Our performance

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

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

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

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

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

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

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

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

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

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

Objective 1

A sustainable transport system which promotes economic growth and enhances liveability

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

Highlights

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

Delivering new, cost-effective transport infrastructure

Completed infrastructure projects

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

Ipswich Motorway upgrade: Dinmore to Goodna

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

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

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

Northern Busway

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

Townsville Ring Road

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

Continuing infrastructure projects

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

Port Connect

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

Bruce Highway upgrade

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

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

Figure 11 – Objective 1 Corporate plan performance measures

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

▲ **On track** • **Slight variance** ▼ **Significant variance**

Notes:

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

Gold Coast Rapid Transit

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

Townsville Port Access Road

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

Ferny Grove rail precinct upgrade

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

Commenced infrastructure projects

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

Moreton Bay Rail Link

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

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

Brisbane Inner Rail

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

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

Other significant infrastructure projects

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

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

Providing recreational boating infrastructure

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

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

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

Rebuilding our transport network

The largest reconstruction in Queensland history

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

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

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

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

Making significant progress

In 2011–12, we completed key works including:

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

Achieving value for money

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

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

Managing the transport system

Maintaining bridges and culverts

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

Assessing structural capacity of bridges

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

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

Regional Bridge Renewal Program

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

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

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

Enhancing traffic and travel information

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

Queensland toll roads

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

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

Electronic billboards

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

Bus contract reforms

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

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

Contract freight services

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

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

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

Disused rail branch lines

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

Managing Government Owned Corporations

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

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

Townsville Marine Precinct and port expansions

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

Maintaining marine assets

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

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

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

Coordinating transport in times of disaster

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

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

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

Other emergency management achievements for 2011–12 include:

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

Streamlining disaster response

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

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

Property acquisitions and management

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

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

In 2011–12, we:

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

Managing transport and land use development

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

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

Operating the Grain Harvest Management Scheme

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

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

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

Figure 12 – Grain Harvest Management Scheme load compliance rates

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

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

Data source: Compliance Unit Southern Region, Transport Services Division

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

Planning our future transport system

Transport coordination plan review

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

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

Queensland Transport and Roads Investment Program

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

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

Prioritising infrastructure investments

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

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

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

Shaping tomorrow's transport system today

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

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

Key regional planning activities in the SPP included:

- continuing the *Toowoomba Second Range Crossing Business Case*
- continuing the *Toowoomba Sub-Regional Transport Study*
- continuing the *Gladstone Area Transport Study Report*
- finalising the draft *Wide Bay/Burnett* and *Far North Queensland Integrated Regional Transport Plans* (IRTPs)
- commencing the draft *North, North West, Mackay, Isaac and Whitsunday, Central, Central West, Darling Downs* and *South West IRTPs*.

Key south-east Queensland activities in the SPP included:

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

Planning future passenger transport networks

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

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

Planning future boating facilities

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

Future priorities

Our priorities for 2012–13 include:

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

Objective 2

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

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

Highlights

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

Improving road safety

Black Spot upgrades

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

Safer Roads Sooner upgrades

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

Heavy vehicle rest areas

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

School road safety revamp

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

Figure 13 – Objective 2 Corporate plan performance measures

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

▲ On track • Slight variance ▼ Significant variance

Notes:

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

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

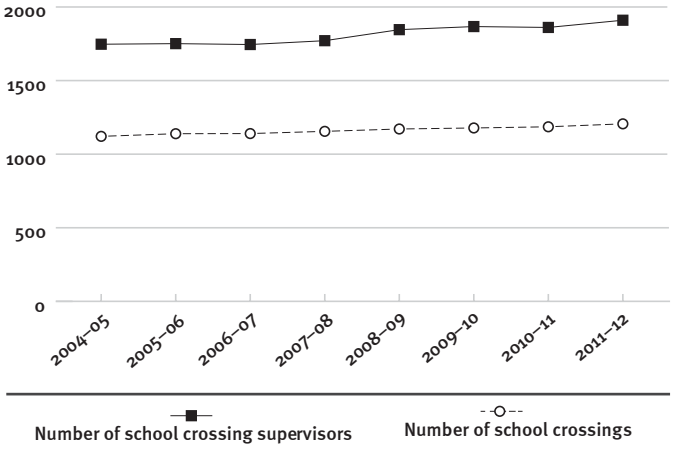
In 2011–12, Transport and Main Roads also worked with the Department of Education, Training and Employment to develop a road safety education curriculum resource, *Road Safety Matters*, to give every Queensland student from Prep through to Year 9 a comprehensive road safety education. The package includes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

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

School crossing safety

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

Figure 14 – School Crossing Supervisor Program



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

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

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

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

School bus upgrade scheme

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

New learner driver rules

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

Q-SAFE review

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

Managing speed

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

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

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

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

Road safety awareness campaigns

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

In 2011–12 our road safety campaigns focused on:

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

Light vehicle safety checks

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

Figure 15 – Operation Safe Drive Holiday results

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

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

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

Notes: * This data is unavailable.

