

# Governance

During 2013–14, changes were made to the department's structure.

The former Corporate Division was realigned to facilitate enhanced corporate service capability and delivery. Changes included:

- transferring Emergency Management and Transport Security from the Customer Services, Safety and Regulation Division to Corporate Operations Branch
- reallocating staff from other areas of the department into the new Strategy and Renewal Branch
- further aligning corporate functions and services within Corporate Operations Branch to better connect the business to workable and effective solutions.

The new organisational structure also:

- restored Maritime Safety Queensland from a business unit to a branch to reflect the specialised and vital nature of their work
- transferred the passenger transport aspects of Rail Strategy from Policy, Planning and Investment Division to TransLink Division to combine our rail expertise – from contract management to planning – and deliver better outcomes for our customers.

In October 2013, the Board of Management also endorsed a revised structure for infrastructure delivery consisting of a six region/12 district organisational model that is centrally led, regionally planned and coordinated, and locally delivered.

The regions are:

- Central Queensland Region formed by merging the Fitzroy Region and Central West Region
- North Queensland Region formed by merging the Northern Region and North West Region
- Downs/South West Region formed by merging Darling Downs Region and South West Region
- North Coast
- Metropolitan
- South Coast.

## Our Board of Management

(at 30 June 2014)

The Board of Management (BoM) assists the Director-General to deliver our strategic purpose: to plan, manage and oversee the delivery of a safe, efficient and integrated transport system that supports sustainable economic, social and environmental outcomes in Queensland. BoM meets on the first, second and third Friday of each month.

Chair: Director-General

Members:

- Deputy directors-general
- Chief Operations Officer
- Chief Finance Officer
- Chief Information Officer
- General Manager (Corporate Operations)
- General Manager (Strategy and Renewal)

## Neil Scales OBE

### **Director-General (Transport and Main Roads)**

ONC (Eng), HNC (EEng), BSc (Eng), C.Eng (UK), MSc (ContEng&CompSys), DMS, MBA, FIEAust CPEng, Hon FLJMU, FIMechE, FIET, FICE, FCIT, FILT, FCILT, FRSA, FIRTE, FSOE, MAICD

*Commenced as Director-General October 2012*

*Appointed as Director-General January 2013*

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

He leads the Department of Transport and Main Roads with an operating budget of \$5.458 billion, capital budget of \$4.369 billion and managed assets worth \$60.742 billion.

Former positions:

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

Along with almost 40 years' experience in the transport industry, Neil received an Order of the British Empire medal 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.

## Graham Fraine

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

B Psych (Hons) PhD

*Commenced with Board of Management November 2011*

*Appointed as Deputy Director-General (Customer Services, Safety and Regulation) October 2012*

Graham oversees the delivery of safety, regulatory and transactional transport services for the department's customers and is responsible for ensuring a safer, more secure and resilient transport system. He also manages access to, and use of our transport system through reforming transport legislation, regulations and standards, and setting key policies for access and use.

Former positions:

- Deputy Director-General (Transport Safety and Regulation), Department of Transport and Main Roads
- General Manager (Strategic Policy), Department of Transport and Main Roads

Graham has over 20 years' experience in public policy development and social science research specialising in transportation.

## Paul Smith

### **Deputy Director-General (Infrastructure Management and Delivery)**

B Eng, GradDipBM, MAICD, MIEAust, CPEng

*Commenced with Board of Management April 2009*

*Appointed as Deputy Director-General (Infrastructure Management and Delivery) October 2012*

*Appointed as Deputy Director-General (Infrastructure Management and Delivery) June 2013*

Paul is responsible for providing fit-for-purpose technical solutions for road, rail and marine infrastructure projects that are safely managed, operated and cost-effectively delivered for the state of Queensland.

As a leader in major infrastructure, Paul is responsible for several high-level projects and decision-making groups including the \$1.3 billion Gold Coast Light Rail.

Former positions:

- Deputy-Director General (Investment and Program Development), Department of Transport and Main Roads
- General Manager (State-wide Planning), Department of Main Roads

Paul has more than 40 years' experience with roads and community issues, having worked in remote western areas as well as the rapidly developing urban areas of Mackay, Townsville, the Sunshine Coast and the Gold Coast.

## Matthew Longland

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

BBitEnv (URP), GDURP, MPIA, GAICD

*Commenced with Board of Management January 2013*

*Appointed as Deputy Director-General (Policy, Planning and Investment) October 2013*

Matt leads the planning and development of an integrated transport system across Queensland, including delivery of the State Planning Program and Queensland Transport and Roads Investment Program.

Former positions:

- Deputy Director-General (TransLink), 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 the areas of organisational leadership, strategy, project management, transport network planning, infrastructure design and delivery.

He is currently studying his Master of Business Administration at the University of New South Wales.

## Stephen Banaghan

### **Deputy Director-General (TransLink)**

LL.M, FCILT, FCIPD

*Commenced with Board of Management October 2013*

*Appointed as Deputy Director-General (TransLink) October 2013*

Stephen is accountable for the leadership of Queensland's passenger transport network, an annual budget of more than \$2 billion and managing partnerships with TransLink's service delivery partners.

