

# Our performance

The department contributes to the government's community objectives and has a key role in supporting the government objective to *Invest in better infrastructure and better planning*. These objectives guide the department's strategic direction described in our strategic plan.

The *Transport and Main Roads Strategic Plan 2013–2017* sets out five strategic objectives:

- Integrated transport system that supports the safe, efficient and reliable movement of people and goods
- Safe and cost-efficient transport infrastructure that meets the current and future needs of Queensland
- Customer, safety and regulatory services that improve community safety and satisfaction
- Integrated passenger transport services that are safe and accessible
- Strategic corporate services that enable business outcomes and create a great workplace that values our people.

The plan ensures emerging risks and opportunities are strategically addressed, and underpins and guides our work and actions. We align our lower-level branch business plans to the plan.

Progress against the plan is measured quarterly and annually, in quarterly performance reports presented to our Board of Management and the annual report.

Our performance against the strategic objectives and the service standards described in the department's *Service Delivery Statements 2013–14*, are presented in figures 14, 16, 17, 19, 27 and 28.

# Objective 1

## Integrated transport system that supports the safe, efficient and reliable movement of people and goods

We develop policy frameworks for the future development of the transport system, and plan and prioritise strategic investment in effective, efficient and sustainable integrated transport infrastructure, systems and services. Responsible transport system planning ensures that Queensland's long-term road, rail, maritime and air transport needs are met in the most cost-effective way and that other development impacts are managed. This is achieved through developing and implementing:

- the State Planning Program to coordinate and prioritise planning across all modes of transport
- asset management plans for maintenance, preservation and operation of the state-controlled road and busway network
- a 10-year transport infrastructure investment strategy that identifies and prioritises transport system investments
- the Queensland Transport and Roads Investment Program ([www.tmr.qld.gov.au/About-us/Corporate-information/Publications.aspx](http://www.tmr.qld.gov.au/About-us/Corporate-information/Publications.aspx)), a four-year rolling program of priority transport infrastructure works, published annually
- funding submissions to the Australian Government for nationally significant transport infrastructure and investment strategies for key priority routes that support resource development areas
- major transport infrastructure project evaluation and assurance to ensure projects are delivered on a value-for-money basis.

Activities delivered under this service area support:

- growing communities and the rapidly increasing freight task
- continued economic development opportunities across the state
- appropriate responses to long-term demand drivers relevant to the transport system.

Performance measures and standards set out in the table below were used in 2013–14 to assess our overall performance in delivering our services.

### Our performance at a glance

The department achieved the following results in 2013–14.

**Figure 14: Objective 1 performance statement**

Performance measures /Service standards	Notes	2013–14 Target/ Estimate	2013–14 Estimated actual	2013–14 Actual	Status
Asset sustainability ratio	1	113%	Not applicable*	112%	▲
Percentage of projects in the State Planning Program					
• commencing no later than four months after the programmed commencement date		90	100	100	▲
• completed no more than 10% after the programmed date	2	80	74	51	▼
• costing less than 10% over the programmed estimate		80	87	94	▲
Road system seal age (percentage of the state-controlled road network exceeding the optimal seal age)	3	29	29	30.11	▼
Road system condition (the percentage of urban and rural state-controlled roads with condition better than the specified benchmark)					
• Urban		97 – 99	97 – 99	97.43	▲
• Rural		95 – 97	95 – 97	95.65	▲

▲ On track    ● Slight variance    ▼ Significant variance

Notes:

1. This actual result of 112 per cent reflects the asset sustainability ratio as at 30 June 2014, taking into account expenditure on natural disaster recovery works, noting that NDRRA expenditure relates to restoring damage, as opposed to renewal of the asset. When NDRRA expenditure is excluded, the actual asset sustainability ratio as at 30 June 2014 is 45 per cent.
2. Significant re-prioritisation of planning projects due to the diversion of resources to emerging higher priorities, has resulted in the 2013–14 actual falling below target.
3. The percentage of network exceeding the optimal seal age increased from 25.65 in 2012–13 to 30.11 in 2013–14.

\* As this is not an SDS service standard, an estimated actual is not calculated.

## Key projects

### Queensland Transport and Roads Investment Program 2014–15 to 2017–18

In June 2014, we released our new \$18.1 billion infrastructure plan. The *Queensland Transport and Roads Investment Program (QTRIP) 2014–15 to 2017–18* details the department's core program of works scheduled to occur between 2014–15 and 2017–18. This includes the planned infrastructure for roads, bridges, railways, marine infrastructure and public transport solutions for works across the local, state and national networks in Queensland. Funding for works is provided by the Queensland Government, Australian Government and through other contributions.

For more information, visit [www.tmr.qld.gov.au](http://www.tmr.qld.gov.au).

### State Planning Program

The State Planning Program (SPP) is the department's principal program for delivering transport investment planning and analysis projects.

During the 2013–14 year, the SPP held 342 projects statewide to the value of \$58.299 million to support key government priorities including community and industry needs to enhance the transport network.

In June 2014, as part of the QTRIP 2014–15 to 2017–18 process, the 2014–15 SPP was approved and released. The new program comprises 303 statewide projects valued at \$56.6 million.

**Figure 15: Key planning activities in the State Planning Program (2014–15)**

Project	Work description
Passenger Transport Facilities Program	Undertake five planning projects across Queensland to identify critical enabling infrastructure to the state's passenger transport network.
Planning to support the Gold Coast 2018 Commonwealth Games™	Progress a range of planning and technical activities to inform preparations for the Games in collaboration with the Gold Coast 2018 Commonwealth Games Corporation, City of Gold Coast and other relevant local authorities.
State-wide Principal Cycle Network Prioritisation and Action Plan Development	Develop Priority Action Plans for Principal Cycle Network Plans to guide the investment for state and local cycle networks to areas where the greatest benefit to cycling will be realised.
Surat Basin Regional Transport Strategy Study Stage 2 and Stage 3	Progress studies to determine priority initiatives for the Surat Basin Region over the next 20 years, including a heavy vehicle and flood immunity strategy and the optimum approach to planning and upgrading the region's rail system.
Various transport studies including: <ul style="list-style-type: none"> <li>Bundaberg – East to North and CBD Bypass Corridor Study</li> <li>Logan West Area Transport Study</li> </ul>	<p>Identify short, medium and long-term solutions to address the functional requirements, capacity issues and land use objectives.</p> <p>Undertake a multi-network study to identify travel demand and freight activities to best enable economic growth associated with the emergence of this major growth front within south-east Queensland.</p>
Greater Brisbane Strategic Model Development	Develop a new Greater Brisbane Strategic Transport model, in conjunction with Brisbane City Council, to provide up-to-date strategic analysis to inform the region's transport outcomes.
Bruce Highway – Edmonton to Gordonvale Duplication	Provide a business case to upgrade this important section of the Bruce Highway to a four-lane road, with signalised intersections and service roads where required. The business case includes an additional bridge over Wrights Creek.
<p>Note:</p> <ul style="list-style-type: none"> <li>The State Planning Program is inherently dynamic in nature and therefore the number of projects within the program will fluctuate throughout the year.</li> </ul>	

## Gold Coast 2018 Commonwealth Games™

We continued to plan for the Gold Coast 2018 Commonwealth Games™ in conjunction with other government agencies and relevant local authorities.

Planning included:

- facilitating priority movement of athletes, team officials and media
- passenger transport strategies to efficiently transport spectators and the games workforce to venues
- a transport coordination centre with systems and the capability to monitor and coordinate all transport operations affecting the Games.

The Commonwealth Games Federation (CGF) Coordination Commission Review in November 2013 provided positive feedback about the department's planning activities and the strength of the multi-agency planning partnership to support the Gold Coast 2018 Commonwealth Games™.

## Bus and Train (BaT) Tunnel project

Working in collaboration with Projects Queensland and Brisbane City Council, we developed and released an early concept design for Brisbane's Bus and Train (BaT) Tunnel project in November 2013. Following further engineering and technical investigations, a Draft Reference Design was released for public comment in March 2014. More than 3,000 people were engaged over the five-week consultation period.

The BaT Tunnel project comprises:

- a proposed new 5km north-south tunnel combining a railway and busway in a single, double-decked, 15-metre wide tunnel beneath the Brisbane River and Central Business District
- three new combined bus and rail underground stations at Woolloongabba, George Street and Roma Street.

