buildings	Heritage and cultural	Plant and equipment	Leased assets	Infrastructure *	Work in progress	Total
	2018 \$'000	2018 \$'000	2018 \$'000	2018 \$'000	2018 \$'000	2018 \$'000	2018 \$'000	2018 \$'000
Gross value	4,484,483	970,529	7,488	607,327	1,461,469	74,774,587	2,984,477	85,290,360
Less: Accumulated depreciation	-	(213,220)	-	(403,243)	(91,733)	(22,182,364)	-	(22,890,560)
	4,484,483	757,309	7,488	204,084	1,369,736	52,592,223	2,984,477	62,399,800
Reconciliation								
Opening balance	4,420,633	702,271	6,903	168,668	751,863	57,888,766	2,734,492	66,673,596
Acquisitions (including upgrades)	56,751	158	-	18,228	544,233	-	2,331,056	2,950,426
Assets received at below fair value	3,866	-	-	27,576	-	-	3,500	34,942
Transfers from/(to) other Queensland Government entities	(18,279)	(18,490)	-	-	-	-	-	(36,769)
Transfers between classes	(25,175)	109,527	-	36,591	89,505	1,873,029	(2,083,477)	-
Transfers from/(to) intangibles	-	-	-	2,023	-	-	(348)	1,675
Transfers from/(to) managed items	-	(118)	-	(19)	-	-	-	(137)
Disposals	(1,869)	(6,850)	-	(1,700)	-	(173)	-	(10,592)
Assets provided to third parties at below fair value	(636)	-	-	(36)	-	(7,620)	-	(8,292)
Assets reclassified as held for sale	(28,806)	(4,157)	-	-	-	-	-	(32,963)
Projects written off	-	-	-	-	-	-	(746)	(746)
Net revaluation increments/(decrements)	77,998	16,965	585	-	17,759	(6,216,808)	-	(6,103,501)
Depreciation	-	(41,997)	-	(47,247)	(33,624)	(944,971)	-	(1,067,839)
Closing balance	4,484,483	757,309	7,488	204,084	1,369,736	52,592,223	2,984,477	62,399,800

Fair value reconciliation for land and building assets classified as level 3 (fair value substantially derived from unobservable inputs)

	Land	Buildings
	2018 \$'000	2018 \$'000
Opening balance	12,389	326,543
Transfers from/(to) other Queensland Government entities	-	(18,490)
Transfers between classes	(7)	-
Disposals	(455)	-
Net revaluation increments/(decrements)	38	7,938
Depreciation	-	(17,341)
Closing balance	11,965	298,650

* Infrastructure consists of roads \$41.847b, structures \$10.218b and other infrastructure \$0.527b.

Department of Transport and Main Roads

Notes to the financial statements 2018–19 (continued)

14 PROPERTY, PLANT AND EQUIPMENT (continued)

Accounting policy

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.

Acquisition

Actual cost is used for the initial recording of all non-current physical 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.

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	36
Heritage and cultural	Cultural and preservation policies – not depreciated	Indefinite life
Plant and equipment	Straight-line	10
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.

Complex assets consist of significant separately identifiable components with different service lives, which are subject to regular replacement during the life of the complex asset. When the change in depreciation expense from separately identifying significant components is material to the class to which the assets relate, the significant components are separately identified and depreciated. The department's road infrastructure has a componentised structure as shown below.

The following depreciation rates are used for infrastructure sub-components:

Component	Sub-component	Depreciation method	Average useful life
Roads	Surfaces	Straight-line	28
	Pavements	Straight-line	49
	Formation earthworks	Not depreciated	Indefinite life
	Formation earthworks	Straight-line	42
Structures – bridges, tunnels and major culverts	–	Straight-line	75
Other – mainly marine infrastructure	–	Straight-line	39

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 expected funding availability to the department. Useful lives are reviewed on an annual basis.

Where the confirmed available funding for the renewal and replacement of the department's road infrastructure assets varies from one year to the next, the sub-component remaining useful lives are subject to change as a consequence of the altered works program.

Accordingly an increase in funding allocated to asset renewal or replacement is likely to result in a corresponding proportionate increase in depreciation expense, and in accumulated depreciation, with a reduction in useful lives.

14 PROPERTY, PLANT AND EQUIPMENT (continued)

Accounting policy (continued)

Depreciation (continued)

A reduction in funding is likely to have a similar impact in reducing depreciation expense and accumulated depreciation, and increasing expected useful lives.

Formation earthworks initially have an indefinite life irrespective of work carried out on the surface and pavement components. Earthworks that are expected to be taken out of service or reconstructed are allocated a limited life and are depreciated in accordance with the requirements of AASB 116 *Property, Plant and Equipment*.

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, Mines and Energy in accordance with Queensland Government policy.

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.

Leased assets are revalued on the same basis as the underlying property, plant and equipment class they would otherwise be reported in.

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 2018–19 the fair values were updated using appropriate indices obtained from the Department of Natural Resources, Mines and Energy – State Valuation Service.

14 PROPERTY, PLANT AND EQUIPMENT (continued)

Accounting policy (continued)

Revaluation of property, plant and equipment (continued)

Land (continued)

The State Valuation Service has provided an individual factor change per property. In determining indices, the valuation incorporated market sales data, land valuations issued by the Valuer-General, 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 a statement of 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.

During 2018–19 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 2019. 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 2019. 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*, heritage and cultural assets are categorised as level 3.

Infrastructure

A full management valuation of the road infrastructure network asset as at 30 June 2019 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 service level capacity.

The department determines the current 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 cost. 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.

14 PROPERTY, PLANT AND EQUIPMENT (continued)

Accounting policy (continued)

Revaluation of property, plant and equipment (continued)

Infrastructure (continued)

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.
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.

Department of Transport and Main Roads

Notes to the financial statements 2018–19 (continued)

14 PROPERTY, PLANT AND EQUIPMENT (continued)

Accounting policy (continued)

Revaluation of property, plant and equipment (continued)

Infrastructure (continued)

Project type	Description
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 an external estimating firm 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 WBS total which 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.

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 1.37% 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 163 rules that are 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 current 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 determines the current replacement cost of structures on the infrastructure network through an approach that takes into consideration an expert review of actual construction costs and resource rates to replace existing bridges, tunnels and major culverts. This is achieved by referencing past works of similar construction method and moderating for changes in market movements through a combination of market indexation and referencing of recent actual construction costs and resource rates.

14 PROPERTY, PLANT AND EQUIPMENT (continued)

Accounting policy (continued)

Revaluation of property, plant and equipment (continued)

Infrastructure (continued)

This approach results in a valuation that provides a sound representation of the cost of replacing the service potential embodied in the asset.

Unit rates for the current replacement cost of bridges and tunnels are derived from a combination of current and prior four years project costs and other departmental system reports, and market indexation, moderated by internal engineering experts. Unit rates for the current replacement cost of major culverts are derived from resource rates and use of the Expert Estimation tool, moderated by internal engineering experts. These unit rates are then certified by the department's Deputy Chief Engineer for structures.

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 2019 the fair values of other 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 categorised as level 3.

	2019 \$'000	2018 \$'000
15 PAYABLES		
Current		
Departmental services appropriation payable	14,172	-
Grants and subsidies payable	30,967	23,882
Trade creditors	541,007	479,905
Other	20,865	8,632
Total	607,011	512,419

Accounting policy

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.

16 INTEREST BEARING LIABILITIES

Current

Lease liabilities	22,416	182,294
Queensland Treasury Corporation borrowings *	-	56,688
Total	22,416	238,982

Non-current

Lease liabilities	1,215,300	603,127
Queensland Treasury Corporation borrowings *	-	587,626
Total	1,215,300	1,190,753

* The department's fixed rate borrowings with Queensland Treasury Corporation (\$632.595m) were transferred to Queensland Treasury in November 2018. Borrowings across government were centralised to allow more effective management of funding and interest rate risk across portfolios.

Principal and interest repayments relating to borrowings with Queensland Treasury Corporation in the prior year were made quarterly in arrears at rates ranging from 2.299% to 7.453%.

The department has an overdraft facility with the Commonwealth Bank of Australia with an approved limit of \$200m (2018: \$200m). There is no interest charged on this overdraft facility.

Refer to Note 22 for lease information.

Department of Transport and Main Roads
Notes to the financial statements 2018–19 (continued)

16 INTEREST BEARING LIABILITIES (continued)

The fair value of borrowings in 2018 was notified by Queensland Treasury Corporation and was calculated using discounted cash flow analysis and the effective interest rate.

Financial liabilities	Fair value 2019 \$'000	Fair value 2018 \$'000
Queensland Treasury Corporation borrowings	-	667,611

	2019 \$'000	2018 \$'000
17 PROVISIONS		
Current		
Property resumptions	130,783	134,080
New Generation Rollingstock rectification works	15,979	-
Total	146,762	134,080
Non-current		
Property resumptions	167,162	154,271
New Generation Rollingstock rectification works	201,337	-
Total	368,499	154,271

Movements in provision for Property resumptions

Current		
Opening balance	134,080	187,794
Restatement of provision	(6,295)	3,108
Additional provision recognised	13,088	13,075
Reduction in provision as a result of payments	(46,892)	(39,691)
Reclassification from/(to) non-current provision	36,802	(30,206)
Closing balance	130,783	134,080
Non-current		
Opening balance	154,271	78,164
Restatement of provision	(19,199)	20,033
Additional provision recognised	70,620	44,384
Reduction in provision as a result of payments	(1,728)	(18,516)
Reclassification (to)/from current provision	(36,802)	30,206
Closing balance	167,162	154,271

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.

Movements in provision for New Generation Rollingstock rectification works

Current		
Opening balance	-	-
Additional provision recognised	15,979	-
Closing balance	15,979	-
Non-current		
Opening balance	-	-
Additional provision recognised	201,337	-
Closing balance	201,337	-

17 PROVISIONS (continued)

New Generation Rollingstock rectification works

The department undertook a review of the New Generation Rollingstock (NGR) train sets' compliance with the disability legislation and functional requirements in June 2017 and it was identified that the train sets required rectification works to be undertaken to ensure compliance with the *Disability Standards for Accessible Public Transport 2002 (Cth)*. In 2018 the Minister for Transport and Main Roads committed to working with the disability sector to fix the trains. Rectification works are scheduled to be completed by 2024. This gives rise to a constructive obligation as there is an expectation that the department will honour this commitment. The department recognises a provision to account for the remainder of the rectification works it expects to pay for NGR train sets based on the variation deed entered into with the vendor.

Accounting policy

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.

18 ACCRUED EMPLOYEE BENEFITS

Current

	2019 \$'000	2018 \$'000
Annual leave levy payable	15,798	15,314
Long service leave levy payable	3,613	3,762
Salaries and wages outstanding	17,268	16,523
Other	1,937	1,797
Total	38,616	37,396

Accounting policy

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.

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

Post-employment benefits for superannuation are provided through defined contribution (accumulation) plans or the Queensland Government's QSuper defined benefit plan as determined by the employee's conditions of employment.

Contributions are made to eligible complying superannuation funds based on the rates specified in the relevant enterprise bargaining agreement or other conditions of employment. Contributions are expensed when they are paid or become payable following completion of the employee's service each pay period.

The liability for defined benefits is held on a whole-of-government basis and reported in those financial statements pursuant to AASB 1049 *Whole of Government and General Government Sector Financial Reporting*. The amount of contributions for defined benefit plan obligations is based upon the rates determined on the advice of the State Actuary. Contributions are paid by the department at the specified rate following completion of the employee's service each pay period. The department's obligations are limited to those contributions paid.

Department of Transport and Main Roads
Notes to the financial statements 2018–19 (continued)

	2019 \$'000	2018 \$'000
19 UNEARNED REVENUE		
Current		
go card stored value *	45,563	43,040
Motor Accident Insurance Commission funding **	3,716	2,732
Other	2,219	2,074
Total	51,498	47,846

* Represents unused go card balances which are recognised as revenue as patrons undertake travel.

** Funding received in advance for road safety campaigns.

20 OTHER LIABILITIES

Current		
go card deposits held	41,657	38,758
Lease incentives *	1,678	1,695
Total	43,335	40,453
Non-current		
Lease incentives *	14,636	16,314
Total	14,636	16,314

* Incentives received in relation to properties leased from the Department of Housing and Public Works.

21 INCOME TAX EQUIVALENTS

Income tax equivalent expense		
Current tax equivalents	7,779	8,810
Deferred tax equivalent expense/(income) relating to temporary differences	852	718
Under/(over) provision in previous years	59	(2)
Income tax equivalent expense attributable to profit from ordinary activities	8,690	9,526

Numerical reconciliation of income tax equivalent expense to prima facie tax payable

Accounting profit before tax	28,771	30,434
Prima facie tax at applicable rate of 30%	8,631	9,130
Adjustments for non-temporary differences and excluded temporary differences:		
Other non-deductible expenses	-	398
Under/(over) provision in previous years	59	(2)
Income tax equivalent expense attributable to profit from ordinary activities	8,690	9,526

Deferred tax equivalent expense/(income) included in income tax equivalent expense comprises:

Deferred tax assets opening balance	6,927	7,571
Increase/(decrease) in deferred tax assets	(850)	(644)
Deferred tax assets at 30 June	6,077	6,927

Proof of deferred tax assets

Deferred tax assets:		
Property, plant and equipment	6,359	6,623
Other items	(282)	304
Net deferred tax assets at 30 June	6,077	6,927

	2019 \$'000	2018 \$'000
21 INCOME TAX EQUIVALENTS (continued)		
Reconciliation of current tax (receivable)/payable		
Opening balance	(620)	3,519
Net movements	(1,873)	(4,139)
Current tax (receivable)/payable at 30 June	(2,493)	(620)

Accounting policy

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 compared to their respective tax bases.

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. Deferred tax assets and liabilities are set off on the basis that they relate to income taxes levied by the same taxation authority and the department has a legally enforceable right to set off current tax assets against current tax liabilities.

22 LEASES

FINANCE LEASE - LEASES AS LESSEE

Gold Coast Light Rail - G:link

The Gold Coast Light Rail system 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 16 and Note 23.

Future minimum lease payments payable under the lease together with their present value are as follows:

Minimum lease payable

Not later than one year	46,700	215,253
Later than one year and not later than five years	192,813	190,367
Later than five years	248,530	297,676
Minimum future lease payable	488,043	703,296
Less: future finance charges	(168,471)	(202,667)
Total minimum future lease payable	319,572	500,629

Present value of minimum lease payable

Not later than one year	18,747	181,057
Later than one year and not later than five years	100,988	90,050
Later than five years	199,837	229,522
Present value of total minimum future lease payable	319,572	500,629

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 11.93%. In 2016 the Wulkuraka maintenance centre component of the service concession was accepted by the department and recognised as a finance lease. A total of 75 train sets will be recognised as part of the finance lease as they are accepted by the department. There have been 59 train sets recognised in these financial statements. Refer to Note 16 and Note 23.

