GOVERNANCE

OUR highlights

In 2016–17, we continued to drive cultural change to enable the business to work across boundaries and exercise collective capabilities. We seamlessly delivered new agile, stream-lined processes to position the department for the future. Our key achievements are listed below.

- ☑ Developed and launched TMR's Employer Brand – *Drive the Journey* campaign **(see page 117)**.

- ☑ Launched the TMR *Strategic Workforce Plan 2016–2020* **(see page 118)** and released a new *Capability Strategy 2016–2020* **(see page 124)**.

- ☑ Launched new installation of Business Warehouse reporting and delivered 29 HR reports, 11 finance reports and two procurement reports **(see page 120)**.

- ☑ Certified the *Transport and Main Roads Enterprise Bargaining Certified Agreement 2016* and the *Transport and Main Roads Operational Employees' Certified Agreement 2016* **(see page 120)**.

- ☑ Launched the *Safety and Wellbeing Improvement Plan* (SWIP) *2017–19* **(see page 120)**.

- ☑ Saw a 70 per cent increase in matched pairs under the OneTMR Mentoring Program **(see page 124)** and formed the Indigenous Employee Network **(see page 131)**.

- ☑ Achieved White Ribbon Workplace accreditation **(see page 130)**.

- ☑ Formed TMR's Innovation Council to oversee the delivery of innovative projects **(see page 134)**.

- ☑ Provided Ethical Standards Awareness training **(see page 154)**.

- ☑ Implemented the updated *General Retention and Disposal Schedule* into our record keeping systems **(see page 156)**.

- ☑ Released a *Digital Strategy 2016–20* **(see page 158)**.

- ☑ Developed an ICT blueprint to improve ICT services for regional staff **(see page 159)**.

- ☑ Continued the Transactional Services Improvement Program for online and financial transactions **(see page 161)**.

- ☑ Consolidated three of TMR's Brisbane City buildings and relocated staff into a single tenancy at 61 Mary Street as part of the *TMR Central Business Accommodation Strategy* **(see page 160)**.

- ☑ Approved and launched the *Strategic Procurement Plan 2016–2020*, outlining the key fundamentals to deliver a high quality procurement service **(see page 160)**.

Human resources

Living OneTMR

Human Resources (HR) designs and delivers people strategies and frameworks to build capacity, capability and culture that meet OneTMR's (see glossary page 231) current and future organisational needs. Planning now for TMR's future workforce capability needs is critical to the department successfully embracing rapid innovation in our industries and meeting customer expectations.
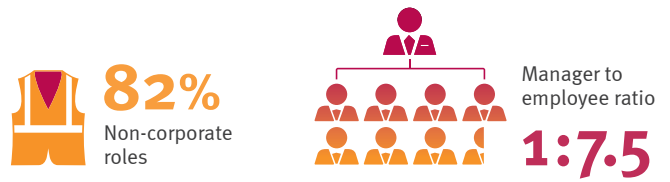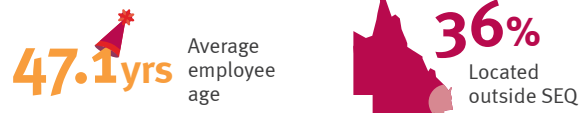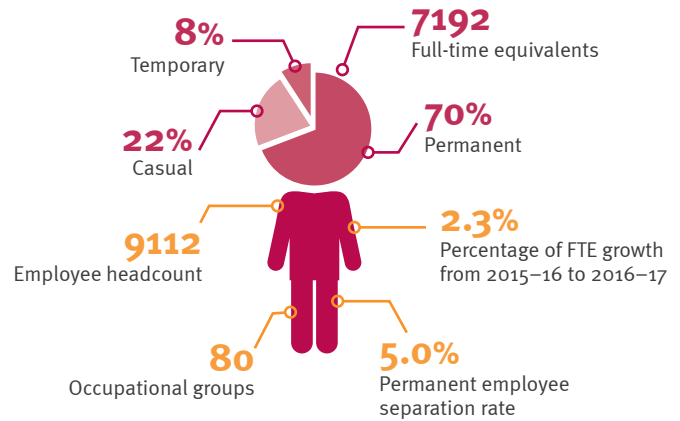
As OneTMR we share common purpose, work across boundaries, inspire improvement and make the department a great place to work. Living OneTMR is about embracing diversity, innovation, collaborating together and recognising each other for the contribution we each make for a safe, integrated, reliable and efficient transport system accessible to everyone.

Last year, the One HR Leadership Board was formed to play an advisory role to the Strategic HR Board. The board collaborates and steers the HR function for TMR. Representatives from across TMR share business insights and co-design HR strategies and solutions that contribute to delivery of our Strategic Workforce Plan. The board meet monthly, with the Chief HR Officer as chairperson.

In August 2016, the board undertook a self-assessment of the HR function and agreed on three key priorities:

• Building manager capability

• Workforce planning through to succession planning

• 'Getting Recognition Right'.

These priorities will be incorporated into the *People Plan 2017–18*.

- 8% Temporary
- 7192 Full-time equivalents
- 22% Casual
- 70% Permanent
- 9112 Employee headcount
- 2.3% Percentage of FTE growth from 2015–16 to 2016–17
- 80 Occupational groups
- 5.0% Permanent employee separation rate

- 47.1yrs Average employee age
- 36% Located outside SEQ

- 82% Non-corporate roles
- Manager to employee ratio 1:7.5

- Average length of service 9.8yrs
- Average retirement age 62.9yrs

- 22% SES/SO eligible to retire
- 30% SES/SO women**

Data as at 30 June 2017

**See how the department is addressing equality in leadership roles (see page 130).

Workforce profile

At 30 June 2017, there were 7192 full-time equivalent (FTE) **(see glossary page 230)** employees within the department, representing an increase of 160 on last year's total FTEs. Our workforce composition is complex and includes 80 occupational groups spread across trade, professional, technical and administrative disciplines throughout the state.

Our permanent employee retention rate was 95.3 per cent at 30 June 2017, compared with 92.4 in 2015–16 and 93.4 per cent in 2014–15. For the same period, our permanent employee separation rate was 5 per cent turnover compared to 5.5 per cent in 2015–16 and 5.4 per cent in 2014–15. The results* include employee separations that took place under a program of redundancies.

*Separation and retention rates are calculated using different formulas. Overall combined rates do not add up to 100 per cent.

Figure 13: Salary distribution in TMR at 30 June 2017

30% of senior management are women

• Female   • Male
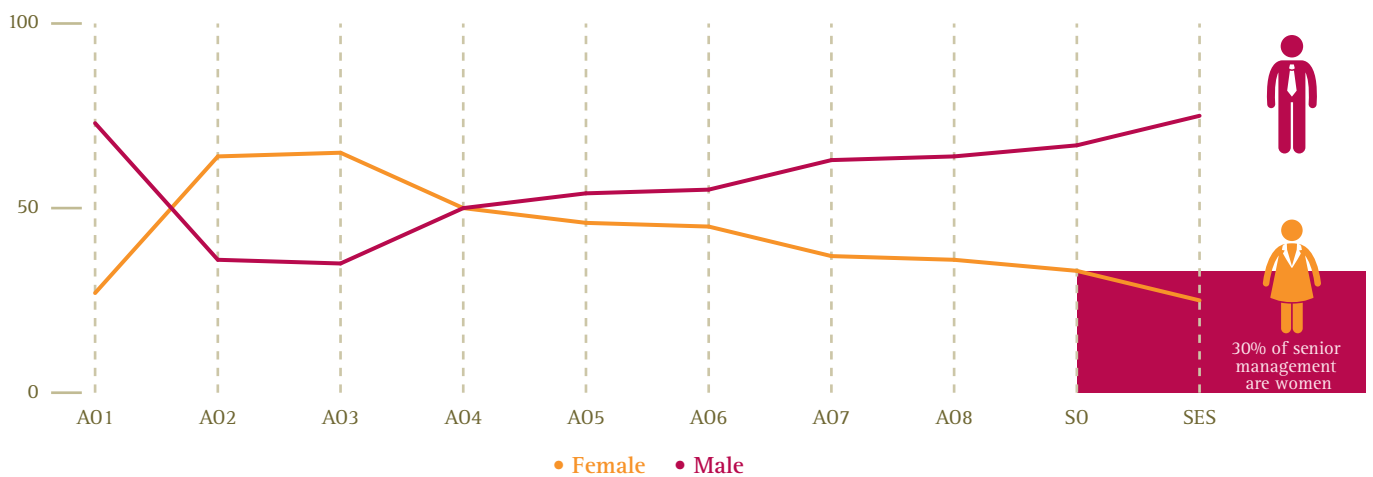
Data source: TMR SAP Business Warehouse

Employer Brand – Drive the Journey

Our employer brand communicates what it's like to work at TMR to ensure we continue to attract and retain great people with a strong cultural fit to our organisation.

A large internal research piece uncovered TMR's people are here first and foremost to make a difference to the Queensland community. They also reported great teammates, work life balance, flexibility and interesting work as key reasons.

To bring these concepts to life we created a series of images and an employer brand video with a cross-section of TMR people describing what drives their journey.

View our employer brand video:
youtube.com/watch?v=kclXj4IEBkU
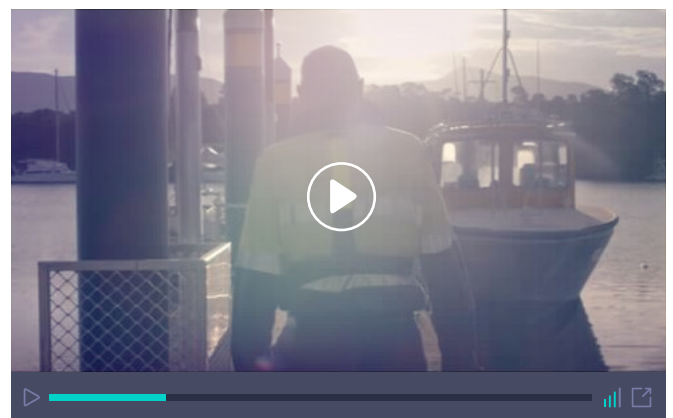
The video has been viewed thousands of times and continues to be utilised in recruitment advertising.

# Establish and retain an agile and connected workforce

Strategic Workforce Plan and workforce planning

Strategic and operational workforce planning is undertaken within TMR. Operational Workforce Planning completed at the branch level focuses on determining workforce requirements for the next 12–18 months. Strategic workforce planning completed at the departmental level covers a five year time horizon. Workforce planning seeks to address internal and external factors and trends. Actions are developed at the departmental, divisional and branch level to ensure TMR has people with the right capabilities at the right time to support our organisational objectives.

Throughout the year, research was undertaken to determine the department's current state and aspirational targets for the future. The *TMR Strategic Workforce Plan 2016–2020,* launched in January 2017, sets the vision and roadmap for the workforce of the future.

The *TMR Strategic Workforce Plan 2016–2020*, along with all of TMR's people-focussed strategies and plans align to our Strategic Plan, Operational Plan and Queensland Public Service Strategies.

Figure 14: outlines TMR's People Strategies and shows how the *TMR Strategic Workforce Plan 2016–2020* provides a basis for all of our people strategies.
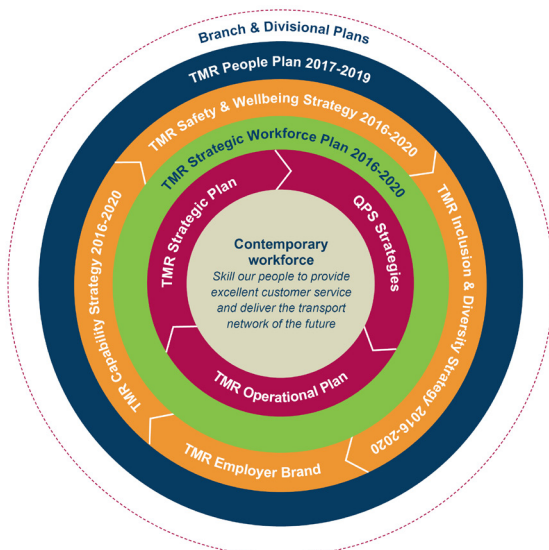
TMR People Plan July 2016–June 2017

This year, a range of initiatives and projects were delivered via the *TMR People Plan 2015–2016*. Table 5 below provides a summary of initiatives which were completed.

During the development of the *TMR Strategic Workforce Plan 2016–2020*, the need to review and update the *People Plan* was recognised. A review of the *People Plan* was undertaken in consultation with key stakeholders across TMR. The *TMR People Plan 2017–2019* and the associated *Program of Work* is in the final stages of consultation and approval. The new *People Plan* will be released in August 2017.

Table 5: Completed People Plan initiatives

Project	Key outcomes
Intra-agency mobility program	Program was piloted and it was determined mobility opportunities will form part of succession planning development in future.
Flexible work options	An education and promotion initiative was rolled out across TMR.
Employer brand	An employer brand and employee value proposition was established. The employer brand was released in April 2017 with collateral including a video **(see page 117)**.
Coaching culture	A coaching culture map was developed and coaching resources provided on the TMR intranet.
SES attraction and retention	The Executive Leadership Team approved the use of the Public Service Commission's *Leadership Connect* program. This program is to provide an opportunity for mobility, a key development step for executives.
Enterprise workforce reporting	A number of Human Resources forms have been moved to an online platform creating a more streamlined approach to completing tasks such as approving higher duties **(see page 119)**.
Enterprise capability plans	Piloted a *Human Resources Job Shadowing* program. The program will complete in July 2017 with an evaluation to take place at this time.

Working flexibly

TMR continues widespread adoption of Flexible Work Practices supported by the new *Industrial Relations Act 2016 – Division 4, Chapter 2, Section 2.7*.

Our 2016 Working for Queensland Employee Opinion Survey results showed that 71 per cent of our people are happy with their work life balance and 50 per cent report accessing a flexible work option.

We continue to work with our *Flexible Work Practices Action Plan* to promote, educate and perform flexible work practices that encourages employees' inclusion, wellbeing and productivity.

Leadership and management development

We invest in capabilities required to serve the current and emerging needs of the government and the department. During the year, we offered a range of corporate programs to support ongoing leadership development. The Leadership Pathway was developed in 2016 to show the required capabilities across all levels of leadership.

The Leadership Pathway enables our leaders to understand how they can excel in their current role and progress their careers. Leaders are also required to complete the Executive Capability Assessment and Development (ECAD) or the Leadership Capability Assessment and Development (LCAD) to develop self-awareness and create individually tailored actions plans.

Our leadership programs focus on developing agile, dynamic and flexible leaders who can lead in any circumstance. They are available to team leaders, program managers and executives. Our key programs include the *Emerging Leaders Program*, *Public Sector Management Program*, and *Manager as Coach*. Our programs are developed and delivered by trusted external partners and give our leaders the latest knowledge and skills to enable their development.

TMR continues to support leadership development not just through formal training, but also through coaching, mentoring and on-the-job learning opportunities such as special projects and relieving in higher roles.

Employment screening

The department maintains the *Risk Management Strategy* for roles with child-related duties (Blue Card). We have appropriate procedures in place to ensure employees who carry out child-related duties are blue card holders and understand their obligations in providing a safe and supportive environment for children and young people.

Human Resource Management Improvement

The Human Resource Management Improvement (HRMi) project is a sector-leading HR systems initiative, focused on delivering a number of improvements by placing a tool in the hands of managers, HR representatives and employees to support greater organisational performance and customer focus.

