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What the report contains

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

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

Why we have an Annual Report

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

Accessing the report

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

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

This includes:

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



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

* Local call charge in Australia. Higher rates apply from mobile phones and payphones. Check with your service provider for call costs. For international callers, please phone +61 7 3405 0985.

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Visit: www.tmr.qld.gov.au

Annual Report website: www.qld.gov.au/about/staying-informed/reports-publications/annual-reports/

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

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Letter of compliance

27 September 2017

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

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

Dear Deputy Premier and Minister

I am pleased to submit for presentation to the Parliament the Annual Report 2016–17 and financial statement for the Department of Transport and Main Roads.

I certify that this annual report complies with:

- the prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*, and
- the detailed requirements set out in the *Annual report requirements for Queensland Government agencies*.

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

Yours sincerely



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

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

About us

Our role

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

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

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

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

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

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

Our purpose

We bring Queensland closer together.

Our vision

Creating a single integrated transport network accessible to everyone.

Our priorities

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



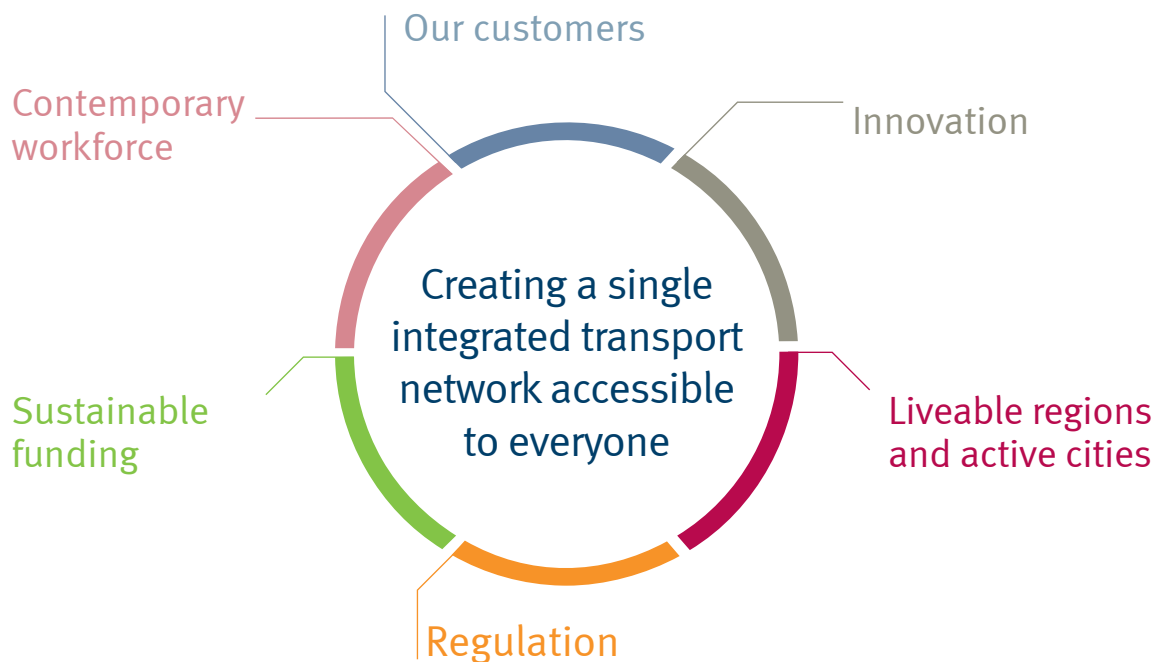
Check out our innovative initiatives, labelled with our innovation symbol.

Our service areas

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

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

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



How we plan

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

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

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

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

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

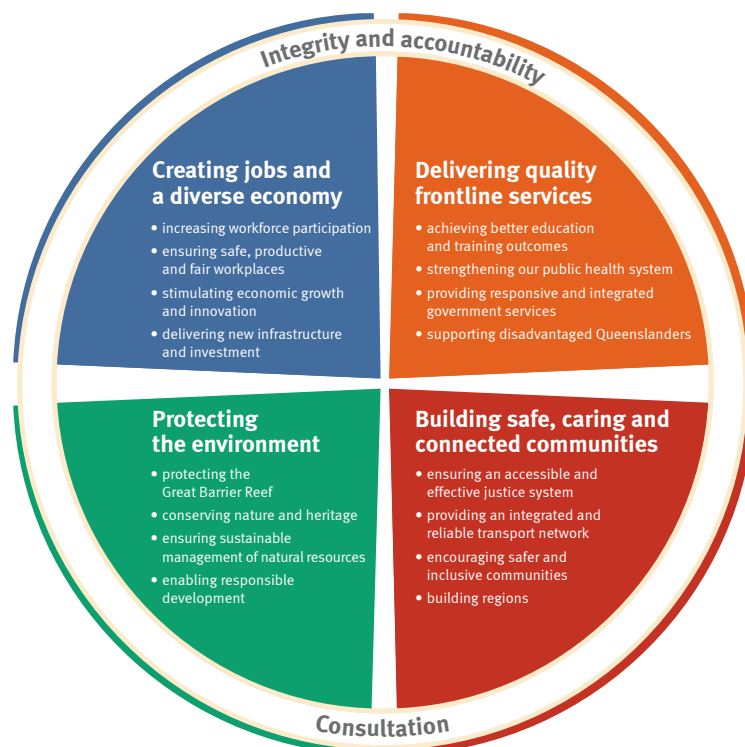
We ensure delivery of these by organising our department to effectively and efficiently deliver the five core objectives outlined in our Strategic Plan. We also closely align service areas with business objectives to maximise service delivery.