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

Operation Austrans

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

Smoke and Mirrors operation

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

Taxi industry reforms

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

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

Improving rail safety

Safety at level crossings

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

Monitoring rail safety

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

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

Improving maritime safety

Recreational boating safety changes

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

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

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

Boating safety campaigns

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

We also:

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

Ensuring safe vessel movements

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

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

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

Providing aids to navigation

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

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

Port expansion increases maritime activity

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

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

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

Improving vessel safety and access

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

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

REEFVTS area extended

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

Pacific Adventurer case

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

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

Removing derelict vessels

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

In 2011–12 we:

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

Improving infrastructure security

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

Encouraging more cycling and walking

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

In 2011–12, we also:

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

Transport fatalities and injuries

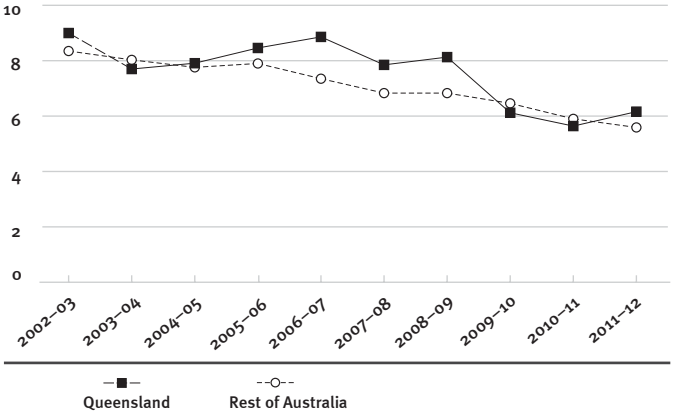
Transport deaths and trauma have major personal, social and economic impacts on the community. The department continues to make reducing transport fatalities and injuries one of our highest priorities, ensuring the safety of the community and our employees.

Road fatalities

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

* Preliminary total.
ˆ See note for Figure 16.

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



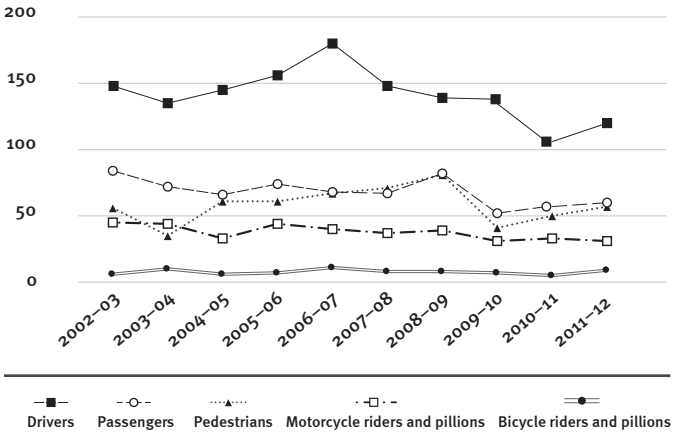
Data sources: Transport and Main Roads' RoadCrash database and the relevant interstate authorities

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

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

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

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



Data source: Transport and Main Roads' RoadCrash database

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

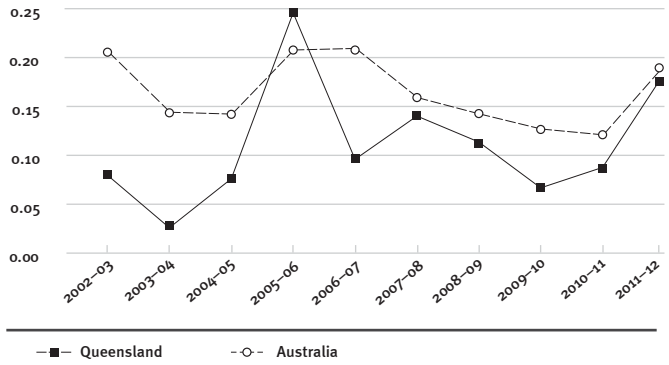
This graph excludes other fatalities such as horse riders, train drivers and train passengers. In 2011–12, there was one fatality recorded in this category.