In March we launched online smartforms and electronic workflow for two forms that support employee payments. Wide ranging uptake from the business has demonstrated the effectiveness of these tools with over 1900 forms processed since launch.

OneTMR induction

The TMR Induction Program is delivered through five blended learning modules and is designed to create connections between personal and corporate values.

This year:

- the TMR Induction Welcome Pack guided 720 inductees through the 12 month induction program
- local induction was delivered across 21 branches
- 481 employees successfully completed the online induction course
- 140 new employees attended a 'Big Event' session (half day values workshop). One event was held in Brisbane and one in Cairns
- the south east Queensland 'Big Event' was also live-streamed across Queensland to cater to TMR's geographically dispersed workforce
- 68 per cent of the inductees who provided feedback said the program increased their understanding of TMR's culture and values.

Big Event October 2016 – audience question time.

Big Event October 2016 – new starters viewing video of Julie Mitchell, Chief Engineer, sharing her thoughts and experiences as a woman in TMR.

Corporate Services Reporting

The Corporate Services Reporting Project is a systems initiative focused on delivering a new installation of the Business Warehouse (BW) Reporting Solution. Thereby increasing the current user base and extending the functionality, putting the BW self-service reporting platform directly in the hands of HR, finance and procurement.

This year a new installation of the BW solution was launched which delivered 29 improved HR reports, 11 finance reports and two procurement reports. These reports used a single source of truth data, reduced reliance on third party reporting, and supported improved workforce decisions.

Redundancy and retrenchment

No redundancy or retrenchment packages were paid during the period.

Industrial Relations

During 2016–17, the department experienced an increase in complex case management issues and situations requiring management of employee performance, medical conditions and long term absenteeism. This increase can be partly attributed to the reporting requirements under the Public Service Commission's Conduct and Performance Excellence (CaPE) framework which requires proactive management and reporting of conduct and performance issues.

There was also an increase in the number of matters deferred to the Queensland Industrial Relations Commission and/or Industrial Magistrates Court, including promotion appeals and fair treatment appeals. The vast majority of these matters have been resolved in the department's favour with no detrimental outcomes.

The Executive Leadership Team support the Enterprise Bargaining Agreement process including implementation as a result of certification in the Queensland Industrial Relations Commission for TMR's *Transport and Main Roads Enterprise Bargaining Certified Agreement 2016* and the *Transport and Main Roads Operational Employees' Certified Agreement 2016*.

The department continues to engage and work collaboratively with other state government departments, the Public Service Commission and applicable unions now that the Modern Awards have application across the department. There has also been increased engagement with the Greater Leadership Team across TMR while the new *Queensland Industrial Relations Act 2016* and its impact on the department is being managed.

Safety and Wellbeing improvement plan

We continually strive to create a work environment that is free from injury, illness, and incident. The department is committed to improving its safety and wellbeing performance by driving improvements in safety leadership, communication and consultation, systems, risk management and health and wellbeing.

In December 2016 the *Safety Improvement Plan 2014–16* reporting period was completed. The *Safety and Wellbeing Improvement Plan 2017–19* was also launched this year, including an increased focus on leadership and greater awareness of workplace wellbeing. Safety and Wellbeing, in consultation with the newly engaged Safety and Wellbeing Operational Committee members and key branch stakeholders, updated the Plan to include more comprehensive measures with an increased focus on visible leadership and promotion of wellbeing initiatives at a branch level.

Key mandatory measures include:

- Safety and Wellbeing leadership tours for senior leaders
- integration of Safety and Wellbeing activities into the roles of managers and line supervisors
- improved health and wellbeing of workers by supporting workplace wellbeing initiatives.

Leaders play a vital role in driving safety culture and improvements. Visible leadership and active participation of our leaders sends a clear message to workers that we value the safety of our employees and actively work towards our vision: *Healthy, Supportive and Safe Working Lives*.

The health and wellbeing of our employees is a priority. We endeavour to drive health initiatives to improve the physical and mental wellbeing and resilience of our teams. Through visible leadership, support, risk management, robust wellbeing initiatives and leaders are working together to build a safer and healthier work environment.

Our safety performance

We are committed to safety and our collective goal that no person will suffer a preventable work related injury or illness. This is an ambitious target and one that can only be achieved through an integrated process of planning, applying, checking and acting. This process of continuous improvement in safety is driven by senior management in full consultation with all stakeholders.

Statistical review of our Safety Management System (SMS) provides a tangible, quantitative assessment of performance against established targets. The analysis of statistics provides a barometer as to the effectiveness of our SMS. The most significant aspect of the process is identifying negative trends and instigating measures to address these before they have an adverse impact.

The *Safety and Wellbeing Initiatives Two Year Plan 2017–19* outlines initiatives addressing specific hazards, risks, behaviours, systemic issues and cultural elements with the aim of reducing workplace incidents. The establishment of an improved Business Intelligence capability will provide for flexible Workplace Health and Safety (WHS) operational and strategic reporting, and root-cause analysis.

The department's workplace rehabilitation services are committed to assisting employees achieve a safe and timely return to work and continue to contribute to minimising the number of working days lost each year.

Since 2014–15, School Crossing Supervisors' (SCS) occupational group WHS performance results are reported as separate measures due to the disproportionate days lost to hours worked ratio. The demographics of the SCS workers including the nature of the duties, skills, hours worked and age percentile, prevents the department from providing meaningful return to work programs to SCS who sustain an injury. Targeted initiatives relating to the safety performance of SCS network has realised an 87 per cent reduction in the number of working days lost over the past two years from 391 in 2014–15 to 91 in 2016–17.

Figures 15 – 18 provide a snapshot of our performance over the last five years.
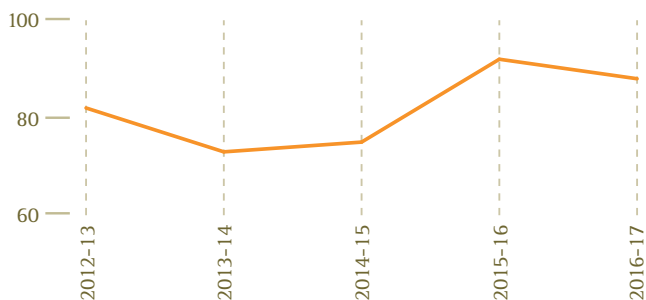
Figure 15: Lost Time Injuries

Figure 16: Lost Time Injury Frequency Rate
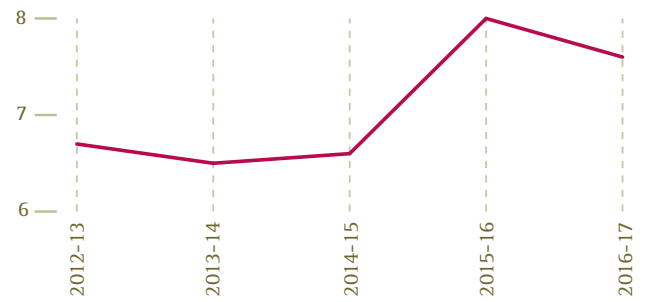
Figure 17: Severity Rate
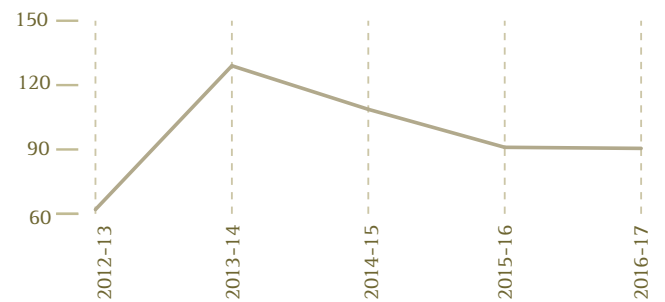
Figure 18: Days Lost
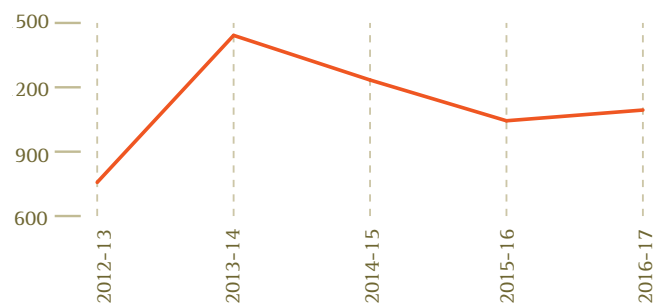
Data source: Workplace Health and Safety injury data sourced from TMR's Safety Health and Environment enterprise safety management system. HR data for hours worked sourced from TMR's Systems, Applications and Products enterprise resource management system.

Notes:

*Data is subject to change in accordance with decisions made by WorkCover Queensland regarding the determination of compensable claims. This may result in variations to historical data which have previously been published.

- Lost Time Injury is an injury that results in at least one full shift being lost at some time after the shift during which the injury occurred.
- Lost Time Injury Frequency Rate is the number of lost time injuries per million hours worked.
- Days Lost is the number of full work shifts lost for a lost time injury.
- Severity Rate is the number of days lost per million hours worked.

Safe Work Month

We are committed to improving work health and safety throughout the department and supporting our workers to remember our most important reasons for staying safe at work. We aim to build awareness of work health and safety, encourage discussion about safety at work and share positive workplace stories from across the business.

In October 2016, we supported the annual National Safe Work Month initiative which promoted safety strategies to reduce injuries, illness and death in workplaces around the country. We developed and distributed resources across the department, including fact sheets, posters, toolbox talks and links to other relevant websites. We encouraged our leaders to foster positive safety and wellbeing practices to assist with the compliance of our legal responsibilities.

The initiative increased assurance that our people have the appropriate safety and wellbeing capabilities to undertake their roles.

The Structures Directorate of Engineering and Technology Branch participating in National Safe Work Month which helps reinforce the messages with staff.

Injury management

TMR, through its Workplace Rehabilitation Policy and centralised management of rehabilitation and workers' compensation claims is committed to ensuring that rehabilitation and return to work services are provided in keeping with injury management best practice.

The department recognises that workplace rehabilitation assists the recovery process and helps restore the employee's normal function sooner. In the event of an injury or illness, regardless of whether it is work-related, we are committed to assisting employees to achieve a safe return to work, in a way that will facilitate their best possible recovery. This is achieved in accommodating gradual return to work and return to work on suitable duties in accordance with medical advice.

Table 6: Comparison of workers' compensation claims lodged over a five-year period

	2012–13	2013–14	2014–15	2015–16	2016–17
Claims	377	316	271	277	290

Data source: WorkCover Queensland – Online services for employers and TMR's SHE enterprise safety management system.

Note:

- Figures are subject to revision as more information becomes available.

- In 2016–17, the number of workers' compensation claims remained steady compared to the previous years. The average cost of each claim was $3371, which was $371 lower than the 2015–16 average of $3742.

- Figures are based on a rolling average. The 2015–16 figure has risen from $2529 since previously reported.

Table 7: Final return to work (RTW) over a five-year period

	2012–13	2013–14	2014–15	2015–16	2016–17
Final RTW*	97.51%	97.33%	94.87%	97.42%	95.24%

Data source: Cover Queensland – Online services for employers and TMR's SHE enterprise safety management system.

*Figures are subject to revision as more information becomes available.

Wellness programs

The department engaged an organisational psychologist to analyse, interpret and determine the state of mental health in the department. These recommendations will inform the Mentally Healthy Workplaces Blueprint to be implemented as part of the 2017–19 *OneTMR Wellbeing Program*.

In addition to the development of the *OneTMR Wellbeing Program*, incorporating the Mentally Healthy Workplaces Blueprint, the following annual wellbeing activities have been undertaken:

- health and wellbeing activities are included as a mandatory measure in the department's *Safety and Wellbeing Improvement Plan 2017–19*.

- the flu vaccination program included 128* site bookings and a total of 3818* employees took part in this fully funded program.

- a total of 275* executives from the department (87* per cent) participated in the Executive Health Assessment program as part of their salary package in the 2016–17 year.

- 451* health and wellbeing reimbursement claims have been paid.

- 461 staff have accessed an external Employee Assistance Service for services such as confidential counselling, management support and critical incident intervention.

- a number of TMR workplaces have attained recognition in the *Happier. Healthier. Workplaces* program. Information Technology Branch is the only branch that has attained the highest level gold recognition.

- monthly wellbeing working group meetings were held, comprising representatives from each branch, to collaborate on local wellbeing initiatives and provide input to the *OneTMR Wellbeing Program*. Seven meetings were held for 2016–17. Meetings were held bi-monthly in 2016 and monthly from 2017.

*Represents where figure reported includes 'in progress' activities.

CASE STUDY
Gold recognition for ITB Wellness Program

Information Technology Branch (ITB) has been awarded gold recognition for supporting employee health and wellbeing under the *Healthier. Happier. Workplaces* initiative.

For the past three years, ITB's Wellness Program has delivered a range of fun and engaging activities to support employees to be happier and healthier, including the annual ITB mini Olympics, nutrition and exercise sessions, weekly massage therapist visits and a trivia night focusing on mental health.

Achieving the gold recognition was a fantastic achievement and testament to ITB's commitment to building high performance teams and a positive culture across the branch.

The team has progressively worked towards achieving gold, earning bronze and silver status in 2015 and 2016 respectively. The achievement puts ITB in the same ranks as only a few other organisations across the state.

Overseen by the Department of Health, the Queensland Government's *Healthier. Happier. Workplaces* initiative supports employers to create a work environment that improves the health and wellbeing of employees, increases business productivity and enhances workplace culture.

'Blue team' members participated in ITB's Wellness Program, Mini Olympics.

Co-design pathways for the skills we need with industry

Capability Strategy

Over the past year, significant progress has been made within the area of Learning and Development with the development and release of a new *Capability Strategy 2016–2020*. The strategy provides a unified approach to capability development across TMR, incorporating key areas such as our learning culture and our approach to learning.

The seven learning options have been further developed since their introduction in 2015–16, with resources now available for individuals, branches and divisions. The availability of these resources further empowers our people to take ownership of their learning and ensures learning tools are accessible to all.

Our seven learning options are:

- mentoring
- job shadowing
- coaching
- networking
- formal training
- other roles and tasks
- individual research.

Online learning

This year, the main focus has been on the implementation of TMR's new Learning Management System (LMS), Accelerate. Replacing LearnZone, Accelerate offers TMR employees improved access to an online learning environment, increased flexibility in available learning types, and improved reporting on training data. The successful transition to this platform resulted in the LMS being offline for only six business days to facilitate the accurate transfer of 309,464 records.

Nine new courses have been released on TMR's LMS. Following an identified need to improve business area access to online learning development, a new product (the eBriefing) has also been deployed. It offers quicker turnarounds than the traditional full-development process.

OneTMR Mentoring Program

The *OneTMR Mentoring Program*, now in its fourth year, is focused on creating new networks, building collaboration across the department and breaking down workplace barriers, making OneTMR a reality.

The 2017 program included a targeted mentor recruitment process (for both OneTMR and Women in Leadership programs). This was aimed at boosting mentor numbers, allowing all eligible mentees who applied for the program to be successfully matched with a mentor.

This year the *OneTMR Mentoring Program* had 74 matched pairs which was approximately a 70 per cent increase on the previous year. In addition, this year will see the introduction of mid and end of program reflection events (via Skype) for mentees and mentors on the program.