Former positions:

- General Manager (Passenger Transport Services), Department of Transport and Main Roads
- Director (Rail), TransLink Transit Authority

Stephen has more than 35 years' international experience in the transport sector and has sat on the boards of several train operating companies in the United Kingdom.

## Chris Mead

### **Chief Finance Officer**

B Bus CPA

*Commenced with Board of Management October 2013*

*Appointed as Chief Finance Officer October 2009*

Chris is responsible for the provision of best practice corporate financial management, accounting, procurement and business system support, and delivery of sustainable and fit-for-purpose facilities and accommodation solutions for the department.

Former position:

- Chief Finance Officer, Brisbane City Council

Chris has a wealth of financial management experience, with a strong focus on risk management and corporate governance.

## Don Bletchly

### **General Manager (Corporate Operations)**

B Bus, MBA FCILT, FAIM, MAICD

*Commenced with Board of Management October 2013*

*Commenced as General Manager (Corporate Operations) October 2013*

*Appointed as General Manager (Corporate Operations) January 2014*

Don is responsible for providing professional corporate governance and support services which enable the department to achieve its business objectives. He also leads the department's emergency management and transport security prevention, preparedness, response and recovery program.

Former positions:

- Executive Director (Emergency Management and Transport Security), Department of Transport and Main Roads
- General Manager (Emergency Management), Department of Transport and Main Roads

Don has more than 30 years' experience in public administration and in 2011 received the state and national awards for the Transport and Logistics 'Professional of the Year' from the Chartered Institute of Logistics and Transport Australia. Don was also awarded the National Emergency Medal for sustained service during the 2010–11 Queensland Floods.

## Michael Nikolic

### **Chief Information Officer (Office of the Chief Information Officer)**

MAICD, MSP, MSCE, Dip Inf Tech

*Commenced with Board of Management October 2013*

*Commenced as Chief Information Officer October 2013*

*Appointed as Chief Information Officer November 2013*

Michael presides over the management of departmental information systems and the delivery of Information and Communication Technology (ICT) services for 8,500 users across Queensland. He is accountable for the delivery of ICT programs of work and ICT transformation outcomes for the department.

Former positions:

- Executive Director (ICT Operations), Department of Transport and Main Roads
- General Manager (IT Service Delivery), Department of Communities

Michael joined the Department of Transport and Main Roads in 2011 after holding senior positions at the Department of Communities and brings over 15 years' experience in ICT management, in both federal and state governments. He is currently completing a Master of Business Administration at the University of Queensland.

## Jen O'Farrell

### **General Manager (Strategy and Renewal)**

BBusMan, BCom, LLB

*Commenced with Board of Management October 2013*

*Appointed as General Manager (Strategy and Renewal) October 2013*

Jen is responsible for corporate strategy management, including the development and implementation of the Transport and Main Roads blueprint for portfolio reform and renewal. The blueprint has been designed to create the more efficient, accountable and capable Transport and Main Roads required to deliver and sustain continuous improved service delivery for all Queenslanders. Jen also presides over our innovation strategy and program, and leads the strategic renewal of the department's workforce.

#### Former positions:

- Director (Legal Services), Department of Transport and Main Roads
- Solicitor, Corrs Chambers Westgarth

Jen has more than 15 years' experience in the both the public and private sectors in business management, commerce and law.

## Jennifer Grace

### **Chief Operations Officer**

MAPSL, GradCertPSP, VFF

*Commenced with Board of Management October 2013*

*Appointed as Chief Operations Officer October 2013*

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

#### Former positions:

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

Jennifer has 17 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. She is currently completing a Masters degree in Government Studies at Harvard University.

## Senior Leadership Team

In addition to the Board of Management, the Director-General established 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 BoM 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 Information Officer

## Accountability

The department adheres to the *Public Sector Ethics Act 1994* and the *Financial and Performance Management Standard 2009*, which provide the basis for our corporate governance principles. These principles guide our everyday business practices.