Department of Transport and Main Roads
Notes to the financial statements 2018–19 (continued)

	2019 \$'000	2018 \$'000
22 LEASES (continued)		
FINANCE LEASE - LEASES AS LESSEE (continued)		
New Generation Rollingstock (NGR) (continued)		
Future minimum lease payments payable under the lease together with their present value are as follows:		
Minimum lease payable		
Not later than one year	61,632	34,892
Later than one year and not later than five years	246,096	139,652
Later than five years	1,327,735	832,020
Minimum future lease payable	1,635,463	1,006,564
Less: future finance charges	(1,142,055)	(721,772)
Total minimum future lease payable	493,408	284,792
Present value of minimum lease payable		
Not later than one year	2,755	1,236
Later than one year and not later than five years	15,029	6,683
Later than five years	475,624	276,873
Present value of total minimum future lease payable	493,408	284,792

Toowoomba Second Range Crossing

The Toowoomba Second Range Crossing has been recognised as a finance lease in accordance with AASB 117 *Leases* with a term of 25 years and an implicit interest rate of 5.32%. In December 2018 the first stage of the road was opened to traffic and therefore recognised as a finance lease. The remaining section of road still under construction is anticipated to be open in mid 2019. Refer to Note 16 and Note 23.

Future minimum lease payments payable under the lease together with their present value are as follows:

Minimum lease payable		
Not later than one year	23,531	-
Later than one year and not later than five years	125,500	-
Later than five years	617,101	-
Minimum future lease payable	766,132	-
Less: future finance charges	(341,396)	-
Total minimum future lease payable	424,736	-
Present value of minimum lease payable		
Not later than one year	914	-
Later than one year and not later than five years	39,913	-
Later than five years	383,909	-
Present value of total minimum future lease payable	424,736	-

Operating lease commitments are disclosed in Note 24.

Accounting policy

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.

23 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.

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 connects 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 system commenced operations on 18 December 2017.

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.

In accordance with AASB 117 *Leases*, these arrangements are recognised as a finance lease at fair value, which is depreciated over the life of the assets, and a corresponding lease liability, which is reduced by monthly repayments.

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.

	2019 \$'000	2018 \$'000
Estimated cash flows		
<i>Inflows:</i>		
Not later than one year	28,500	25,604
Later than one year but not later than five years	139,235	128,940
Later than five years but not later than ten years	234,419	223,538
Later than ten years	-	49,675
<i>Outflows: *</i>		
Not later than one year	(104,655)	(273,760)
Later than one year but not later than five years	(450,186)	(441,085)
Later than five years but not later than ten years	(627,279)	(618,773)
Later than ten years	-	(131,642)
Estimated net cash flow	(779,966)	(1,037,503)

* Includes \$488.043m in 2019 (2018: \$703.296m) of finance lease commitments.

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 75 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 finance 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. There have been 35 train sets recognised in 2019 (2018: 24 train sets) with the remaining train sets to be recognised as they are accepted.

In March 2019, an amendment deed was signed by NGR Project Company Pty Ltd to modify the trains in accordance with the *Disability Standards for Accessible Public Transport Act 2002*. Modifications to all 75 trains will be completed by 2024.

At the expiry of the concession period the department will retain ownership of the trains and maintenance centre.

Department of Transport and Main Roads
Notes to the financial statements 2018–19 (continued)

	2019 \$'000	2018 \$'000
23 SERVICE CONCESSION ARRANGEMENTS (continued)		
New Generation Rollingstock (NGR) (continued)		
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	(310,870)	(323,332)
Later than one year but not later than five years	(501,996)	(585,066)
Later than five years but not later than ten years	(736,974)	(695,638)
Later than ten years	(3,134,341)	(3,036,303)
Estimated net cash flow	(4,684,181)	(4,640,339)

* Includes \$1.665b in 2019 (2018: \$2.132b) of finance lease commitments.

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.

The western section of the toll road from Mort Street Interchange to the Gore Highway was opened to traffic in December 2018. The remaining eastern section is completed except for three kilometres that is being rebuilt due to a significant geotechnical issue on the Toowoomba escarpment. With the opening of the western section, the department recognised 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.

The Toowoomba Second Range Crossing will be a toll road, with Transurban Queensland contracted to provide the tolling collection service on behalf of the department.

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	(33,591)	(76,429)
Later than one year but not later than five years	(185,069)	(196,749)
Later than five years but not later than ten years	(260,146)	(271,895)
Later than ten years	(914,303)	(1,061,450)
Estimated net cash flow	(1,393,109)	(1,606,523)

* Includes \$766.132m in 2019 (2018: \$844.876m) 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.

23 SERVICE CONCESSION ARRANGEMENTS (continued)

Airportlink (continued)

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. Refer to Note 1 for details of new accounting standards not yet effective.

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 service concession arrangement. Refer to Note 1 for details of new accounting standards not yet effective.

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.

In return for collecting passenger fares, Airtrain Citylink Limited must maintain, operate and manage the rail link for the period of the concession and also assume the demand and patronage risk for the concession 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 service concession arrangement. Refer to Note 1 for details of new accounting standards not yet effective.

24 COMMITMENTS FOR EXPENDITURE

Commitments inclusive of non-recoverable GST input tax credits but not recognised in the financial statements are payable as follows:

Finance lease liability commitments

Refer to Note 23 for finance lease liability commitments.

	2019 \$'000	2018 \$'000
Non-cancellable operating lease commitments		
Not later than one year	44,695	50,206
Later than one year and not later than five years	157,489	145,309
Later than five years	170,629	201,997
Total	372,813	397,512

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 with other providers.

Refer to Note 22 for the accounting policy for leases.

Property, plant and equipment commitments

Not later than one year	612,198	487,199
Later than one year and not later than five years	963,797	1,341,643
Later than five years	-	-
Total	1,575,995	1,828,842

Department of Transport and Main Roads
Notes to the financial statements 2018–19 (continued)

	2019 \$'000	2018 \$'000
24 COMMITMENTS FOR EXPENDITURE (continued)		
Grants and subsidies commitments		
Not later than one year	398,103	337,404
Later than one year and not later than five years	1,033,984	964,361
Later than five years	2,250	2,250
Total	1,434,337	1,304,015
Other commitments *		
Not later than one year	3,313,101	1,393,753
Later than one year and not later than five years	2,950,346	1,221,627
Later than five years	3,302,848	3,321,191
Total	9,566,295	5,936,571

* The increase in 2019 relates to new contracts with bus services providers delivering transport services within South East Queensland. These contracts are made with each provider and governed by the *Transport Operations (Passenger Transport) Act 1994*.

25 CONTINGENCIES

Contingent liabilities

At balance date the department has been named as defendant in two cases and 87 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 a majority of these cases to \$10,000.

26 INVESTMENT IN SUBSIDIARY

Transmax Pty Ltd

Transmax Pty Ltd (Transmax) was established 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 its issued shares. This investment is recognised at cost, valued at \$0.601m. The amount of the investment and transactions relating to Transmax are not material, and the department has elected not to prepare consolidated financial statements in accordance with AASB 127 *Separate Financial Statements*.

Transmax prepares separate financial statements which are audited by the Queensland Audit Office and are tabled in parliament in accordance with government policy.

27 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.

CATEGORISATION OF FINANCIAL INSTRUMENTS

The department has the following categories of financial assets and financial liabilities:

Financial assets	Note		
Cash		571,529	378,023
Financial assets at amortised cost:			
Receivables	11	152,074	215,470
Total		723,603	593,493

		2019 \$'000	2018 \$'000
27 FINANCIAL INSTRUMENTS (continued)			
CATEGORISATION OF FINANCIAL INSTRUMENTS (continued)			
Financial liabilities	Note		
Financial liabilities measured at amortised cost:			
Payables	15	607,011	512,419
Interest bearing liabilities *	16	1,237,716	1,429,735
Total		1,844,727	1,942,154

* Fixed rate borrowings with Queensland Treasury Corporation (\$632.595m) were transferred to Queensland Treasury in November 2018.
Refer to Note 16.

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.

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. Exposure to credit risk is monitored on an ongoing basis.

Refer to Note 11 for receivables credit risk ageing analysis.

LIQUIDITY RISK

The department manages liquidity risk through regular fortnightly appropriation payments from the Consolidated Fund. 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
2019					
Payables	15	607,011	-	-	607,011
Interest bearing liabilities	16	22,416	155,930	1,059,370	1,237,716
Total		629,427	155,930	1,059,370	1,844,727
2018					
Payables	15	512,419	-	-	512,419
Interest bearing liabilities		358,822	497,794	659,611	1,516,227
Total		871,241	497,794	659,611	2,028,646

MARKET RISK

The department does not trade in foreign currency and is not materially exposed to commodity price changes.

INTEREST RATE SENSITIVITY ANALYSIS

All borrowings previously held with Queensland Treasury Corporation were at fixed rates which meant the department was not exposed to interest rate sensitivity.

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.

Department of Transport and Main Roads
Notes to the financial statements 2018–19 (continued)

28 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:

	2019 \$'000	2018 \$'000
Administered income		
User charges, fees and fines *	2,659,865	2,533,932
Other	8,703	8,324
Total income	2,668,568	2,542,256
Administered expenses		
Impairment losses on trade receivables	9	11
Other	985	91
Transfers of administered revenue to government	2,668,540	2,542,154
Total expenses	2,669,534	2,542,256
OPERATING RESULT FOR THE YEAR	(966)	-
* User charges, fees and fines includes:		
Fines and forfeiture	191,542	171,484
Motor vehicle registration	1,858,997	1,778,127
Transport and traffic fees	446,367	427,739
Other registration	83,992	81,956
Other regulatory fees	77,692	73,200
Other	1,275	1,426
Total	2,659,865	2,533,932
Administered assets		
<i>Current</i>		
Cash	65,449	69,417
Receivables	44,700	40,504
Total current assets	110,149	109,921
<i>Non-current</i>		
Land	263,786	262,729
Total non-current assets	263,786	262,729
Total assets	373,935	372,650
Administered liabilities		
<i>Current</i>		
Payables	104,062	104,032
Unearned revenue	5,854	5,655
Total liabilities	109,916	109,687
NET ADMINISTERED ASSETS	264,019	262,963
Administered equity		
Contributed equity	29,334	29,571
Accumulated surplus/(deficit)	(2,068)	(1,102)
Asset revaluation surplus	236,753	234,494
TOTAL ADMINISTERED EQUITY	264,019	262,963

	2019 \$'000	2018 \$'000
29 ADMINISTERED APPROPRIATIONS		
Reconciliation of payments from Consolidated Fund to equity adjustment recognised in contributed equity		
Budgeted equity adjustment appropriation	-	-
Unforeseen expenditure *	89,817	-
Equity adjustment recognised in contributed equity	89,817	-

* Unforeseen expenditure relates to funding transferred to Ports North for the Cairns Shipping development project and the Port of Townsville for the Townsville Channel Capacity Upgrade project.

30 BUDGETARY REPORTING

STATEMENT OF COMPREHENSIVE INCOME

	Original budget 2019 \$'000	Actual result 2019 \$'000	Variance \$'000
Income from continuing operations			
Appropriation revenue	5,131,477	5,274,759	143,282
User charges and fees	724,819	711,380	(13,439)
Grants and other contributions	215,443	106,959	(108,484)
Other revenue	20,938	46,316	25,378
Total revenue	6,092,677	6,139,414	46,737
Gains on disposal of assets	3,221	5,021	1,800
Total income from continuing operations	6,095,898	6,144,435	48,537
Expenses from continuing operations			
Employee expenses	573,783	571,425	(2,358)
Supplies and services	3,665,725	3,671,862	6,137
Grants and subsidies	465,544	593,073	127,529
Depreciation and amortisation	1,044,144	1,178,722	134,578
Finance and borrowing costs	122,431	104,339	(18,092)
Impairment losses	1,670	1,847	177
Other expenses	28,190	42,922	14,732
Total expenses from continuing operations	5,901,487	6,164,190	262,703
Operating result from continuing operations before income tax equivalent expense	194,411	(19,755)	(214,166)
Income tax equivalent expense	5,884	8,690	2,806
OPERATING RESULT FOR THE YEAR	188,527	(28,445)	(216,972)
Items not reclassified to operating result			
Increase/(decrease) in asset revaluation surplus	-	1,390,601	1,390,601
Total other comprehensive income/(loss)	-	1,390,601	1,390,601
TOTAL COMPREHENSIVE INCOME/(LOSS)	188,527	1,362,156	1,173,629

Explanation of major variances

Grants and other contributions

Variance of (\$108.484m) primarily reflects (\$116.970m) lower than budgeted reimbursements by the Queensland Reconstruction Authority (QRA) due to a reduction in the estimated cost of restoration works associated with Severe Tropical Cyclone Debbie.

Other revenue

Variance of \$25.378m is mainly due to the recognition of a gain of \$18.337m on the modified cashflow for the Toowoomba Second Range Crossing lease arrangement as a result of the delay in delivery of the project.

Department of Transport and Main Roads
Notes to the financial statements 2018–19 (continued)

30 BUDGETARY REPORTING (continued)

STATEMENT OF COMPREHENSIVE INCOME (continued)

Explanation of major variances (continued)

Grants and subsidies

Variance of \$127.529m mainly comprises:

- \$81.883m for assets transferred to third parties associated with the Toowoomba Second Range Crossing project. The actual costs were not able to be determined at the time of budget development
 - \$70.081m higher than anticipated expenditure on local government roads as part of the cost of delivering capital projects
- Offset by:

- (\$28.883m) less than anticipated payments to local councils for various grant programs.

Depreciation and amortisation

Variance of \$134.578m mainly resulting from an increase in depreciation for roads and structures by \$67m due to increase in funding for renewal of infrastructure. In addition depreciation for leased assets have increased by \$26m with the recognition of 35 New Generation Rollingstock train sets and Toowoomba Second Range Crossing Western Section. The early timing of budget development also leads to unreliability in measures used in forecasting depreciation of infrastructure assets.

Finance and borrowing costs

Variance of (\$18.092m) mainly comprises:

- (\$22.275m) less than budget due to the transfer of the Queensland Treasury Corporation (QTC) fixed rate loans to Queensland Treasury

Offset by:

- \$4.056m more than budgeted for finance lease costs due to New Generation Rollingstock train sets delivered ahead of schedule in 2018–19.

Other expenses

Variance of \$14.732m primarily due to the recognition of an appropriation payable of \$14.172m in 2018–19.

Increase/(decrease) in asset revaluation surplus

Variance of \$1.391b mainly consists of a revaluation increment in infrastructure assets as a result of the annual revaluation for 2018–19. A budget was not allocated due to the unavailability of reliable measures for future movement in replacement costs of existing and new infrastructure assets.