The *Women in Leadership (WiL) Mentoring Program* is now in its third year, with 46 matched pairs in 2017. The WiL program aims to help women create broader networks, overcome challenges and breakdown workplace barriers to achieve their goals. The program supports TMR's goal to increase female representation in leadership roles to 38 per cent by 2022.

Table 8: Women in SES/SO leadership roles

	2012–13	2013–14	2014–15	2015–16	2016–17
%	19%	25%	27%	27%	30%

In 2017, the WiL program partnered with the Public Service Commission and other agencies across government, allowing us to offer external mentoring partnerships as part of the program for the first time.

Our mentoring programs continue to gain exposure and popularity throughout the department, with many past mentors volunteering year on year to continue to partner with mentees.

"You feel you can really add value by helping someone on their career journey. Mentors have the opportunity to share purposeful, career changing experiences and provide the guidance, support and fresh perspective a mentee might not have had exposure to."

Kym Murphy, Regional Director, is part of the program again for 2017 after being a mentor in previous years' programs.

"As a professional working mother of two and aspiring leader, I was absolutely delighted to receive an opportunity to participate as a mentee in TMR's 2017 *Women In Leadership Mentoring Program*.

Through TMR's WIL program I've had the opportunity to reflect on my personal achievements and explore my career aspirations in a safe and supportive environment, with a like-minded 'career coach'. Realising and setting my career goals and vision, I have confirmed my skills and strengths, discovered new ways to overcome challenges and obstacles and re-focussed with a fresh perspective.

I have formed an invaluable connection with my mentor and look forward to continuing my career journey, and in due course giving back to the organisation by mentoring others."

Liz Taylor, Mentee

Mentee Liz Taylor (middle) has gained valuable knowledge and insight by taking part in the Women in Leadership program.

OneTMR graduate program

TMR onboarded 24 new graduates in the 2017 cohort, bringing the graduates total to 53, across 12 disciplines. Each cohort undertakes between two and four rotations across the two year program. The graduate program is just one of the entry pathways we offer, and works in harmony with additional pathways including scholarships, apprenticeships and work experience, to ensure talent pipelines for TMR into the future.

Building on the success of our previous intake process and to support TMR's inclusion and diversity objectives, the program utilised a primarily de-identified recruitment process. This helps remove possibility of unconscious gender and cultural bias and provides the department with a high calibre candidate pool.

Results were positive with 33 per cent of successful candidates being female, 35 per cent of graduates hailing from non-English speaking backgrounds, and 30 per cent being placed in our regional areas. Currently 17 per cent of the graduates have rotated into regional areas with 20 per cent securing permanent positions once their final rotation concludes in January 2018.

The two year program is a comprehensive development program and provides a support network including access to industry experts, mentors and work rotations to develop skills, knowledge and resilience. We are currently recruiting for the 2018 graduate program.

For more information visit: tmr.qld.gov.au/About-us/Employment-and-careers/Graduate-program

2017 graduate induction.

Graduates try virtual reality goggles at induction.

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Embed diversity to form a productive, resilient, representative workforce

2017 Working for Queensland Employee Opinion Survey

In early 2017, the Public Service Commission adjusted the scheduling of the Working for Queensland Employee Opinion Survey from April 2017 to August 2017. As a result of this change, the survey was not conducted during the reporting year for the whole of government. With this in mind, effort has been placed on progressing the focus areas from the 2016 survey.

Results from the 2016 Employee Opinion Survey (EOS) outlined three key employee engagement focus areas for TMR:

- manager capability
- organisational leadership
- organisational fairness.

TMR developed an EOS Action Plan 2016–17 to address key employee engagement focus areas. Actions include a departmental action and branch actions. The departmental action was to pilot the *Passport to Leadership Program*. This program was developed to address middle manager capability, with a focus on performance conversations, decision making and flexibility. The pilot for this program commenced in April 2017.

Branch level actions were developed to address branch specific challenges. Some examples of branch actions that have been implemented during 2016–17 are represented in Table 9 on the next page.

Culture hot spots

Key feedback about workplace culture was collected in the 2016 EOS survey including:

- 76 per cent positive response regarding TMR's inclusive culture which supports diversity, up 3 per cent from 2015
- 62 per cent positive response regarding TMR's culture supporting work life balance, up 2 per cent from 2015
- 62 per cent satisfaction rate with TMR's actions in response to 2015 EOS feedback.

Despite these positive responses, areas for improvement or 'Culture Hot Spots' were still prevalent as workplace culture was cited as the second highest reason (behind other career opportunities) for people who intended to leave TMR in 2016. Culture Hot Spots (such as improvement to organisational leadership and organisational fairness) are being addressed through the *TMR EOS Survey Action Plan* which began its implementation in September 2016. It is expected as a result of these actions, 2017–18 results will show continued positive improvement in relation to Culture Hot Spots.

Table 9: Employee Opinion Survey Action Plan progress in 2016–17

Division	Branch	Action	EOS Key Focus Area	Status (actions underway or completed)
Policy, Planning and Investment	Transport Policy	Embedding and modelling flexible work arrangements	• Organisational leadership • Manager capability	Implemented and arrangements ongoing
	Transport Strategy and Planning	Implementation of a Job Shadow the Leaders program	• Organisational leadership	Program implemented and at review stage
	Portfolio Investment and Programming	Development and communication of a local level recruitment and selection protocol	• Organisational fairness	Completed
TransLink	All branches	Implementation of capability planning for each branch	• Organisational leadership • Organisational fairness	Ongoing
Customer Services, Safety and Regulation	Customer Services	Launch of a Values, Reward and Recognition program	• Organisational leadership • Organisational fairness	Completed
	Transport Regulation	Temporary and relieving monthly report made available to employees	• Organisational fairness	Completed
	Land Transport Safety	Development and delivery of a Difficult Conversations program	• Organisational leadership • Manager capability	Completed
	Maritime Safety Queensland	Transition Strategy Snapshots made available to employees	• Organisational leadership	Completed
Infrastructure and Management Delivery	Program and Delivery Operations	Implementation of a recognition program	• Organisational leadership • Organisational fairness	Completed
	RoadTek	Delivery of a Performance Management Awareness Session across the state	• Organisational leadership	Completed
	Engineering and Technology	Update and implementation of a performance conversation template and factsheets	• Organisational leadership • Middle manager capability	Completed
Corporate	Human Resources	Development and implementation of a branch purpose and great day at work principles	• Organisational leadership	Completed
	Finance and Procurement	Development and sharing of a Relief Register for roles less than eight weeks duration	• Organisational fairness	Completed
	Information Technology	Development and delivery of a one on one conversation tool	• Organisational leadership	Completed
	Governance	Delivery of team building workshops for the leadership team	• Organisational leadership	Completed
Transport Network Security and Resilience (TNSR)	–	Conducted an audit of an implemented business governance tool around processes/communication for TNSR recruitment opportunities	• Organisational fairness	Completed

Values and Culture network

Our OneTMR Values and Culture Network continued to encourage and foster Queensland's public service values across the department.

During the year, the network focused on:

- continuing to embed values into the department's induction program

- being employer brand ambassadors for the department's Drive the Journey initiative

- championing our - *Customer First Program*

- assisting in People 4 People week planning and promotion

- shortlisting winners of the department's annual values awards, the 2016 CUBIE Awards

- supporting the action planning in response to the department's Working for Queensland Employee Opinion Survey results to improve employee engagement

- driving culture in regional and remote areas through localised initiatives such as team health checks, wellbeing walks, charity fundraising and other culture based activities

- fostering networks across key stakeholder groups such as innovation, customer experience, employer branding, learning and development, inclusion and diversity, internal communications and health, safety and wellbeing.

CUBIE Awards

The annual TMR CUBIE Awards continues on for its fourth year. CUBIE awards are provided based on the QPS Values. Candidates are nominated and/or rewarded based on their commitment to the values and are awarded for the following categories; Customers First, Unleash Potential, Be Courageous, Ideas into Action, Empower People, OneTMR individual; team and DG's All rounder.

The following outlines winners and commendations for 2016.

 Customers first

Winner: Craig Russell (Corporate)
Highly Commended: Kirsty Birgan (CSSR), Colin Osmond (TransLink)

Craig has an excellent customer attitude, adds value by going the extra mile and offers whatever advice the customer needs. He has a wonderful demeanour and provides fabulous customer service. He looks for the best possible solution for his customers by thinking outside the box and finding innovative ways to make sure we receive the best option for our work environment.

 Unleash potential

Winner: Sumit Khadka (IMD)
Highly Commended: Jodie Weller (TransLink), Navjeet Kaur (PPI)

Sumit provides inspiration and encouragement to everyone at all levels across regional operations. He is proactive in thinking of ways teams can continue to improve the delivery of projects in all their forms, including support functions such as procurement.

Sumit and his team developed a modified delivery strategy for the Bill Fulton bridge tender that involved a redesigning the abutment piles, saving the project around six months in delays.

 Be courageous

Winner: Jane Hicks (IMD)
Highly Commended: Gary Wood (TransLink), Jodie Weller (TransLink)

Jane has a professional, principled approach and consistently applies those ethical standards to herself and others. She is consistent in word and actions which provides her with the ability to have courage and be forthright when providing advice.

Ideas into action

Winner: Kristin Hatchman (IMD)
Highly Commended: Shalon Farnell (CSSR),
Scott Dight (IMD)

Kristin used her personal drive and motivation to put the idea of Social Procurement into action. Social Procurement is a relatively new practice, with no existing frameworks or instructions to follow. After attending a number of events focused on increasing awareness, Kristin decided to take action and commence a trial in her area.

Empower people

Winner: Bradley Hogan (IMD)
Highly Commended: Scott Henderson (Corporate),
Tracey Buhner (Corporate)

Brad is described as a stand-out TMR employee. He has obvious passion and enthusiasm for his role as a workplace trainer, always encouraging his workmates to succeed and empowering them to achieve their best.

Brad's efforts are going a long way to provide a group of people in Cape York the opportunity to gain skills in civil constructions and to build the capacity of local community to be involved in the developing their region.

OneTMR – team

Winner: ITB Incident Management (Corporate)
Highly Commended: Clare Murray and the Community Road Safety Team (CSSR), Cape York Region Package (CYRP) Program Team (IMD)

Although each of the ITB employees are from three different teams, they banded together with a common focus on the customers first value. They went above and beyond to ensure the Portsmith Marine Operations could continue to provide its critical services following a severed Telstra cable responsible for telecommunications capability to the site.

OneTMR – individual

Winner: Scott Henderson (Corporate)
Highly Commended: Leighton Haworth (PPI),
Kate Zocchi (Corporate)

Scott embodies what OneTMR is all about. He has been an amazing source of support for the intranet and online communication teams. He encourages his team to be courageous and take calculated risks.

Every opportunity Scott gets, he highlights the great work the SharePoint team in ITB are doing and emphasises the need for them to be resourced adequately to be able to support the things that the business wants to do with the platform.

DG's All rounder

Winners: Kate Carlson (TransLink) and Jane Hicks (IMD)

Kate demonstrates the TMR values on a day-to-day basis. She sets the bar high personally and professionally and has significantly impacted the strategic direction of TransLink. Kate empowers those around her, providing advice and guidance when required. Her ability to see the big picture, identifying both issues and solutions has ensured success for the Strategic Projects team. Kate's courage and diplomacy has been instrumental in seeing many of her ideas put into action.

Jane lends her exceptional skills to consistently shape services with a customer focus. Her passion and ability to translate strategy into operations has seen her deliver great results for TMR. Her work in Cultural Heritage showcases how she effectively manages challenging stakeholders with diplomacy, tact and professionalism.

Staff anticipate the CUBIE Award presentation start.

Domestic and family violence

During the year the department has continued to promote and create awareness of domestic and family violence in Queensland.

The department is proud to be recognised as a White Ribbon Workplace, with achievement of accreditation announced in July 2016. This demonstrates our ongoing commitment to promote respectful relationships and gender equality within the workplace along with a culture of zero tolerance of violence.

Our Director-General continues his role as the department's champion of the cause and as a leader in the community, he took part in the 2016 Australia's CEO Challenge Race (the Race). As part of this initiative, TMR officers across Queensland hosted various awareness and fundraising events such as family fun days, bake sales, raffles, social and wellness activities and competitions. The collective effort raised more than $15,000 for the charity.

In June, the announcement to participate in the Race for the third year running was made at an In Her Shoes: A Domestic and Family Violence Awareness Event at which former TMR employee and domestic and family violence survivor, Ms Simone O'Brien bravely shared her personal story.

In continued support for domestic and family violence awareness and prevention, the department participated for the second consecutive year in the Australia's CEO Challenge, Darkness to Daylight Run. The event raised over $3100 with more than 160 officers participating to honour the lives lost from domestic and family violence and those left behind.

The department will continue to offer a dedicated policy, resources, training and events to promote a safe, respectful and inclusive workplace culture.

TMR Hosts In Her Shoes: A Domestic and Family Violence Awareness Event (June 2017). Neil Scales, DG and speaker, previous TMR employee and DFV survivor, Simone O'Brien.

Inclusion and diversity in the workplace

TMR is working towards being recognised as an inclusive organisation which embraces diversity of thought, culture, life experiences and people to ensure we reflect the communities we serve.

The focus areas for the duration of the current *Inclusion and Diversity Strategy 2016–2020* are Women in Leadership, Cultural Diversity, People with Disability and creating an Inclusive and Diverse culture.

TMR has made significant progress this year through the department's women in leadership programs with the Executive Leadership Team proudly comprising of 50 per cent women as at May 31 2017.

Additional actions demonstrating the department's ongoing commitment to balanced gender representation include hosting the annual Diversity Forum. This year's event examined the issue of the gender pay gap. Continued support for events such as Queensland Women's Week and International Women's Day encourage our employees to engage in and understand the value of diverse work teams.

Women in Leadership

The *Women in Leadership Mentoring Program* has been offered again this year with 46 aspiring female leaders matched with mentors from across the department. This is in addition to the 74 matched pairs in the *OneTMR Mentoring Program*. Interest from both participants and volunteer mentors continues to grow based on the reported value for all involved in the program.

Penny Ford, Executive Director, Transport Planning Projects, one of TMR's inspiring leaders.

Indigenous Employee Network

The department's *Cultural Capability Action Plan* has been the vehicle for significant progress in 2016–17. The Indigenous Employee Network was formed in November 2016 at an inaugural forum to discuss issues of significance for Aboriginal and Torres Strait Islander employees within TMR. Access to the collective knowledge and experience of this group is invaluable and facilitates consultation on cultural priorities for TMR.

Through the support of the department's Cultural Agency Leader, all Customer Service Centres now proudly display an acknowledgment of Aboriginal and Torres Strait Islander people.

Acknowledgement Plaque Launch, Logan Customer Service Centre, National Reconciliation Week 2017: Frank Waria (TMR), Aunty Kerry and Jody Brumby (TMR).

TMR continues to value culture and celebrate culturally significant events including National Reconciliation Week, NAIDOC Week and World Refugee week.

TMR will continue to build a culture where people's differences are acknowledged and celebrated. The department continues to participate in the Diversity and Infrastructure industry group and is also proud to be represented on the whole of government LBGTIQ+ Steering Committee.

NAIDOC Week 2017.