Rail fatalities

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

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

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



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

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

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

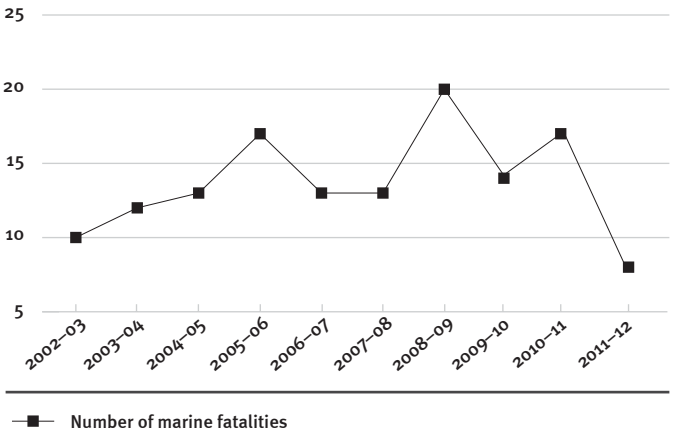
Marine fatalities and injuries

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

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

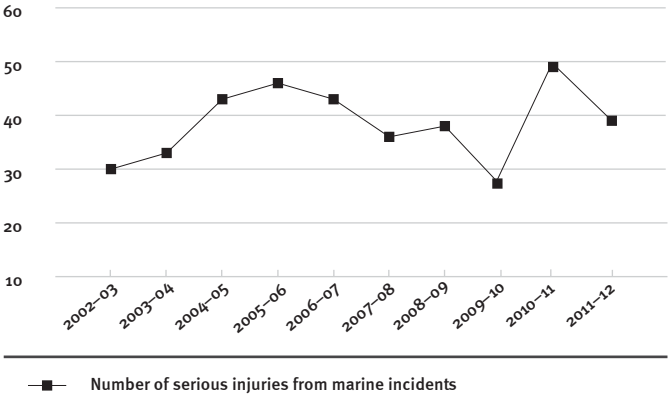
For further information, see the *Marine Incident Annual Report 2011*, available at www.msq.qld.gov.au.

Figure 19 – Marine fatalities (in Queensland)



Data source: Caseman Marine Incident Database

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



Data source: Caseman Marine Incident Database

Future priorities

Our priorities for 2012–13 include:

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

Objective 3

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

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

Highlights

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

Providing accessible customer services

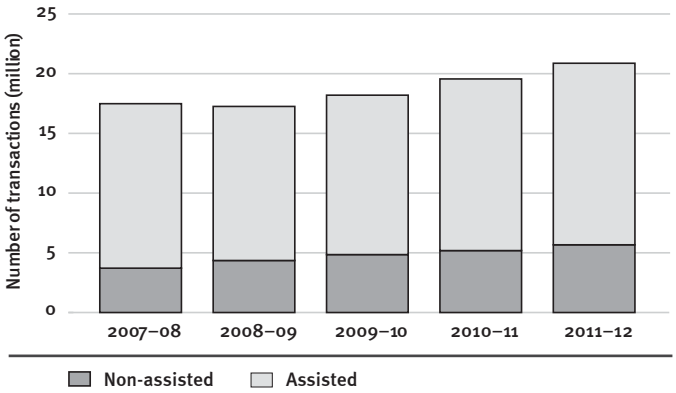
Customer service transactions

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

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

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

Figure 21 – Customer service transactions – assisted vs non-assisted



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

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

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

Delivering electronic services

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

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

Improving customer facilities

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

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

Customer satisfaction

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

Figure 22 – Objective 3 Corporate plan performance measures

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

▲ **On track** • **Slight variance** ▼ **Significant variance**

Notes:

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

New driver licence rollout completed

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

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

Figure 23 – Summary of smartcards issued

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

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

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

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

Providing accessible passenger transport

Passenger transport network plans

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

Public transport service plans

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

Accessible Bus Program

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

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

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

Long-distance coach infrastructure upgrade in Ipswich

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

Queen Street Bus Station

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

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

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

Queensland Taxi Strategic Plan 2010–2015 implementation

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

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

Taxi Subsidy Scheme

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

Upgrading regional airports

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

Future priorities

Our priorities for 2012–13 include:

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

Objective 4

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

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

Highlights

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

Reducing transport sector emissions

Improving vehicle emission standards

The department contributes to work undertaken by the Australian Government to introduce new Australian design rules to improve vehicle emission standards. In 2011–12, we worked with other state and territory governments and industry on an initiative to introduce mandatory carbon dioxide (CO_2) standards for light vehicles. This included attending workshops and roundtable discussions to design the methodology and establish a strong and effective target that warrants the costs of regulation. CO_2 standards are a cost-effective way to reduce emissions and have been introduced in the United States and many countries in Europe. The Australian standards will come into effect in 2015.