Construction works could start as early as 2015.

For more information, visit [www.qld.gov.au/transport/projects/bat](http://www.qld.gov.au/transport/projects/bat).



The BaT Tunnel project will double public transport capacity across the Brisbane River.

## Achievements

Transport and Main Roads' achievements in 2013–14 included:

### Road infrastructure planning

- planning to support the Queensland and Australian Government commitments to the Bruce Highway and Warrego Highway, such as the Haughton River Floodplain project and the Warrego Highway Toowoomba to Oakey Stage 1 project
- progressing the Toowoomba Second Range Crossing, with Projects Queensland managing procurement for the project.



The second range crossing will link Brisbane, the Darling Downs and the Surat Basin on the road freight network.

### Road network planning

- continuing the City Centre Bus Infrastructure project to provide detailed information on infrastructure and operational planning for Adelaide Street and the Brisbane Government Precinct with a view to staged implementation
- developing the South-East Queensland Park 'n' Ride Strategy. The strategy will guide the provision and management of park 'n' ride facilities in south-east Queensland to ensure they are cost effective and located to provide the greatest benefit to the transport network
- signing the contract with Coorparoo Developments Proprietary Limited for the Coorparoo Transit Oriented Development.

### Heavy vehicle reform

- releasing the *Moving Freight Strategy* and progressing key actions to meet the freight demand over the next 10 years. The Over Size Over Mass (OSOM) Action Plan, part of the overall strategy, focuses on improved heavy vehicle access systems, software and processes for OSOM and high productivity vehicle movements. The innovative software program identifies conflict points between infrastructure and freight vehicles remotely, which will be used to prioritise investment, unlock OSOM routes and prevent vehicle incidents before they occur. For more information, visit [www.tmr.qld.gov.au/movingfreight](http://www.tmr.qld.gov.au/movingfreight)

*Our Moving Freight Strategy supports Queensland's primary freight network made up of 13,600km of road, 9550km of public and privately managed rail lines, 15 trading ports, three international airports, and multiple domestic airports and freight terminals.*

- implementing the new Heavy Vehicle Charging Determination Framework
- contributing to the Heavy Vehicle Charging and Investment reform, including obtaining the Council Of Australian Government's agreement to proceed with an initial package of reform measures
- developing and implementing a Performance Based Standards (PBS) Class B Route Assessment Policy. The PBS Policy encourages collaboration across all levels of government and outlines the process for the transport industry to engage and fund consultants for assessment and classification of PBS Class B routes in Queensland
- delivering stages three and four of the Heavy Vehicle Action Plan, which identified projects required on key routes to meet access needs and influence future funding decisions.

### Rail infrastructure planning and regulation

- purchasing 75, six-car train sets as part of the New Generation Rollingstock Project along with the construction of a modern, purpose-built maintenance centre and maintenance of the rollingstock for 30 years



Purpose-built maintenance centres will service and maintain the New Generation Rollingstock fleet.

- progressing the South-East Queensland Outer Network Stabling Stage 1 project in collaboration with Queensland Rail. The project will deliver rail stabling facilities across south-east Queensland for the planned significant expansion of the south-east Queensland train fleet, to be delivered from mid-2016. Construction of the Stage 1 facilities is expected to commence in early 2015



To be delivered from late 2015, the new trains will increase passenger capacity and security.

- completing a planning study for a potential northern extension of Gold Coast Light Rail
- finalising an infrastructure agreement with FKP Commercial Developments Proprietary Limited to secure developer funded infrastructure upgrades to Milton rail station in Brisbane
- progressing the Queensland Rail Safety Bill which largely mirrors the *Rail Safety National Law* to provide regulation for rail operators that is consistent with other states
- progressing the Inland Rail project, in conjunction with the Department of State Development, Infrastructure and Planning. In particular, we are representing Queensland's interests on the Inland Rail Project Coordination and Communication Group and sharing the findings from its Surat Basin Rail Transport Study (currently under way) to inform the alignment in Queensland via the Toowoomba Range.

### Ports reform

- completing the ports governance review to respond to recommendations made by the Queensland Commission of Audit about ownership and governance of Queensland ports
- delivering the Master Plan for the State Boat Harbours and commencing the Strategic Boat Harbour Divestment Plan in collaboration with the Department of State Development, Infrastructure and Planning
- transferring port pilotage services to Queensland port corporations in November 2013, to improve customer responsiveness and enhance commercial focus.

## Transport policy and investment

- continuing policy engagement with the Australian Government's National Transport Agenda and Future Transport Reforms
- developing draft investment strategies to prioritise future infrastructure investment on the Flinders/Barkly Highways, Capricorn Highway and Peak Downs/Gregory Highways to support freight reliability, connectivity and safety for agricultural and mining commodities



The Peak Downs/Gregory highways are recognised as critical to supporting regional communities and the mining and agricultural sectors in Queensland.

- finalising the South-East Queensland Capacity Improvement Project. The project will provide the basis for a rail investment strategy and follows comprehensive capacity improvement investigations to define the 10-year and 20-year rail investment options for the south-east Queensland passenger and freight networks
  - developing the Route Ranking and Intersection Ranking Tool. Based on a connection to the National Performance Indicator system, the tool will help identify congestion 'hot-spots' enabling the department to target investment and obtain the best value from the network
  - developing and refining policy, regulatory provisions and processes to reduce red tape, and supporting the planning reform agenda and the State Assessment and Referral Agency
  - continuing to develop transport legislation amendments, including key amendments to the *Transport Infrastructure Act 1994* to reduce red tape, decrease costs and promote the most efficient delivery of transport infrastructure
  - updating the Benefits Management Framework to clearly define the benefits and outcomes to be realised through investment in the transport system
  - developing the *Transport Infrastructure Management Guidelines*, which tie together the different threads defining how an infrastructure project is identified, prioritised and delivered
- streamlining the review, input and negotiation of transport state interests in local governments' planning schemes and environmental impact statements
  - progressing the procurement phase for the Transport Infrastructure Asset Management System project to improve the department's asset management capability. The procurement phase is expected to be completed by early 2015 and will:
    - evaluate and select a preferred implementation partner and ICT solution
    - produce the full business case for the implementation phase of the project
  - in response to the Parliamentary Inquiry into Cycling Issues ([www.parliament.qld.gov.au](http://www.parliament.qld.gov.au)) in Queensland, introducing a two-year trial of a minimum overtaking width for motorists when passing cyclists, and aligning fines for cyclists where fine rates differ compared to other road users.

# Objective 2

## Safe and cost-efficient transport infrastructure that meets the current and future needs of Queensland

We construct, maintain, manage and operate an integrated transport network accessible to all. Works and management activities are delivered using cost-effective, safe and fit-for-purpose engineering solutions and innovative delivery mechanisms to achieve value for money.

Activities undertaken relate to stewardship of the state road network and include:

- delivering, managing and maintaining transport infrastructure
- managing road operations, including traffic incidents, heavy vehicle operations and traveller and traffic information
- managing use of the road corridor including environmental preservation and third party road access
- controlling access to, and recovering the road network during and following emergency events.

This work is underpinned with technical expertise that treats risk and provides sustained performance from the transport system.

### Our performance at a glance

The department achieved the following results in 2013–14.

**Figure 16: Objective 2 performance statement**

Performance measures /Service standards	Notes	2013–14 Target / Estimate	2013–14 Estimated actual	2013–14 Actual	Status
Percentage of QTRIP projects >\$5 million:					
• completed no more than 10% after the programmed construction period	1	90	90	84	●
• costing less than 10% over the published QTRIP figure		90	90	91	▲
Road network efficiency – Average travel time per 10km					
• AM peak		10.9	10.9	11	▲
• Off peak		9.5	9.7	9.7	▲
• PM peak		11.2	11.0	11.2	▲
Road network reliability – Percentage of the road network with reliable travel times					
• AM peak		85	83	83	▲
• Off peak		96	92	91	▲
• PM peak		82	79	79	▲
Road network productivity – Percentage of the road network with good productivity					
• AM peak		74	73	72	▲
• Off peak		79	78	77	▲
• PM peak		72	73	71	▲
Number of fatal crashes on state-controlled roads per 100 million vehicle kilometres travelled where the road condition was likely to be a contributing factor	2	0.05	0.05	..	..
▲ On track ● Slight variance ▼ Significant variance					
Notes:					
1. Projects have been delayed due to late approvals, project complexity and changes to scope while maintaining good cost control.					
2. The result for the 12-month period to 31 March 2014 is 0.058. There is a three month lag in data availability for this measure due to the time it takes to complete preliminary crash investigations and to determine causal factors (such as road conditions).					