TMR opening its arms to new Australians

The department was a host organisation for Multicultural Development Australia's (MDA) Work & Welcome program. TMR's involvement in this initiative demonstrates the department's commitment cultural diversity in our workplace and community.

The Work & Welcome program offers new Australians short-term paid work, providing an opportunity to gather local experience and develop skills and confidence needed to find ongoing employment in Australia. TMR recognises one of the most important ways to assist new Australians to build a prosperous life in our community involves creating welcoming workplaces.

While the key purpose of the program is to provide work experience for new Australians, the placements also assist employees in understanding some of the challenges faced by people who have been forced to seek a new life in a country with a completely different language and culture.

Throughout 2016, TMR hosted five new Australians in a variety of roles across the department. Maritime Safety Queensland (MSQ) was the first work group to participate in the Work & Welcome program by facilitating a field work placement for Prathee Sivakolluntau.

Prathee enjoying work on a structure in Main Channel, Moreton Bay, during his time with MSQ.

Table 10: Equal Employment Opportunity (EEO) in TMR at 23 June 2017

EEOgroup	Headcount	% of TMR
Aboriginal and/or Torres Strait Islander	97	1.06%
People from a non-English speak background	524	5.75%
People with a disability	663	7.28%
Women	4844	53%

Data source: TMR SAP Business Warehouse

*Headcount is the actual number of employees at a point in time.

Keeping employees informed and connected

The department keeps employees informed through a variety of internal communication channels.

The Director-General regularly sends all-employee messages which highlight important achievements and key projects.

The intranet newsroom provides our people with interesting stories from across each division and region. They also assist in making employees feel engaged and connected to the department. The objective of these messages and newsroom stories is to demonstrate our values in action, share our successes and bring to life our Strategic Plan.

DG Roadshows

In keeping with the Executive Leadership Team's (ELT) commitment to authentic and approachable leadership, the Director-General has continued interactive roadshows across the state for our people. During the seven sessions, the Director-General and senior leaders presented on TMR's strategic direction and a question and answer session. More than 1600 employees attended a roadshow throughout the year.

The objectives of the roadshows are to support ELT and local leadership engage with employees, especially in regional areas, share TMR's achievements and key projects, and encourage employees to network with senior leaders and employees from other teams. The presentation focuses on megatrends driving our strategy as well as priority infrastructure projects and learning and development opportunities. Local achievements and priorities are also included, tailored to the audience.

Technology enables those in regional areas to livestream into the event and Yammer is used to engage the wider organisation about the purpose of the roadshows. The roadshows are very well received, with 71 per cent of attendees agreeing the roadshows were informative and beneficial.

Customer Service Branch DG Roadshow 2017.

Yammer collaboration

As with the previous year, use of our enterprise social network Yammer continued to grow during the year, facilitating collaboration, innovation and effective communication across the department.

At 30 June 2017, the department's Yammer network had 6708 users, with 15,010 posts across all groups.

Key achievements:

- 15,739 more 'likes' than previous financial year (84,490 in 2015–16 compared to 100,229 likes in 2016–17).
- established 'Tropical Cyclone Debbie news' group to communicate critical messages and important updates during the natural disaster.
- #paw2017yamjam conducted successfully, with Queensland's Privacy Commissioner involved as a special guest to answer questions from TMR employees.
- launched new employer brand with release of 'Drive the Journey' video and behind-the-scenes footage.

CASE STUDY
Getting social for intranet success.

In a time of technical change and opportunity, the department utilised the internal social tool 'Yammer' to connect SharePoint users in a geographically diverse workforce to assist education, build capability and achieve a sense of community assisting a cultural shift.

Keeping the communication fun and engaging and driving a culture of TMR community helping itself, the SharePoint Community of Practice has seen an organic uptake of skill sharing and organisational support to help develop tools across the intranet to support internal customers.

Yammer has allowed TMR to share knowledge, create a sense of community across a dispersed organisation and amplify innovation through wisdom of the crowd approach and sharing organisational learnings.

Yammer has shown that harnessing the power and wisdom of an organisation can make the difference in the speed of raising organisation capability and delivering outcomes.

Innovation for the future

Innovation and capability

During the year, a one-day tailored innovation capability training program was developed and delivered in-house to more than 60 departmental staff in three sessions, as well as invited staff from other Queensland Government agencies.

The 'Innovation Degustation' is an introduction to the innovation process, and takes a hands-on approach to applying design-led thinking and innovation techniques to work problems. The program will be further refined and delivered to additional cohorts across the department.

TMR MIXr 2017

In March, the department hosted the TMR MIXr 2017. In line with the state government's Advance Queensland initiative (see glossary), the event aimed to connect industry, local government, state government, and academia with opportunities for collaboration, partnerships and problem solving.

TMR MIXr supports our Strategic Plan, fulfilling innovation by connecting with industry to design for the future. It also fosters a customer-centric culture within TMR, ensuring our services and projects are delivered with the customer at the centre of everything we do.

The event highlighted some of the work being undertaken in TMR, and also educated industry about TMR's priorities and future challenges. It provided an opportunity for TMR and other government agencies to be exposed to the innovative research and technology being developed in the private sector.

The program featured an opening keynote and panel presentation by the then Queensland Chief Scientist Professor Suzanne Miller, the Queensland Chief Entrepreneur Mr Mark Sowerby and Dr David Tuffley from Griffith University.

The panel was facilitated by futurist and master of ceremonies Mr Chris Riddell. The program also contained three presentations profiling TMR's business challenges, as well as transport industry research and development (R&D) solutions. The afternoon consisted of facilitated networking sessions featuring 35 industry organisations hosting tables that were visited by participants for timed 15 minute meetings.

Dr David Tuffley, Senior Lecturer, School of Information and Communication Technology, Griffith University addressed TMR MIXr attendees on the social impact of technology.

Feedback from the TMR MIXr 2017 was overwhelmingly positive, with 66 per cent of industry survey respondents and 43 per cent of government survey respondents indicating they would pursue opportunities for collaboration as a result of the event.

Innovation Symposia

The department hosted two Innovation Symposia during the year, designed to expose TMR staff to thought leaders and their work on the future of transport.

In August 2016, Dr Hugh Bradlow, Chief Scientist, Telstra Corporation presented a keynote presentation titled 'A disruptive vision for the future of personalised transport'. Dr Bradlow is a global leader in telecommunications technology. He was named by Global Telecom's Business as one of the top 100 most powerful executives in the global telecoms industry two years in a row. Results from the post event survey indicate 98 per cent of staff who attended thought the presentation was relevant to their work and/or team.

The second symposia focused on the digital economy and was held in October 2016. Professor Ben Hankamer, University of Queensland (UQ) presented a keynote speech titled, 'Greener cities – growing roads: Exploring the case for the integration of microalgae production systems into future road infrastructure'. Feedback from the Symposia was positive with TMR staff expressing a desire for more presentations in the future.

Community of Innovation Architects

We recruited 32 Innovation Architects, a virtual team of innovation champions offering strategic innovation guidance. Through regular meetings and informal interactions, the community has continued to provide insights into innovation opportunities and challenges across the department, and guide the development of innovation in action within TMR. The network has provided a forum for enhancing connections across TMR, with innovation architects from different branches collaborating on projects identified through network meetings.

Innovation Council

TMR's Innovation Council was formed to oversee the delivery and implementation of the innovation program of work.

The council convenes every two months and its responsibilities include:

- supporting and championing the delivery and implementation of the innovation strategy and program of works
- working collaboratively to address delivery and/or implementation challenges to ensure effective outcomes for TMR
- reviewing and evaluating internal and external ideas and innovations, including the provision of funds and resources where required.

Members of TMR's Executive Leadership Team and Senior Leadership Team form the Council, along with invited internal and external guests.

For examples of the department's innovative projects throughout 2016–17 see the below stories.

Building Information Modelling

Building Information Modelling is a digital representation of a building or structure that can be used to make reliable decisions during its entire lifecycle, from design through to demolition. This process is being piloted in 2017, for more details .

Using foam for flood-resilient roads

Foamed bitumen is a great example of how TMR is developing a new technology to address emerging challenges. This cost-effective solution provides a strong, flexible and durable pavement structure, with improved longevity and flood resilience.

Many of Queensland's roads are comprised of granular materials on silty, clayey subgrades which have struggled to cope as traffic loading increases over time. Through in situ foamed bitumen stabilisation, these weak pavements can be turned into strong, flexible and durable structures.

In situ foamed bitumen stabilisation mixes hot bitumen with cold water and air to form a foam. While in this foam state, the bitumen is mixed with gravel and hydrated lime to form a material which is strong, flexible and durable.

Foamed bitumen pavements have performed well in extreme weather events, including the recent ex-Tropical Cyclone Debbie when three metre floodwaters inundated Camp Cable Road on the Mt Lindesay Highway. The foamed bitumen pavement remained completely intact.

Using tyres for sustainable roads

Millions of tyres are discarded in Queensland each year, with most finding their way into landfill or overseas for destruction. TMR has joined efforts with Australian Roads Research Board (ARRB) and the Department of Environment and Heritage Protection (EHP) to maximise the use of recycled tyre rubber in road surfacing.

Through the National Asset Centre of Excellence research program, the EHP-funded project aims to enable increased use of Crumb Rubber Modified (CRM) binder in both asphalt and sprayed seals. If CRM binder were used more widely on both state and local roads in Queensland, a significant proportion of used tyres could be put to beneficial use.

Recycling rubber tyres into our roads represents a win for the environment and the hip pocket. Nearly 4000 tonnes of used tyres could be recycled into Queensland's roads each year. Pavements and seals using CRM binder may last longer and perform better than those using conventional bituminous binders, lengthening the life of pavements through improved binder durability and water proofing.

In partnership with EHP, ARRB and Tyre Stewardship Australia, the use of CRM binder in sprayed seals in two projects has delivered almost $170,000 in savings, and resulted in an estimated 40,000 tyres being recycled rather than contributing to landfill.

Associated authorities

We work collaboratively with two statutory authorities, four Government Owned Corporations (GOC) and one Publicly owned Private (Pty Ltd) company.

Statutory authorities

- Gold Coast Waterway Authority
- Queensland Rail

Government Owned Corporations

- Far North Queensland Ports Corporation Limited (Ports North)*
- Gladstone Ports Corporation Limited (GPCL)*
- North Queensland Bulk Ports Corporation Limited (NQBP)*
- Port of Townsville Limited (POTL)*

*Government owned corporation with shareholding ministerial obligations.

Publicly owned Private company

- Transmax Proprietary Limited**

**The Director-General of TMR is the company's sole shareholder.

Gold Coast Waterways Authority

The Gold Coast Waterways Authority was established to strategically plan for, facilitate and manage the development and use of Gold Coast waterways. The Authority manages the waterways south of the Logan River to the New South Wales border.

For more information visit:
gcwa.qld.gov.au/about/our-publications

Queensland Rail

Queensland Rail (QR) is a statutory authority and operates in accordance with the *Queensland Rail Transit Authority Act 2013*. It is responsible for the operation of passenger rail services and ensuring that supporting rail infrastructure **(see glossary page 231)** remains safe, reliable and at a fit for purpose standard.

The Rail Transport Service Contract between TMR and QR governs the funding arrangements for new rail infrastructure, maintenance of the existing rail network and the provision of both south east Queensland and regional long-distance passenger rail services.

For more information visit:
queenslandrail.com.au/about%20us/Pages/AnnualReports.aspx

Transmax

Transmax Pty Ltd is an unlisted Australian company incorporated in 2002. Transmax is wholly owned by the Department of Transport and Main Roads and is governed by an independent Board of Directors. The shareholder is the Director-General of the Department of Transport and Main Roads. See next page for information on Transmax's function, achievements and board remuneration.

Shareholding ministers

The listed ports corporations are GOC governed under the *Government Owned Corporations Act 1993* (GOC Act).

Each GOC must fulfil their obligations and keep the shareholding minister(s) reasonably informed of the operations, financial performance, financial position and governance of the company and its subsidiaries.

The companies must report in a timely manner on all issues likely to have a significant financial or operating impact. Each must also develop a Corporate Plan, Statement of Corporate Intent and table an annual performance report each year which are available on their websites.

Table 11: Government body function, achievements and remuneration

Government body: Transmax

Act or instrument	Corporations Act 2001
Functions	• To develop and provide Intelligent Transport Systems (ITS) products and services to help maximise road network performance and manage traffic congestion. Its main product is STREAMS (see glossary) which enables holistic road network management and integrates with other ITS devices for all state-controlled roads, a significant number of local governments and a number of Queensland and interstate clients.
Achievements	• Transmax delivered a range of projects for TMR including preparation for the Gold Coast 2018 Commonwealth Games, Next Generation Traffic Controller and new Smart Transport Research Centre (STRC) ramp metering algorithm to STREAMS Managed Motorways. • VicRoads awarded Transmax its biggest ever program of works, to be executed over the next two financial years. • A number of projects were contracted to Transmax from the Department of Planning, Transport and Infrastructure South Australia and Main Roads Western Australia. All projects were successfully executed. • Continued to improve internal processes to delivery greater efficiencies for the business and its customers. • Transmax delivered its highest ever overall revenue of $18.8 million, which was a 67 per cent increase over the previous year. • Participated as an exhibitor as part of the Queensland Government stand at the ITS World Congress held in Melbourne in October 2016.
Financial reporting	• Transmax is subject to audit pursuant to the *Auditor-General Act 2009*. • Transmax prepares financial statements which are provided to the shareholder and are tabled in Parliament.

Remuneration

Position	Name	Meetings /sessions attendance	Approved annual sessional or daily fee ($)	Approved sub-committee fees (if applicable)	Actual fees received ($)
Chair Non-executive	Cathy Ford*	8	2,164.23	-	2,164.23
Managing Director	Mark Williamson	11	-	-	-
Non-executive Director	Stephen Golding	11	20,865	-	20,865
Non-executive Director	Amelia Hodge	8	20,865	-	20,865
Non-executive Director	Allan Krosch	11	20,865	-	20,865
No. scheduled meetings/ sessions	11				
Total out of pocket expenses	Nil				

*Due to an administrative error, an overpayment was made to the Transmax Chair. Transmax has taken appropriate steps to ensure there was no loss to Transmax associated with the overpayment.

Management and structure

The department is divided into five divisions. These divisions and the services they provide are outlined on **page 143**.

The following structure changes occurred during the 2016–17 period:

- February 2017, the Strategic Rail Project Team was established and reports directly to the Director-General
- May – June 2017 TransLink finalised a review of its Leadership Team structure, to create clearer accountabilities and support the delivery of organisational priorities.
- May 2017, Records and ICT Policy Standards unit was moved from the Information Technology Branch to the Governance Branch
- June 2017 Rail regulation unit ceased as responsibility moves to the Office of the National Rail Safety Regulator (ONRSR).

Executive Leadership Team

The Executive Leadership Team (ELT) assists the Director-General to deliver our strategic purpose: creating a single integrated transport network accessible to everyone. ELT meets every second Tuesday of each month.

Chair: Director-General

Members:

- Deputy Directors-General
- Chief Operations Officer

Senior Leadership Team

In addition to the ELT, the Director-General is supported by the Senior Leadership Team (SLT). SLT members are responsible for the development, implementation and review of key initiatives.

They have decision-making authority and delegate responsibilities for action within their divisions. SLT members provide support and advice to the ELT by elevating information and issues required to shape strategic thinking and inform decision making.