The five core objectives are:

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

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

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




Government's Objectives for the Community.

Key objectives and outcomes

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

Table 1: Key objectives and outcomes for 2016–17

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



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

Objective	Key projects	Strategic Plan priority linkages
<p>Objective 3</p> <p>Safety and regulatory services that improve community safety and efficiency.</p>	<ul style="list-style-type: none"> Significant recovery efforts were completed this year across a large portion of the state following Ex-Tropical Cyclone Debbie. A summary of activities is presented (see pages 18-21). TMR's preparation processes for destructive events are also included (see pages 78-79). Continued our efforts to raise awareness of safe road behaviour addressing key issue areas (see pages 58-60). Engaged with Queensland communities around road safety initiatives (see page 60) as well as providing funding support via grants programs (see page 62) and for school crossing supervision (see page 62). Implemented safety improvements in target areas including school zones (see page 62), level crossings (see page 67), motorcyclist licensing (see page 72) and initiatives for vulnerable road users such as pedestrian and bicycle infrastructure. Speed and red light camera fines were utilised to fund safety improvements across the state (see page 62). New formats for maritime safety messages were implemented and updates were made to maritime support systems and tools for vessel movements (see page 64). Environmental and heritage considerations are documented (see pages 74-77), including our response to oil spills and bridge restoration projects this year. Regulation and licensing achievements of the year are noted (see pages 70-73). 	 <p>Customer Focus Liveable Regions and Cities Regulation</p>
<p>Objective 4</p> <p>A sustainable, cost-effective transport network accessible to everyone.</p>	<ul style="list-style-type: none"> Invested in significant infrastructure projects across Queensland including upgrades right along the Bruce Highway (see page 82), Toowoomba Second Range Crossing and Eton Range realignment (see page 87). Worked to improved access to the regional areas of the state, with projects such as the Mornington Island runway reseal (see page 97). Invested in new road design technology including Australia's first Diverging Diamond Interchange at Caloundra Road (see page 84). In partnership with local government we constructed and planned for new and improved cycling (see page 96) and marine infrastructure (see pages 93-95). Introduced innovative and best practice solutions across our transport network for example, read about the Emergency Vehicle Priority approach (see page 99), drone bridge inspections and 3D printers in bridge designs (see page 100) and Mobile Laser Scanning and 3D Visualisation (see page 100). 	 <p>Innovation Liveable Regions and Cities Sustainable Funding</p>
<p>Objective 5</p> <p>An integrated passenger transport network that allows fair access to all.</p>	<ul style="list-style-type: none"> Invested in the rail network with major projects this year including Gold Coast Light Rail (see page 108), Redcliffe Peninsula Line (see page 109) and procuring Next Generation Rollingstock (see page 105). Completed a major fare review (see page 106). Expanded the TransLink brand into Mackay and Toowoomba (see page 104). Built more park 'n' ride facilities (see page 113) moving towards Accessible Public Transport Standards (see page 112). Continued to invest in innovative ticketing solutions, improvements to the MyTransLink App (see page 110) and improved arrival/departure information for passengers at some stations (see page 106). Continued to provide affordable and accessible transport allowing fair access through targeted initiatives such as the Taxi Subsidy Scheme (see page 107), Demand Responsive Transport (see page 104), Sunshine Coast University Hospital Network (see page 105) and the Local Fares Scheme (see on page 113). 	 <p>Customer Focus Innovation Liveable Regions and Cities</p>

Figure 1

FAST FACTS

Population of
Queensland
4,883,700

Shaping the system



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



3078
bridges maintained of which
309
are timber bridges



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

Building the network



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



11
boating facilities built
this year costing
\$11.5 M



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



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

Serving our industry stakeholders



75,107
driver authorisations
4913
transport operating
accreditations



3259
taxi licences
592
limousine service
licences



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



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

Serving our customers



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



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



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



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

Providing passenger services



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



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



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



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

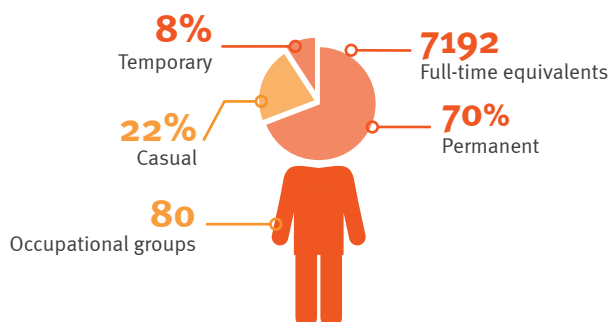


2.6 M
go cards used in
south east Queensland



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

Our people



30%
SES/50 women



Average length
of service
9.8yrs