STATEMENT OF FINANCIAL POSITION

	Original budget 2019 \$'000	Actual result 2019 \$'000	Variance \$'000
Assets			
Current assets			
Cash	545,098	571,529	26,431
Receivables	89,106	152,074	62,968
Inventories	2,544	12,281	9,737
Prepayments	14,523	15,034	511
Non-current assets classified as held for sale	5,000	8,763	3,763
Total current assets	656,271	759,681	103,410
Non-current assets			
Prepayments	1,191	104,410	103,219
Investment in subsidiary	601	601	-
Intangible assets	105,100	75,302	(29,798)
Property, plant and equipment	70,630,930	66,316,278	(4,314,652)
Deferred tax assets	2,866	6,077	3,211
Total non-current assets	70,740,688	66,502,668	(4,238,020)
Total assets	71,396,959	67,262,349	(4,134,610)
Liabilities			
Current liabilities			
Payables	535,440	607,011	71,571
Interest bearing liabilities	238,052	22,416	(215,636)
Provisions	187,794	146,762	(41,032)
Accrued employee benefits	46,377	38,616	(7,761)
Unearned revenue	47,708	51,498	3,790
Other	36,020	43,335	7,315
Total current liabilities	1,091,391	909,638	(181,753)

30 BUDGETARY REPORTING (continued)

STATEMENT OF FINANCIAL POSITION (continued)

	Original budget 2019 \$'000	Actual result 2019 \$'000	Variance \$'000
Liabilities (continued)			
Non-current liabilities			
Interest bearing liabilities	1,553,041	1,215,300	(337,741)
Provisions	78,164	368,499	290,335
Accrued employee benefits	5,402	-	(5,402)
Other	-	14,636	14,636
Total non-current liabilities	1,636,607	1,598,435	(38,172)
Total liabilities	2,727,998	2,508,073	(219,925)
NET ASSETS	68,668,961	64,754,276	(3,914,685)
TOTAL EQUITY	68,668,961	64,754,276	(3,914,685)

Explanation of major variances

Receivables

Variance of \$62.968m mainly reflects a contribution to be received from QIC Limited for the Gateway Upgrade North project of \$37.155m. While the construction milestone was reached, payment by QIC Limited was not received by 30 June 2019, as it was dependent on payment by the Commonwealth of its share of the project cost. The balance of the variance is due to higher than anticipated trade debtors.

Prepayments – Non-current

Variance of \$103.219m reflects the recognition of milestone payments of \$102.266m as a prepayment for New Generation Rollingstock accessibility modifications.

Intangibles

Variance of (\$29.798m) reflects a lower than anticipated value of computer software acquired.

Property, plant and equipment

The variance is mainly due to the timing differences to obtain reliable measures for road infrastructure valuations to enable budget allocations. Actual asset revaluation increments were not able to be determined at the time of budget development.

Payables

Variance of \$71.571m mainly comprises:

- \$58.701m higher than budgeted due to the timing of payments for projects including Next Generation Ticketing, Toowoomba Second Range Crossing and infrastructure works
- \$14.172m appropriation payable due to lower than anticipated expenditure of \$19.893m under the transport service contract with Queensland Rail offset by higher than anticipated expenditure of \$5.721m on transport infrastructure activities, including maintenance, preservation and operation of the network.

Interest bearing liabilities – Current

Variance of (\$215.636m) mainly comprises:

- timing differences relating to the delivery for NGR train sets. At the time of the budget development estimates were based on prior expenditure and included a budget of (\$154.428m)
- (\$56.154m) reflecting the transfer of QTC fixed rate loans to Queensland Treasury.

Provisions – Current

Variance of (\$41.032m) mainly comprises:

- (\$63.607m) reflecting the provision remeasurement for land resumptions occurring after the budget had been published, due to the unavailability of reliable measures

Offset by:

- \$15.979m reflecting the recognition of a provision to account for a payment for rectification works for New Generation Rollingstock train sets based on the variation deed entered into with the vendor. These payments were not able to be determined at the time of budget development.

Interest bearing liabilities – Non-current

Variance of (\$337.741m) mainly comprises:

- (\$533.910m) reflecting the transfer of QTC loans to Queensland Treasury

Offset by:

- timing differences relating to the delivery for NGR train sets. At the time of the budget development estimates were based on prior expenditure and included a budget of \$154.428m.

Department of Transport and Main Roads
Notes to the financial statements 2018–19 (continued)

30 BUDGETARY REPORTING (continued)

STATEMENT OF FINANCIAL POSITION (continued)

Explanation of major variances (continued)

Provisions – Non-current

Variance of \$290.335m mainly comprises:

- \$201.337m reflecting the recognition of a provision to account for accessibility modifications to be made to New Generation Rollingstock train sets in future years. These payments were not known at the time of budget development
- \$95.594m reflecting the provision remeasurement for land resumptions occurring after the budget had been published. Actual remeasurement of the value of land resumptions were not budgeted for due to the unavailability of reliable measures.

Other – Non-current

Variance of \$14.636m reflects the recognition of a lease incentive received in 2017–18 for the fit out of 61 Mary Street Brisbane, which was not budgeted for due to the unavailability of reliable measures.

STATEMENT OF CASH FLOWS

	Original budget 2019 \$'000	Actual result 2019 \$'000	Variance \$'000
Cash flows from operating activities			
<i>Inflows:</i>			
Service appropriation receipts	5,131,477	5,332,788	201,311
User charges and fees	721,150	718,388	(2,762)
Grants and other contributions	215,443	101,794	(113,649)
GST input tax credits from ATO	676,499	688,219	11,720
GST collected from customers	67,376	64,112	(3,264)
Other	20,938	27,773	6,835
<i>Outflows:</i>			
Employee expenses	(573,680)	(571,137)	2,543
Supplies and services	(3,662,489)	(3,737,445)	(74,956)
Grants and subsidies	(465,544)	(585,466)	(119,922)
Finance and borrowing costs	(122,431)	(91,051)	31,380
GST paid to suppliers	(677,710)	(680,773)	(3,063)
GST remitted to ATO	(63,086)	(68,797)	(5,711)
Income tax equivalent paid	(6,111)	(9,713)	(3,602)
Other	(14,343)	(16,734)	(2,391)
Net cash provided (used in) operating activities	1,247,489	1,171,958	(75,531)
Cash flows from investing activities			
<i>Inflows:</i>			
Sales of property, plant and equipment	53,276	32,248	(21,028)
<i>Outflows:</i>			
Payments for property, plant and equipment	(2,261,154)	(2,460,399)	(199,245)
Payments for intangibles	(23,223)	(9,000)	14,223
Net cash used in investing activities	(2,231,101)	(2,437,151)	(206,050)
Cash flows from financing activities			
<i>Inflows:</i>			
Equity injections	2,335,308	3,067,363	732,055
<i>Outflows:</i>			
Equity withdrawals	(821,166)	(1,144,587)	(323,421)
Borrowing redemptions	(54,576)	(11,719)	42,857
Finance lease payments	(493,727)	(450,858)	42,869
Other	(1,500)	(1,500)	-
Net cash provided by financing activities	964,339	1,458,699	494,360
Net increase/(decrease) in cash	(19,273)	193,506	212,779
Cash – opening balance	564,371	378,023	(186,348)
CASH – CLOSING BALANCE	545,098	571,529	26,431

30 BUDGETARY REPORTING (continued)

STATEMENT OF CASH FLOWS (continued)

Explanation of major variances

Grants and other contributions

Variance of (\$113.649m) primarily reflects (\$116.970m) lower than budgeted reimbursement by QRA due to a reduction in the estimated cost of restoration works associated with Severe Tropical Cyclone Debbie.

Grants and subsidies

Variance of (\$119.922m) mainly comprises:

- (\$81.883m) for assets transferred to third parties associated with the Toowoomba Second Range Crossing project. The actual costs were not able to be determined at the time of budget development
- (\$70.081m) higher than anticipated expenditure on local government roads as part of the cost of delivering capital projects

Offset by:

- \$28.883m less than anticipated payments to local councils for various grant programs.

Finance and borrowing costs

Variance of \$31.380m mainly comprises:

- \$22.275m less than budget due to the transfer of the QTC fixed rate loans to Queensland Treasury
- \$13.377m reflecting a reduction in payments for the finance lease cost for Toowoomba Second Range Crossing as a result of the delay in delivery of the project.

Sales of property, plant and equipment

Variance of (\$21.028m) is due to a fewer number of properties being sold than was anticipated.

Payments for property, plant and equipment

Variance of (\$199.245m) reflects increased project expenditure as a result of better than anticipated capital program delivery.

Equity injections

Variance of \$732.055m mainly comprises:

- \$458.997m accelerated state and Australian Government funding received for increased capital program delivery
- \$213.599m reflecting an adjustment to appropriated equity withdrawals to align with the depreciation and amortisation estimates
- \$133.264m increased funding for accessibility modifications in New Generation Rollingstock trains to meet the minimum disability compliance requirements

Offset by:

- (\$45.490m) less than budget due to the transfer of the QTC loans balance to Queensland Treasury.

Equity withdrawals

Variance of (\$323.421m) mainly comprises:

- (\$213.599m) reflecting an adjustment to appropriated equity withdrawals to align with the depreciation and amortisation estimates
- (\$112.822m) reflecting increased depreciation and amortisation estimates based on a revision during the year.

Borrowing redemptions

Variance of \$42.857m reflects lower than budgeted redemptions due to the transfer of the QTC loans balance to Queensland Treasury.

Department of Transport and Main Roads
Notes to the financial statements 2018–19 (continued)

30 BUDGETARY REPORTING (continued)

SCHEDULE OF ADMINISTERED ITEMS

	Original budget 2019 \$'000	Actual result 2019 \$'000	Variance \$'000
Administered income			
User charges, fees and fines	2,632,610	2,659,865	27,255
Other	8,145	8,703	558
Total income	2,640,755	2,668,568	27,813
Administered expenses			
Impairment losses on trade receivables	-	9	9
Other	-	985	985
Transfers of administered revenue to government	2,640,755	2,668,540	27,785
Total expenses	2,640,755	2,669,534	28,779
OPERATING RESULT FOR THE YEAR	-	(966)	(966)
Administered assets			
<i>Current</i>			
Cash	56,535	65,449	8,914
Receivables	35,942	44,700	8,758
Total current assets	92,477	110,149	17,672
<i>Non-current</i>			
Land	268,335	263,786	(4,549)
Total non-current assets	268,335	263,786	(4,549)
Total assets	360,812	373,935	13,123
Administered liabilities			
<i>Current</i>			
Payables	86,432	104,062	17,630
Unearned revenue	5,811	5,854	43
Total liabilities	92,243	109,916	17,673
NET ADMINISTERED ASSETS	268,569	264,019	(4,550)
TOTAL ADMINISTERED EQUITY	268,569	264,019	(4,550)

Explanation of major variances

Cash

Variance of \$8.914m reflects:

- \$17.630m for the timing of administered revenues collected which are yet to be remitted to Queensland Treasury
- Offset by:
- (\$8.758m) for an increase in the value of vehicle registration transactions via the Dealer and Agency Interface System and infringement notices issued which are yet to be received by the department.

Receivables

Variance of \$8.758m reflects an increase in the value of vehicle registration transactions via the Dealer and Agency Interface System and infringement notices issued which are yet to be received by the department.

Payables

Variance of \$17.630m reflects the timing of administered revenues collected which are yet to be remitted to Queensland Treasury.

31 EVENTS AFTER THE BALANCE DATE

Toll free opening of the Toowoomba Second Range Crossing

In July 2019 the Minister for Transport and Main Roads announced the entire 41 kilometre Toowoomba Second Range Crossing will open to traffic on 8th September 2019. Motorists will pass through a cutting to cross the Great Dividing Range at an elevation of approximately 600m at Mount Kynoch, 6km north of Toowoomba's City Hall. The crossing allows for all classes of vehicles up to Type 1 Road Train and for heavy vehicles transporting hazardous materials.

In addition the Minister announced that the tolls on the new Toowoomba Second Range Crossing will be free for the first three months. This is to allow motorists the opportunity to familiarise themselves with the road and experience its benefits.

Once the toll free period has ended, toll charges will apply for the Toowoomba Second Range Crossing. Toll charges will range between \$1.15 and \$22.85 depending on the vehicle class.

MANAGEMENT CERTIFICATE OF THE DEPARTMENT OF TRANSPORT AND MAIN ROADS for the year ended 30 June 2019

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; and
- 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 2019 and of the financial position of the department at the end of that year; and

The Director-General, as the Accountable Officer of the Department, acknowledges responsibility under sections 8 and 15 of the *Financial and Performance Management Standard 2009* for the establishment and maintenance, in all material respects, of an appropriate and effective system of internal controls and risk management processes with respect to financial reporting throughout the reporting period.



Nick Shaw FCPA
Chief Finance Officer

23 August 2019



Julie Mitchell PSM BE MBA MEnvMan RPEQ
Acting Director-General

23 August 2019

INDEPENDENT AUDITOR'S REPORT

To the Accountable Officer of the Department of Transport and Main Roads

Report on the audit of the financial report

Opinion

I have audited the accompanying financial report of the 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 2019, 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 2019, 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 (\$53.84 billion) and depreciation expense (\$1.01 billion)

Refer to note 14 in the financial report

Key audit matter	How my audit addressed the key audit matter
<p>Management has estimated the fair value of the entity's infrastructure assets to be \$53.84 billion as at 30 June 2019. The fair value measurement is based on current replacement cost (cost approach).</p> <p>The valuations are dependent on certain key assumptions that require significant management judgement including the following in respect of:</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 impacting on costs of road construction. componentisation of the road assets and identifying those significant parts of road infrastructure assets that have different unit replacement rates and costs. categorising road stereotypes based on physical characteristics and locality (such as road type, region, soil type, terrain, climatic and environmental conditions) and the applicable project or treatment type such as reseal, rehabilitation, reconstruction or new construction. assignment of segmentation to road stereotypes. defining and estimating unit rates for varying project or types of treatment including full replacement and renewal of components. 	<p>My procedures included, but were not limited to:</p> <p>Gross replacement value</p> <p>Assessing the adequacy of management's review of the valuation process including:</p> <ul style="list-style-type: none"> obtaining an understanding of the valuation technique adopted by management and assessing its design, validity and reasonableness in terms of the principles of the cost approach as described in AASB 13 <i>Fair Value Measurement</i>. assessing the reasonableness of the key assumptions and corroborating these to supporting evidence and my knowledge of the entity and its operating environment. verifying the mathematical accuracy of the model utilised to estimate gross replacement value through recalculation. <p>Unit rates</p> <p>Assessing the reasonableness of unit rates by evaluating the techniques used in estimating 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 management's external expert. reviewing the 2019 Unit Rate Expert Panel's process and approval of final rates for adoption. This included analysis of rate movements since the date of the last revaluation. vouching a sample of approved unit rates to rates applied in the calculation of the final gross replacement value. comparing a sample of movement in unit rates against other publicly available information.

Key audit matter	How my audit addressed the key audit matter
<p>In measuring annual depreciation expense and accumulated depreciation, management have applied significant judgement in estimating the expected utility of road infrastructure asset components, including:</p> <ul style="list-style-type: none"> • applying 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. • considerations of expected funding availability to the department and how this fiscal availability will impact upon planned replacement programs and expectations regarding the use of assets beyond their ideal or optimal replacement time-frame. 	<p>Useful lives</p> <p>Assessing the reasonableness of infrastructure asset 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. • reviewing evidence of planned use of assets with a focus on assets that are planned to be used for a longer or shorter than standard engineering estimates. • assessing the consistency between asset management plans and useful lives assigned to infrastructure assets. • evaluating remaining useful life estimates for reasonableness with reference to management's assumptions regarding expected funding availability as reflected in Departmental budgets. This includes vouching that fiscal availability as reflected in budgetary information has been applied in the annual review of asset useful lives.