Chair: Director-General

Members:

- Deputy Directors-General
- All General Managers
- Chief Operations Officer
- Chief Engineer
- Chief Finance Officer
- Chief Human Resources Officer
- Chief Information Officer
- Chief Transport Network Security and Resilience
- Chief Economist, General Manager (Strategic Policy)
- Executive Director (Customer Experience).

Greater Leadership teams

Launched in 2014, the Director-General identified a cohort of leaders across TMR, known as the Greater Leadership Team (GLT). Throughout 2016–17, the group was engaged with in a number of ways to directly enable and empower TMR's leaders of level AO8/PO6 and above.

With several forums held for all GLT staff in 2016, the Director-General refreshed the format for 2017, hosting forums tailored for specific divisions. The forums were a face-to-face opportunity for the leadership team to hear TMR's strategic direction and priorities as well as showcase achievements from within each division and across the department.

Additionally, through the format of a lecture series, the Director-General held four lectures on various topics in which he offered insight into his leadership journey, and knowledge and experience gained throughout his career. The lectures allowed GLT to ask questions of the Director-General on the tools and techniques he shared and seek guidance on their own career challenges.

Both the forums and the lecture series were offered over livestream facilities to enable regional staff to participate and interact in the sessions.

Director-General Neil Scales presenting to the GLT team at the first Autumn Lecture Series.

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ORGANISATIONAL

Structure as at 30 June

Director-General
*Department of
Transport and Main Roads*

Neil Scales

Deputy Director-General
Customer Services, Safety and Regulation

Mike Stapleton

Customer Services, Safety and
Regulation Division provides customer,
safety and regulatory services
for Queenslanders, our transport
system and our waterways.

Deputy Director-General
Infrastructure Management and Delivery

Miles Vass

Infrastructure Management and Delivery
Division delivers the integrated
program of infrastructure projects
and maintains and operates the
state-controlled road network.

Executive Director
Customer Experience

Julie Salsbury

General Manager
Customer Services

Geoff Magoffin

General Manager
Land Transport Safety

Dennis Walsh

General Manager
Transport Regulation

John Wroblewski

General Manager
*Maritime Safety
Queensland*

Patrick Quirk

Chief Engineer
*Engineering and
Technology*

Julie Mitchell

General Manager
*Program Delivery
and Operations*

Amanda Yeates

General Manager
RoadTek

Bill Lansbury

General Manager
*New Generation
Rollingstock*

Simon Cook

STRUCTURE

Chief Operations Officer

Jennifer Grace

Chief Transport Network Security and Resilience

Don Bletchly

General Manager Strategic Rail Project Team

Jane Richards

Deputy Director-General
Policy, Planning and Investment

Sally Noonan

Policy, Planning and Investment Division develops strategies, policies and plans for an integrated transport system that safely and efficiently moves people and goods, and delivers value to the community.

Deputy Director-General
TransLink Division

Matthew Longland

TransLink Division leads and shapes Queensland's passenger transport system, by providing an integrated transport network, safe and accessible to all.

Deputy Director-General
Corporate

Tracy O'Bryan

Corporate Division provides the department with strategic corporate services including governance, ICT, finance and procurement, and human resources to enable TMR to achieve its business objectives.

General Manager
Transport Strategy and Planning

Joshua Hannan

General Manager
Portfolio Investment and Programming

Les Dunn

Chief Economist and General Manager
Strategic Policy

Stephen Kanowski

General Manager
Passenger Transport Integration

Peter Milward

General Manager
Passenger Transport Services

Danny Foster (A)

Chief Finance Officer
Finance and Procurement

Nick Shaw

Chief Human Resources Officer
Human Resources

Dave Waters

Chief Information Officer
Information Technology

Martin Bradshaw

General Manager
Governance

Anita Hansen

Executive Leadership Team Profiles

Neil Scales
Director-General (Transport and Main Roads)

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

- Appointed as Director-General January 2013
- CEO Challenge Champion and Ambassador for Domestic and Family Violence

Under the Financial Accountability Act 2009, the Director-General is accountable to the Ministers for Transport and Main Roads and the Premier of Queensland for the efficient, effective and financially responsible performance of the Department of Transport and Main Roads.

He leads the department with an operating budget of $6.021 billion, capital budget of $3.133 billion and managed assets worth $57.458 billion.

Former positions:

- Chief Executive Officer, TransLink Transit Authority
- Chief Executive and Director-General, Merseytravel, United Kingdom

Along with over 40 years' experience in the transport industry, Neil received the Order of the British Empire for services to public transport in 2005 and in 2011 was awarded an honorary Fellowship from Liverpool John Moores University for his services to the region.

Jennifer Grace
Chief Operations Officer

MAPSL, GradCertPSP, VFF, Program on Negotiation (Law) Harvard University, Graduate Management Program Harvard University (current study), Australian Institute of Company Directors (Risk and Governance)

- Appointed as Chief Operations Officer October 2013
- Champion for Women and Continuing Education

Jennifer supports the Director-General with the day-to-day operations of the department allowing the Director-General to focus on strategy, the government's objectives and key stakeholder relationships.

Former positions:

- Executive Officer (Office of the Director-General), Department of Transport and Main Roads

Jennifer has 20 years' experience in the public service working in the portfolios of employment, training and industrial relations, environmental protection, justice and attorney-general, transport and main roads, and foreign affairs and trade.

Mike Stapleton
Deputy Director-General (Customer Services, Safety and Regulation)

B.Bus, MPA, MANCAP, MNRSS, MAustroads, MQLCSG

- Appointed as Deputy Director-General (Customer Services, Safety and Regulation) January 2016
- Champion for Equity and Diversity

Mike oversees the delivery of safety, regulatory and transactional transport services for the department. This division is critical to our current and future transport system, managing the state's regulation, marine, road safety and frontline services for Queenslanders.

Former positions:

- Deputy Director-General (Infrastructure Management and Delivery), Department of Transport and Main Roads
- General Manager (Land Transport Safety), Department of Transport and Main Roads

Mike has worked in the state public transport sector in finance, general management and transport safety roles for more than 20 years delivering key road safety initiatives including Graduated Licensing, Alcohol Interlocks and immediate suspension for recidivist drink drivers, and the expansion of the Camera Detected Offence Program.

Matthew Longland
Deputy Director–General (TransLink)
BBltEnv (URP), GDURP, MBA (Exec), MPIA, GAICD
- Appointed as Deputy Director-General (TransLink) December 2016
- Champion for Cultural Diversity
- Board member for the International Association of Public Transport (Australia/New Zealand)
- Member of Australian Institute of Company Directors
- Member of the Planning Institute of Australia
- Member of the Urban Development Institute of Australia

Matt leads the passenger transport system including bus, train, ferry and trams in south east Queensland, taxi regulation and long distance rail, coach and regional air services across the state. He is responsible for delivering high-quality public transport services, enhancing customers' experience, ticketing, passenger transport information and infrastructure for Queenslanders and visitors.

Former positions:
- Deputy Director-General (Policy, Planning and Investment), Department of Transport and Main Roads
- General Manager (Passenger Transport Integration), Department of Transport and Main Roads

Matt is a transport industry leader with specialist experience in strategy, project management, transport network planning, infrastructure design and delivery.

Sally Noonan
Deputy Director–General (Policy, Planning and Investment)
BEcon, GradCertMgt
- Appointed as Deputy-Director General (Policy, Planning and Investment) January 2017
- Champion for Health and Wellbeing and Innovation

Sally is responsible for the planning and development of an integrated transport system across Queensland, including delivery of the Transport System Planning Program and Queensland Transport and Roads Investment Program.

Former positions:
- Executive Director (Department of State Development)
- Director (Department of Employment, Economic Development and Innovation)

Sally comes to the department with a wealth of diverse senior executive experience and leadership in complex policy environments – notably leading the Strategic Assessment: Great Barrier Reef Coastal Zone, the Queensland Ports Strategy, and the Sustainable Ports Development Act. Sally has also driven investment in emerging high technology industries, led streamlining of Commonwealth/State environmental approval process for major projects and worked with regional communities to mitigate the impacts of proposed major infrastructure investments in Queensland.

Miles Vass
Deputy Director–General (Infrastructure Management and Delivery)
BTech, AssDip CivE, ADipPM
- Appointed as Deputy Director-General (Infrastructure Management and Delivery) January 2016
- Champion for cycling
- Chair for Toowoomba Second Range Crossing Project Supervisory Board, Toowoomba Second Range Crossing Project Control Group and Transport and Main Roads Deputy for Roads Australia **(see glossary page 232)**

Miles oversees the delivery of the integrated program of infrastructure projects and the maintenance and operation of the state-controlled road network. Miles has been with the department for over 30 years.

Miles is currently project delivery owner of the $1.6 billion Toowoomba Second Range Crossing, the $420 million Gold Coast Light Rail Stage 2 and the $4.4 billion New Generation Rollingstock projects.

Former positions:
- General Manager (Program Delivery and Operations), Department of Transport and Main Roads
- Regional Director (Metropolitan)

As General Manager, Miles was responsible for delivering the department's capital funded projects, reconstruction projects, maintenance and preservation and infrastructure works.

Tracy O'Bryan
Deputy Director–General (Corporate)

LLM, Executive Masters of Public Administration (current), Solicitor of Supreme Court of Queensland and High Court of Australia

- Appointed Deputy-Director General May 2017
- Champion for Domestic and Family Violence

Tracy leads the department's corporate services, which includes governance, legal, finance and procurement, ICT, marketing and communication and human resources to enable Transport and Main Roads to achieve its business objectives.

Former positions:

- Executive Director (Department of National Parks, Sport and Racing)
- Acting Deputy Director-General (Department of Environment and Heritage Protection)

Tracy has over 21 years of experience in the Queensland public sector in the fields of law, policy, governance, major projects and program design and delivery, and stakeholder engagement. She has also led major reform and commissions of inquiry for government and worked in a number of state government departments.

Governance Committees

	Audit and Risk Committee	Information and Systems Committee	Infrastructure and Investment Committee	Safety and Wellbeing Governance Committee	Finance and Procurement Committee	Strategic Human Resources Board	Diversity Council Committee	Executive Leadership Team (member since)
Director-General	–	Member	Member	–	Member	Member	Member	October 2013
COO	Member	Member	–	–	Member	Member	Co-Chair	October 2013
DDG (TransLink)	–	Member	Member	–	Member	Member	Member	January 2013
DDG (CSSR)	Member	Member	Member	–	Member	Member	Co-Chair	August 2014
DDG (IMD)	–	Member	Member	Chair	Member	Member	Member	January 2016
DDG (PPI)	–	Member	Chair	Co-Chair	Member	Member	Member	January 2017
DDG (Corp)	Member	Chair	–	–	Chair	Chair	Member	May 2017

Our services

Policy, Planning and Investment Division

We develop strategies, policies and plans for an integrated transport system that safely and efficiently moves people and goods, and delivers value to the community.

Our high level services include:

- transport strategy and planning
- transport policy
- government partnerships
- freight
- strategic investment and asset management
- strategic property management
- integrated program development.

Infrastructure Management and Delivery

'Partnering to deliver transport infrastructure solutions for Queensland', the division delivers the department's transport infrastructure program and maintains and operates the state-controlled road infrastructure network.

Our high level services are:

- asset management
- program management and delivery
- operations of the state-controlled road network
- providing technical expertise and value-for-money transport infrastructure solutions
- remaining at the forefront of national best practice
- providing emergency response and recovery.

RoadTek

RoadTek is the department's commercial business arm and provides transport infrastructure solutions throughout regional and remote Queensland, where their local presence adds value to the way products and services are delivered.

Customer Services, Safety and Regulation Division

We provide customer, safety and regulatory services that improve community safety and satisfaction.

Our primary focus is to deliver licensing and registration products and services through the customer service delivery network.

Our high level services include:

- customer services
- road, rail and maritime safety
- road, rail and maritime and regulation
- maritime operations and emergency response
- customer research and insights.

TransLink Division

We define the passenger transport network and partner with key stakeholders to deliver safe, cost effective and accessible services. We also provide policy leadership for passenger transport services and manage and regulate the passenger transport industry.

Our high level services include passenger transport:

- network operations
- transport services
- revenue protection.

Corporate Division

We ensure the department is an effectively functioning, resilient organisation with a high-performing, safe and capable workforce. Key areas of focus include legislation and standards compliance, whole of government priorities, the delivery of TMR's Strategic Plan aligned to branch and budget planning, and Executive Leadership Team direction.

Our core services can be grouped into five functions:

- finance and procurement
- governance
- human resources
- information and communication technology
- internal audit.

Governance Committees

The department is committed to the principles outlined in the *Public Sector Ethics Act 1994*. These principles are embedded in our Corporate Governance Policy and Framework, and guide our everyday business practices. The Director-General has gathered the department's senior executives to form an Executive Leadership Team (ELT). The role of the ELT is to oversee the achievement of the whole-of-government and departmental priorities which are established through strategic planning and budget processes.

The ELT has formed seven governance committees to provide more detailed review of specific areas of organisational performance and risk.

They are the:

- Audit and Risk Committee
- Information and Systems Committee
- Safety and Wellbeing Governance Committee
- Infrastructure and Investment Committee
- Finance and Procurement Committee
- Strategic Human Resources Committee
- Diversity Council.

Our governance committees operate under formal charters which detail their functions and responsibilities. Each committee undertakes annual reviews of their function and performance, and they report formally through to the ELT on a regular basis. The Audit and Risk Committee has two external independent representatives, with one appointed as Chair.

Audit and Risk Committee

The Audit and Risk Committee (ARC) members are appointed by the Director-General and assist the Director-General in his oversight of:

- the integrity of the department's financial statements and internal controls
- compliance with legislative and regulatory requirements, including the department's ethical standards and policies
- the process relating to internal risk management and control systems
- the performance of the internal audit function.

It met seven times in 2016–17. Costs associated with external committee members' fees totalled $39,009 (including GST).

ARC observed the terms of its charter and had due regard to Queensland Treasury's Audit Committee Guidelines.

To promote independence, members are appointed based on their skills and experience, not necessarily their position in the department. At 30 June 2017, the membership was:

Chair:

- Susan Forrester (External) - Bachelor of Arts (Japanese), Bachelor of Laws (Honours), Executive Masters of Business Administration, Solicitor of the Supreme Court of Queensland and High Court of Australia, FAICD, GAICD
- Neil Jackson (External) - Bachelor of Business (Accountancy), Graduate Diploma - Commercial Computing, FCPA, GAICD

TMR Executives and qualifications:

- Mike Stapleton **(see page 140)**
- Jennifer Grace **(see page 140)**
- Tracy O'Bryan **(see page 142)**
- Geoff Magoffin - General Manager Customer Services Branch, Master of Business Administration (Professional), Graduate Diploma in Business Administration, Graduate Certificate in Management, GAICD
- Wietske Smith - Executive Director, Customer Solutions - Bachelor of Business (Accountancy), CPA, GAICD
- Don Bletchly - Chief, Transport Network Security and Resilience - Bachelor of Business, Master of Business Administration, FCILT, FAIM, MAICD

Achievements

During the past year, the ARC reviewed:

- the integrity of the 2015–16 financial statements and progress on the 2016–17 statements
- the performance of the internal audit function, including progress against the annual audit plan
- outcomes from internal and external audits
- management's response to recommendations, including the Queensland Audit Office's performance audit recommendations
- progress in building and improving risk management capability, monitoring and reporting within the department
- progress in improving performance measurement and reporting.