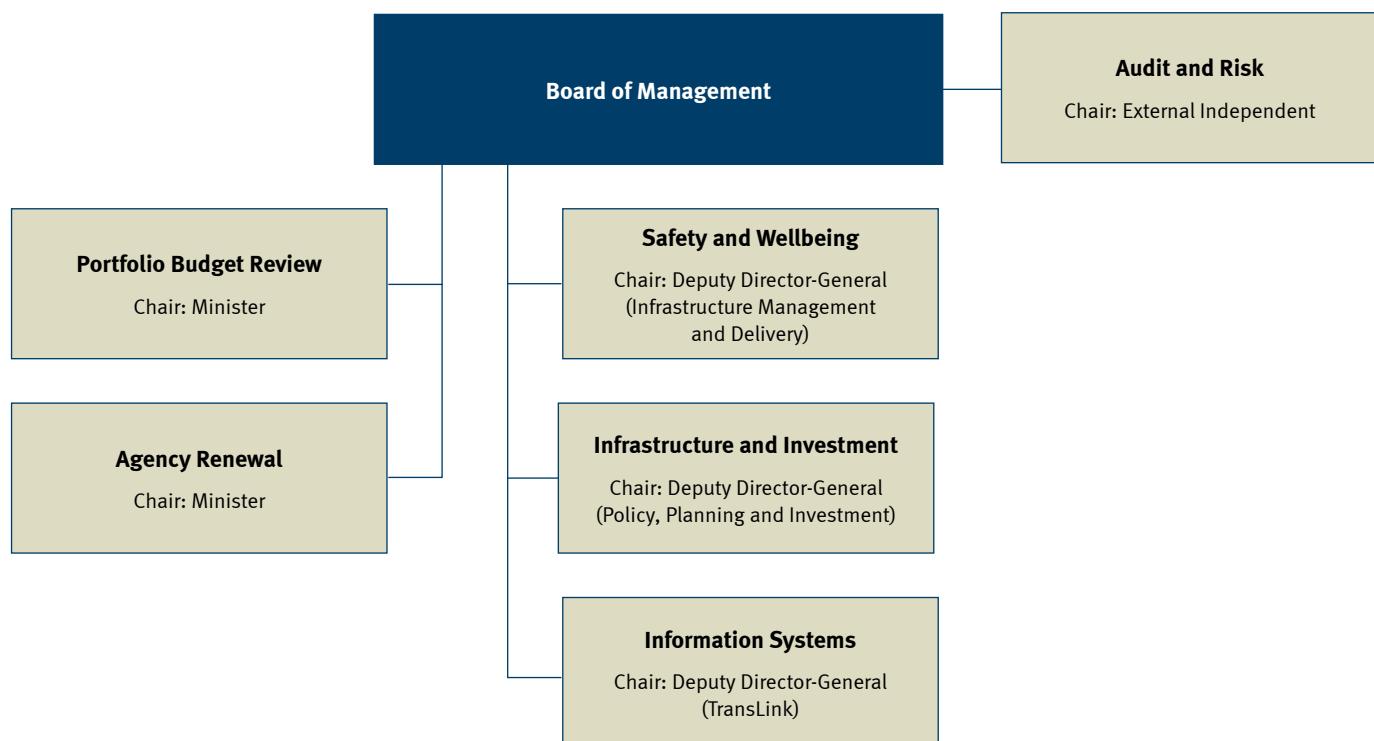
At the highest level, the Board of Management, the Senior Leadership Team and six governance committees oversee organisational performance and risk, and ensure we operate efficiently, effectively and transparently.

## Governance committees

Our governance committees operate under formal charters that detail their functions and responsibilities. They are:

- Portfolio Budget Review Committee
- Audit and Risk Committee
- Agency Renewal Committee
- Information and Systems Committee
- Infrastructure Investment Committee
- Safety and Wellbeing Governance Committee.

### Transport and Main Roads governance committees



## Portfolio Budget Review Committee

The Portfolio Budget Review Committee (PBRC) meets monthly to monitor the progress and performance of all entities within the transport and main roads portfolio and examines and seeks robust justification for all matters with budgetary implications.

**Chair:** Minister for Transport and Main Roads

**Members:**

- Director-General
- Chief Finance Officer
- Deputy directors-general

**Achievements:**

During the past year, the PBRC:

- monitored overall financial progress and performance and managing whole-of-department financial risk
- developed the 10-year financial model (2013–14 to 2022–23) to provide guidance for current and future financial decisions.

## Audit and Risk Committee

The Audit and Risk Committee (ARC) members are appointed by the Director-General and assists 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 six times in 2013–14. Costs associated with external committee members' fees totalled \$57,448 (including GST). ARC observed the terms of its charter and had due regard to Queensland Treasury's Audit Committee Guidelines.

**Chair:** Peter Dowling (External)

**Members at 30 June 2014:**

- Ian Rodin (External – Ernst & Young)
- Paul Smith, Deputy Director-General (Infrastructure Management and Delivery)
- Wietske Smith, Head of Business Performance (TransLink)
- Don Bletchly, General Manager (Corporate Operations)
- Jennifer Grace, Chief Operating Officer
- Geoff Magoffin, General Manager (Customer Services)

**Achievements:**

During the past year, the ARC reviewed:

- the integrity of the 2012–13 financial statements and progress on the 2013–14 statements
- performance of the internal audit function, including progress against the annual audit plan
- outcomes from internal and external audits, and management's response to recommendations, including Queensland Audit Office performance audit recommendations
- progress in implementing the risk management framework and building risk management capability within the department.

## Agency Renewal Committee

The committee meets monthly and is responsible for:

- supporting the delivery of detailed agency plans and making key decisions necessary for renewal activities, including decisions required for the stage gates under the contestability framework
- ensuring the overall performance and good governance of the implementation of recommendations that are the responsibility of the department
- considering and approving the strategic direction, key objectives and performance measures and monitoring the successful implementation of the recommendations.