Other information

Other information comprises the information included in the department's annual report for the year ended 30 June 2019, 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.

Report on other legal and regulatory requirements

In accordance with s.40 of the *Auditor-General Act 2009*, for the year ended 30 June 2019:

- 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.



26 August 2019

Vaughan Stemmett
as delegate of the Auditor-General

Queensland Audit Office
Brisbane



Appendices



Introduction

Integrated transport network

Accessible to everyone

Our people

Our organisation

Financial statements

Appendices

Appendix 1 – Legislation administered by the department

The Department of Transport and Main Roads administers a range of Acts for transport-related purposes listed below:

Minister for Transport and Main Roads

- *Air Navigation Act 1937*
- *Century Zinc Project Act 1997 (Sections 5(2) to (7), 11, 12 and 13)*
- *Civil Aviation (Carriers' Liability) Act 1964*
- *Gold Coast Waterways Authority Act 2012*
- *Heavy Vehicle National Law Act 2012*
- *Maritime Safety Queensland Act 2002*
- *Adult Proof of Age Card Act 2008 (effective 31 March 2019)*
- *Photo Identification Card Act 2008 (effective 1 April 2019)*
- *Queensland Rail Transit Authority Act 2013*
- *Rail Safety National Law (Queensland) Act 2017*
- *State Transport Act 1938*
- *State Transport (People Movers) Act 1989*
- *Sustainable Ports Development Act 2015*
- *Thiess Peabody Mitsui Coal Pty Ltd Agreements Act 1965**
- *Tow Truck Act 1973*
- *Transport Infrastructure Act 1994*
- *Transport Operations (Marine Pollution) Act 1995*
- *Transport Operations (Marine Safety) Act 1994*
- *Transport Operations (Marine Safety – Domestic Commercial Vessel National Law Application) Act 2016*
- *Transport Operations (Passenger Transport) Act 1994*
- *Transport Operations (Road Use Management) Act 1995*
- *Transport Planning and Coordination Act 1994*
- *Transport (South Bank Corporation Area Land) Act 1999*
- *Transport Security (Counter-Terrorism) Act 2008*

**Except to the extent administered by the Deputy Premier, Treasurer and Minister for Aboriginal and Torres Strait Islander Partnerships; and the Minister for Natural Resources, Mines and Energy.*

Appendix 2 – Associated bodies

TMR works collaboratively with two statutory bodies, four government-owned corporations (GOC) and one publicly owned private (Pty Ltd) company. The department provides strategic advice to the Minister for the Ports and Gold Coast Waterway Authority.

Statutory bodies

- Gold Coast Waterways Authority
- Queensland Rail.

Government-owned corporations

- Far North Queensland Ports Corporations 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 the Gold Coast waterways. The body manages the waterways south of the Logan River to the New South Wales border.



For more information: www.gcwa.qld.gov.au/about/our-publications

Queensland Rail

Queensland Rail is a statutory body 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 294) remains safe, reliable and at a fit-for-purpose standard.

The Rail Transport Service Contract between TMR and Queensland Rail 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: www.queenslandrail.com.au/aboutus/governance/annualreports

Transmax

Transmax Pty Ltd is an unlisted Australian company incorporated in 2002. Transmax is wholly owned by TMR and is governed by an independent board of directors. The shareholder is the Director-General of TMR.



For more information: www.transmax.com.au/who-we-are/media/

Shareholding ministers

The listed ports corporations are GOC governed under the *Government Owned Corporations Act 1993* (GOC Act).

Each GOC must fulfil its obligations and keep the shareholding minister(s) reasonable 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 website.

Appendix 3 – Performance Statements 2018–19

Service Area: Transport System Investment, Planning and Programming

Service area objective

To provide the direction for a single integrated transport network in Queensland, including the policy and planning framework to make informed investment decisions.

Service area description

Responsible transport system planning ensures Queensland's long-term transport needs are met in the most cost effective way and other development impacts are managed effectively. This is achieved through developing and managing the:

- *Queensland Transport Policy (QTP)* – a 30-year, long-term transport strategy to prepare and position Queensland's transport for the future
- *Transport Coordination Plan (TCP)* – provides a 10 year framework for strategic planning and management of transport resources in Queensland as required under the *Transport Planning and Coordination Act 1994*
- *Queensland Cycling Strategy 2017–2027* and two year Action Plan – guides and prioritises actions that encourage more cycling, more often in Queensland
- *Regional Transport Plans* – these define the strategic direction of regional transport systems and guide the planning of Queensland's transport network over the next 15 years
- Transport System Planning Program (TSPP) to coordinate and prioritise planning across all modes of transport
- Queensland Transport and Roads Investment Program (QTRIP) – a four year rolling program of priority transport infrastructure works which is published annually
- Roads and Transport Alliance – the department's strategic funding and engagement partnership with local government and the Local Government Association of Queensland
- Queensland position on state and national transport policy reform agendas
- asset management plans for maintenance, preservation and operation of state-controlled transport infrastructure
- funding submissions to the Australian Government for upgrading nationally significant road and transport networks to improve network safety and support economic development and population growth
- major transport infrastructure project evaluation and assurance to ensure delivery on a value-for-money basis.

The activities of the department delivered under this service area support:

- delivering best value investment in the transport system of the future and creating opportunities for innovation
- maximising the benefits from our investments through long-term (10 year) planning and prioritisation
- connecting and partnering with industry and community to design for the future
- promoting community cohesion, economic development and environmental sustainability
- promoting and investing in active and public transport solutions that support broader community benefits
- preparing for the freight system requirements of the future.

Service standards	Notes*	2018–19 Target / estimate	2018–19 Actual	Status
Effectiveness measures				
Road system condition (the percentage of urban and rural State-controlled roads with condition better than the specified benchmark):	1			
Urban		97-99	98.38	⬆️
Rural		95-97	96.15	⬆️
Road ride quality – traffic weighted roughness (percentage of the network in very poor/poor condition)	2	10.7	11.3	⬇️
Efficiency measure				
Administrative cost to plan, develop and manage the QTRIP as a percentage of the overall value of the program	3	1	0.28	⬆️

Status Legend: ⬆️ On track ⬇️ Slight variance ⬇️ Attention required

***Notes:**

1. The road system condition measure reports the surface layer smoothness of the road network from a road user's perspective.
2. 'Road ride quality – traffic weighted roughness' is a measure of fit-for-purpose service levels provided for state-controlled road infrastructure. Maintenance and preservation of Queensland's state-controlled road network is managed through a structured program aimed at delivering agreed levels of service at minimum lifecycle cost. Road ride quality is used in TMR's pavement management system to prioritise sections, within available funds, for future pavement renewal programs. TMR seeks to mitigate the external factors that may impact this measure, such as, adverse weather events, increasing traffic volumes and increasing heavy vehicle loads. To ensure service levels are met, TMR will continue to undertake a proactive regime of inspection (targeting high-risk sections) and optimising the location and timing of future works.
3. QTRIP is a four-year rolling program of priority transport infrastructure works published annually. This service standard measures how efficiently QTRIP is being developed and managed. It excludes Gold Coast Waterways Authority, Maritime Safety Queensland, School Bus Upgrade Program and 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.

Service area description

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.

Service standards	Notes*	2018–19 Target / estimate	2018–19 Actual	Status
Service: Transport infrastructure management				
Effectiveness measures				
Road network efficiency – Average travel time per 10km:	1, 2			
AM peak		11.5	11.5	⬆️
Off peak		10.3	10.4	⬆️

Service standards	Notes*	2018–19 Target / estimate	2018–19 Actual	Status
PM peak		11.9	12.1	⬆️
Road network reliability – Percentage of the road network with reliable travel times: 1, 3				
AM peak		76	78	⬆️
Off peak		87	89	⬆️
PM peak		68	72	⬆️
Road network productivity – Percentage of the road network with good productivity: 1, 3, 4				
AM peak		68	68	⬆️
Off peak		72	72	⬆️
PM peak		64	65	⬆️
Arterial intersection performance – Percentage of intersections congested less than 20 minutes per hour: 1, 3				
AM peak		82	83	⬆️
Off peak		91	91	⬆️
PM peak		76	77	⬆️
Efficiency measure				
Administration/staff costs of operating and delivering the department's Road Operations Program as a percentage of the total value of the Road Operations Program (including operations, maintenance and projects)	5	12.5	14.4	⬆️
Service: Transport infrastructure delivery				
Effectiveness measure				
Number of fatal crashes on State-controlled roads per 100 million vehicle kilometres travelled where the road condition was likely to be a strong contributing factor	6, 7	0.05	0.04	⬆️
Efficiency measure				
Administration costs of managing and delivering the QTRIP as a percentage of the current financial year's QTRIP allocation	8	5.1	2.8	⬆️

Status Legend: ⬆️ On track ⬇️ Slight variance ⬇️ Attention required

*Notes:

- The results show that most (ten out of twelve) of the 2018–19 Actual figures have met the 2018–19 Target / estimate figures. Considering the high growth of registered vehicles and vehicle kilometres travelled (VKT), the department's congestion measures, which, on average, have not deteriorated over the last year, are performing relatively well. The number of vehicles registered in Brisbane has increased by an average of 2.3 per cent annually over the last seven years, including the most recent annual growth (to June 2019) of 1.7 per cent (note that the recorded growth for the whole of SEQ was slightly higher). The VKT growth for Brisbane has averaged over three per cent per year over the last seven years, and over four per cent between 2017 and 2018. It must also be noted that road network effectiveness measures are dependent on many variables including land use planning, infrastructure delivery, and economic factors such as fuel costs.
- This measure is in minutes per 10 kilometres (lower is better).
- For these measures a higher value indicates better performance.
- Good road network productivity occurs under two scenarios of performance: (a) speeds are in excess of benchmark values (that is respectively 80 per cent and 65 per cent of the posted speed on motorways and arterials) irrespective of traffic flow; or (b) traffic flow is relatively high (for example 2,000 vehicles/hour/lane on motorways and 900 vehicles/hour/lane on arterials) in combination with moderately degraded speeds.
- The result shows there is a slightly higher engagement of the department's people capacity in operating the road transportation system than originally forecast. The department will continue to deliver a program of road operational system technology enhancements which will automate existing workflows to reduce the demand on staff in operating the system.
- There is a three-month lag in data availability for this measure due to the time it takes to complete preliminary crash investigations and to determine causal factors (such as road conditions). The Actual represents the result for the 12-month period ending 31 March 2019.
- The Transport and Main Roads Annual Report 2017–18 incorrectly reported that this measure was being discontinued as a service standard for 2018–19.
- The 2018–19 Actual demonstrates that our administrative costs to administer the QTRIP are stable.

Service Area: Transport Safety and Regulation

Service area objective

To regulate the transport system safely, economically and sustainably without imposing unnecessary red tape.

Service area description

Safety of transport networks 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:

- measuring the broad social and economic impacts of road trauma on Queenslanders
- maintaining focus on our long term vision as established in *Queensland's Road Safety Strategy 2015–21*
- retaining alignment to the safe system principles where the system is safe at every level of road safety management and thereby driving a fundamental change in the culture and attitudes to road safety
- implementing road safety initiatives encompassing education, community engagement, enforcement, new technologies, safer roads and roadsides
- 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 maritime 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.

Service standards	Notes*	2018–19 Target / estimate	2018–19 Actual	Status
Effectiveness measures				
Fatalities per 100,000 population on State-controlled roads		3.10	2.67	⬆️
Road fatalities per 100,000 population	1, 2	4.70	4.51	⬆️
Hospitalised road casualties per 100,000 population	1, 3	121	134.69	⬇️
Marine fatalities per 100,000 registered vessels regulated in Queensland	4, 5	3.19	2.67	⬆️
Percentage of vessel movements without serious incidents:				
Pilotage areas		100	100	⬆️
ReefVTS area		100	100	⬆️
Efficiency measure				
Direct operational cost of Vessel Traffic Services per monitored vessel movement	6	\$496	\$448	⬆️

Status Legend: ⬆️ On track ⬇️ Slight variance ⬇️ Attention required

*Notes:

1. Through Queensland's Road Safety Strategy 2015–21, the Queensland Government has committed to a vision of zero road deaths and serious injuries. Queensland has set an ambitious target to reduce fatalities from 303 (average 2008–10) to 200 or fewer by 2020. TMR continues to lead the delivery of Queensland's Road Safety Action Plan 2017–19.
2. The Queensland road toll for the 12 months ending 30 June 2019 was 228 fatalities, which equates to 4.51 fatalities per 100,000 population.
3. The Actual represents the result for the 12 months to 31 December 2018. There were 6750 hospitalised casualties as a result of crashes within Queensland, which equates to a hospitalised casualty rate of 134.69 per 100,000 population.
4. 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. This service standard excludes vessels that are not regulated under Queensland legislation.
5. In 2018–19, there were 2.67 marine fatalities per 100,000 registered vessels regulated in Queensland. This reflects 7 related marine fatalities, 1.58 less fatalities than the 2018–19 Target / estimate.
6. This service standard tracks the cost of the department delivering vessel traffic services in monitoring ship movements in Queensland ports, the Great Barrier Reef and Torres Strait.

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.

Service area description

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 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 to guide the development of all product and service delivery across the department in the future.