During 2013–14, RoadTek achieved the following results.

**Figure 17: RoadTek performance statement**

Service standards	Notes	2013–14 Target/ Estimate	2013–14 Estimated actual	2013–14 Actual	Status
Long term debt/equity	1	15.4%	9.1%	9.7%	▲
Long term debt / total assets	1	11.4%	6.6%	6.9%	▲
Return on equity	2	12.9%	19.2%	19.7%	▲
Return on revenue (after tax)	3	4.2%	5.2%	5.1%	▲
Profit margin (earnings before income tax / user charges)	4	5.9%	7.4%	7.3%	▲
Lost time injury frequency rate		<10	9	12.3	▲
Customers' and stakeholders' value of RoadTek (on a scale of 1 to 5)		>4	4.3	4.29	▲
Plant utilisation – percentage hired as a percentage of total available hours		80%	83%	89%	▲

▲ On track   ● Slight variance   ▼ Significant variance

Notes:

1. Reduction in target is due to \$10 million reduction in RoadTek debt.
2. Return on equity has increased substantially for 2013–14 due to a higher than expected amount of work being undertaken.
3. Return on revenue (after tax) for 2013–14 is higher than expected due to a higher than expected amount of work being undertaken.
4. Profit margin for 2013–14 is higher than expected due to a higher than expected amount of work being undertaken.

## Key projects

### Gold Coast Light Rail – Stage 1

We continued to deliver the \$1.3 billion Gold Coast Light Rail – Stage 1 in partnership with the Australian Government and Gold Coast City Council.

The Gold Coast Light Rail network extends 13km from the new Gold Coast University Hospital and Griffith University to Southport, Surfers Paradise and Broadbeach. Trams will stop at 16 stations between the Gold Coast University Hospital and Broadbeach every seven and a half minutes during peak hours and operate 24 hours during weekends. Tram testing along the route was conducted from September 2013 with light rail services scheduled to commence in July 2014.

For more information, visit [www.tmr.qld.gov.au/Projects/Name/G](http://www.tmr.qld.gov.au/Projects/Name/G).



During peak periods, each tram can carry 309 passengers or the equivalent of six buses.

### Bruce Highway Action Plan

We continued to implement the *Bruce Highway Action Plan* (2013–14 to 2022–23), a program of works to improve the safety, flood immunity and capacity of the Bruce Highway over the next 10 years. Key commitments delivered under the plan include:

- completing works on the Cardwell Range realignment, which opened to traffic in November 2013
- beginning major earth works and piling on the southern approach to Townsville (Vantassel Street to Cluden)



Part of the Nation Building Program, the upgrade will improve safety, capacity, freight efficiency and flood immunity on the Bruce Highway at the southern approach to Townsville.

- opening Yeppen North Bridge to traffic in late October 2013
- beginning construction on the \$80.7 million Roys Road/Bells Creek Road interchange in October 2013



The new interchange will improve safety and efficiency for local and highway traffic, and enhance connectivity between local communities and visitors to the region.

- completing final works at Wrights Creek bridge, south of Edmonton, which includes doubling the bridge's width

- upgrading Sandy Corner to Collinsons Lagoon, including paving, sealing, bridge construction, culvert placement and street light installation



Construction of the Bruce Highway upgrade between Sandy Corner and Collinsons Lagoon is part of the jointly funded Federal and Queensland Government Nation Building Program.

- progressing the Mackay Ring Road Planning Study business case to approval with the project proceeding to preliminary design phase
- continuing works on new overtaking lanes, including north and south of the Isis River and south of Gin Gin
- awarded the second highway construction contracts for Cooroy to Curra – Section A in October 2013. Works commenced from November 2013



The new overpass forms part of a new 13.5km, four-lane divided highway under construction from south of Cooroy to Federal (near Sankeys Road).

- completing the \$150 million Cairns Bruce Highway Upgrade project between Ray Jones Drive and Sheehy Road



The upgrade has improved safety and traffic flow, reduced congestion and enhanced access into Cairns.

- completing 374km of Wide Centreline Treatment on priority sections of the Bruce Highway, at a cost of \$6.048 million, during 2013–14 under the Safer Roads Sooner program.

For more information, visit [www.tmr.qld.gov.au/Projects/Name/B](http://www.tmr.qld.gov.au/Projects/Name/B).

### Moreton Bay Rail Link

During the year, we finalised the design phase for the federal, state and local government-funded \$988 million Moreton Bay Rail Link project and moved into the construction phase. The Queensland Government contributed \$300 million toward the project.

Rail corridor works (including the track, structures and six stations) began in early 2014 and are expected to be completed in late 2016.

The rail link will deliver a 12.6km dual-track passenger rail line between Petrie and Kippa-Ring.

For more information, visit [www.tmr.qld.gov.au/Projects/Name/M](http://www.tmr.qld.gov.au/Projects/Name/M).



The rail link will provide a more reliable, economical, and faster alternative to driving to Brisbane's Central Business District during peak periods.

### Yeppen South Project

In July 2013, we completed planning and a detailed design for the Yeppen South Project, with John Holland Group (Queensland) announced in November 2013 as the successful construction contractor joining the department to deliver the project.

The \$296 million state and federally-funded project was identified as a high priority in the Queensland Government's 10-year *Bruce Highway Action Plan*. Once completed, it will provide a new elevated crossing of the Bruce Highway across the Yeppen Floodplain at a Q100 level (1 in 100 year flood level) from the Burnett Highway intersection to the Yeppen roundabout. The project is designed to integrate with the Yeppen North project to improve flood immunity across the Yeppen floodplain on Rockhampton's southern approaches. It will also significantly increase the capacity of the Bruce Highway south of Rockhampton.

Site construction commenced in January 2014 and the project is expected to take more than two years to complete.

For more information, visit [www.tmr.qld.gov.au/Projects/Name/Y](http://www.tmr.qld.gov.au/Projects/Name/Y).



The high-level flood route will benefit freight operations during natural disaster events.

### Technology offers 'One network' view

In an Australian first, the department has demonstrated innovation through technology by installing 350 bluetooth readers at major nodes across south-east Queensland to collect travel time information. Previously almost \$1 million was spent each year collecting this information through floating car surveys. Developed in close partnership with Brisbane City Council and other local governments, the initiative establishes a 'one network' view enabling the department to report on annual travel times on the south-east Queensland road network.

The initiative is being extended to cover heavy vehicles, public transport and cycling.

### 131940 Traffic and Travel Information service

Our 131940 Traffic and Travel Information service ([www.131940.qld.gov.au](http://www.131940.qld.gov.au)) provides valuable traffic and road condition information to help motorists make informed travel decisions, reduce the disruption caused by incidents, and minimise the effects of congestion.

We further enhanced the 131940 service during the year, by introducing improved emergency alert functionality and a new look and feel for the website. We also adapted the website to make it more compatible with, and user friendly for, smaller screen devices such as tablets and smartphones.

In 2013–14 the service supported Queensland through several tropical cyclones, including tropical cyclone *Ita* which crossed the far north Queensland coast in April 2014.