Minimising emissions from heavy vehicles

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

Aircare Vehicle Emissions Program

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

Figure 24 – Objective 4 Corporate plan performance measures

Corporate plan performance measures	2011–12 result	Status	Notes
Performance indicator: Transport greenhouse emissions			
Road transport greenhouse gas emissions (CO_2 eq. tonnes per capita)	3.67	▲	
Performance indicator: Transport-related environmental incidents			
Number of significant environmental incidents at road projects investigated by regulatory agencies	11	▼	1
Officer hours preparing for ship-sourced pollution incidents	11 125	▲	

▲ On track • Slight variance ▼ Significant variance

Note:

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

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

Figure 25 – Aircare testing results

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

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

Notes: * Statistics unavailable

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

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

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

Reducing impacts on the marine environment

Preventing marine pollution

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

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

Oil Spill Response Atlas updated

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

Responding to marine pollution

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

Response to Brisbane River oil spill

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

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

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

Other environmental initiatives

TravelSmart Program

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

Reducing the environmental impact of our operations

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

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

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

Fire threat management

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

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

Restoring heritage assets

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

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

Future priorities

Our priorities for 2012–13 include:

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

Objective 5

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

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

Highlights

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

Supporting industry capability

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

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

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

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

Jobs generated by QTRIP projects

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

Figure 26 – Objective 5 Corporate plan performance measures

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

▲ On track • Slight variance ▼ Significant variance

Note:

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

Delivering training courses

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

In 2011–12, we:

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

Future priorities

Our priorities for 2012–13 include:

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

Objective 6

Enhanced leadership and stakeholder relationships, improving transport outcomes for Queensland

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

Highlights

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

Implementing national transport reforms

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

Establishing a National Heavy Vehicle Regulator

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

Progressing national rail safety reform

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

Figure 27 – Objective 6 Corporate plan performance measures

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

▲ On track • Slight variance ▼ Significant variance

Notes:

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

Implementing national maritime safety reform

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

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

Progressing the COAG Road Reform Plan

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

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

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

Leading Indigenous licensing improvements

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

Enhancing stakeholder relationships

Working with local governments

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

Milestones for 2011–12 included:

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

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

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

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

Working with port stakeholders

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

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

Enhancing regional partnerships

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

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

Future priorities

Our priorities for 2012–13 include:

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

Objective 7

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

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

Highlights

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

Ensuring value for money

Procurement reform

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

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

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

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

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

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

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

Financial Accountability Program

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

Procurement activities to assist in delivering QTRIP

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

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

Improving project cost estimating

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

Amendments included in the manual are:

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

Figure 28 – Objective 7 Corporate plan performance measures

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

▲ **On track** • **Slight variance** ▼ **Significant variance**

Notes:

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

New project management policy

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

Enhancing workplace health and safety

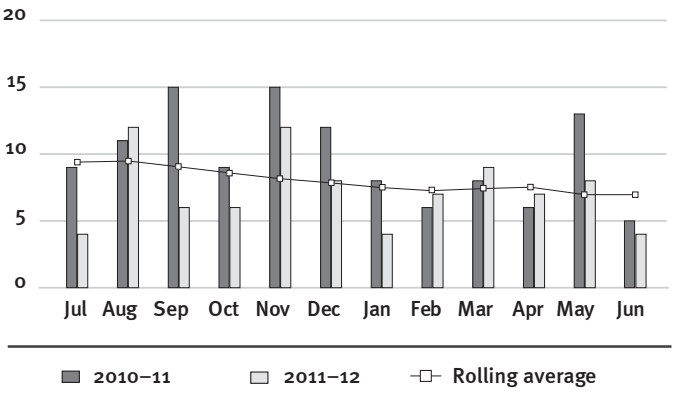
Aiming for Zero Harm

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

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

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

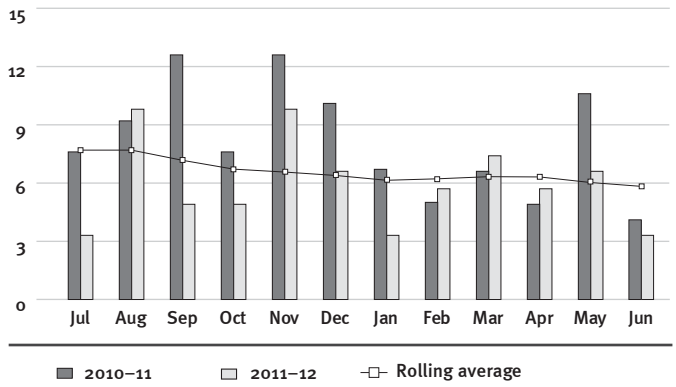
Figure 29 – Lost Time Injuries (LTIs)