Service standards	Notes*	2018–19 Target / estimate	2018–19 Actual	Status
Effectiveness measures				
Overall customer satisfaction with transactional services (on a scale of 1 to 10)	1	8	8.3	⬆️
Customer service complaints in SEQ per 10,000 trips		3	2.17	⬆️
Efficiency measures				
Average unit cost per transaction in a Customer Service Centre	2, 3, 4	\$20.47	\$22.04	-
Average cost per customer enquiry - TransLink Contact Centre	5	\$4.80	\$5.02	⬆️
Discontinued measures 2019–20				
Customer satisfaction ratings of public transport by service type (using a 0 - 100 index – 100 being excellent):	6			
South East Queensland (SEQ):				
Bus		≥70	73	⬆️
Rail		≥70	71	⬆️
Ferry		≥70	80	⬆️
Rest of Queensland:				
Regional urban bus	7	≥70	76	⬆️

Status Legend: ⬆️ On track ⬇️ Slight variance ⬇️ Attention required

*Notes:

1. This service standard is based on customer surveys which capture overall satisfaction for all customer contact channels (including Customer Service Centres, Call Centre, website, mail, e-mail, Australia Post and Queensland Government Agency Program offices). Data is calculated twice per annum. The Actual represents the result for the 12-month period ending 30 April 2019.
2. Average unit cost per transaction is calculated using costs relating to registration and licensing conducted at Customer Service Centres, and includes technology, accommodation, staff and general administration costs. With gradually increasing administrative costs, migration of shorter transactions to online service options, and an inability to reduce costs such as by closing customer service centres, it is expected that the cost per transaction will continue to ease upward due to gradually increasing expenses, and a more complex mix of transactions remaining to be done face to face.
3. An Estimated Actual has been provided, as Actual data is not expected until late September 2019. The 2018–19 Estimated Actual of \$22.04 is based on the revised 2017–18 Actual (of \$21.50), plus 2.5% to reflect CPI and other increases to the cost of business.
4. Assessment criteria are not applicable to this measure. Although the result is more than the target set for 2018–19, it is within acceptable tolerance.
5. The higher 2018–19 Actual figure is attributed to increased contract costs and changes in the number, composition and handling time of customer enquiries. Recent modelling shows a trend towards reduced call volumes with more complex calls that involve longer handling times, resulting in a higher than expected cost per call. The department will continue to monitor increases in contract costs and changes in the number, composition and handling time of customer enquiries.
6. The department has undertaken a major review of the way in which our passenger transport customers are surveyed. The customer satisfaction measures are being replaced by new customer experience measures in the Service Delivery Statements 2019–20. The upgraded survey and methodology will leverage contemporary and developing technologies allowing easier response from customers and greater flexibility to add emerging products and services into the survey questionnaire and vary the survey length or content over time.
7. The Customer Satisfaction survey was conducted for the full 2018–19 year for SEQ public transport modes. It was not conducted in quarter four of 2018–19 for Regional urban bus, as this was determined to be not economically feasible. The 2018–19 Actual figure for Regional urban bus is based on the available three quarters of data.

Service Area: Passenger Transport Services

Service area objective

To connect Queensland through the delivery of customer focused passenger transport services.

Service area description

Activities associated with this service area are undertaken to facilitate passenger mobility across the state and aim to provide a single integrated and safe transport network allowing fair access to everyone. Key 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
- connecting with customers and delivery partners to improve service integration, passenger information and ticketing products
- driving customer focused outcomes 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.

Service standards	Notes*	2018–19 Target / estimate	2018–19 Actual	Status
Effectiveness measures				
Patronage on Government contracted services (millions):				
South East Queensland (SEQ):	1	186.36	189.72	-
Bus		115.67	117.38	⬆
Rail		53.55	55.01	⬆
Tram		10.20	10.74	⬆
Ferry	2	6.94	6.59	⬇
Rest of Queensland:	1	11.90	11.39	-
Regional air		0.16	0.17	⬆
Long distance bus		0.06	0.06	⬆
Regional urban bus	3	11.33	10.80	⬆
TravelTrain		0.35	0.35	⬆
Average on-time running performance in peak times - CityTrain		95%	95.02%	⬆
Percentage of scheduled services delivered - CityTrain		99.5	99.8	⬆
Efficiency measure				
Cost per passenger trip to administer statewide government contracted passenger transport services	4, 5	\$12.07	\$13.10	⬇

Status Legend: ⬆ On track ⬇ Slight variance ⬇ Attention required

*Notes:

1. The patronage figures shown for South East Queensland and Rest of Queensland are sums of the modal components shown below each. The aggregated totals may not always exactly equal the sum of the components due to rounding. There are no specific assessment ranges applied to these aggregated totals.
2. SEQ Ferry patronage for 2018–19 was five per cent less than the Target / estimate due to construction works for the Queen's Wharf Brisbane development, which required Brisbane CityCat and CityHopper services to travel at reduced speed limits to ensure no wash was created by the vessels.
3. Significant weather events in regional Queensland have affected patronage in 2018–19.
4. This measure was introduced in the Service Delivery Statements 2018–19, to show the department's investment in mobility across the state on Queensland's passenger transport network. The major cost items included in the calculation are: payments to outsourced service delivery partners (bus, rail, tram, ferry and air), TransLink Division labour costs, depreciation and payments to the ticketing system and call centre operators. The number of passenger trips is derived from total annual patronage on Government contracted bus, rail, tram, ferry and air services, state-wide.
5. The 2018–19 Actual result exceeded the Target / estimate due to an increase in the cost of the Queensland Rail Transport Service Contract and shortfalls in patronage for SEQ Ferry and Regional urban bus.

Service Area: Transport Infrastructure Construction and Maintenance

Service area objective

RoadTek provides transport infrastructure solutions, including construction and maintenance services to enable the Department of Transport and Main Roads to deliver on Queensland Government priorities and outcomes for the community.

Service area description

As a commercial business unit within the Department of Transport and Main Roads, 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.

Service standards	Notes*	2018–19 Target / estimate	2018–19 Actual	Status
Effectiveness measures				
Lost time injury frequency rate	1, 2	<10	16.35	⚠
Customers' and stakeholders' value of RoadTek (on a scale of 1 to 5)	3	>4	4.53	✅
Efficiency measures				
Long term debt / equity	4	10.9%	11.2%	⚠
Long term debt / total assets	5	7.8%	7.8%	✅
Return on equity	6	7.9%	11.9%	✅
Return on revenue (after tax)	7	2.5%	3.1%	✅
Profit margin (earnings before income tax / user charges)		3.5%	4.9%	✅

Status Legend: ✅ On track ⚠ Slight variance ⚠ Attention required

*Notes:

1. The Lost Time Injury Frequency Rate (LTIFR) is an industry standard measure and is defined by AS 1885.1–1990 as the number of lost time injuries multiplied by one million and divided by the number of person-hours actually worked. The standard defines a Lost Time Injury as an occurrence that results in a fatality, permanent disability or time lost from work of one day/shift or more. This measure is used to compare industry performance and to support the assessment of a company's safety performance as part of tendering and prequalification processes.
2. The LTIFR 2018–19 Actual figure is above target due to an increased number of lost time injuries occurring in the earlier part of the financial year. All RoadTek incidents are reviewed and damage assessments are completed. Investigations are undertaken based on the risk and consequence of the incident, regardless of the potential awarded through the LTIFR scale. Branch-wide improvements are rolled out to address emerging hazards and risks.
3. This measure is based on customer surveys completed at the end of projects and or annual contracts with RoadTek's customers (both internal and external to government). The survey facilitates feedback in relation to levels of overall satisfaction with RoadTek's delivery performance, across the four elements of the Balanced Scorecard methodology.
4. Long term debt remains stable against a slightly reduced equity position.
5. Long term debt remains stable against an improved asset position due to increased capital fleet program.
6. A slightly larger than budgeted after-tax profit figure against a slightly reduced equity position indicates an improved result for 2018–19.
7. The 2018–19 Actual figure is a result of an increased program.

Appendix 4 – Camera Detected Offence Program

Table 9: Camera Detected Offence Program (CDOP) financial overview for 2018–19

Revenue	\$'000
Department of Transport and Main Roads	140,220
Department of Treasury and Trade (State Penalties Enforcement Registry)	51,387
Total Revenue	191,607
Administrative/operational costs	
Department of Transport and Main Roads - operating	8,130
Department of Transport and Main Roads - equity	481
Queensland Police Service - operating (including road safety enforcement initiatives)	43,629
Queensland Police Service - equity	647
Department of Treasury and Trade (State Penalties Enforcement Registry)	9,604
Total administrative/operational costs	62,491
Expenditure from remaining revenue	
Road safety education and awareness	
Department of Transport and Main Roads - operating	16,247
Department of Transport and Main Roads - equity	3,310
Public Safety Business Agency	894
Road accident injury rehabilitation programs	
Queensland Health - to support the purchase of 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	688
Department of Transport and Main Roads - equity	82,830
Total Expenditure from remaining funds	108,468
Total Expenditure 2018–19	170,960
Total Revenue less Total Expenditure	20,647

Note: Total 2018–18 expenditure on CDOP related activities, includes expenditure from prior year surplus

Community attitudes

The following results from recent research* indicate the community regards speeding as a dangerous and unacceptable behaviour.

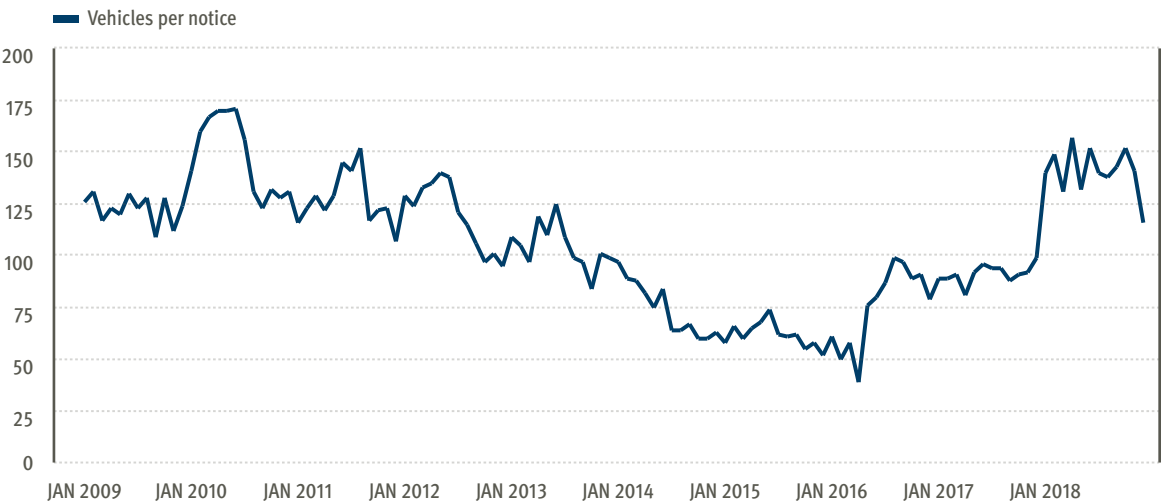
Of those drivers surveyed:

- 80 per cent agreed with the statement ‘I think speeding is a major contributor to crashes’.
- 91 per cent agreed with the statement ‘There can be serious consequences for others when people speed’.
- 62 per cent felt that speeding is as dangerous as drink driving/riding.
- 66 per cent agreed with the statement ‘No matter what, I always drive under or at the speed limit’.
- 79 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 2017 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 17 (graph to follow) shows the average number of vehicles that were monitored for every mobile speed camera notice that was issued between January 2014 and December 2018

Figure 17: Mobile speed cameras – vehicles monitored per notice issued (overt and covert) mobile speed cameras



Data source: Queensland Police Service

Note: Prior to 2018 data reported included all mobile speed camera notices including overt, covert and portable camera units. For 2018 onwards, data displays overt and covert cameras only.

Table 10: Number of mobile speed camera infringements per penalty bracket for 2018

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	414,506	90,494	12,194	1,771	735	519,700
Percentage	79.76%	17.41%	2.35%	0.34%	0.14%	100%

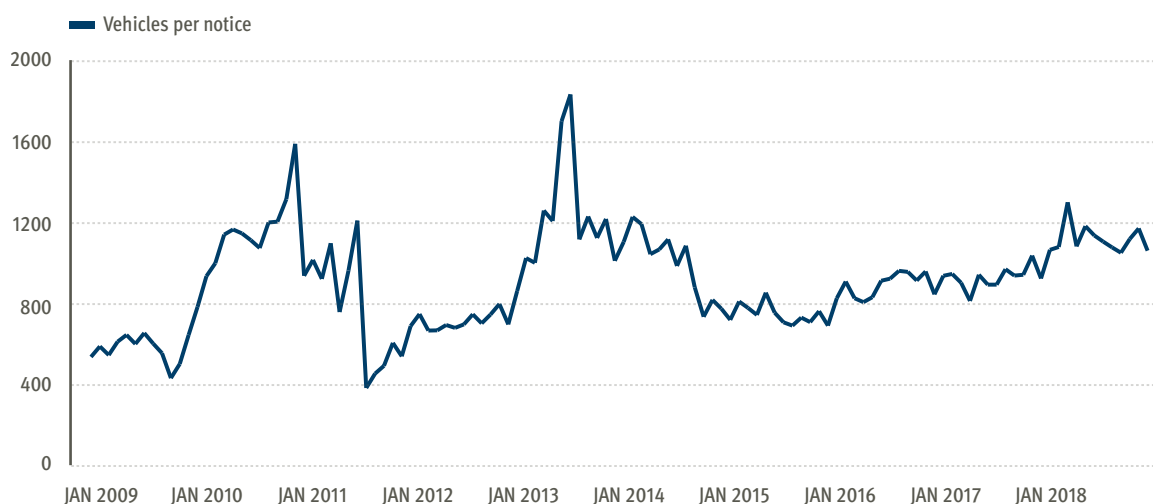
Data source: Queensland Police Service

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

In the 2018 calendar year 20,736 red light camera infringement notices were issued. This includes red light camera notices detected by combined red light/speed cameras.

Figure 18 shows the average number of vehicles that were monitored for every red light camera notice that was issued between January 2014 and December 2018.

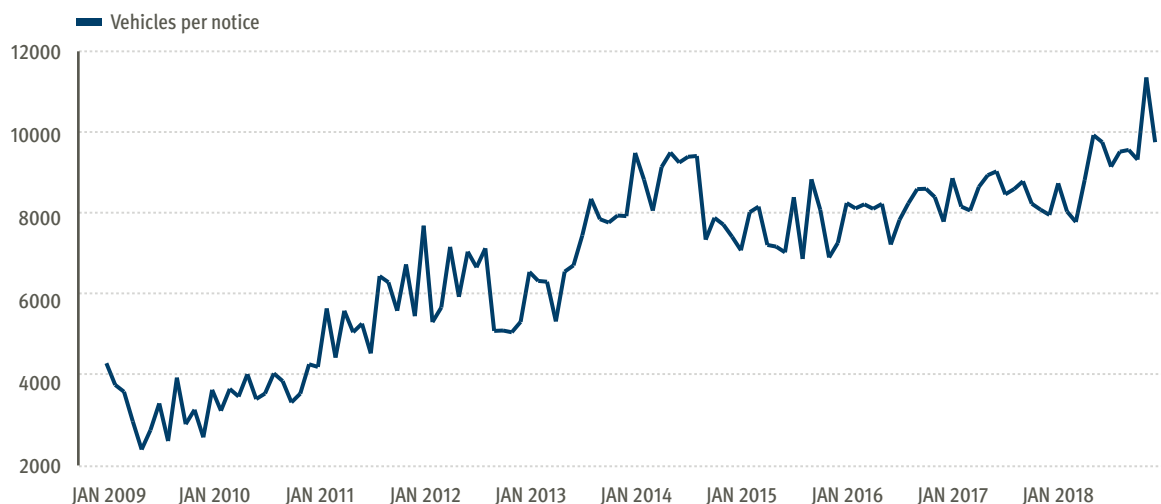
Figure 18: Red light cameras – vehicles monitored per notice issues



Data source: Queensland Police Service

Note: This graph does not include red light camera notices issued by combined red light/speed cameras.

Figure 19: Fixed speed cameras-vehicles monitored per notice issues



Data source: Queensland Police Service

Note: This graph does not include fixed speed camera notices issued by combined red light/speed cameras. See Figure 20.