#### Figures 18a and 18b: 131940 use by month

Figure 18a: Calls to 131940 phone hotline by month/year

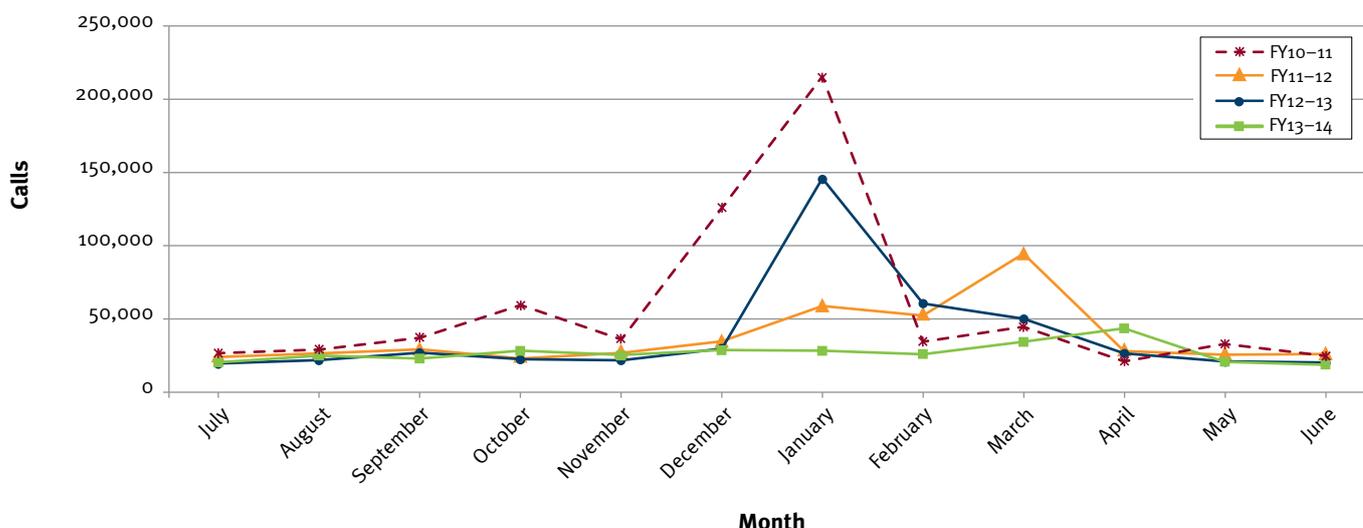
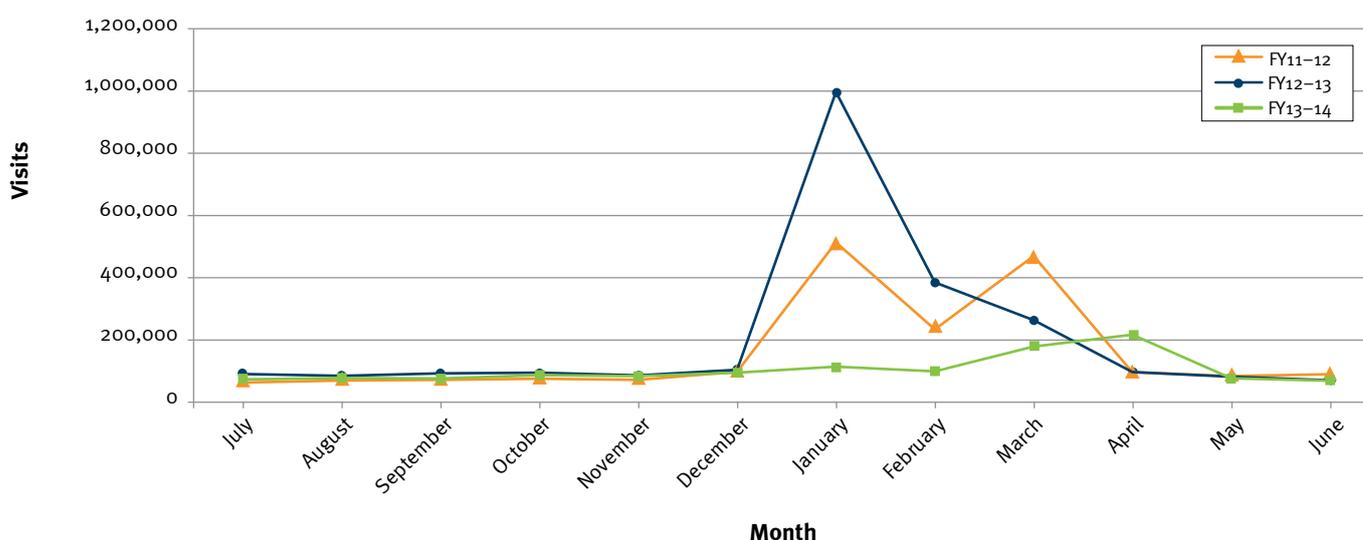


Figure 18b: Visits to 131940 website by month/year



These graphs show use of the 131940 phone hotline and website for each month, with peak activity generated during the annual wet season. In 2013–14 the 131940 Traffic and Travel Information service supported Queensland through several tropical cyclones, including tropical cyclone *Ita* (April 2014).

Data source: 131940 phone and web analytics (provided by Telstra and Google)

Note:  
 • Data for 2010–11 for the website is not included as a different (and non-comparable) reporting tool was used at this time.

## Achievements

Transport and Main Roads' achievements in 2013–14 included:

### Road and rail infrastructure

- continuing to deliver the Gateway Additional Lane project to improve motorist safety, reduce congestion and accommodate future traffic growth. Works to provide an additional northbound lane for 2.5km between Sandgate Road and the Deagon Deviation are under way and scheduled for completion in October 2014. For more information, visit [www.tmr.qld.gov.au/Projects/Name/G](http://www.tmr.qld.gov.au/Projects/Name/G)
- completing the \$475 million second stage of the Darra to Springfield Transport Corridor. The integrated road and rail project includes a 9.5km rail line to new stations at Springfield (near Woodcrest College) and Springfield Central (near Orion Shopping Centre) and a 5.5km upgrade of the Centenary Highway between the Logan Motorway, Forest Lake and Springfield Parkway, Springfield



Train services commenced on the corridor in December 2013, giving Springfield residents their first access to Queensland Rail's network.

- continuing delivery of the Royalties for the Regions program on state and local government roads, with:
  - ten projects completed, toward which the Queensland Government committed \$20.9 million, including:
    - provision of metered signals at Woolcock/Mather Street Intersection in Townsville at a total cost of \$10 million
    - widening and sealing an 18.8km section of Fairymeadow Road in the Western Downs at a total cost of \$3 million
  - nine projects commenced construction, toward which the state is contributing \$124.3 million, including:
    - construction of a new rail bridge at West Creek in Toowoomba at a total estimated cost of \$5 million
    - duplication of O'Mara Road between the Warrego Highway and Toowoomba-Cecil Plains Road on the outskirts of Toowoomba at a total estimated cost of \$21 million
    - construction of a new bridge at Blakey's Crossing in Townsville at a total estimated cost of \$24 million

- commencing an investigation into road congestion at open level crossings in the greater Brisbane area. Treatments that can reduce road congestion will be considered including upgrading technology, changing road geometry and/or signage, signalling upgrades, better integration of traffic and rail signals and addressing human factors issues, while maintaining appropriate rail safety standards
- launching a suite of initiatives under the 'reducing the cost of infrastructure' program. For more information, visit [www.tmr.qld.gov.au/business-industry/Business-with-us/Reducing-the-cost-of-infrastructure](http://www.tmr.qld.gov.au/business-industry/Business-with-us/Reducing-the-cost-of-infrastructure)
- continuing to progress open level crossing projects in collaboration with Brisbane City Council, including:
  - delivering the new road overpass bridge as part of the Robinson Road Open Level Crossing Replacement Project at Geebung with project completion anticipated in August 2014. Jointly funded by the Queensland Government and Brisbane City Council, the \$176.4 million project will improve safety, connectivity and travel times, and reduce road congestion in the area
  - continuing construction works at the Telegraph Road open level crossing at Bracken Ridge. The southern lanes of the road overpass bridge opened to traffic in May 2014 with the project expected to be completed by late 2014
- completing major projects, under the Transport Network Reconstruction Program, including Cunningham's Gap, Grigor Bridge at Conondale, Mount Morgan Range and key stretches of the Bruce, Warrego, Leichhardt and Gore highways.

*Under the \$6.923 billion Transport Network Reconstruction Program, we continued to repair damage to the state road network caused by natural disasters from 2010 to 2013. In 2013–14 the program reconstructed 2195km of road, 972 structures and 890 earthworks and batter locations.*



Road repairs are carried out on the Peak Downs Highway following flooding in early 2013.



Repairing damage sustained to the embankment of the bridge following flooding in early 2013.

### Safety programs and initiatives

- continuing to deliver the \$86 million Safer Roads Sooner program (made up of \$82 million from the Camera Detected Offence Program and \$4 million for motorcycle safety) targeted at low-cost, high-benefit road infrastructure treatments on Queensland's state-controlled road network
- rolling out emergency vehicle pre-emptive signals in south-east Queensland
- trialling speed algorithms (high-flow, poor weather, queue protection) for roll-out on managed motorways.