**Chair:** Minister for Transport and Main Roads

**Members:**

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

**Achievements:**

The committee's achievements included:

- designing and applying governance arrangements for implementation of the April 2013 Queensland Government response to the Commission of Audit Final Report
- introducing governance and leadership for contestability and renewal of the department's business
- approving and monitoring progress of renewal and contestability initiatives.

## Information and Systems Committee

The Information and Systems Committee (ISC) manages all ICT-enabled business initiatives, regardless of the funding source, ensuring the department achieves maximum value for these investments. The committee meets every two months (or more frequently as determined by the chair).

**Chair:** Deputy Director-General, TransLink

### Members:

- Chief Engineer
- Chief Finance Officer
- Chief Information Officer
- Deputy Chief Engineer (Road Operations)
- Executive Director (Customer Technology)
- General Manager (Portfolio Investment and Programming)
- General Manager (Transport Regulation)
- External member – representative of the Chief Information Officer, Queensland Government Chief Information Office

### Achievements:

During the past year, the ISC:

- managed a Portfolio of 58 ICT-enabled business change initiatives
- established a rolling three-year portfolio for the department's ICT investment
- stabilised and reduced the asset management systems risk through the Australian Road Management Information System Remediation Project completed in September 2013
- implemented the current ICT governance framework, including four key business program streams
- major initiatives completed or substantially completed:
  - Microsoft Upgrade Project
  - Driver Licence Renewal
  - Finance and Human Resource system (SAP) upgrade.

## Infrastructure Investment Committee

The Infrastructure Investment Committee (IIC) meets fortnightly to oversee and endorse the development, prioritisation and approval of the department's infrastructure investment strategies, 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)

### Achievements:

During the past year, the IIC:

- approved the department's 10-year Transport Infrastructure Portfolio Plan and Schedule (2014–2024)
- approved 19 major projects through investment gating processes, including:
  - Gate 3 Business Case approval: Peaks Down Highway (Eton Range realignment); Mackay Ring Road; and Bruce Highway (Coorooy to Curra) Section C
  - Gate 5 Award of Contract: New Generation Rollingstock; Moreton Bay Rail Link; Bruce Highway Roys Road/Bells Creek Road Interchange; Bruce Highway (Townsville Southern Access Corridor – Stage 1); Bruce Highway (Bernarby – Rockhampton: Yeppen South); Bruce Highway (Coorooy to Curra) Section A Contract 2 (Cudgerie Drive to Sankeys Road) and Contract 3 (Coorooy Southern Interchange to Cudgerie Drive)
- provided oversight of the four-year *Queensland Transport and Roads Investment Program (QTRIP) 2013–14 to 2016–17* outlining a \$17.2 billion rolling program of works, including natural disaster reconstruction projects through a monthly performance review to ensure return on investment, management of risk and effective governance.

## Safety and Wellbeing Governance Committee

The Safety and Wellbeing Governance Committee 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 as they relate to departmental activities, undertakings and workplaces
- the exercising of due diligence by departmental officers, as defined by the Act
- the safety performance of the department, including the achievement of safety and wellbeing objectives and targets
- the monitoring of the department's safety and wellbeing risk profile
- the implementation of strategies to achieve Zero Harm
- ensuring the department has appropriate policies, procedures, systems and accountabilities to meet its safety and wellbeing responsibilities and objectives.

The committee meets bi-monthly and additionally as requested by the Director-General. Membership of the Safety and Wellbeing Committee during 2013–14 comprised:

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

**Deputy Chair:** General Manager (Program Delivery and Operations)

**Members:**

- General Manager (RoadTek)
- General Manager (Customer Services)
- General Manager (Maritime Safety Queensland)
- General Manager (Corporate Operations)
- General Manager (Passenger Transport Services)

**Achievements:**

During the past year, the committee:

- directed the establishment of 41 health and safety committees in Transport and Main Roads' workplaces
- supported the rollout of a compulsory online induction course titled 'Making your workplace safe'
- approved an updated Safety and Wellbeing Governance Committee Charter
- approved a Health and Wellbeing Framework and Wellbeing Working Group focused on improving the physical and mental health of staff
- endorsed the first Transport and Main Roads Safety and Wellbeing Risk Profile Report
- endorsed a two-year Safety and Wellbeing Initiatives plan to target risks identified in the risk profile
- endorsed the launch of the Transport and Main Roads enterprise-wide Asbestos Management Framework
- approved the *Transport and Main Roads Safety Improvement Plan 2014–16*.

## Risk management

### Organisational risk

The department implements a risk management framework to identify, assess and manage risks that may impact its business operations and the delivery of its programs and projects. The framework is aligned to the international risk management standard, AS/NZS ISO 31000:2009.

The Board of Management is responsible for reviewing and approving the department's risk management framework and overall risk management strategy. The Audit and Risk Committee monitors the effectiveness of the framework in the management of the department's business, financial and fraud risks.

Audits conducted by the Queensland Audit Office (QAO) and KPMG this year provided valuable insight into the department's risk management practices. A QAO Interim Management Report was provided to the department in May 2013 and includes recommendations on risk governance and accountability, and better integration of risk into planning processes. The department is in the process of implementing these recommendations.