Table 11: Number of fixed speed camera infringements per penalty bracket for 2018

Penalty bracket	Less than 13 km/h	13–20 km/h	21–30 km/h	31–40 km/h	More than 40 km/h	Total
Number of fixed speed camera infringements	90,738	28,118	4,418	1,006	605	124,885
Percentage	72.66%	22.52%	3.54%	0.81%	0.48%	100%

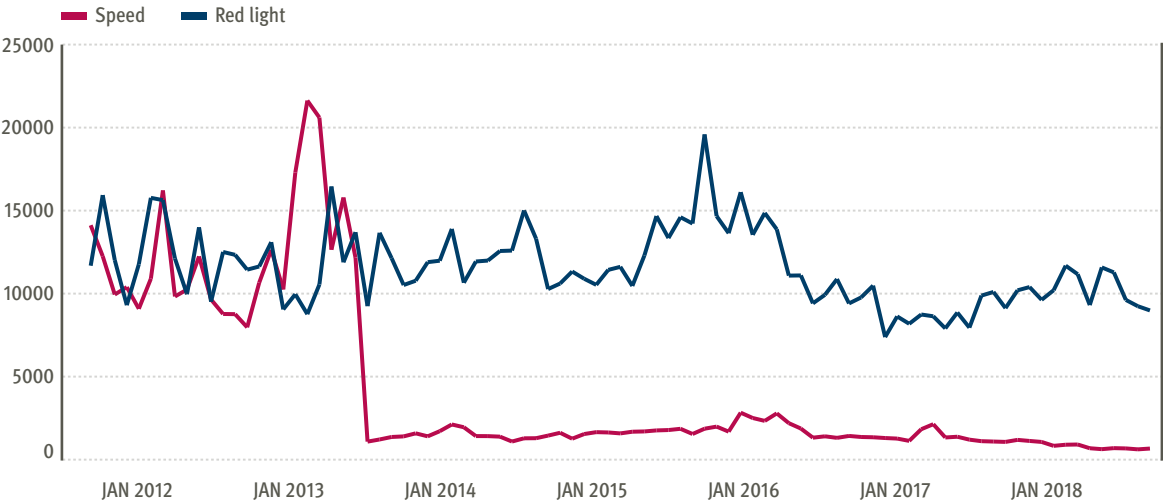
Data source: Queensland Police Service

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 20 shows the average number of vehicles that were monitored for every red light or speed camera notice issued from combined red light/speed cameras between January 2014 to December 2018.

Figure 20: 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 12: number of point-to-point speed camera infringements per penalty bracket for 2018

Penalty bracket	Less than 13 km/h	13–20 km/h	21–30 km/h	31–40 km/h	More than 40 km/h	Total
Number of point-to-point speed camera infringements	2,663	2,303	365	70	42	5,443
Percentage	48.93%	42.31%	6.71%	1.29%	0.77%	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: $\text{Speed} = \text{Distance} \div \text{Time}$.

Appendix 5 – Transport Operator Payments

Table 13: Passenger transport operator payments: South East Queensland

Payments are for the period of 1 July 2018 to 30 June 2019 and are GST exclusive.

Operator	2018–19 Amount \$
Bus	
BIC Coaches Pty Ltd ACN 134 809 617	\$6,247,028
Brisbane Bus Lines Pty Ltd ACN 009 739 593	\$147,243
Brisbane City Council (Transport for Brisbane)	\$320,705,686
Bus Queensland Pty Ltd ACN 010 516 757 t/a Park Ridge Transit	\$16,689,236
Bus Queensland (Lockyer Valley) Pty Ltd ACN 140 535 888	\$1,742,500
Buslink Sunshine Coast Pty Ltd ACN 085 000 693	\$16,545,715
Caboolture Bus Lines Pty Ltd ACN 010 974 599	\$7,843,516
R.G. Clark & Y.H. Clark t/a Clarks Bus Service ABN 26 755 113 656	\$34,449,214
G.K. & J.M. Thompson Pty Ltd ACN 064 465 176 t/a Thompson Bus Services	\$10,493,948
Hornibrook Bus Lines Pty Ltd ACN 010 013 224	\$18,964,921
Mt Gravatt Bus Service Pty Ltd ACN 010 232 827 atf the L G Cole Family Trust	\$6,766,286
S & S Webster Investments Pty Ltd ACN 004 804 497 t/a Kangaroo Bus Lines	\$17,954,370
Southern Cross Transit (QLD) Pty Ltd ACN 097 130 615 atf the G. Oliveri Family Trust	\$181,272
Surfside Buslines Pty Ltd ACN 010 957 552	\$93,246,252
Transdev Queensland Pty Ltd ACN 087 046 044	\$27,857,901
Transit Australia Pty Ltd ACN 065 794 943 t/a Sunshine Coast Sunbus	\$37,718,937
Westside Bus Co Pty Ltd ACN 083 497 312 atf Westside Unit Trust	\$24,478,212
	\$642,032,236
Ferry	
Brisbane City Council (Transport for Brisbane)	\$19,592,687
Amity Trader Pty Ltd ACN 146 155 204 atf the trustee for the Scorpio Trust t/a Coochiemudlo Island Ferry Service	\$237,842
Kellstar Pty Ltd ACN 073 449 439 t/a Stradbroke Flyer	\$933,205
Stradbroke Ferries Pty Ltd ACN 009 725 713	\$763,132
TSA Ferry Group Pty Ltd ACN 108 664 848 t/a Bay Islands Transit System	\$6,761,802
	\$28,288,667

Operator	2018–19 Amount \$
CityTrain	
Queensland Rail	\$1,321,991,545
Rail Bus Replacement Services	
Cav Queensland Pty Ltd	\$819,177
Gen_kangaroo Bus Lines	\$4,509,407
Gen_brisbane Bus Lines Pty Ltd	\$4,617,836
Yellow Cabs (Qld) Pty Ltd	\$-
Gen_thompson Bus Service	\$1,951,118
R & R Wooldridge Family Trust	\$11,895
Regent Taxis Limited	\$2,928
Yellow Cabs (Queensland) Pty Ltd	\$-
Yellow Cabs Australia Pty Ltd	\$13,803
Black & White Cabs Pty Ltd	\$411
Gold Coast Cabs	\$-
Gympie Golden City Cabs	\$527
Suncoast Cabs Ltd	\$3,128
	\$11,930,231
Light Rail	
Goldlink	\$57,978,889
Railbus	
Bus Queensland (Lockyer Valley) Pty Ltd ACN 140 535 888	
S & S Webster Investments Pty Ltd ACN 004 804 497 t/a Kangaroo Bus Lines	
Westside Bus Co Pty Ltd ACN 083 497 312 atf Westside Unit Trust	
Flexilink Taxi Service	
Yellow Cabs (Australia) Pty. Ltd. ABN 45 620 658 871	\$126,884
Demand Responsive Transport	
Yellow Cabs (Australia) Pty. Ltd. ABN 45 620 658 871	\$993,082
Total payments	\$2,063,341,533.44

Table 14: Passenger transport operator payments: Rest of Queensland

Payments are for the period of 1 July 2018 to 30 June 2019 and are GST exclusive.

Operator	2018–19 Amount \$
Regional Urban Bus	
Astronomical Chillagoe Pty Ltd ACN 107 487 972 atf Seven Bridges Unit Trust	\$8,873
Bowen Transit Pty Ltd ACN 105 749 602	\$155,137
Buslink Gladstone Pty Ltd ACN 612 803 406	\$1,538,960
Campsie Bus Co Pty Ltd ACN 000 953 328 t/a Whitsunday Transit	\$1,313,372
Cavbus Pty Ltd ACN 096 924 677	\$20,883
Cavglass Pty Ltd ACN 124 444 711 t/a Glasshouse Country Coaches	\$548,885
Complete Golf Coaching Pty Ltd ACN 101 380 116 t/a Kerry's Bus Service	\$8,829
D.G. Young & P.J. Young & P.J. Young t/a Youngs Bus Service	\$2,242,065
Duffy's City Buses Pty Ltd ACN 053 761 023 atf The Duffy Trust	\$1,651,291
Fultonlawn Pty Ltd ACN 010 489 068 atf NHPriebbenow Family Trust t/a Wide Bay Transit	\$2,942,540
GJ & LE Christensen t/a Christensens Bus and Coach	\$305,546
Haidley, Donald Joseph t/a Haidley's Panoramic Coaches & Motors	\$226,230
Hubbards Coaches Pty Ltd ACN 076 988 120 atf Hubbard Family Trust	\$5,261
Kuhle Pty Ltd ACN 093 136 317 atf The Khlewein Family Trust t/a Coast & Country Buses	\$9,439
L.G. Stewart Family Co. Pty Ltd ACN 009 971 617 atf LG Stewart Family Trust	\$104,724
Mackay Transit Coaches Pty Ltd ACN 050 416 227	\$3,321,613
Polleys Coaches Pty Ltd ACN 134 694 992	\$395,202
Stradbroke Island Buses Pty Ltd ACN 151 219 420	\$450,391
Toowoomba Transit Pty Ltd ACN 135 249 062 t/a Bus Queensland Toowoomba	\$7,101,423
Trans North Pty Ltd ACN 074 538 159 t/a Trans North Bus and Coach Service	\$229,458
Transit Australia Pty Ltd ACN 065 794 943 t/a Marlin Coast Sunbus	\$13,898,662
Transit Australia Pty Ltd ACN 065 794 943 t/a Capricorn Sunbus	\$2,776,345
Transit Australia Pty Ltd ACN 065 794 943 t/a Townsville Sunbus	\$10,682,402
Yellow Cabs (Queensland) Pty Ltd ACN 009 662 408 atf The Monburn Trust	\$38,748
	\$49,976,279

Operator	2018–19 Amount \$
Ferry	
Sea-Cat Charters Pty Ltd ACN 010 551 925 t/a Peddells Thursday Island Tours	\$185,728
Sealink Queensland Pty Ltd ACN 148 811 170	\$1,887,497
	\$2,073,225
Long Distance Rail	
XPT - NSW Trains (Contract Price)	\$2,551,447
Savanahlander	\$1,721,109
Queensland Rail	\$491,969,458
	\$496,242,014
Regional Air	
Qantas Airways Ltd ACN 009 661 901*	\$3,544,058
Regional Express Pty Ltd ACN 101 325 642	\$10,147,445
Skytrans Pty Ltd ACN 100 751 139	\$1,840,871
Hinterland Aviation Pty Ltd ACN 010 617 893	\$198,383
	\$15,730,757
Long Distance Coach	
Bowen Transit Pty Ltd ACN 105 749 602	\$109,069
G.A Shultz & S.G Shultz	\$-
CB and SE Cowen	\$7,303
Greyhound australia Pty Ltd ACN 104 326 383	\$589,266
Mackay Transit Coaches Pty Ltd ACN 050 416 227	\$464,455
North Burnett Regional Council	\$346,620
Toowoomba Transit Pty Ltd ACN 135 249 062 t/a Bus Queensland Toowoomba	\$4,916,761
Trans North Pty Ltd ACN 074 538 159 t/a Trans North Bus and Coach Service	\$348,040
	\$6,781,515
Regional Railbus	
TD & GR ECKEL PTY LTD ACN 074 098 114	\$213,812
OUTBACK AUSSIE TOURS PTY LTD ACN 010 813 313	\$96,432
	\$310,245
Total payments	\$571,114,035

* Expenditure only - does not include QANTAS Central 1 contract revenue of \$2,969.7M

Glossary

Term	Definition
Accelerated Works Program	Accelerated Works Program was part of a State Government initiative to help promote local contractor engagement and employment in Northern Queensland. Acceleration of works was primarily focussed on capital works already funded in the State Budget that could be brought forward or commenced earlier than planned in 2015-16 or 2016-17. The Department of Transport and Main Roads accelerated 21 infrastructure projects with a total value of approximately \$144.6 million in directly delivered infrastructure projects as part of the program.
Active Transport Investment Program	The Active Transport Investment Program accelerates the development of the regional cycle network in Queensland. It provides funding to complete missing links on the Principal Cycle Network on state-controlled transport corridors.
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.
Australian Roads Research Board	Provides research, consulting and information services to the road and transport industry.
Black Spot Program	Black spots are locations where high-severity crashes occur. The Australian Government-funded Black Spot Program targets known crash sites through cost-effective, high-benefit engineering works to reduce accidents on Australian roads.
Bridge Renewal Program	An Australian Government initiative to contribute to the productivity of bridges serving local communities and facilitate higher productivity vehicle access.
Busway	A dedicated roadway that separates buses from general traffic.
Camera Detected Offence Program	A joint partnership between TMR and QPS, 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.
Cooperative Intelligent Transport System	Cooperative Intelligent Transport Systems, known as C-ITS, use technology to allow vehicles to communicate wirelessly with other vehicles, roadside infrastructure, transport management systems and personal mobile devices.
Customer Experience Lab	The TMR Customer Experience Lab is a purpose built design space that supports TMR's capacity to design and deliver a seamless customer experience by engaging with customers to understand their expectations and needs, re-organising what we do and how we work around customer needs and expectations and co-designing solutions that embrace the future and create value for customers and for TMR.
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.
Cycling Infrastructure Program	Delivery mechanism for constructing the principal cycle network and supporting the Queensland Cycling Strategy 2017–2027 priority of building and connecting cycling infrastructure.
DIGITAL1ST	Advancing our digital future is the Queensland Government's strategic direction to position Queensland as a leader in digital government now and in the future.
Disability Discrimination Act	The federal Disability Discrimination Act 1992 (DDA) provides protection for everyone in Australia against discrimination based on disability. It encourages everyone to be involved in implementing the Act and to share in the overall benefits to the community and the economy that flow from participation by the widest range of people.
Disaster Recovery Funding Arrangements	A joint Commonwealth/State Government funding initiative providing financial assistance and infrastructure restoration to help communities recover from the effects of disasters and terrorist acts. The DRFA apply to disaster events that occurred on or after 1 November 2018.
Diverging Diamond Interchange	Diverging Diamond Interchange design allows right-turning traffic and through traffic to move through the interchange simultaneously reducing delays and improving safety.
EME2	EME2 is a heavy duty pavement technology suitable for environments that require thick asphalt, such as motorways and heavily trafficked roads. Compared to conventional asphalt, EME2 allows the asphalt base thickness to be reduced by about 20%, delivering cost savings while also offering superior performance, sustainability and productivity in construction time.
Engagement	Measures the amount of interest in a social media post. It is determined by the number of people a post reaches who then like, comment, share or click on the post.
Facebook	Facebook is an online social networking service where users can post comments, share photographs and post links to news or other interesting content on the web, chat live, and watch short-form video.
Flashing School Zone Signs	Consists of a standard school zone sign that incorporates a flashing red circle and twin alternate flashing yellow lights mounted above the 'school zone' plate.
Foamed bitumen	Foamed bitumen is formed by injecting a small quantity of cold water into hot bitumen to produce an instant expansion. In this foamed state, bitumen is highly efficient at wetting and coating the finer particles of the pavement material, forming a mortar and binding the mixture together.
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
Geopolymer	Geopolymer concrete is a new class of concrete that offers the benefits of reduced CO ₂ emissions and enhanced durability compared to conventional Portland cement concrete.
go card	TransLink's smartcard (a thin, compact card about the size of a credit card) which stores up to \$250 of electronic credit.
Grassland Significant Environmental Area	This type of Significant Environmental Area is an ecologically community that is critically endangered nationally and a conservation priority. Only 0.78% of the original extent remains and of that 65.0% remains in the road reserve. The area contained within the in road reserve is progressively being eroded mostly as a result of the approval of corridor management activities.
Intelligent Transport System	Intelligent Transport Systems describe technology applied to transport and infrastructure to transfer information between systems for improved safety, productivity and environmental performance.
LinkedIn	LinkedIn is an online social networking service designed specifically for the business community and as a online platform for connecting with other professionals.
Maritime Safety Queensland	A branch of TMR 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 Land Transport Network	The National Land Transport Network is a network of nationally important road and rail infrastructure links and their intermodal connections as identified by the Australian Government.
Natural Disaster Relief and Recovery Arrangements	A joint Commonwealth/state government funding initiative providing financial assistance and infrastructure restoration to help communities recover from the effects of natural disasters. The NDRRA apply to disaster events that occurred on or before 31 October 2018.
New Generation Rollingstock project	The NGR project involves the delivery of 75 six-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 per cent.
Northern Australia Beef Roads Program	An Australian Government program committed to improving key roads used for cattle transport in the nation's north.
Northern Australia Roads Program	Australian Government program delivering upgrades to high priority roads in northern Australia essential to the movement of people and freight to support the north's economic development.
OneTMR	A Department of Transport and Main Roads-wide culture and way of operating.
OnQ	Project management framework which establishes the fundamental principles for achieving consistency in project management within TMR.
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.
QLDTraffic	QLDTraffic is the official source of traffic and travel information from the Queensland Government. It includes a website, 13 19 40 phone service, social media and the QLDTraffic smartphone app, enabling motorists and commuters to check traffic conditions and plan their journeys before they go.
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	An annually published program of works TMR 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 Aviation Access program	A Commonwealth program providing funding assistance for access and safety upgrades to remote aerodromes as well as subsidised flights to ensure residents of remote communities have access to regional service centres.
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 TMR, and local governments.
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.
Roads and Transport Alliance	A cooperative governance arrangement between TMR, the Local Government Association of Queensland (LGAQ) and local governments to invest in and regionally manage the Queensland transport network.
RoadTek	A commercial business within TMR, 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).
Rollingstock	Rail locomotives and wagons.