Information and Systems Committee

The Information and Systems Committee (ISC) meets monthly to manage all information and communication technology (ICT) enabled business initiatives to help ensure we achieve maximum value for these investments.

The committee primarily comprises the ELT, and includes the Chief Information Officer as the head of discipline, ensuring ICT governance and strategy is administered at the highest levels within the department.

Chair: Deputy Director-General (Corporate)

Members:

- Director-General
- Deputy Director-General (TransLink)
- Deputy Director-General (Customer Services, Safety and Regulation)
- Deputy Director-General (Infrastructure Management and Delivery)
- Deputy Director-General (Policy, Planning and Investment)
- Chief Operations Officer
- Chief Information Officer
- Chief Finance Officer

Achievements

During the past year, the ISC:

- approved a $32 million three-year rolling program of work for 2017 to 2020 that aligns ICT investments to departmental priorities
- continued its focus on strategic governance by approving both our *ICT Strategic Plan 2016–2020* and *Digital Strategic Plan 2016–2020*
- updated the ISC Charter to include responsibility for our information security governance frameworks, policies and standards
- approved the establishment of a Project, Program and Portfolio (P3O) working group to strengthen collaboration between divisional ICT programs and increase our ICT investment maturity through improved governance, practices, methods and tools.

Infrastructure and Investment Committee

The Infrastructure and Investment Committee (IIC) is a governance committee of the department and its peak infrastructure investment decision making body. The IIC meets fortnightly to oversee and endorse the development, investment and approval of the department's infrastructure portfolio, enabling the delivery of an integrated transport system.

Chair: Deputy Director-General (Policy, Planning and Investment)

Members:

- Director-General
- Deputy Director-General (Infrastructure Management and Delivery)
- Deputy Director-General (Customer Services, Safety and Regulation)
- Deputy Director-General (TransLink)
- Chief Finance Officer
- General Manager (Portfolio Investment and Programming)

The IIC exercises good corporate governance by ensuring the department is investing in the right things at the right time for transport infrastructure, delivering value for money outcomes and realising stated benefits from our transport infrastructure.

The department leads the Queensland Public Service in adopting a portfolio management approach for infrastructure investment and in benefit management realisation.

Achievements

During the past year, the IIC has:

- considered 36 transport infrastructure projects through investment gating submissions
- Expanded investment gating to transport infrastructure projects with an estimated capital expenditure of $50 million or greater (previous threshold was $100 million or greater). Phased investment decision-making (Gating) across a project's lifecycle provides assurance that a project remains attractive, aligns to the TMR strategic objectives, achievable (delivering transport benefits) and affordable
- completed benefits realisation (post-implementation reviews) for the Gold Coast Rapid Transit and Ipswich Motorway (Dinmore to Goodna) projects
- released the Network Optimisation Framework, responding to government policy direction for the delivery of low-cost and non-infrastructure solutions, and providing a platform for TMR to further embed the investment principles of 'run, maintain then build' across the Transport Infrastructure Portfolio
- established program gating concept to further embed a program management practice within the department for its 15 investment programs
- approved the second iteration of the TMR Total Asset Management Framework (TAMP), as part of the state's requirements under the TAMP Framework.

Safety and Wellbeing Governance Committee

The Safety and Wellbeing Governance Committee meets bi-monthly and assists the Director-General in his oversight of:

- the department's compliance with the *Work Health and Safety Act 2011* (the Act) and associated regulations, codes of practice and advisory standards
- exercising of due diligence by departmental officers, as defined by the Act
- the safety performance of the department
- the department's safety and wellbeing risk profile
- the implementation of strategies to provide safer and healthier workplaces
- ensuring the department has appropriate policies, procedures, systems and accountabilities to meet its safety and wellbeing responsibilities and objectives.

Chair: Deputy Director-General (Infrastructure Management and Delivery)

Co-Chair: Deputy Director-General (Policy, Planning and Investment)

Members:

- General Manager (RoadTek)
- General Manager (Customer Services)
- General Manager (Maritime Safety Queensland)
- Chief Human Resources Officer
- Executive Director Operations, TransLink
- General Manager (Portfolio Investment and Programming)
- Chief, Transport Network Security and Resilience

Achievements

During the past year, the committee:

- participated in the development and review the Public Service Commission (PSC) *Be healthy, be safe, be well* framework, capability maturity matrix and supporting measures
- developed the ELT-endorsed TMR *Safety and Wellbeing Strategy 2016–2020* demonstrating TMR's commitment to creating a work environment that is free of injury, illness and incidents **(see page 120)**
- developed the ELT-endorsed *Safety and Wellbeing Improvement Plan 2017–2019* (SWIP) representing TMR's commitment to improving the department's safety and wellbeing record by driving improvements in safety leadership, communication and consultation, systems, risk management and health and wellbeing

- supported and obtained funding for a project to implement a replacement incident, injury, claim and rehabilitation solution and supporting processes by 30 June 2018

  The implemented solution will provide TMR with an industry-standard system:

  – to meet its obligations under the *Work Health and Safety 2011 Act,* the Right to Information, the Information Privacy legislation, and the *Workers' Compensation and Rehabilitation Act 2003 (Qld)* in an efficient and cost-effective manner

  – with a Work Health & Safety Business Intelligence and reporting capability

  – to support the Department's mobile workforce with real-time access to its WHS system.

- supported the ELT appointment of Ms Sally Noonan, Deputy Director-General (Policy, Planning and Investment), as TMR's Health and Wellbeing Champion to complement the Safety Champion role of Mr Miles Vass, Deputy Director-General (Infrastructure Management and Delivery). The ELT champions are the ELT responsible officers for, and executive sponsors for initiatives in, the respective functions
- commenced development of a OneTMR Wellness Program including mental health initiatives.

Finance and Procurement Committee

The Finance and Procurement Committee monitors financial and procurement performance across the department to ensure that all entities within the department operate within budget parameters as specified by the government and operates its procurement function effectively to achieve value for money.

The finance and procurement functions in TMR operate in a centre-led model with the business operations carried out locally in line with the standards, policies and procedures established in the centre.

The committee:

- ensures that all financial resources are allocated consistent with approved strategic direction, priorities and ongoing commitments
- provides strategic oversight of the department's finance and procurement policy frameworks
- ensures cost control and longer term funding sustainability
- prioritises expenditure within the approved budget
- identifies efficiency initiatives
- realises savings in line with government savings targets
- monitors procurement category benefits realisation and functional performance targets
- provides oversight analysis of budget submissions.

Chair: Deputy Director-General (Corporate)

Members:

- Director-General
- Deputy Director-General (TransLink)
- Deputy Director-General (Customer Services, Safety and Regulation)
- Deputy Director-General (Infrastructure Management and Delivery)
- Deputy Director-General (Policy, Planning and Investment)
- Chief Operations Officer
- Chief Finance Officer

Achievements

During the past year, the committee has:

- provided oversight of the development of the 2017–18 budget ensuring that the overall budget aligns to agreed business plans to contribute towards creating a single integrated transport network accessible to everyone
- provided monthly monitoring of the department's financial position ensuring that cost pressures, trends and future opportunities are well understood
- undertaken continual review of the department's key financial related risks to ensure that where appropriate these items have been addressed in future budget builds to ensure long term funding sustainability
- approved the *TMR Strategic Procurement Plan (2016–2020)*, the *TMR Procurement Roadmap*, and the *TMR Procurement Performance Management Framework* **(see glossary page 231)**.

The Finance and Procurement Committee is supported by a Procurement Sub-Committee, comprised of the procurement function heads of each business area, Corporate Counsel and the Chief Procurement Officer. The sub-committee drives and enables procurement performance outcomes and fulfils the role of the whole-of-Government Transport and Infrastructure Services (TIS) Category Council.

Strategic Human Resources Board

The Strategic HR Board is responsible for monitoring the progress and performance of all activities with implications for our people, capability and culture.

The board:

- defines human resource principles and philosophy
- reviews and monitors strategies for consistency with the department's vision, purpose and values
- leads the creation and maintenance of an environment that enables our people to achieve their full potential and the department to execute its strategy
- provides oversight on the direction and implementation of the department's legislative obligations, particularly in relation to employee relations
- prioritises activities based on desired strategic objectives and known constraints.

Chair: Deputy Director-General (Corporate)

Members:

- Director-General
- Deputy Director-General (TransLink)
- Deputy Director-General (Customer Services, Safety and Regulation)
- Deputy Director-General (Infrastructure Management and Delivery)
- Deputy Director-General (Policy, Planning and Investment)
- Chief Operations Officer
- Chief Human Resources Officer

Achievements

During the past year, the HR Board:

- reviewed, monitored and supported People Plan projects, departmental mobility program pilot, flexible work options project, and building a TMR employer brand
- reviewed and approved the *TMR Strategic Workforce Plan 2016–2020* and *TMR Inclusion and Diversity Strategy 2016–2020*
- provided oversight and ongoing support to system and tool updates to MYCAD and Human Resources Management Improvement (HRMi)
- progressed the certification of Enterprise Bargaining Agreement
- reviewed quarterly workforce reporting and identification of opportunities.

Diversity Council

The Diversity Council Committee was formed to drive the delivery and implementation of the TMR diversity and inclusion initiatives. Initially, the committee met quarterly to:

- ensure alignment with existing corporate workforce plans and the wider Public Service

- make decisions about delivery and implementation of the diversity initiatives

- work collaboratively to address delivery and/or implementation challenges to ensure effective outcomes for the department.

Co-Chairs: Deputy Director-General (Customer Services, Safety and Regulation), Chief Operations Officer

Members:

- Deputy Director-General (TransLink)

- Deputy Director-General (Customer Services, Safety and Regulation)

- Deputy Director-General (Infrastructure Management and Delivery)

- Deputy Director-General (Policy, Planning and Investment)

- Deputy-Director-General (Corporate)

- Rebecca Douglas (Aurizon)

- Todd Battley (AECOM)

Achievements

During the past year, the Diversity Council:

- supported the launch and ongoing delivery of the *Inclusion and Diversity Strategy* including the continued support for new Australians via the *Work and Welcome Work Placement Program*

- provided support and involvement in the annual TMR Diversity Forum

- supported the Council and the TMR Executive Leadership Team in the continuation of programs such as the:

  – *'Shadow the CEO' Program*

  – *Women in Leadership Mentoring Program*

  – priority the role of 'champion' is given in supporting *TMR Inclusion and Diversity Strategy* focus areas.

Following the recent achievements of the Diversity Council it was agreed that the work of this Committee will be included in the Strategic Human Resources Board for 2017–18. The membership of the Diversity Council will remain unchanged.

Performance management

Planning in TMR

Within the department, our Strategic Plan underpins and guides our day to day business through the alignment of our branch business plans. Through our strategic and business planning processes we effectively and efficiently deliver the five core objectives.

Performance Monitoring

We measure progress on each objective and report quarterly to the Executive Leadership Team and in the Annual Report. Our performance against the objectives in the main body of this report and against service standards in the department's 2016–17 Service Delivery Statements **(see glossary page 232)**, and is presented in Appendix 2 **(see page 216)**.

TMR has a Planning and Performance Network (PPN) comprised of representatives from across the department. This network provides advice to ensure business planning and performance management processes deliver on the needs of the stakeholders and are as efficient and effective as possible.

During the year, TMR engaged the PPN to successfully co-design an improved business planning process. One of the key outcomes of this work was a clear line of sight between operational activities, our departmental strategic objectives and the Queensland Government's commitments to the community. In this way, we can be confident that the initiatives we have planned will make a real difference to the lives of Queenslanders.

The department is committed to investing in ongoing improvements to the way we plan, measure and track performance.

Key activities for the coming year include:

- investigating contemporary digital solutions for documentation and reporting

- developing and delivering training resources that will build planning and performance management capability across the department

- undertaking a thorough review of our Service Delivery Statements (SDS) service standards, which we publish as part of our state government budget papers. This review will further build our performance culture.

Risk management

Risk management is a key element of good corporate governance and is a fundamental part of managing our business — 'Creating a single integrated transport network accessible to everyone'.

Our purpose is to develop capabilities in risk management to ensure consistent and effective assessment of risk across the department. We acknowledge that successful risk management will be achieved through the development of a culture where risk management is embedded into business processes.

Figure 19: TMR risk management and planning overview

Risk Management Requirements – legislation, standards, governance

- *Financial Accountability Act 2009*
- *Risk Management – Principles and Guidelines AS/NZS ISO 31000*
- *TMR Governance Framework*
- *Financial and Performance Management Standard 2009*
- *Queensland Treasury Guidelines*

Roles and Responsibilities

- Director-General
- Executive Leadership Team
- Audit and Risk Committee
- General Manager
- Risk Advisory Services Team
- Risk Management Reference Group
- TMR employees, include contractors

Resources

- TMR Risk Management Framework
- Risk Management Organisational Policy
- Risk Management Practice Guide
- TMR Risk Registers
- Tools and templates including risk registers

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Risk management framework

The department's risk management framework provides a structured approach to identifying, assessing and managing risks relating to its business operations and delivery of projects and programs. The framework aligns to the *Australian and New Zealand International Standard for Risk Management, AS/NZS ISO 31000*.

Risk Management Strategy

The objective of our strategy is 'continually improving our risk management culture and capabilities'.

We achieve this by focusing on the following key areas:

- culture and capability
- process and delivery
- governance, assurance and compliance
- analytics, tools and technology.

Audit and Risk Committee

The Audit and Risk Committee plays a key role in TMR, ensuring the organisations risk systems and processes are effective. Through this committee, the Director-General meets his obligations for risk management and compliance with legislative and regulatory requirements. Essentially, the committee provides an independent assurance role by monitoring the effectiveness of the department's risk management framework.

For more information .

Executive Leadership Team

The ELT meets regularly to monitor and review risks and related risk activities. The leadership team provides strategic advice and direction on proactive management of the department's risks. In the 2016–17 financial year, the ELT focused closely on ensuring TMR's strategic risks were identified and clearly understood to enhance their management across the department. The risk framework approved by ELT also requires business areas to integrate their risk management activities with their business planning activities and strategies. As a flow on from this, a quarterly risk report providing an organisational view of risk is compiled for the Executive Leadership Team and the Audit and Risk Committee.

Risk achievements

During the year, we:

- progressed the risk management strategy
- progressed the risk management action plan
- completed a review of the risk management practice guide and updated risk management tools and techniques.

Risk Management System

A decision was made to replace the current risk management approach, which uses excel spreadsheets, with a new and contemporary risk management solution. This is expected to significantly enhance TMR's visibility and rapid response to risks, whilst also achieving efficiencies in the risk management process. It is expected this system will be implemented through a phased approach over three years with the first phase completed in the 2017–2018.

Accountability

Internal audit

Internal audit is a key component of our corporate governance. The function operates under a charter consistent with the Institute of Internal Auditors' standards and approved by the department's Director-General.

The Chief Auditor is directly accountable to the Director-General for leading an effective and efficient internal audit function and for ensuring the internal audit activity meets its objectives and adds value to TMR. This includes the implementation of risk-based strategic and annual internal audit plans, and coordinating audit activities with the external auditors, Queensland Audit Office (QAO), to best achieve appropriate audit objectives for the department.