The final report is expected to be available from [www.qao.qld.gov.au/Reports-to-Parliament](http://www.qao.qld.gov.au/Reports-to-Parliament) in July 2014.

### Safety risk

During 2013–14, we implemented the *Safety Improvement Plan 2014–16*, which builds on and enhances the previous *Safety Improvement Plan 2012–14*. The current plan represents our commitment to a zero harm future by driving improvements in safety leadership, communication and consultation, systems and risk management. Implementation of the plan continues to lift the profile of safety within the department.

We also continued to assist our employees to strive for a healthier work-life balance by:

- providing 256 annual health checks for executives during the year. The executive health checks were further enhanced by offering health coaching and goal setting support to those identified as 'high risk'
- providing 3,258 influenza vaccinations
- approving reimbursements for 700 employees for approved health and wellbeing related activities.

### Improving the health and safety of workplaces through a culture of Zero Harm



## Our safety performance

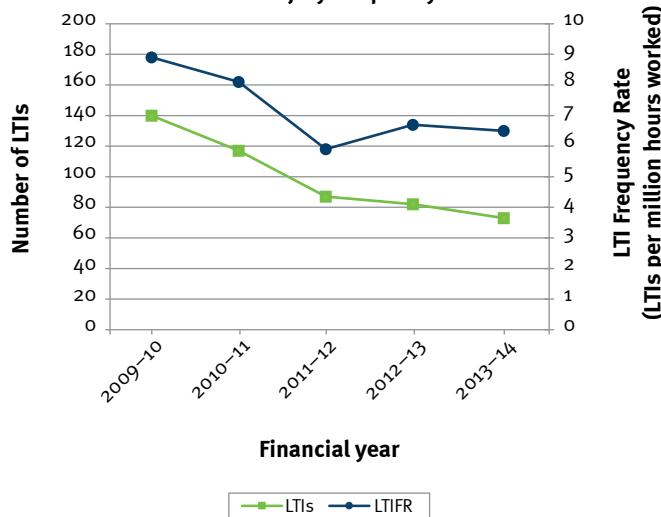
Our goal is Zero Harm – a work environment that is free of injury or incidents. During 2013–14, we developed an effective Workplace Health and Safety (WHS) Management System, which provides a consistent and systematic approach to managing WHS through workplace health and safety promotions, education, empowerment and the treatment of risks. The WHS

function is managed under the OneTMR:OneWHS centre-led, locally delivered model.

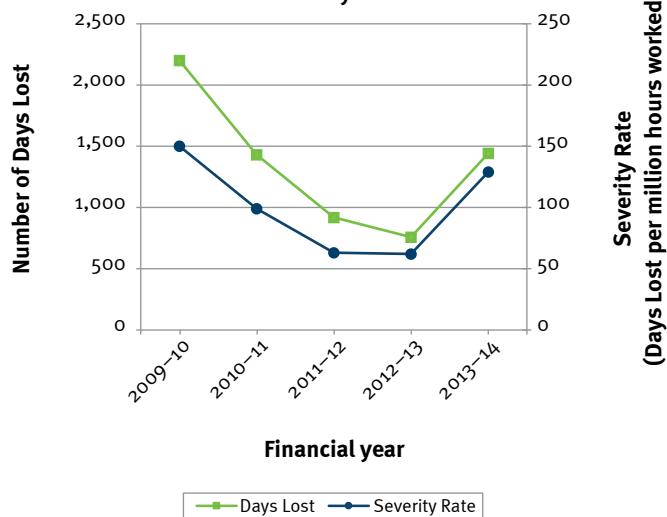
Our WHS Connect service continues to enhance the standard of the department's safety reports by capturing more incidents and higher-quality data. A total of 3,246 safety incidents were recorded during this reporting period.

### Figures 30a and 30b: WHS statistics

**Figure 30a: Lost Time Injuries (LTIs) and Lost Time Injury Frequency Rate**



**Figure 30b: Days Lost and Severity Rate**



The quality and volume of safety performance data improved significantly in 2011 with the introduction of WHS Connect, a telephone and email service for reporting incidents and providing follow up information (e.g. investigation outcomes). The graphs show that the number of lost time injuries has continued to decrease each year since 2009–10. As a result of the recent restructure the department has experienced a decrease in the total number of employees in most business areas over the past 18 months. As a consequence the number of total hours worked has decreased significantly, subsequently impacting the Corporate Measures frequency rate metrics. The School Crossing Supervisor (SCS) network was not impacted by the restructure and their numbers have not reduced.

The increase in the Severity Rate is the result of an increase in the number of days lost by SCS network for work related injuries. The 1,739 SCS work limited hours and only account for 193.2 FTEs. This ratio however has not been taken into consideration in the safety metrics where a SCS full shift (1.5hrs) corresponds to a full day lost. A recent decision by the WHS Governance Committee is to exclude the SCS from the safety dataset as it provides a false assessment of TMR's Risk Profile. TMR will continue to report on the safety performance of SCS but as a separate indicator.