### Engineering projects

- developing National Steel Fabrication Specifications for road authorities to reduce costs and open the market to more suppliers
- developing Tier 2 Assessment Methodology through the B-Double and Road Train Bridge Assessment Project, reducing the number of bridges requiring strengthening and/or replacement
- releasing a pavement design supplement to allow for greatly reduced pavement thickness in Queensland, based on less conservative design assumptions
- introducing flood resilient pre-case culvert headwalls allowing the road network to be reopened more quickly after a flood event.

### Marine services

- establishing, in conjunction with the Gladstone Ports Corporation, navigational aids and services to assist with the safe introduction of Liquefied Natural Gas ship movements in the Port of Gladstone. This included installation of 64 major aids to navigation in May and June 2014
- establishing permanent electronic virtual aids to navigation at the Port of Hay in October 2013 to assist with the safe passage of deep draft coal carriers, replacing costly physical structures. For more information, visit [www.msq.qld.gov.au](http://www.msq.qld.gov.au).

# Objective 3

## Customer, safety and regulatory services that improve community safety and satisfaction

We strive to improve customer service and to manage and regulate the transport system safely, economically and sustainably. Safety of transport networks is critical to supporting Queensland's future growth. A safe, secure and resilient transport system aims to protect the lives and property of everyone who interacts with the network for business, employment and leisure.

Regulatory and safety-related activities undertaken include:

- managing the safe movement of vessels using Queensland's waterways, regulating pilotage services, providing hydrographic services in support of safe port development, and promoting safe standards and practices for commercial and recreational vessels
- developing and implementing rail safety initiatives, legislation and regulation (including operations, investigations, compliance, accreditation, risk and audit)
- developing and implementing road safety programs and initiatives for safer road use and safer speeds
- increasing and improving emergency management and security capabilities across the transport system promoting resilience, providing best practice risk management guidance, exercising, testing and validating prevention and response arrangements across all hazards for improved prevention, preparedness, response and recovery
- regulating transport providers and markets
- delivering licensing, registration and accreditation services.

### Our performance at a glance

During 2013–14 the service area, Transport safety, regulation and customer service, achieved the following results.

Figure 19: Objective 3 performance statement

Performance measures/Service standards	Notes	2013–14 Target/Estimate	2013–14 Estimated actual	2013–14 Actual	Status
Marine fatalities per 100,000 registered vessels		5.40	5.40	5.2	▲
Rail fatalities per 100,000 population		0.10	0.07	0.04	▲
Hospitalised rail casualties per 100,000 population	1	0.40	0.40	0.43	●
Number of level crossing collision occurrences per 1,000,000 train kilometres travelled		0.45	0.33	0.26	▲
Fatalities per 100,000 population on state-controlled roads		3.40	3.17	3.16	▲
Road fatalities per 100,000 population		5.90	5.30	4.88	▲
Hospitalised road casualties per 100,000 population	2	135	155.2	..	..
Percentage of people in target audience who have high-level awareness of road safety campaigns	3	90	..	..	..
Percentage of vessel movements without serious incidents					
<ul style="list-style-type: none"> <li>Pilotage areas</li> </ul>		99.8	100	100	▲
<ul style="list-style-type: none"> <li>ReefVTS area</li> </ul>		99.8	100	99.99	▲
Average wait time in Customer Service Centres (minutes)		10min	8min	6min 34sec	▲
Percentage of call centre calls answered within three minutes	4	80	39	40	▼

▲ On track   ● Slight variance   ▼ Significant variance

Notes:

- Estimated actual based on 19 physical hospitalisations. The variance was generated due to an increase of 1 hospitalisation.
- The result for the 12-month period to 31 March 2014 is 151.18. This is due to a time lag in obtaining data from other agencies.
- This measure will be discontinued as it was developed in 2001 when television formed the core of road safety campaign activity. Given the current diversification of media consumption, a new measure has been developed to capture community attitudes towards road safety.
- A Capacity Improvement Plan has been put in place to reduce call volumes, increase available agents and reduce average handling time for calls.

## Key projects

### Join the Drive to Save Lives

The *Queensland Road Safety Action Plan 2013–2015* comprises more than 60 items to tackle Queensland’s road toll, and includes a \$19.8 million strategy to improve road safety through greater involvement and engagement with the Queensland community.

In November 2013, we launched the \$2.2 million *Join the Drive to Save Lives* road safety strategy targeting the ‘Fatal 5’. For the first time television, radio and online advertising featured real Queenslanders sharing their thoughts and ideas about how we, as a community, can improve road safety. Almost two-thirds of Queenslanders remembered seeing the campaign, with strong recall of key messages on speeding (88 per cent), drink driving (88 per cent), driver fatigue (66 per cent) and talking/texting (52 per cent).

The *Join the Drive to Save Lives* website and Facebook page were also launched in November 2013. Almost 70,000 people have pledged their support for road safety through the website, with 92,606 visits to the website and 2,111 personal road safety messages, videos and photos uploaded (as at 30 June 2014). In addition, 42,471 people became fans of the *Join the Drive to Save Lives* social media sites and participated in the ongoing community discussion on road safety.

Throughout Easter 2014, we ran a campaign highlighting the dangers of speeding, even by just a small margin. In a first for Queensland, people were invited to go online and add their names to personalised billboards pledging they had ‘no time for speeding’. As at 30 June this year, 1,163 people had added their names to the billboards.

For more information on our safety campaigns and road safety action plan, visit [www.qld.gov.au/jointhedriver](http://www.qld.gov.au/jointhedriver) and [www.tmr.qld.gov.au/Safety](http://www.tmr.qld.gov.au/Safety)



Everyday Queenslanders are playing their role in road safety through the *no time for speeding* interactive billboards.

Figure 20: Operation Safe Drive results

Financial year	Intercepts	Vehicle defects	Penalty infringement notices issued
2009–10	9,434	1,517 (16.0%)	437
2010–11	7,183	1,309 (18.2%)	342
2011–12	7,826	1,329 (16.9%)	290
2012–13	4,878	1,334 (27.3%)	380
2013–14	4,333	1,153 (26.6%)	345

The 2013–14 reporting period showed a reduced number of vehicle intercepts compared to previous years. This reduction is due to the reallocation of resources to areas presenting a higher safety risk. When compared to the number of intercepts, the rate of defects identified in 2012–13 and 2013–14 is moderately higher than 2011–12. This higher defect rate is the result of improved vehicle targeting and operational planning, and should not be considered evidence of a reduction in vehicle safety.

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

Notes:

- All regions conduct Operation Safe Drive operations each year in the lead up to school holidays.
- While the defect rate in recent years may appear high, it should be noted that the majority of the defects recorded were only minor, and that vehicles were filtered during these operations to target the worst ones.

### Stay wider of the rider

In March 2014, we launched an awareness campaign to alert road users to new minimum passing distance rules to improve cyclist safety.

The new rules are part of the 68 recommendations put forward by the Queensland Parliamentary Inquiry into Cycling Issues, and were introduced in April 2014. They include:

- staying wider of the rider by giving at least one metre when passing cyclists in a 60km/h or less speed zone
- giving at least 1.5 metres when the speed limit is over 60km/h
- allowing drivers to cross continuous and painted islands to free up the road lane.

For more information, visit [www.tmr.qld.gov.au/Safety/Safety-campaigns/Bicycle-safety](http://www.tmr.qld.gov.au/Safety/Safety-campaigns/Bicycle-safety)



### Improving the customer experience

The department continued to implement a range of initiatives to improve customer experience, including:

- delivering new online transport transactions, such as:
  - a check of demerit points
  - the replacement of a lost, stolen or destroyed driver licence
  - the purchase of an electronic traffic history report
- commencing the Customer Experience Transformation project to improve the customer experience across all transport products and services, including:
  - identifying, understanding and analysing the varied customer segments that interact with the department, their needs and preferences
  - enabling products and services to be redesigned to meet the needs of our customers
  - delivering products and services through an integrated and seamless end-to-end customer experience
- opening a new Transport and Main Roads Customer Service Centre at Toowong in June 2014.