The Chief Auditor reports regularly to the Audit and Risk Committee , which reviews the work of the internal audit function. The relationship with the committee is based on *Queensland Treasury's Audit Committee Guidelines*.

The Internal Audit team has a central role in improving operational processes and financial practices by:

- assessing the effectiveness and efficiency of departmental financial and operating systems, reporting processes and activities

- identifying operational deficiencies and non-compliance with legislation or prescribed requirements

- assisting in risk management and identifying deficiencies in risk management

- bringing a broad range of issues to management's attention, including performance, efficiency and economy

- monitoring whether agreed remedial actions are undertaken.

Table 12: Internal Audit team experience

‹ 5 years	5-10 years	10-20 years	› 20 years
6%	12%	47%	35%

During the past year, Internal Audit team:

- developed and delivered a risk-based annual plan of audits approved by the Director-General and completed 37 audit reports, covering assurance about, and improving effectiveness of controls, systems, project management, operations and risk management

- continued an increased audit focus on improving business performance, with 33 per cent of recommendations having a primary focus on improving operations and/or processes

- engaged with the Audit and Risk Committee about proposed audit plans and their alignment to the risks of the department

- provided advice and assistance on key projects and initiatives

- monitored and reported on the implementation of agreed audit recommendations

- maintained an effective working relationship with Queensland Audit Office.

The Internal Audit team seeks feedback focusing on five key facets of the audit process.

Table 13 shows the percentage of respondents who strongly agreed or agreed with the quality of each audit facet and benchmarked to prior year results.

Table 13: End of audit survey results

	2015–16	2016–17
Engagement	85%	100%
Professionalism	100%	95%
Report Clarity	88%	88%
Audit Results	75%	83%
Value Add	79%	93%

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External scrutiny

Our operations are subject to regular scrutiny from external oversight bodies.

Auditor-General reports

In addition to his audit of the department's financial statements, during 2016–17 the Auditor-General conducted audits where recommendations were specifically addressed to the department, were for all agencies to consider or included learnings potentially applicable to the department.

These audits included:

- Strategic procurement (Report 1: 2016–17)
- Follow-up: Monitoring and reporting performance (Report 3: 2016–17)
- Rail and ports: 2015–16 results of financial audits (Report 6: 2016–17)
- Queensland state government: 2015–16 results of financial audits (Report 8: 2016–17)
- Government advertising (Report 16: 2016–17)
- Organisational structure and accountability (Report 17: 2016–17).

For more information visit:
qao.qld.gov.au/reports-resources/parliament

The implementation status of recommendations relevant to the department is periodically monitored and reported.

In addition, the following audits (currently in progress) includes coverage of the department's operations:

- integrated transport planning
- enforcement and recovery of unpaid fines.

Integrity Commissioner

On occasion, the Ethical Standards Unit (ESU) provides advice to the Queensland Integrity Commissioner about matters involving lobbyist activity between TMR officers and registered lobbyists. We maintain a TMR Register of Contact with Lobbyists and receive notifications of contact with registered lobbyists from TMR Divisions and maintains a record of the notified instances of contact with registered lobbyists in accordance with section 72A of the *Integrity Act 2009*.

For the 2016–17 reporting period, ESU received nine notifications of lobbyist related activity with TMR officers.

Coronial inquests

Under the whole-of-government coronial reporting arrangements, Ministers are required to inform the Attorney General within six months of coronial findings being handed down as to whether the recommendations are supported. Ministers must also provide progress updates every six months until the recommendation is implemented.

The department's response for January – June 2017, supported by both the Deputy Premier, Minister for Transport and Minister for Infrastructure and Planning and the Minister for Main Roads, Road Safety and Ports, will be provided to the Attorney General and published on the coroner's website in the coming months. Three new recommendations were directed toward the department in the period January – June 2017. The department's report will provide an update on 18 recommendations in total.

For more information visit:
courts.qld.gov.au/courts/coroners-court/findings

Crime and Misconduct Commission reports

TMR and the state government maintains its commitment to the people of Queensland to act with integrity, accountability and consultation. We do this by discharging statutory obligations contained in various legislation imposed on the Director-General so that we respond appropriately to allegations of corrupt conduct and serious misconduct.

We maintain an ESU and other integrity functions within the agency to enhance public confidence and embed a culture of integrity.

The department is committed to the highest ethical standards. We have the necessary tools and resources available to our staff so that they make sound and ethical decisions while at work. Our focus is ensuring our people possess the knowledge to act ethically and to report wrongdoing should it arise.

We maintain strong partnerships with the Crime and Corruption Commission for this purpose and recognise that reducing corruption must be core business for all public sector agencies.

Queensland Ombudsman

The department also maintains a cooperative and effective working relationship with the Queensland Ombudsman. We have a central liaison and coordination point for Queensland Ombudsman inquiries — managing the interface between the two agencies — in addition to managing all 'disclosures' received by the agency pursuant to the provisions of the *Public Interest Disclosure Act 2010*.

Parliamentary committees

Parliamentary committees, review legislation, investigate specific issues and report to the Parliament. Some committees also have continuing roles to monitor and review public sector organisations or keep areas of the law or activity under review.

There are two committees which relate to the Department of Transport and Main Roads portfolio:

- The Infrastructure, Planning and Natural Resources Committee

- The Public Works and Utilities Committee.

In relation to their areas of responsibility, the committees:

- examine Bills to consider the policy to be enacted

- examine the forward estimates of each department

- examine Bills for the application of the fundamental legislative principles set out in section 4 of the *Legislative Standards Act 1992*

- consider the lawfulness of subordinate legislation

- assess the public accounts of each department in regard to the integrity, economy, efficiency and effectiveness of financial management by:

  - examining government financial documents

  - considering the annual and other reports of the Auditor General.

- consider departments' public works in light of matters including, but not limited to the:

  - suitability of the works for the purpose

  - necessity for the works

  - value for money of the works

  - revenue produced by, and recurrent costs of, the works, or estimates of revenue and costs

  - present and prospective public value of the works

  - procurement methods used for the works

  - actual suitability of the works in meeting the needs in and achieving the stated purpose of the works.

The Infrastructure, Planning and Natural Resources Committee conducted the following parliamentary inquiries relating to the Department of Transport and Main Roads' portfolio in 2016–17:

- Examination of Portfolio Subordinate Legislation

- *Cross River Rail Delivery Authority Bill 2016*

- Consideration of 2016–2017 portfolio budget estimates.

For more information visit: parliament.qld.gov.au/work-of-committees/committees/IPNRC

The Public Works and Utilities Committee conducted the following parliamentary inquiries relating to TMR's portfolio in 2016–17:

- examination of Portfolio Subordinate Legislation

- *Transport Operations (Road Use Management) (Offensive Advertising) Amendment Bill 2016*

- *Transport and Other Legislation (Personalised Transport Reform) Amendment Bill 2017*

- *Rail Safety National Law (Queensland) Bill 2016*

- *Heavy Vehicle National Law and Other Legislation Amendment Bill 2016*

- consideration of 2016–17 portfolio budget estimates.

For more information visit: parliament.qld.gov.au/work-of-committees/committees/TUC

Annual report awards

For nearly a decade, the department has submitted its Annual Report for appraisal in the Australasian Reporting Awards (ARA), which recognises transparency and excellence in reporting by setting best practice benchmarks. We strive to do better than the minimum reporting requirements, and produce a report, which has been recognised by ARA.

- Gold Award: 2015–16, 2014–15, 2013–14, 2010–11

- Silver Award: 2012–13, 2009–10

- Special Category - Governance: 2015–16 Finalist

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Internal scrutiny

Ethics and conduct

An integrated, multi layered system of ethical standards is in place across the Queensland Public Sector. The responsibility for the high level coordination of this system rests with two bodies – the Crime and Corruption Commission, which deals with all matters relating to 'corrupt conduct' (as defined in Section 15 of the *Crime and Corruption Act 2001*); and the Public Service Commission, which oversees the Conduct and Performance Excellence (CaPE) Service through which those categories of misconduct which do not meet the threshold test of 'corrupt' are captured and dealt with.

The ESU partners across the department for effective management and investigation of matters involving 'serious' misconduct. Lower scale types of misconduct (that is, those matters which do not meet the threshold test of 'serious') are managed via the agency's Case Management process.

Combined, the *Public Sector Ethics Act 1994* and the state government's 'Code of Conduct for the Queensland Public Service' provide the baseline for ethical workplace conduct across the public sector. Staff have access to guidance and direction in shaping ethical workplaces, identifying what is and what isn't appropriate workplace behavior, and assisting them to make better decisions.

These 'ethics principles' are underpinned by a range of departmental policy and procedures which assist in raising ethical awareness and provide further detailed information and instruction to our people on the standards of workplace conduct expected from them.

TMR offer a range of capability building materials such as:

- completion of the mandatory online ethical decision making training module 'Which Way Would You Go?'

- access to a range of documents and other information concerning integrity and ethical standards via the agency's intranet site 'Inside TMR'

- attendance at mandatory face to face ethics awareness sessions 'Ethics in TMR–Your Reputation: Your Choice' which are facilitated by Ethical Standards Unit staff

- continued statewide delivery of 'Your Reputation: Your Choice' sessions. The ongoing rollout of this program is a high priority for us for 2017–18.

Fraud and corruption control

In accordance with mandated legislation and government standards we have implemented a detailed *Fraud and Corruption Control* policy and supporting framework.

During the year, the policy and underpinning framework was reviewed to ensure its effectiveness and relevance. These reviews ensure we maintain contemporary and better practices.

Our zero tolerance to fraud and corruption framework provides guidance and direction to management and our people to identify, mitigate and report corrupt or fraudulent conduct.

ESU members facilitate ethic awareness sessions to staff.

Departmental governance

Complaints management

The department recognises constructive feedback is essential to help us provide excellent services to the community at every interaction. We are committed to managing complaints effectively to improve decision making and increase accountability in government.

Our complaints management system complies with the *Public Service Act 2008* (Section 219A) and the guiding principles of the Australian/New Zealand Standard *Guidelines for complaint management in organizations* (AS/NZS 10002:2014). Based on the standard, we are implementing a number of improvements which will further strengthen our system, including undertaking audits and conducting surveys to measure customer satisfaction with how complaints were handled.

Complaints information helps us to continually learn, innovate and improve our services. We have expanded on the ways we do business in order to provide more responsive services that meet customer needs. For example, we now send registration renewal notices by email, have launched a learner log book app and manage disability parking permits online.

For more information visit: tmr.qld.gov.au/About-us/Contact-us/Compliments-and-complaints

Right to Information

The department is committed to providing the community with open and transparent access to information about our services and activities. Our website contains various publications and pages detailing our services and business operations. People may also wish to make an application under the *Right to Information Act 2009* (RTI Act) to access information that is not their personal information.

Information on how to make a formal application requesting access to documents under either the RTI Act or the *Information Privacy Act 2009* (IP Act) is available on our website.

The most common types of applications we receive are requests for access to documents relating to vehicle registration, passenger transport, roadworks and major construction projects in which we are involved.

In 2016–17, we received 628 applications under the RTI and IP Acts. We completed 549, with the remaining applications to be finalised in 2017–18.

Details of the applications received by the department under the RTI Act are published on our disclosure log which can be found at: tmr.qld.gov.au/About-us/Right-to-Information/Disclosure-log.

Information privacy

TMR is committed to protecting the personal information it holds in accordance with its obligations under the *Information Privacy Act 2009* (IP Act) which regulates how this information is collected, stored, used and disclosed by all Queensland Government agencies and its contracted service providers.

In providing our services we ensure the personal information entrusted to us is managed in a fair, secure and ethical manner.

For more information visit: tmr.qld.gov.au/Help/Privacy

Small claims management

The department is responsible for maintaining the road network to certain standards for public use and safety. We administer small claims that are made against the department for damage caused to your property and, makes claims against drivers that have caused damage to TMR infrastructure.

Making a claim

We are responsible for maintaining the road network to certain standards and if the department fails in its obligation and you suffer damage or loss, you may be entitled to compensation. TMR has a common law (also known as case law) duty of care to road users to maintain the road network under its control. If you believe TMR has failed to meet its duty of care to you as a road user, then the law provides that the burden of proof rests with you. The *Civil Liability Act 2003* provides a framework for the law of negligence and some possible limitations on TMR's liability.

In general terms, you will have to show that TMR has not taken reasonable steps to maintain the road network to prevent foreseeable risks of harm. 'Reasonable steps' means considerations like we knew or ought to have known about the hazard, what resources were available to us and if there were any competing responsibilities on us at the relevant time, such as other road safety projects.

You would also have to show that our actions or inactions:

- caused the incident
- caused you to suffer loss, and
- that loss was foreseeable to us.

Receiving a Claim

TMR infrastructure is maintained regularly to keep to Australia Safety Standards for public use. The department is legislated under Section 48 of the *Transport Infrastructure Act 1994*, to investigate all damage to infrastructure (such as bridges, traffic lights, street signs, guard rails) caused by drivers and will make a claim against the driver if the damage is found to be caused:

- intentionally
- recklessly, or
- negligently.

If you are the registered operator of a vehicle that has caused damage to TMR infrastructure, you will receive a letter from the department and it is important to contact us and your insurance company immediately. Your Compulsory Third Party (CTP) insurance or registration does not cover this type of damage. However, you may be covered under your comprehensive insurance policy.

For more information visit:
qld.gov.au/transport/conditions/report/claim

Executive Services

Executive Services is responsible for providing strategic and operational advice to our customers to enable the effective and efficient management and delivery of executive and ministerial correspondence, briefing notes and web enquiries.

Our Departmental Liaison Office forms part of Executive Services and ensures the timely provision of professional, high quality liaison and executive services (including managing electorate enquires and members of the public enquires) as the interface between the department and the offices of the Ministers.

Table 14 below indicates the proportion of Ministerial and Executive correspondence and briefing notes managed by Executive Services.

Table 14: Volumes of correspondence managed within the department in 2016–17

Correspondence type	Number
Ministerial	8853
Director-General	1658
Briefing Notes	2323

Data source: Cognos suite of reports using datasets from DocTrak database.

Information systems and recordkeeping management

As a government department, we are required by legislation and government standards to keep and maintain proper records of our activities.

The department currently manages approximately 16.6 million public records, adding approximately 1.2 million records per annum. Currently, more than 85 per cent of these records are in a digital format.

To ensure recordkeeping compliance, we are committed to meeting our responsibilities under the relevant Acts, applicable legislation, state government Information Standards, Queensland State Archives Standards and best practice methods as outlined in applicable International Standards.

As part of this commitment TMR implemented the updated General Retention and Disposal Schedule, in September 2016, into its current recordkeeping systems with no disruption to business as usual.

With this change the current schedules for the department are the:

- *General Retention and Disposal Schedule* (GRDS) for common and administrative records created by all Queensland Government agencies
- *TMR Sector Retention and Disposal Schedule – Queensland Disposal Authority Number 474* (QDAN 474) for core business records generated by the Transport and Roads public authorities
- *TMR Maps and Plan Room Retention and Disposal Schedule – Queensland Disposal Authority Number 479* (QDAN 479) for business maps, plans and engineering drawings of state-controlled roads
- *TMR Maritime Safety Sector Retention and Disposal Schedule – Queensland Disposal Authority Number 690* (QDAN 690) for core business records generated by Maritime Safety public authorities.