Data sources: Workplace Health and Safety injury data sourced from Transport and Main Roads' SHE enterprise safety management system; HR data for hours worked sourced from Transport and Main Roads' SAP enterprise resource management system.

#### Notes:

- Data are subject to change in accordance with decisions made by WorkCover Queensland regarding the determination of compensable claims. This may result in variations to historical data which have previously been published.
- Lost Time Injury (LTI) is an injury that results in at least one full shift being lost at some time after the shift during which the injury occurred.
- Lost Time Injury Frequency Rate (LTIFR) is the number of lost time injuries per million hours worked.
- Days Lost is the number of full work shifts lost for a lost time injury.
- Severity Rate is the number of days lost per million hours worked. Savings are based on costs of \$40,000 per lost time injury and \$3,500 per day lost.

## 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 Transport and Main Roads. 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 and Trade'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.

**Figure 31: Internal Audit team experience at 30 June 2014**

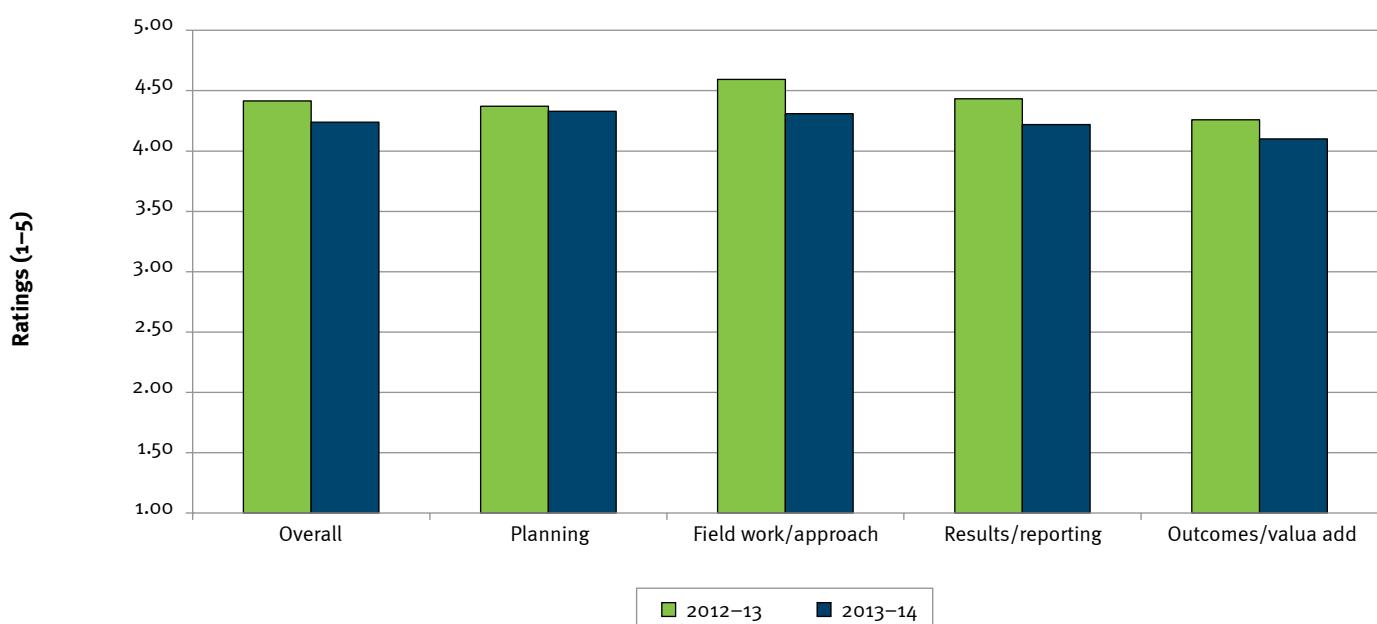
Internal Audit team experience at 30 June 2014			
< 5 years	5–10 years	10–20 years	> 20 years
0%	20%	40%	40%

During the past year, Internal Audit:

- developed and delivered a risk-based annual plan of audits approved by the Director-General and completed 31 audit reports covering assurance about, and improving effectiveness of, controls, systems, project management, operations and risk management
- provided advice and assistance on key projects and initiatives
- monitored implementation of agreed audit recommendations
- maintained an effective working relationship with QAO
- commenced a service contestability review as part of the department's renewal program.

We obtained feedback from clients about our audits. Figure 32 summarises aggregated ratings from our clients based on a 1–5 scale, with 5 being most favourable.

**Figure 32: End-of-audit client surveys**



## 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 2013–14 the Auditor-General conducted audits where recommendations were specifically addressed to the department or were for all agencies to consider. These audits included:

- *Traffic management systems*  
(Report to Parliament 5: 2013–14)
- *Results of audit: Internal control systems*  
(Report to Parliament 6: 2013–14)
- *Contract management: renewal and transition*  
(Report to Parliament 10: 2013–14)
- *Monitoring and reporting performance*  
(Report 18: 2013–14).