Term	Definition
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	Budgeted financial and non-financial information for the Budget year. In addition to financial statements, the SDS includes TMR's achievements, highlights for the forthcoming year and performance statements.
Significant Environmental Area	Areas of national and international ecological importance contained within the state controlled road reserve that are not represented in protected areas or of a quality and uniqueness that is significantly higher than protected areas. This means that although road reserves have lots of nationally significant vegetation SEA are only the 'best of the best and unique'.
Stakeholder	Anyone or any group who either influences or is affected by our business.
State Infrastructure Plan	Outlines the Queensland Government's strategic direction for the planning, investment and delivery of infrastructure in Queensland
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.
Township Entry Treatments	A Township Entry Treatment is a speed management treatment that involves installing signage and line markings at the entry point to a town, where the speed limit transitions from a high speed rural environment to a lower speed environment.
TransLink	TransLink is the brand name for passenger transport services in Queensland, including TransLink buses, trains, ferries and trams.
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'.
Wide centre line treatments	Painting two white lines one metre apart in the centre of the road to provide greater separation for opposing traffic.

Introduction

Integrated transport network

Accessible to everyone

Our people

Our organisation

Financial statements

Appendices

Acronym

Acronym	Definition
ABP	Australian Builder's Plate
AIS	Automatic Identification System
AMSA	Australian Maritime Safety Authority
ANPR	Automatic Number Plate Recognition
ARC	Audit and Risk Committee
ARRB	Australian Roads Research Board
ATIP	Active Transport Investment Program
ATN	Accessible Transport Network
ATSI TIDS	Aboriginal and Torres Strait Islander Transport Infrastructure Development Scheme
AV	Automated vehicle
BBL	Brisbane Heat Big Bash League
BIC	Bus Industry Confederation
BoM	Bureau of Meteorology
BUC	Brisbane Urban Corridor
C2CD	Cooroy to Curra – Section D
CAP	Cold applied plastic
CBD	Central business district
CCC	Crime and Corruption Commission
CCTV	Closed-circuit television
CDOP	Camera Detected Offence Program
CE Hub	Customer Experience Hub
C-ITS	Cooperative Intelligent Technology System
CMS	Complaints management system
CNLGG	Cycle Network Local Government Grants
CO ₂	Carbon dioxide
COAG	Council of Australian Government
COO	Chief Operations Officer
CORAL	Customer Orientated Registration and Licensing
Corp	Corporate Division
CR2SM	Caloundra Road to Sunshine Motorway
CRM	Crumb rubber modified
CRRR	Community Recovery Ready Reserves
CSC	Customer service centre
CSIA	Customer Service Institute of Australia
CSSR	Customer Services, Safety and Regulation Division
CVP	Customer Value Proposition
CYRP	Cape York Region Package
DATSIP	Department of Aboriginal and Torres Strait Islander
DAW	Disability Action Week
DCDN	Digital Capability Development Network
DDG	Deputy Director-General
DDI	Diverging Diamond Interchange

Acronym	Definition
DFVA	Domestic and Family Violence Awareness
DG	Director-General
DJAG	Department of Justice and Attorney-General
DNRME	Department of National Resources, Mining and Energy
DRFA	Disaster Recovery Funding Arrangements
DriveSOS	Drive So Others Survive
DRT	Demand Responsive Transport
DSAPT	Disability Standards for Accessible Public Transport 2002
DSP	Disability Service Plan
E10	Ethanol 10
EA	Engineers Australia
EEO	Equal employment opportunities
ELT	Executive Leadership Team
EME2	High modulus asphalt
EPIRB	Emergency position indicating radio beacon
ERP	Estimated Residential Population
EV	Electric Vehicle
Ex-TC	Ex-Tropical Cyclone
FBS	Foam Bitumen Stabilised
FRRAG	Flood Recovery Road Access Group
FSZS	Flashing school zone signs
FTE	Full-time equivalent
GARIIF	Growth Area and Regional Infrastructure Investment Fund
GBR	Great Barrier Reef
GC2018	Gold Coast 2018 Commonwealth Games™
GCLR	Gold Coast Light Rail
GCLR3A	Gold Coast Light Rail - Stage 3A
GECO	Go Anywhere, Connect Online
GLT	Greater Leadership Team
GOC	Government owned corporations
GST	Goods and services tax
GUN	Gateway Upgrade North
HR	Human Resources
HVIA	Heavy Vehicle Industry of Australia
HVSP	Heavy Vehicle Safety and Productivity Program
IA	Infrastructure Australia
ICSS	International Customer Service Standard 2015–20
ICT	Information and Communication Technology
IEN	Indigenous Employee Network
IIC	Information Investment Committee
IMD	Infrastructure Management and Delivery Division
IP Act	Information Privacy Act 2009
IPL	Infrastructure Priority List

Acronym	Definition
ISC	Information and Systems Committee
ISCA	Infrastructure Sustainability Council of Australia
ISSN	International Standard Serial Number
IT	Information Technology
ITB	Information Technology Branch
ITS	Intelligent Transport Systems
KPI	Key performance indicator
kWh	Kilowatt hours
LED	Light-emitting diode
LTI	Lost Time Injury
LTIFR	Lost Time Injury Frequency Rate
M1	Pacific Motorway
MaaS	Mobility as a Service
MARPOL	International Convention for the Prevention of Pollution from Ships 1973
MH4L	My Health 4 Life
MIF	Marine Infrastructure Fund
MIIP	Marine Infrastructure Investment Program
MRR	Mackay Ring Road
MSQ	Maritime Safety Queensland
MUTCD	Manual of Uniform Traffic Control Devices
MVIC	Motor Vehicle Inspection Centre
MWh	Megawatt hours
NACoE	National Asset Centre of Excellence
NDRRA	Natural Disaster Relief and Recovery Arrangements
NGR	New Generation Rollingstock
NHVR	National Heavy Vehicle Regulator
OIC	Office of the Information Commissioner
P2L	Passport 2 Leadership
PCN	Principal Cycle Network
PCNP	Principal Cycle Network Plan
PDO	Program Delivery and Operations Branch
PIA	Planning Institute of Australia
PID	Public Interest Discloser
PPI	Policy, Planning and Investment Division
PPN	Planning and Performance Network
PSM	Public Service Medal
PWC	Personal watercraft
PWG	Project Working Group
QAO	Queensland Audit Office
QCTC	Queensland Counter-Terrorism Committee
QDS	Queensland Drones Strategy
QESH	Queensland Electric Super Highway
QFES	Queensland Fire and Emergency Services
QFS	Queensland Freight Strategy

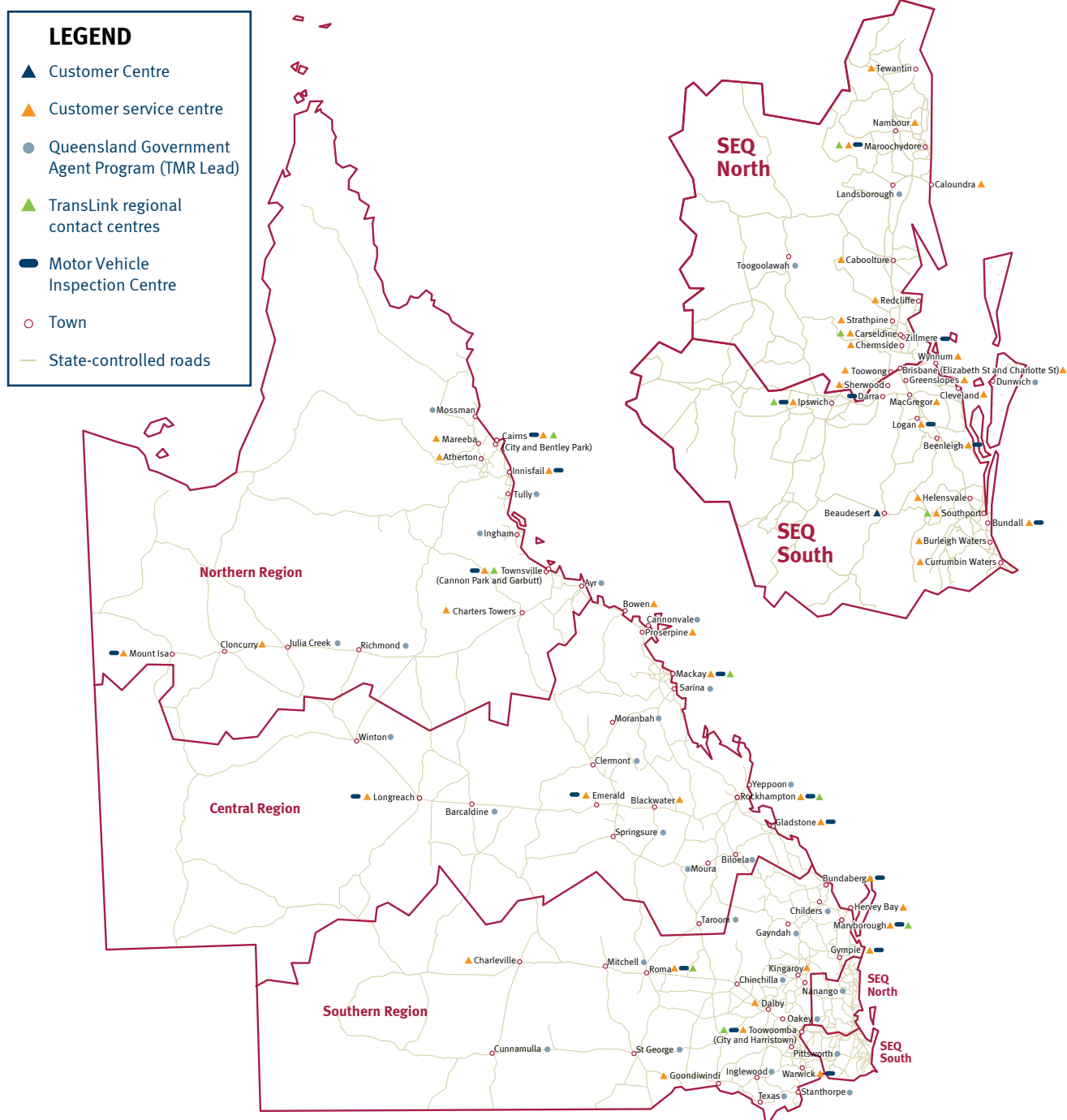
Acronym	Definition
QGAP	Queensland Government Agent Program
QGDUP	Queensland Government Drones Use Policy
QPP	Queensland Procurement Policy
QPS	Queensland Police Service
QRSP	Queensland Road System Performance Plan
QRSW	Queensland Road Safety Week
QTRIP	Queensland Transport and Roads Investment Program
R&D	Research and development
R2D	Rocklea to Darra
RAAP	Regional Aviation Access Programme
RACQ	Royal Automotive Club of Queensland
ReefVTS	Great Barrier Reef and Torres Strait Vessel Traffic Services
Rex	Regional Express Airlines
RFDS	Royal Flying Doctor Service
RIC	Rapid Impact Compaction
RMS	Risk Management System
RRTG	Regional Roads and Transport Group
RSO	Regional Services Outlet
RSS	Really Simple Syndication
RTI Act	Right to Information Act 2009
RV	Recreational Vehicle
SAP	System, application and products
SCS	School Crossing Supervisor
SCUH	Sunshine Coast University Hospital
SDCC	State Disaster Coordination Centre
SDCG	State Disaster Coordination Group
SDS	Service Delivery Statements
SEA	Significant Environmental Area
SEQ	South East Queensland
SES	Senior Executive Service
SES/SO	Senior Executive Service/Senior Officer
SHE	Salvus
SIP	State Infrastructure Plan
SLT	Senior Leadership Team
SO	Senior Officer
STAS	School Transport Assistance Scheme
STEM	Science, technology, engineering and mathematics
TAP	Transport Academic Partnership
TCC	Transport Coordination Centre
TCP	Transport and Coordination Plan 2017–2027
TDx	Transport Data Exchange
TEARC	Townsville Eastern Access Rail Corridor
TEC	Transport Enabling Charities
TET	Township Entry Treatment
TIDS	Transport Infrastructure Development Scheme