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

Data source: Transport and Main Roads SHE database

Figure 30 – Lost Time Injury Frequency Rate (LTIFR)

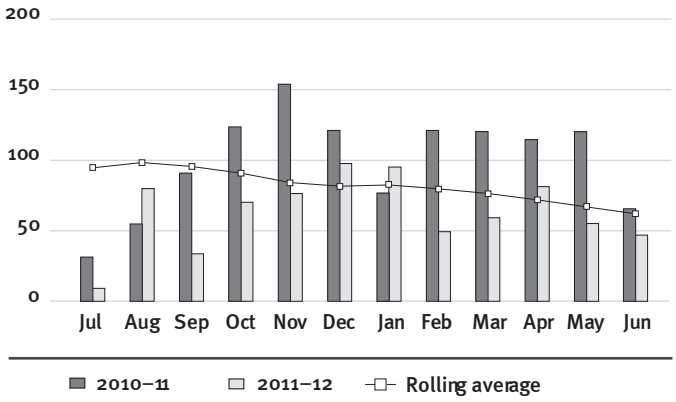


During 2011–12, Transport and Main Roads recorded an LTIFR of 5.9, a decrease from 8.1 in 2010–11. This was attributed to our employees being made aware of their roles and responsibilities to safety and our managers and supervisors implementing safe systems.

Data source: Transport and Main Roads SHE database

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

Figure 31 – Lost Time Injury Severity Rate



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

Data source: Transport and Main Roads SHE database

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

Stop Think Go rollout

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

New safety management system

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

WHS incident hotline

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

Safe and efficient accommodation solutions

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

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

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

Ensuring a sustainable workforce

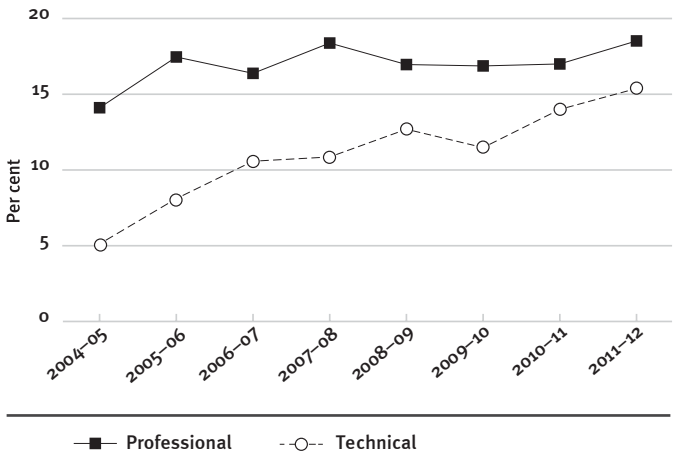
Equity and diversity

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

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

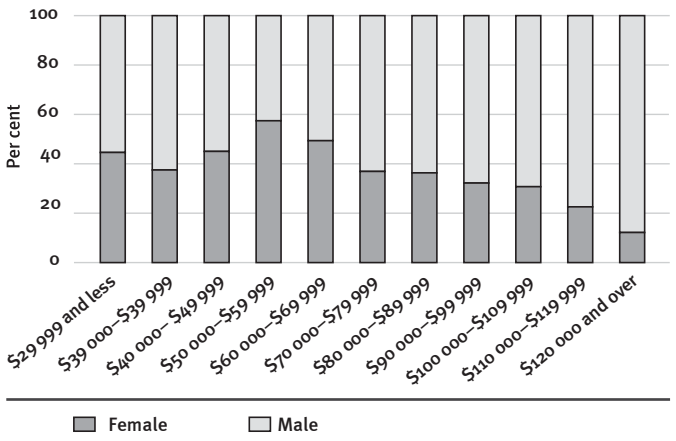
The proportion of women in management has also steadily increased, with women representing 34.87 per cent of employees at managerial level (AO6, or equivalent, and above) at 30 June 2012.

Figure 32 – Women in professional and technical streams



Data source: SAP

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



Data source: MOHRI

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

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

Ethics training

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

Complaints management training

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

Industrial relations

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

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

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

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

Enhancing our systems

Divisional alignment project

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

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

Embracing new technologies to improve our business

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

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

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

Migration to Voice over Internet Protocol (VoIP)

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

Future priorities

Our priorities for 2012–13 include:

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