These audit reports are available at [www.qao.qld.gov.au/reports-tabled-in-2013---14-financial-year](http://www.qao.qld.gov.au/reports-tabled-in-2013---14-financial-year)

### Coronial inquests

The Department of Justice and Attorney General publishes the Queensland Government's Response to Coronial Recommendations in report form each year. The latest version (2012) is available from [www.qld.gov.au/law/legal-mediation-and-justice-of-the-peace/coronial-recommendations](http://www.qld.gov.au/law/legal-mediation-and-justice-of-the-peace/coronial-recommendations).

The 2012 report, published in March 2014, includes five inquests (12 deaths) involving Transport and Main Roads and seven recommendations. Most of the recommendations have been either agreed or agreed in part by the Minister for Transport and Main Roads, and either implemented or are in the process of being implemented.

### Crime and Misconduct Commission reports

On 1 July 2014, legislative changes resulted in the former Crime and Misconduct Commission being renamed the Crime and Corruption Commission (CCC). The new *Crime and Corruption Act 2001* provides for the reduction of the incidence of corruption in the public sector. The department maintains a cooperative and strong relationship with the CCC and the department's Ethical Standards Unit maintains responsibility for CCC liaison and routinely works with the CCC to deal with and prevent any allegation of corrupt conduct.

Due to the very recent changes that apply to the CCC, there are no CCC reports involving the department for this reporting period.

## Parliamentary committees

The Transport, Housing and Local Government Committee was established by the Queensland Legislative Assembly on 18 May 2012. The committee conducted the following parliamentary inquiries in 2013–14:

- Inquiry into the Motorcycle Licensing Process in Queensland
- *Transport Legislation (Port Pilotage) Amendment Bill 2013*
- Inquiry into Cycling Issues
- Inquiry into rail freight use by the agriculture and livestock industries
- Examination of Portfolio Subordinate Legislation
- *Transport and Other Legislation Amendment Bill 2014*

The committee also commenced the Inquiry into Coastal Sea Freight. It is due to report back to Parliament on this Inquiry by 1 December 2014.

Committee reports can be found at [www.parliament.qld.gov.au/work-of-committees/committees/THLGC](http://www.parliament.qld.gov.au/work-of-committees/committees/THLGC)

## Industrial and employee relations

During the 2013–14, the department participated in the award modernisation project and the rollover of existing enterprise agreements into continuing agreements in consultation with departmental stakeholders, central agencies and the Queensland Industrial Relations Commission. Finalised in July 2014, the project is expected to create more flexible work conditions by removing restrictive work practices and providing consistency across the public sector.

We also progressed the Capability and Performance and Excellence (CaPE) project, which will determine how case management will be conducted in the future for all staff. The CaPE project will influence the department's employee performance management framework, including strategies for induction, staff development and performance management.

## Ethics and conduct

The principles contained in the Code of Conduct for the Queensland Public Service provide staff with direction and guidance in shaping an ethical workplace and making better decisions. The department continues to enhance an ethical workplace culture through designing, developing and implementing aligned policies, processes and procedural systems to raise ethical awareness and prevent alleged wrongdoing and corrupt conduct. This includes:

- an online Code of Conduct training module, Which Way Would You Go – a mandatory part of the induction process for new staff
- access to the Code of Conduct for the Queensland Public Service and easily accessible information through the department's intranet, including what constitutes a conflict of interest and the procedures to declare and manage a conflict should it arise.

To assist the department in complying with the *Public Sector Ethics Act 1994*, all employees are provided with workplace ethics education and training.

The department also has a Public Interest Disclosure Policy and Procedure that assists us in complying with the *Public Interest Disclosure Act 2010*. The policy promotes a work culture that encourages and welcomes such disclosures as a way to continually improve our operations, and protects those who make public interest disclosures. These documents outline the processes we use to encourage, assess, manage, record and report public interest disclosures. Public reporting on such disclosures is undertaken by the Queensland Ombudsman.

Our Ethical Standards team maintains responsibility for investigating allegations of unethical conduct including serious matters constituting alleged corrupt conduct. The team also assists the department in coordinating and managing public interest disclosures.

## Fraud and corruption control

The department is finalising its Fraud and Corruption Control Policy, along with an aligned framework and plan to identify and control opportunities for fraud or corruption.

The suite of documents, together with existing departmental policy, will assist our managers with their ongoing responsibility for the prevention, detection, reporting and reduction of risks and exposures to any fraud.

Critical to our success in combating any instance of fraud is the department's zero tolerance approach to fraud and corruption.

## Information systems and recordkeeping

The department is required by legislation and government standards to keep and maintain proper records of its activities.

To ensure recordkeeping compliance, the department is committed to meeting its responsibilities under the *Financial Management Standard 1997*, the *Public Records Act 2002* and the Queensland Government Information Standards. As such, we manage all departmental information in its original format.

We recognise the importance of records management in the digital information economy and are working towards ensuring systems and processes are in place to support the transition from paper based to a digital environment. Departmental systems and processes are in place to ensure full and accurate records of departmental business are documented, preserved and made accessible as required under legislation.