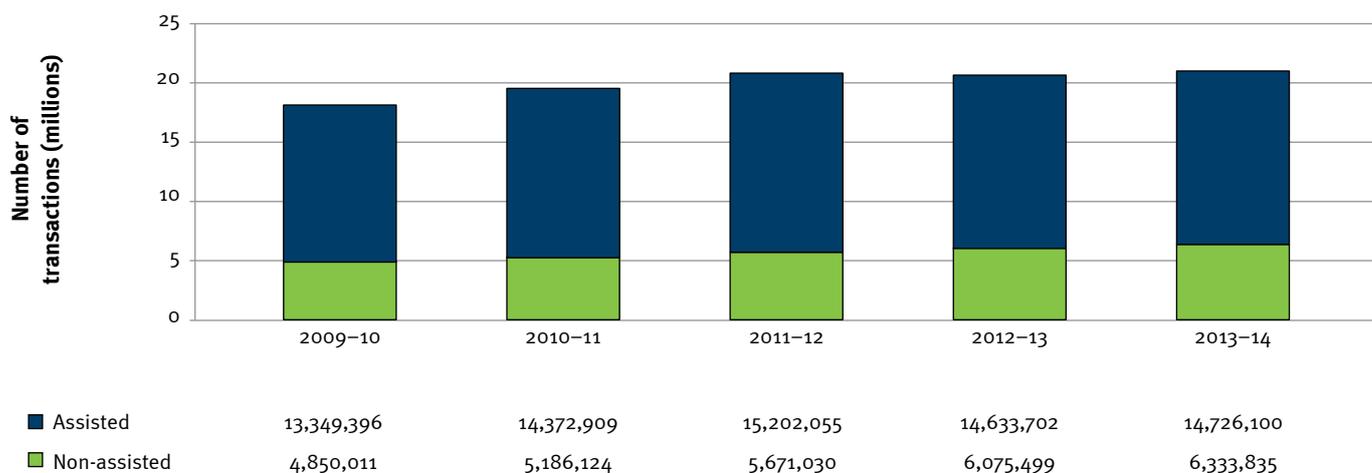


The new Toowong Customer Service Centre includes a personal concierge, self-service terminals and an open plan waiting area.

*Our customer satisfaction levels reached a 10-year high, recording an October 2013 result of 8.2 out of 10 and a February 2014 result of 8.4 out of 10.*

Source: Bi-annual Nielsen Channel Management Research Monitor Report

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



Non-assisted service options like BPay, internet and Interactive Voice Response, enable the network to provide greater service to customers. The proportion of non-assisted transactions increased from 29.3 per cent in 2012-13 to 30.1 per cent in 2013-14.

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

Note: Transactions are those which produce a TMR product, for example, licensing, registration, address change. Not enquiries or advice provided by the Call Centre.

## Transport safety data

Safety data is maintained by the department to provide statistics for the accurate and timely analysis of safety programs and for the development of new, effective safety campaigns and initiatives. For more information on our safety initiatives, see pages 29-38.

Figures 22 to 26 show trend safety data over the previous 10 years.

### Rail

In 2013-14, there were two rail-related fatalities (excluding suicides) reported. This compares to one fatality in 2012-13 and nine fatalities in 2011-12.

Fatalities involving railway trespassers (45 per cent) and collisions at level crossings (38 per cent) comprise the majority of all fatalities for the 10-year period 2004-05 to 2013-14.

Figure 22: Rail fatalities per 100,000 population

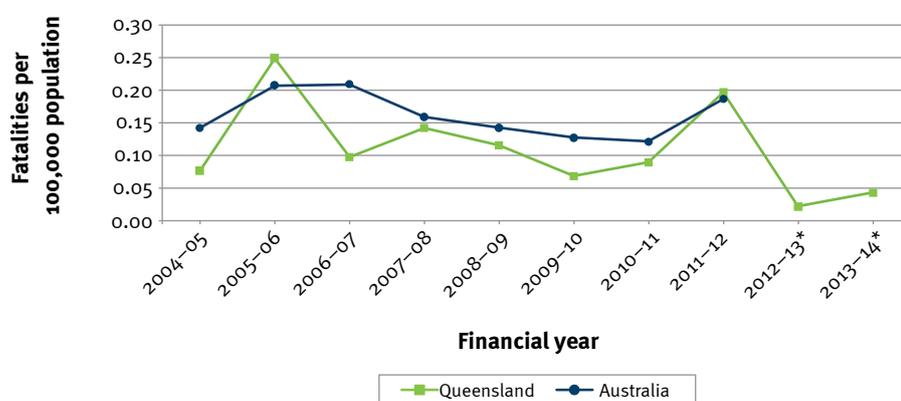


Figure 22

Data sources: Australian Safety Transport Bureau; Australian Bureau of Statistics; Transport and Main Roads' Land Transport Safety Branch.

Notes:

- Data excludes fatalities resulting from suspected suicides, assaults and natural causes.
- \* Australian figures for 2012-13 and 2013-14 are not available. On 20 January 2013, the introduction of the Office of the National Rail Safety Regulator (ONRSR) saw the rail industry in all states except Queensland, Victoria and Western Australia now reporting rail safety occurrences to the ONRSR. As a result there has been no national rail dataset produced since this time.
- Rail fatality data are subject to review and amendment as additional or more detailed information becomes available. This may result in variations to historical data which have previously been published.

## Roads

During 2013–14, there were 229 fatalities as a result of crashes within Queensland, 68 (22.9 per cent) fewer fatalities than the previous year and 60 (20.8 per cent) fewer fatalities than the previous five-year average. The 2013–14 road fatality rate for Queensland was 4.88 per 100,000 population, which is 24.2 per cent lower than the rate for the previous year (6.44). The road toll places Queensland fourth behind the Australian Capital Territory (2.34), Victoria (4.42) and New South Wales (4.58).

**Figure 23: Road fatalities per 100,000 population**

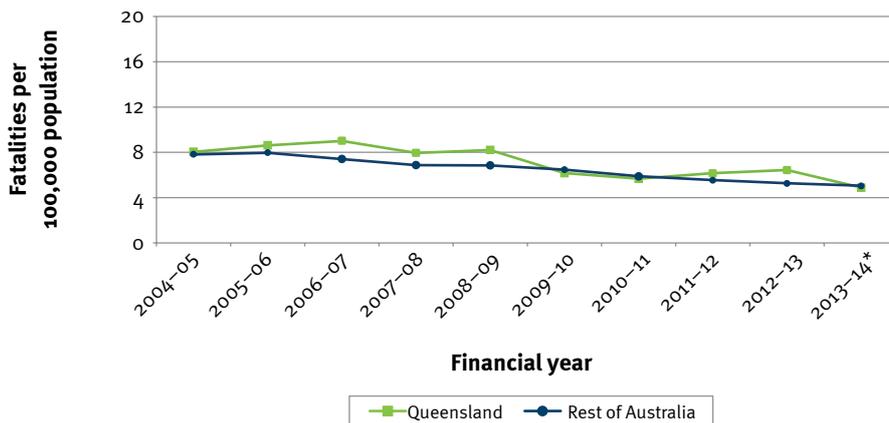


Figure 23

Data sources: Transport and Main Roads' RoadCrash database and the relevant interstate authorities; Population figures are from the Australian Bureau of Statistics – Catalogue 3101.0

**Notes:**

- Each month Transport and Main Roads requests updates on interstate road crash data from the relevant interstate authorities for the current year-to-date road toll and confirmation of the road toll for the previous year by month.
- The ABS reviewed population figures in late 2013. This resulted in flow-on changes to fatalities per population figures.
- \* Reporting of 2013–14 data may differ from state to state as figures are preliminary at time of printing.