Acronym	Definition
TIES	Transport Information Exchange System
TISN	Trusted Information Sharing Network
TMR	Department of Transport and Main Roads
TOD	Transit Oriented Development
TRSP	Targeted Road Safety Program
TSRC	Toowoomba Second Range Crossing
UKCM	Under Keel Clearance Management Systems
V ₁	Veloway 1
VHF	Very High Frequency
VLCS	Vehicle loading cranes
VoC	Verification of Competency
VTs	Vessel Traffic Services
VTs-DST	Vessel Traffic Systems – Decision Support Tool
VTsO	Vessel Traffic Service Officers
WfQ	Working for Queensland
WHS	Workplace Health and Safety
WHSQ	Workplace Health and Safety Queensland
WHUP	Warrego Highway Upgrade Program
WiL	Women in Leadership
WoG	Whole-of-government
WRRN	Vehicle Registration Renewal Notice
WWYG	Which Way Would You Go

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 6
	Glossary		Page 293
	Public availability	ARRs – section 9.2	Page 5
	Interpreter service statement	Queensland Government Language Services Policy ARRs – section 9.3	Page 5
	Copyright notice	Copyright Act 1968 ARRs – section 9.4	Page 2
	Information Licensing	QGEA – Information Licensing ARRs – section 9.5	Page 2
General information	Introductory Information	ARRs – section 10.1	Page 4
	Machinery of Government changes	ARRs – section 10.2, 31 and 32	(if applicable)
	Agency role and main functions	ARRs – section 10.2	Page 213
	Operating environment	ARRs – section 10.3	Page 16
Non-financial performance	Government's objectives for the community	ARRs – section 11.1	Page 14
	Other whole-of-government plans / specific initiatives	ARRs – section 11.2	Page 115, 170, 177
	Agency objectives and performance indicators	ARRs – section 11.3	Page 15
	Agency service areas and service standards	ARRs – section 11.4	Page 280
Financial performance	Summary of financial performance	ARRs – section 12.1	Page 12
Governance – management and structure	Organisational structure	ARRs – section 13.1	Page 201
	Executive management	ARRs – section 13.2	Page 202
	Government bodies (statutory bodies and other entities)	ARRs – section 13.3	Page 279
	Public Sector Ethics Act 1994	Public Sector Ethics Act 1994 ARRs – section 13.4	Page 211
	Queensland public service values	ARRs – section 13.5	Page 193
Governance – risk management and accountability	Risk management	ARRs – section 14.1	Page 220
	Audit committee	ARRs – section 14.2	Page 206
	Internal audit	ARRs – section 14.3	Page 217
	External scrutiny	ARRs – section 14.4	Page 217
	Information systems and recordkeeping	ARRs – section 14.5	Page 134
Governance – human resources	Strategic workforce planning and performance	ARRs – section 15.1	Page 176
	Early retirement, redundancy and retrenchment	Directive No.04/18 Early Retirement, Redundancy and Retrenchment ARRs – section 15.2	Page 177
Open Data	Statement advising publication of information	ARRs – section 16	Page 5
	Consultancies	ARRs – section 33.1	https://data.qld.gov.au
	Overseas travel	ARRs – section 33.2	https://data.qld.gov.au
	Queensland Language Services Policy	ARRs – section 33.3	https://data.qld.gov.au
Financial statements	Certification of financial statements	FAA – section 62 FPMS – sections 42, 43 and 50 ARRs – section 17.1	Page 222
	Independent Auditor's Report	FAA – section 62 FPMS – section 50 ARRs – section 17.2	Page 271

Where to find us



Our principal place of business is 61 Mary Street, Brisbane, Queensland 4000.

Addresses for the department's statewide network of Customer Service Centres are listed over the following pages. 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*.

*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.

Customer Service Centres

Suburb/town	Address
Atherton	Shop 2, 13B Herberton Road, Atherton QLD 4883
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
Carseldine	532 Beams Road, Carseldine QLD 4034
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
Curumbin Waters	Unit 3, 109 Curumbin Creek Road, Curumbin 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
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

Suburb/town	Address
Mount Isa	Shop 1, 29 Simpson Street, Mount Isa QLD 4825
Nambour	Cnr Stanley Street and Coronation Avenue, Nambour QLD 4560
Proserpine	17 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
Townsville (Cannon Park)	Shop 14, 31-57 High Range Drive, Thuringowa QLD 4817
Toowoomba (Harristown)	Cnr Yaldwyn Street and Warwick Street, Toowoomba QLD 4350
Toowoomba	Cnr Clopton and Phillip Street, Toowoomba Qld 4350
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:

** Limited services available due to size and location of centre office.

TMR has three mobile customer service centre units operating across Queensland to deliver services to regional and remote areas.

TMR's Indigenous Driver Licensing Unit (based in Cairns, Bentley Park office) also delivers a range of licensing services to remote areas.

Queensland Government Agency Program

Suburb/town	Address
Ayr QGAP	Ayr Magistrates Court, 163 Queen Street Ayr QLD 4807
Barcaldine QGAP	65 Ash Street, Barcaldine QLD (temporary)
Beaunesert Customer Centre**	Tenancy 2, 1 Telemon Street, Beaunesert QLD 4285
Biloela QGAP	60 Kariboe Street, Biloela QLD 4715
Cannonvale QGAP	Shops 5-7, 11 Island Drive, Cannonvale QLD 4802
Childers QGAP	Childers Magistrates Court, 67 Churchill Street, Childers QLD 4660
Chinchilla QGAP	Chinchilla Magistrates Court, Heeney Street, Chinchilla QLD 4413
Clermont QGAP	Clermont Magistrates Court, 44 Daintree Street, Clermont QLD 4721
Cunnamulla QGAP	Cunnamulla Magistrates Court, 5 Stockyard Street, Cunnamulla QLD 4490
Gayndah QGAP	Gayndah Magistrates Court, 20 Capper Street, Gayndah QLD 4625

Suburb/town	Address
Ingham QGAP	Ingham Magistrates Court, 35 Palm Terrace, Ingham QLD 4850
Inglewood QGAP	25 Albert Street, Inglewood QLD 4387
Julia Creek QGAP	Julia Creek Magistrates Court, 14 Burke Street, Julia Creek QLD 4823
Landsborough QGAP	Landsborough Magistrates Court, 12 Caloundra Street, Landsborough QLD 4550
Mitchell QGAP	Mitchell Magistrates Court, Cnr Mary and Dublin Streets, Mitchell QLD 4465
Moranbah QGAP	Moranbah Magistrates Court, 21 Griffin Street, Moranbah QLD 4744
Mossman QGAP	Mossman Magistrates Court, 27 Front Street, Mossman QLD 4873
Moura QGAP	Marshall and Shirley Streets, Moura QLD 4718
Nanango QGAP	Nanango Magistrates Court, 30 Henry Street, Nanango QLD 4615
North Stradbroke Island QGAP	5 Ballow Street, Dunwich QLD 4183
Oakey QGAP	Oakey Magistrates Court, 73 Campbell Street, Oakey QLD 4401
Pittsworth QGAP	Pittsworth Magistrates Court, 77 Yandilla Street, Pittsworth QLD 4356
Richmond QGAP	Richmond Magistrates Court, 53 Goldring Street, Richmond QLD 4822
Sarina QGAP	Sarina Magistrates Court, 52-54 Broad Street, Sarina QLD 4737
Springsure QGAP	Springsure Magistrates Court, 45 Eclipse Street, Springsure QLD 4722
St George QGAP	St George Magistrates Court, The Terrace, St George QLD 4487
Stanthorpe QGAP	51 Marsh Street, Stanthorpe QLD 4380
Taroom QGAP	Taroom Magistrates Court, 33 Yaldwyn Street, Taroom QLD 4420
Texas QGAP	32 Cadell Street, Texas QLD 4385
Toogoolawah QGAP	Toogoolawah Magistrates Court, Hopkins Place, Gardner Street North, Toogoolawah QLD 4313
Tully QGAP	Tully Magistrates Court, 46 Bryant Street, Tully QLD 4854
Winton QGAP	Winton Magistrates Court, 59 Vindex Street, Winton QLD 4735
Yeppoon QGAP	21-23 Normanby Street, Yeppoon QLD 4703

***Department of Housing and Public Works are currently the lead agency for this site.*

Key regional maritime offices

Suburb/town	Address
Brisbane	Floor 1, Pinkenba Marine Operations Base, MacArthur Avenue East, Pinkenba QLD 4008
Cairns	Floor 1, Portsmith Marine Operations, 100-106 Tingira Street, Portsmith QLD 4870
Gladstone	Floor 7, 21 Yarroon Street, Gladstone QLD 4680
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

TransLink regional contact centres

Suburb/town	Address
Cairns	Floor 4, 15 Lake Street, Cairns QLD 4870
Carseldine	Floor 3, 532 Beams Road, Carseldine QLD 4034
Ipswich	2 Colvin Street, North Ipswich QLD 4035
Mackay	Floor 3, 44 Nelson Street, Mackay QLD 4740
Maroochydore	Building 1, Ground Floor, 131 Sugar Road, Maroochydore QLD 4558
Maryborough	Bright Street, Maryborough QLD 4650
Rockhampton	31 Knight Street, North Rockhampton QLD 4701
Roma	30 McDowall Street, Roma QLD 4455
Southport	Floor 8, 12 Marine Parade, Southport QLD 4215
Toowoomba	1-5 Philip Street (corner Clopton Street), Toowoomba QLD 4350
Townsville	Floor 1, 21-35 Leyland Street, Garbutt QLD 4814

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) 4421 8807
Cairns Traffic Management Centre	Phone: (07) 4045 7244
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 (MVIC)

Suburb	Address
South East Queensland 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 Avenue, Logan Central 4114
South East Queensland 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 QLD 4570
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, Portsmith 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

Index

Topic	Page
About us	4–5
Air services	37
Associated bodies	279
Award recognition	184–185, 187–190
Camera Detected Offence Program	144, 287–290
Chief Finance Officer's report	12–13
Compliance checklist	299
Committees	128, 130, 153, 164–165, 182, 206–210, 217, 219–220
Commonwealth Games	38, 108, 179, 185, 197, 212, 236
Complaints management	210, 216
Coronial inquests	218
Customer experience	16, 32, 66, 114–115, 127–128, 178, 201, 203, 206, 216, 226–229, 233
Cycling	17, 31, 41–45, 73, 101, 107, 151, 163, 204, 280, 293–294
Digital Licence App	14, 17, 18, 115, 186
Director-General message	8–11
Diversity and inclusion	139
Environment and Heritage	132, 205
Ethics	170, 200, 211, 299
Executive Leadership team profiles	202–205
Fast Facts	20–21
Figures and table index	305
Financial statements	222–270
Financials – independent auditor	271–275
Governance committees	206–209
Government bodies	130
Glossary	293–295
Graduate program	163, 173, 183
Health and safety	37, 118, 170, 193–194, 209
Heavy vehicle safety	37, 56, 89, 91, 93, 149
Information privacy	210–211, 217
Injury management	192
Innovation	14–17, 34, 36–37, 121, 126, 128, 153, 161–163, 184–185, 196, 203, 233, 236, 280–281, 294
Internal audit	201, 205–207, 217, 295
Key objectives and outcomes	17
Letter of compliance	3, 299
Marine infrastructure	19, 31, 40, 54, 79–80, 83, 102, 246, 251, 297
Maritime safety	54–160
Mentoring	78, 173, 181, 183–184
Open data	5, 123, 218, 294, 299
Management and structure	201–206
Our services	9, 18, 211, 216–217

Topic	Page
Parliamentary committees	219
Passenger transport operator payments	291, 292
Performance management	207, 215, 216
Purpose	16
Public sector values	186, 187
Rail infrastructure	279, 294,
Rail safety	153, 283,
Rail trails	42, 43, 44
Recordkeeping	134
Redundancy and retrenchment	177
Regional maps	40
Right to information	217, 218, 297
Risk management	164, 165, 166, 193, 200, 206, 207, 211, 215, 217, 220, 221
Road infrastructure	12, 66, 78, 128, 136, 151
Road safety education	69, 97, 143, 287
Road safety partnerships	147, 148, 149
Safety performance	193, 194, 209, 286, 295
Senior Leadership Team	161, 205
Service delivery statements	216, 280, 281, 282, 283, 284, 285, 286
School transport operator payments	5
Stakeholder engagement	63, 64, 125, 149
Strategic Plan	14, 15, 16, 17, 174, 176, 200, 214, 215, 220
Transport safety data	144
Transport security	164, 165, 166, 278
Vision	4, 8, 9, 10, 12, 16, 32, 37, 43, 121, 143, 146, 170, 176, 180, 183, 200, 214
Walking	14, 17, 41, 42, 43, 44
Waste management	132, 133, 134, 215
Wellness programs	190, 191
Where to find us	300
Women in the workplace	178
Working for Queensland survey	173, 174, 182, 187, 209
Workforce profile	175

Figures and Tables

Figures	Page
Figure 1: Income by category for the year ended 30 June 2019	13
Figure 2: Expenses by category for the year ended 30 June 2019	13
Figure 3: Customer services transactions - assisted vs non-assisted	119
Figure 4: Logbook submissions by financial year by method	120
Figure 5: Peak usage of 13 19 40, website traffic and usage of QLDTraffic app	123
Figure 6: Cumulative change in vehicles registered and kilometres travelled since 2011–12	138
Figure 7: Road fatalities per 100,000 population	145
Figure 8: Road fatalities by road user type (in Queensland)	145
Figure 9: Operations Safe Vehicle results	150
Figure 10: Marine fatalities (in Queensland)	155
Figure 11: Serious injuries from marine incidents (in Queensland)	155
Figure 12: Queensland Government Drones Use Policy Framework and broader policy context	170
Figure 13a: Comparison of workers' compensation claims lodged over a five-year period	192
Figure 13b: Comparison of final return to work percentages	192
Figure 14: Snapshot of our performance over the last five years	193
Figure 15: The Integrity Framework	210
Figure 16: Legislative Compliance Framework	213
Figure 17: Mobile speed cameras – vehicles monitored per notice issued (overt and covert) mobile speed cameras	288
Figure 18: Red light cameras – vehicles monitored per notice issues	289
Figure 19: Fixed speed cameras-vehicles monitored per notice issues	289
Figure 20: Combined red light/speed cameras – vehicles monitored per notice issued	290
Tables	Page
Table 1: Summary of financial results of the department's operations	12
Table 2: Summary of financial position – Assets and liabilities	13
Table 3: Key objectives and outcomes for 2018–19	17
Table 4: Comparative workforce data in TMR as at 30 June 2019	175
Table 5: Equal employment opportunities (EEO) in TMR at 30 June 2019	178
Table 6: Percentage of women in SES/SO leadership roles	181
Table 7: Transport and Main Roads addressable spend with Aboriginal and Torres Strait Islander, Regional and Queensland vendors by financial year	214
Table 8: Complaints received by TMR	217
Table 9: Camera Detected Offence Program (CDOP) financial overview for 2018–19	287
Table 10: Number of mobile speed camera infringements per penalty bracket for 2018	288
Table 11: Number of fixed speed camera infringements per penalty bracket for 2018	289
Table 12: number of point-to-point speed camera infringements per penalty bracket for 2018	290
Table 13: Passenger transport operator payments: South East Queensland	291
Table 14: Passenger transport operator payments: Rest of Queensland	292