A framework of strategies, policies, standards, procedures, education and training materials and compliance tools has been developed and will be continuously maintained to assist managers of business areas within the department to comply with the principles of records management. Compliance with the policies and standards included in the recordkeeping framework is mandatory.

All department records are kept in accordance with retention and disposal schedules approved by Queensland State Archives (QSA). The current schedules for the department are:

- the General Retention and Disposal Schedule (GRDS) (QDAN 249) for administrative records
- Queensland Disposal Authority Number 474 (QDAN 474) for service function records
- Queensland Disposal Authority Number 479 (QDAN 479) for business maps and plans of state-controlled roads
- Queensland Disposal Authority Number 690 (QDAN 690) for Maritime Safety Sector records

These schedules ensure the department complies with the statutory obligations for the retention and disposal of records, meets accountability requirements and community expectations, and preserves the corporate memory. They set out the length of time records must be kept after a certain trigger event, such as a record end date or sale of land.

During 2013–14, the department worked with the QSA to develop a new Retention and Disposal Schedule for business records that reflects our current functions. The new schedule will be submitted to the QSA for approval and implemented within the department over the next 12 months.

## Workforce planning and performance

Strategic workforce planning is undertaken at a departmental level and covers a five-year time horizon. It seeks to address organisational trends and develop enterprise-wide strategies through two key documents – our *Workforce Planning Framework* and *One TMR: Our Strategic Workforce Plan* – and an annual action plan, *One TMR People Strategy*.

### **One TMR: Our Strategic Workforce Plan**

Following analysis of comprehensive workforce data and a series of workshops with our leaders and capability community practice group, we developed and released the *One TMR: Our Strategic Workforce Plan* in March 2014. The plan focuses on addressing six challenges underpinned by key actions, initiatives and milestones.

### **One TMR People Strategy**

During the year, we also developed a *One TMR People Strategy*, an evolving program of work to be delivered by 2018. The strategy is expected to be implemented in 2013–14.

## Workforce profile

At 30 June 2014, there were 6,857 full-time equivalent (FTE) employees within the department, representing a decrease of 51 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.

For the period 2013–14, our permanent employee retention rate was 92.8 per cent compared with 76.2 per cent in 2012–13. For the same period, our permanent employee separation rate was 8.1 per cent compared with 28.1 per cent in 2012–13. 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.

## Redundancies and retrenchments

During 2013–14, 164 employees received redundancy packages at a cost of \$8,547,491.91. Employees who did not accept an offer of a redundancy were offered case management for a set period of time, where reasonable attempts were made to find alternative employment placements.

During the period, six temporary employees received retrenchment packages at a cost of \$50,244.35. They were retrenched in accordance with the Public Service Commission Directive No. 08/13: Temporary Employment – End of Contract Payment.

## Leadership and management development

We support the ongoing learning and development of our people to achieve a capable, professional and adaptive workforce. During 2013–14, 27 participants undertook the Leadership Excellence and Development program. Working in small teams, the participants delivered innovative workplace projects rigorously selected by the department's Board of Management and general managers, and representatives from the Queensland University of Technology (QUT). Some of the workplace projects included:

- Graffiti Management strategy
- Technical Capability Reporting Framework
- One TMR: Stakeholder Management Strategy
- Developing a One TMR Leadership Capability Roadmap to build a sustainable leadership pipeline (listed as a priority in the draft One TMR People Strategy).

The department's People Performance Management Framework was officially released in October 2013 and is supported by:

- the Onboarding Model – the process of bringing a new employee into the department and the recommended activities that should be undertaken in their first 12 months of employment

- the First 12 Month Plan – a guide for human resource representatives and managers on activities to be undertaken during the stages of: pre-start, 1 to 2 weeks, 1 to 6 months and 12 months
- the TMR 'Thank You' Recognition Program – to assist in people performance management, engagement and retention of employees by building a culture of recognition into everyday practices.

## Flexible work arrangements

The department recognises that flexible work practices can support the attraction and retention of a skilled, diverse and agile workforce. We have a range of flexible work options and support tools available to help employees achieve a quality work-life balance and to support the business in managing a flexible work environment. These include:

- Flexible Work Practices Policy – promotes a transparent and consistent approach to the application of flexible work practices within the department
- generous leave provisions – common leave types include recreational, sick, carer's, parental and long service leave
- considerations for carers and parents – for example, established family/carers rooms located at Transport and Main Roads' offices.

As at June 2014, 8.13 per cent of employees undertook formal part-time arrangements, a slight increase from 7.55 per cent in 2012–13.

## Employee satisfaction

In response to the Working for Queensland Employee Opinion Survey conducted across the public sector in June 2013, we developed and implemented a comprehensive Difference Maker Campaign to identify two to three priority areas at departmental, divisional or branch and work unit levels across the organisation.

Key drivers of engagement were identified as Leadership and Learning and Development and addressed through the piloting of an intra-agency mentoring program, establishment of a One TMR Culture and Values Network, and the establishment of Organisational Leadership and Shifting Capability as key focus areas of the One TMR People Strategy.