**Figure 24: Road fatalities by road user type (in Queensland)**

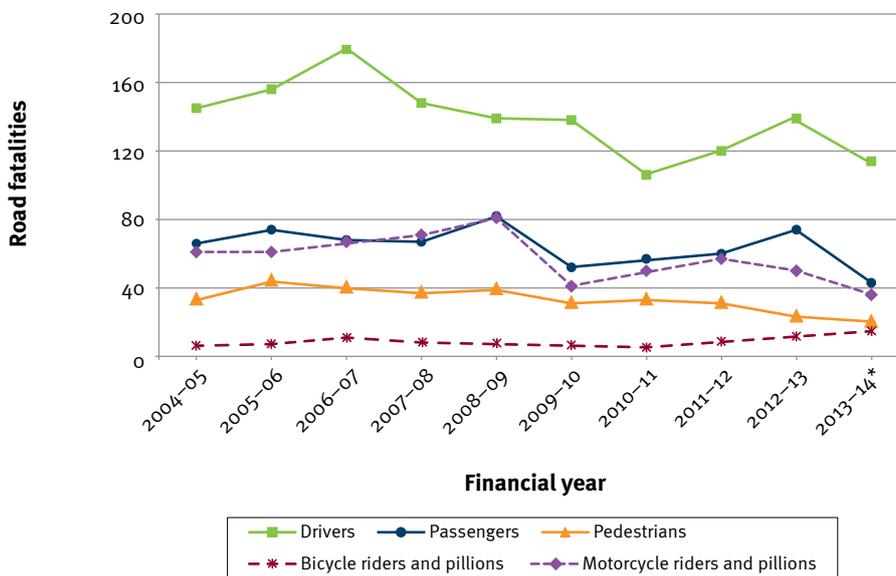


Figure 24

Data source: Transport and Main Roads' RoadCrash database

**Notes:**

- This graph excludes 'other' fatalities such as horse riders, train drivers and train passengers. In 2013–14, there were no fatalities recorded in this category.
- There was an anomaly with the legend for this graph in previous TMR annual reports.
- \* 2013–14 figures are preliminary at time of printing.

## Marine

During 2013–14, reported marine incidents in Queensland included:

- 11 fatalities (see figure 25). This equated to 4.4 fatalities per 100,000 registered recreational vessels and is significantly lower than the 10-year average of 6.15 fatalities per 100,00 registered recreational vessels
- 47 injuries resulting in hospital admission (see figure 26). This equated to 18.8 hospital admissions per 100,000 registered recreational vessels and does not significantly differ from the 10-year average of 17.9 hospital admissions per 100,000 registered vessels.

**Figure 25: Marine fatalities (in Queensland)**

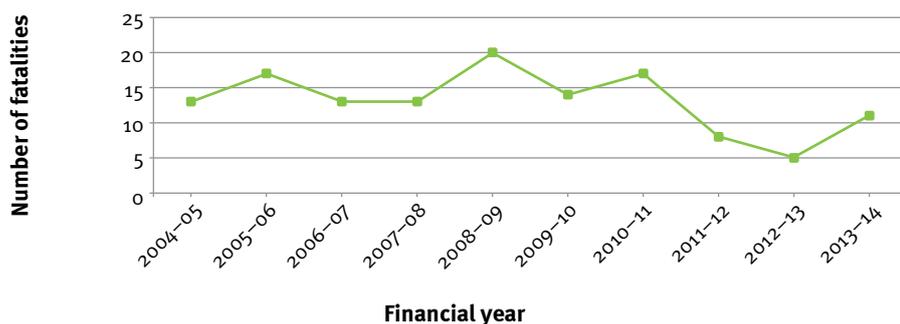


Figure 25

Data source: Caseman Marine Incident Database

Note:

- Marine incident data are subject to review and amendment as additional or more detailed information becomes available. This may result in variations to historical data which have previously been published.

**Figure 26: Serious injuries from marine incidents (in Queensland)**

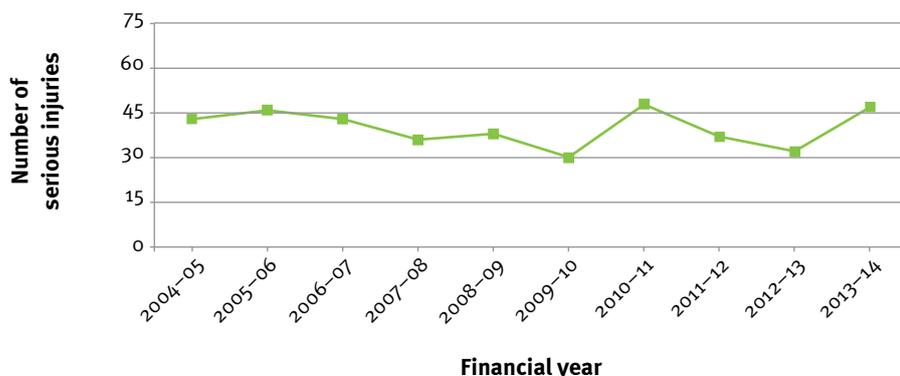


Figure 26

Data source: Caseman Marine Incident Database

Note:

- Marine incident data are subject to review and amendment as additional or more detailed information becomes available. This may result in variations to historical data which have previously been published.

## Achievements

Transport and Main Roads' achievements in 2013–14 included:

### Registration and licensing initiatives

- introducing reforms to the Queensland Licensing System on 1 January 2014 to reduce red tape and help make our roads safer. They include:
  - all drivers – minimum age of 18 years old for a P2 licence and 20 years old for an open licence
  - drivers 75 years and over – a maximum 12 month validity period for medical certificates, ensuring problems are detected early and managed sooner
  - new motorcycle riders – a more comprehensive knowledge test, with Q-Ride the primary method of assessing practical riding skills
  - young drivers – a simplified definition for high-powered vehicles manufactured after 1 January 2010

A full list of reforms is available at [www.tmr.qld.gov.au/Licensing/Licensing-reform](http://www.tmr.qld.gov.au/Licensing/Licensing-reform)

- trialling an enhanced Q-SAFE practical driving test for learner drivers
- developing an education and awareness package to better support older drivers, their families and drivers with medical conditions
- preparing to implement a more efficient and effective method of registration renewal for vehicles up to 4.5 tonnes in weight (which accounts for about 96 per cent of vehicles registered in Queensland) including the introduction of label free registrations from 1 October 2014. For more information, visit [www.qld.gov.au/transport/news/features/label](http://www.qld.gov.au/transport/news/features/label)

### Road safety strategies and initiatives

- developing and implementing:
  - the three-year Road Safety Social Change Strategy to improve transport safety through social marketing campaigns and strategies targeting high risk behaviours and key risk groups such as young drivers, and engaging and building partnerships with the community to encourage dialogue about road safety issues
  - the *Join the Drive to Save Lives* road safety social change strategy (see page 32)
  - a \$2 million a year Community Road Safety Grants Program to encourage community involvement in local road safety projects. For more information, visit [www.tmr.qld.gov.au/Safety/Road-safety/Community-road-safety-grants](http://www.tmr.qld.gov.au/Safety/Road-safety/Community-road-safety-grants)
- reviewing the scheduling method for mobile speed cameras to maximise the general deterrence of speeding and reduce road casualties. For more information on the Camera Detected Offence Program, see Appendix 3
- reviewing the speed limits on 100 priority roads across the state following wide consultation in 2013. The department and local governments in Queensland are progressing the reviews with results published at [www.tmr.qld.gov.au/speedlimitreview](http://www.tmr.qld.gov.au/speedlimitreview)

- continuing the focus on school safety by installing more flashing school zone signs at priority Queensland school zones
- completing and implementing the department's Compliance Plan 2013–2016 to provide a coordinated approach to compliance to improve safety, infrastructure protection and revenue protection across the transport network in Queensland.

### Rail safety strategies and initiatives

- establishing a nationally-consistent rail safety audit program
- continuing to implement, through the Queensland Level Crossing Safety Group, priority actions identified under the *Queensland Level Crossing Safety Strategy 2012–2021*. For more information, visit [www.tmr.qld.gov.au/Safety/Rail-safety/Rail-safety-overview](http://www.tmr.qld.gov.au/Safety/Rail-safety/Rail-safety-overview)
- continuing the trial and evaluation of the selected level crossing safety technologies as part of a \$2.1 million commitment to improve safety at railway crossings, and making recommendations to government related to their safety impacts
- bringing rail and road stakeholders together to explore ways to reduce road congestion around level crossings in south-east Queensland while maintaining safety standards
- implementing timetable improvements in collaboration with Queensland Rail and other stakeholders to achieve a more efficient rail system.

### Regulatory reform

*During the year, we reviewed Vehicle Inspection Guidelines reducing the number from 3180 to 2180 guidelines and cutting red tape by 68 per cent. We also removed the need to obtain a certificate of modification for motorcycle seats, resulting in a customer saving of \$80 per certification and 2600 fewer certifications a year.*

- implementing a prioritised program of regulatory reform with a focus on reducing the regulatory burden for industry and the wider community
- assisting large families by excluding 'mini-buses' (buses under 4.5t gross vehicle mass) that are used for private purposes from the requirement to have a yearly Certificate of Inspection
- establishing an online tool to enable people to check if the registration of a vehicle is current, support the removal of registration labels and check if the vehicle is subject to 'high-powered vehicle' restrictions for young drivers
- simplifying the approval process for vehicle modifications for drivers with a disability, driving schools and the owners of individually constructed vehicles.