The department continues to manage challenges such as the growth of physical and digital records in an aging technical environment.

Under the broader remit of information governance, the recordkeeping function will continue to address many of the current challenges TMR faces, with a focus on the broader context of the *Queensland Government Information Management Strategic Framework* (v2.0).

Based on this framework, we will continue to focus on:

- improving and enhancing the governance, authorisation and accountability environment for information

- improve information management capability and practice

- improve access to and use of information

- further enhance and embed the goal that information must be treated and managed as a valued asset.

CASE STUDY
Historical find reinforces need for complete record keeping practices

Between May and June 2017 a recordkeeping secondary storage sampling exercise was conducted to gain a better understanding of the mix of physical inactive departmental records that are being placed in our secondary storage environments.

The secondary storage environments hold a large volume of the department's permanent records, and archiving these will allow the records to remain viable for access by future generations. The process of reviewing these files reinforce the importance of good recordkeeping, particularly when TMR's files are of historical significance. The sampling exercise identified some historically significant records, including old photos of roadworks and resumption of land dating back to the 1920s.

An interesting example, was the 1936 hand drawn engineering plans and handwritten calculations of the Brisbane River Bridge (now known as the Story Bridge), which was opened in 1940 as a toll bridge.

By performing good recordkeeping practices, TMR is supporting and ensuring accountability to the public, and enabling the preservation of the department's records of lasting significance. The results of this sampling exercise will inform future decisions on how to better manage the secondary storage environments.

Neil Scales (Director-General) takes great interest in historical photographs of road building teams found in the recent secondary storage sampling exercise.

Information record management system

The department is currently finalising the scope of its Information Management Project (known as the Integrated Records and Information System – IRIS). The project will focus on improving our information and records management capability while also migrating away from legacy systems that are long passed their use by date. In addition, we will consolidate a small part of its technology landscape by migrating other systems onto the new system.

Leading the way with open data

During the year, we achieved a 12 per cent overall growth in our open data dataset volume. TMR remains the second highest publisher of open data in Queensland with a total of 246 datasets published.

We continue to honour our 'publication promise' to data users by ensuring datasets are updated in timely fashion. To date, 85 per cent of all datasets are in line with our stated schedule. In addition to a focus on improving data quality, we set our sights on improving the usability of our published data. This is being done by improving the quality of contextual support materials alongside datasets, standardising descriptions and metadata of datasets in the same series, and consolidating data into richer datasets where it makes sense to do so.

We apply continual improvement practices to streamline our internal processes and work closely with other publishers in Queensland to achieve consistency and interoperability of data for our users.

The department has made data results public as a dataset here: data.qld.gov.au/dataset/department-of-transport-and-main-roads-open-data-maturity-assessments

Keeping the department cyber safe

The cyber threat landscape is continually changing and protecting customers' privacy is a key priority for us. In the last 12 months, 67 per cent of the 44,426,538 emails received at our email gateway were illegitimate emails.

While embracing the benefits and convenience of digital business, we have continued to manage the cyber security threat landscape through:

- face-to-face security awareness training to more than 4850 staff, complemented by a continual security awareness and education program, resulting in a 44 per cent increase in staff reporting phishing to our internal mailbox compared to the previous 12 months

- partnering with cloud service providers to ensure security controls align with the value and risk profile of the information assets entrusted to them

- a vulnerability management program to patch systems and test the effectiveness of the security controls

- maturing our security incident detection and response capability to support timely and effective responses to security breaches

- minimising Information and Communication technology (ICT) service interruptions through a defined ICT service continuity strategy and response to limit the magnitude of any loss to the department.

Figure 20: Legitimate email vs illegitimate email blocked at our gateway
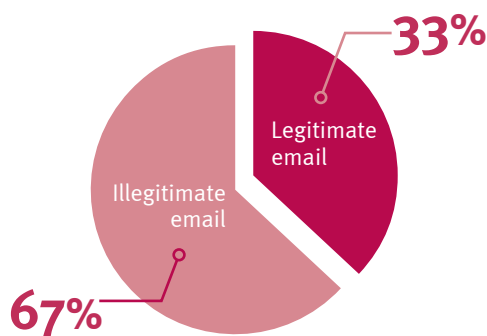
TMR Digital Program

The department *Digital Strategic Plan 2016–20* was released in late 2016 with the vision of 'Connecting customers, powering delivery'. In October 2016, TMR formed a digital team to engage with stakeholders, investigate and assess digital opportunities, and embed agile and customer experience design practices across the department.

The first tranche of digital services delivered under the TMR Digital Program included online employee expense claims and — in a first for state government — an integrated mobile point-of-sale Albert application to make payments quicker and easier for our State Boat Harbour customers. The program also delivers customer-focused design outcomes by applying design thinking practices, digital experimentation and prototyping while encouraging our employees to put their ideas into action.

Enhancing system access for remote staff via Virtual Corporate Desktop

We have enhanced information and systems access for staff in remote and field environments, as well as those on flexible work arrangements, through our Virtual Corporate Desktop (VCD) service.

Currently, more than 500 staff across the state use VCD for timely and responsive access to our systems and data. The growth in requests for VCD can be predominantly attributed to the increase in large infrastructure projects and partnering with companies to deliver them. Using VCD, we are able to provide external contractors with access to TMR systems without providing physical devices, while also increasing the speed to on-board project personnel.

We have also achieved success testing high-end video capability with VCD, leading to a pilot of the use of Autocad and 12D currently underway in the Rocklea to Darra project. VCD enables project staff to access these applications without the need for any departmental infrastructure.

Improving operational capability for Queensland Police Service

In 2016, we implemented a system enhancement to provide Queensland Police Service (QPS) with continued read-only access to critical registration and licensing information during scheduled release periods. This year, we enhanced this further to ensure QPS has continued access during regular monthly system maintenance activities as well.

Keeping TMR connected

Keeping our employees connected and ensuring our ICT systems remain available at all times is critical. With increasing customer expectations regarding 24/7 availability of online services, it is vital we continually improve our systems while also ensuring they are secure. Table 15 outlines our website and online service availability to customers.

Table 15: Website and online service availability

Web/online service	Availability (%)
Internet	99.70
TMR website	99.67
MSQ website	99.49
Smartship*	99.43

* **(see glossary page 232)**

Improving regional ICT services

In response to ICT performance issues being experienced in regional areas, the department with the assistance of external ICT partners, conducted in-depth analysis and initiated a project to resolve the issues. The remediation activities commenced in July 2016, followed by the development and state wide rollout of an ICT blueprint to improve regional ICT performance.

The rollout of the new ICT blueprint continued to 30 June 2017 and involved:

- modernising ICT hardware and software
- improving network configuration and capacity
- upgrading server hardware for provision of local data
- improving access time to critical large data sets
- improving usability of the corporate collaboration toolset
- establishing a new performance baseline and implementing new ICT monitoring tools and processes.

These changes significantly improved our regional staff's access to and experience using departmental systems and information.

Boosting staff productivity with Mobile+

In this digital age and in support of flexible working arrangements, it is essential our people are equipped with the tools and technology they need to access departmental files and information from anywhere, anytime.

In March 2017, we commenced a progressive rollout of Mobile+, a new managed mobile service through Telstra. With Mobile+, our employees are able to access their network drives anywhere at any time on their mobile device, as well as automatically connect to TMR's corporate WiFi and view TMR intranet sites. To date, more than 1460 staff have activated Mobile+, with the rollout scheduled for completion in September 2017.

Expanding our people's ICT know-how

Our staff interact daily with the Microsoft Office suite of applications such as Outlook, Word and Skype for Business, but the question is just how much more efficient and productive they could become with regular access to face-to-face and online training.

We identified an opportunity to maximise our staff's user experience, productivity and collaboration opportunities through the implementation of an ICT training program focusing on the Office suite as well as other ICT tools.

In May 2017, we launched the TMR ICT Training Program to expand our people's ICT know-how and maximise productivity improvement opportunities across the business. The program provides all staff, including those in regional areas, the opportunity to build their ICT knowledge and skills through a range of flexible learning and training options, including face-to-face training and online resources.

Upskilling staff ICT know-how.

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Review of our procurement model

Following a review of TMR procurement in late 2015, a number of changes were introduced to continue improving the function across the department. Implementing an operating model that is centrally led and delivered by the business, has seen four categories move to be closer to the business, establish clearer governance over the direction and performance of the function and establish clear accountability through our Chief Procurement Officer, recognised as Head of Discipline.

As a result of the changes introduced during 2016, the function is more responsive to business needs, has a clear strategic direction and is working toward improving the professionalism of our people, processes and technology.

Procurement value for money

During 2015, the department undertook a project to enhance the visibility of our procurement spend and improve the reliability of our data to better inform procurement decisions and practices.

The project was led by and resourced with TMR staff who delivered a successful outcome that resulted in increased confidence in the department's spend data, and the value and application of procurement reporting. It also saw the implementation of the use of best practice classification schema, material descriptions that make sense to the buyer, and the consistent use of general ledger accounts linked to materials.

In recognition of TMR's work, the Chief Procurement Office was awarded the Information Management Award at the Supply Chain and Logistics Association Awards in 2016.

Strategic Procurement Plan

The *Strategic Procurement Plan* (SPP) *2016–2020* provides the vision for a high quality, responsive procurement service for TMR and the intention to achieve and measure the outcomes from it.

The SPP aligns with our Strategic Plan, outlining how the procurement function plays a key role in delivering the department's strategic objectives and incorporating the core values. It also forms part of the whole-of-government requirement to maintain an agency procurement plan.

The roadmap within the SPP highlights upcoming strategic procurement activities across the four year timeline. This provides the direction of future procurement requirements so that the department is better equipped to provide advice, and to effectively deploy resources and build procurement capability. Inputs to the roadmap include QTRIP, the Pipeline **(see glossary page 231)**, savings and benefits, which are underpinned by the *TMR Procurement Ecosystem framework* **(see glossary page 231)**.

Brisbane CBD accommodation consolidation project

As part of the *TMR Central Business District (CBD) Accommodation Strategy,* an opportunity was identified to consolidate three buildings: Transport House, Terrica Place and Capital Hill building into a single tenancy at 61 Mary Street.

The full refurbishment of floors at 61 Mary Street and occupation has been aligned to vacating tenancies at end of lease terms.

The completion of works within 61 Mary Street, both base building and fitout are due for completion by the end of November 2017.

In February 2017, approximately 500 TMR staff vacated Transport House, with 700 additional staff relocated from Terrica Place in May 2017. The remaining 500 TMR staff in Capital Hill building will relocate to 61 Mary Street between September and December 2017.

Through the consolidation of CBD leases and the improvement of occupancy densities, TMR has been able to decrease the annual CBD accommodation net rent.

Transactional Services Improvement Program

This program has been established to improve the efficiency of online and financial transactions across various channels for our customers and staff. The program promotes collaborative, co-design of solutions and employs an agile delivery methodology to successfully deliver a range of improvements. These modernisation efforts directly respond to rapid changes in both the consumer landscape and customer expectations.

Highlights include:

- **Refunds at counter:** EFTPOS devices at all TMR Customer Service Centres and TMR-led QGaps across Queensland have been updated to enable customers to receive refunds directly into their bank account rather than receiving a cheque in the mail. This has seen a large reduction in cheques produced as well as an improved customer experience. The solution has also improved our reporting capability and lowered the cost of refund administration.

- **Albert payment solution:** The rollout of the Albert Mobile Point of Sale payment application for State Boat Harbours provides a streamlined customer experience and simplifies our back-end banking and processing functionality. The new platform recently proved its flexibility and responsiveness by assisting to re-establish customer payment services at Airlie Beach after the local offices were badly damaged by Ex-Tropical Cyclone Debbie.

- **Card Management Portal:** We have worked with vendors, banking providers and across other government departments to design and build a Card Management Portal. Once implemented, this will reduce the administrative overhead of card management, including ordering and real-time changing of card limits.

- **Expense Management System:** We implemented an Expense Management System (EMS) to enable online staff claims and reimbursements and automation of staff vendor payments, resulting in a reduction in expenditure vouchers and a more streamlined process. The claims currently available through EMS are Study and Research Assistance Scheme (SARAS), Professional Fee Reimbursement, and Health & Wellbeing. Staff domestic overnight travel allowance functionality has also been built and tested and will be released with the upcoming version upgrade of the EMS platform.
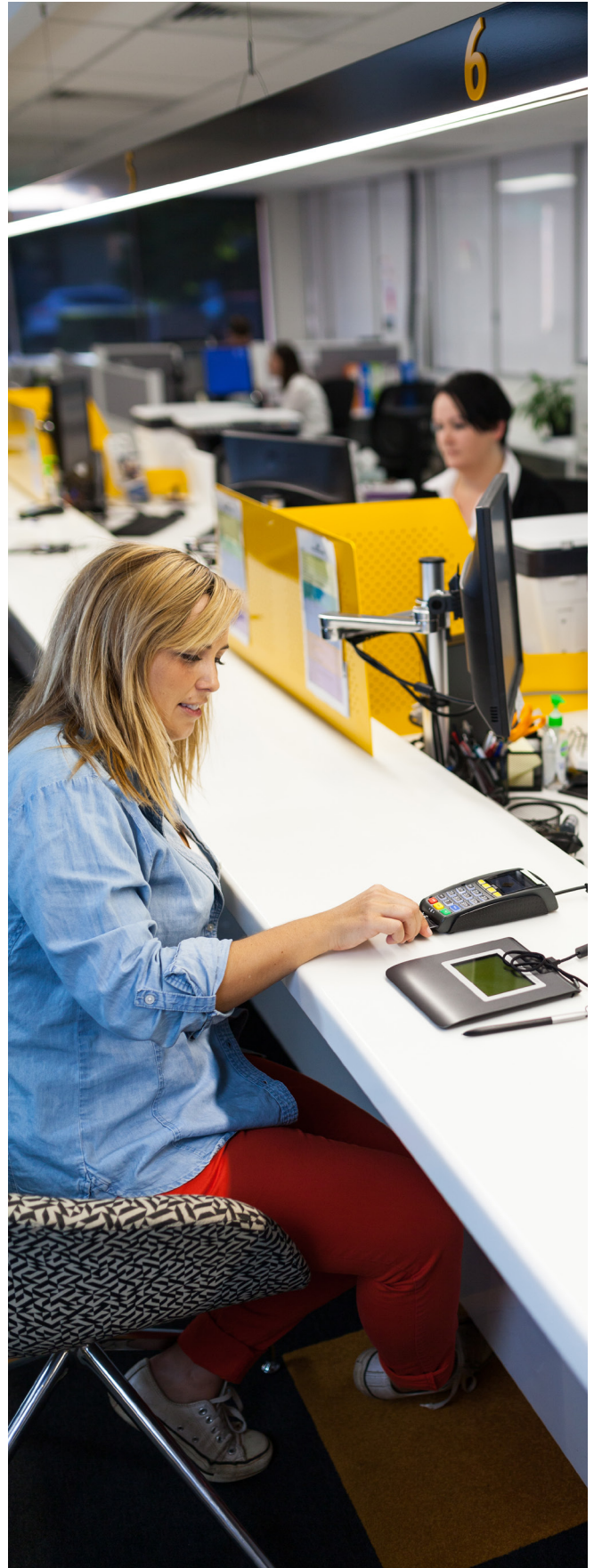
EFTPOS counter refund at Toowong CSC.