### Emergency management and transport security initiatives:

- actively contributing through the department's ready reserve response team at the State Disaster Coordination Centre and to community recovery through the department's recovery reserve team
- supporting the State Disaster Coordination Group through the department's liaison officer role
- providing timely alerts and notifications to stakeholders through the 24-hour watch officer role
- delivering a range of statewide preparedness sessions for emergency management and transport security to representatives from Queensland Police Service, Queensland Fire and Emergency Services, local government, bus, rail and ferry passenger transport operators, intelligence agencies and key staff in the department's regions
- reviewing and refreshing the department's continuity process, and our regional Continuity Network Response Planning arrangements
- reviewing the *Transport Security (Counter-Terrorism) Act 2008* and associated risk assessment processes
- delivering improved security support services, regulatory administration, counter-terrorism risk management guidance and exercising opportunities for key transport precincts and mass passenger transport operators
- establishing a strategic partnership with the Centre for Excellence in Policing and Security to deliver tailored training for the improvement of security resilience across the transport sector
- supporting whole-of-government and national strategy, planning and policy initiatives through:
  - the Queensland Counter-Terrorism Committee
  - the Australia-New Zealand Counter-Terrorism Committee
  - the national Transport Security Committee
  - the Queensland Strategy for Disaster Resilience
  - the Emergency Management Assurance Framework
  - transport systems input to G20 planning.

### Marine initiatives

- adopting and implementing the new National Plan Pollution Response training program in Queensland in May 2014 to ensure the state is capable of fulfilling its pollution response obligations
- conducting marine pollution response exercises in Brisbane and Rockhampton and providing training in operational oil spill response through courses held in Brisbane, Gladstone, Mackay, Cairns and Weipa to enhance Queensland's marine pollution response capabilities
- completing a maritime-based planning and implementation project to ensure the first Liquefied Natural Gas (LNG) shipment in the Port of Gladstone, anticipated in late 2014, is delivered safely and efficiently

- announcing the second round of waterways projects under the Marine Infrastructure Fund
- establishing the new port Vessel Traffic Service centre in Gladstone in March 2014 to monitor and assist with port navigation and managing the growth in vessels movement in the port related to LNG and other industries



The new vessel traffic service provides 24/7 advice and guidance on the position of ships, weather, tidal condition and possible hazards to navigation.

- providing extensive input in March 2014 to the drafting of the *North-East Shipping Management Plan* ([www.amsa.gov.au](http://www.amsa.gov.au)) with a focus on sustainable shipping operations
- providing extensive input in May 2014 to two further strategic reviews on the management of the Great Barrier Reef World Heritage Area, which focus on protecting the unique waters of the Great Barrier Reef
- providing annual tide predictions as a free online service ([www.msq.qld.gov.au](http://www.msq.qld.gov.au)), from October 2013, replacing a published book for purchase
- implementing in July 2013 the National Domestic Commercial Vessels system leading to efficiencies for vessels trading across jurisdictions
- successfully positioning Maritime Safety Queensland to deliver a range of marine safety services on behalf of the national regulator (the Australian Maritime Safety Authority) under the *Marine Safety (Domestic Commercial Vessel) National Law Act 2012* and implemented a range of measures to assist Queensland's fleet to transition to the new single national jurisdiction.

### One-Stop Shop

- as part of the One-Stop Shop team, we developed, piloted and delivered a range of key initiatives that will improve the customer experience for accessing Queensland Government information and services. They include:
  - improved transport and main roads information online through one government website [www.qld.gov.au](http://www.qld.gov.au) and one telephone number, 13 QGOV (13 74 68)
  - piloting a new approach to customer service outlets throughout regional Queensland that will provide customers with easier and quicker access to government services from a location in their local community. For more information, visit [www.qld.gov.au/onestopshop](http://www.qld.gov.au/onestopshop)

# Objective 4

## Integrated passenger transport services that are safe and accessible

We lead and shape Queensland's overall passenger transport system. We also facilitate passenger transport systems across the state and provide a single integrated transport system enabling fair access to everyone.

Key focus areas include:

- regulating passenger transport providers and markets where necessary
- delivering passenger transport driver authorisation and operator accreditation
- supporting increasing public transport patronage
- providing subsidies for fair access to public transport
- administering efficient passenger transport service networks to minimise the cost of congestion, maximise economic productivity and improve mobility
- maintaining a fit-for-purpose contract management framework for passenger transport services
- overseeing the School Transport Assistance Scheme
- managing and developing *go* card and ticketing products and other customer systems to improve ease of use and patronage of the passenger transport network.

## Our performance at a glance

During 2013–14, passenger transport services achieved the following results.

Figure 27: Objective 4 performance statement

Performance measures/Service standards	Notes	2013–14 Target/Estimate	2013–14 Estimated actual	2013–14 Actual	Status
Wheelchair accessible taxi response times compared to conventional taxi fleet response times					
• Peak – Percentage within 18 minutes					
- Conventional		85	95	96	▲
- Wheelchair		85	87	88	▲
• Peak – Percentage within 30 minutes					
- Conventional		95	98	99	▲
- Wheelchair		95	95	94	▲
• Off peak – Percentage within 10 minutes					
- Conventional		85	87	88	▲
- Wheelchair	1	85	73	74	▼
• Off peak – Percentage within 20 minutes					
- Conventional		95	97	97	▲
- Wheelchair	1	95	90	90	●
Average subsidy per trip provided through the Taxi Subsidy Scheme		\$8.18	\$7.80	\$7.66	▲
Average subsidy per passenger on Government contracted services					
• Regional air		\$23.46	\$18.39	\$17.69	▲
• Long distance bus	2	\$25.35	\$37.31	\$32.27	▼
• Regional urban bus	3	\$3.08	\$3.17	\$3.17	●
• TravelTrain		\$474.92	\$401.12	\$423.65	▲

Figure 27: Objective 4 performance statement *continued*

Performance measures/Service standards	Notes	2013–14 Target/ Estimate	2013–14 Estimated actual	2013–14 Actual	Status
Patronage on Government contracted services (millions)					
• South-east Queensland	4, 5	176.4	176.72	175.91	●
- Bus		118.4	119.02	118.65	▲
- Rail	5	51.07	49.72	49.82	●
- Ferry		7.0	7.68	7.44	▲
• Rest of Queensland	3, 7	12.8	12.42	12.42	●
- Regional air		0.4	0.48	0.48	▲
- Long distance bus	6	0.1	0.11	0.13	●
- Regional urban bus	3	11.8	11.45	11.45	●
- TravelTrain	7	0.4	0.38	0.36	●
Customer satisfaction ratings of public transport by service type (using a 0–100 index – 100 being excellent)					
• Whole of Queensland					
- Taxi	8	≥70	66	65	●
• South-east Queensland					
- Bus		≥70	70	70	▲
- Rail		≥70	70	69	▲
- Ferry		≥70	77	76	▲
• Rest of Queensland					
- Regional urban bus		≥70	72	74	▲
Customer complaints on <i>go</i> card per 10,000 trips		<3	0.56	0.49	▲
Customer service complaints in south-east Queensland (other than <i>go</i> card) per 10,000 trips		<3	2.62	2.48	▲
Average on-time running performance in peak times – CityTrain		95%	98%	98%	▲
Percentage of scheduled services delivered – CityTrain		>99.9	99.87	99.83	▲
Average cost of subsidy per passenger trip in south-east Queensland – bus, rail and ferry	9	\$6.40	\$6.58	\$6.65	●

▲ On track ● Slight variance ▼ Significant variance

## Notes:

- Response times for wheelchair accessible jobs are longer than response times for conventional taxis. This may be due to drivers not prioritising wheelchair work or because they are engaged in providing other services under a contract with other entities such as Department of Veteran Affairs.
- The result for long distance bus average subsidy is above target due to additional payments for Emergency Service Contracts to ensure continuity of service on three routes.
- The 2013–14 result is an estimate due to the inherent time lag in obtaining results from operators.
- Actual patronage for 2013–14 increased for the first time since 2010 and compared to actual patronage of 175.7 million in 2012–13.
- The 2013–14 rail patronage target included 0.3 million for light rail patronage for June 2014. Light rail is scheduled to commence operation in July 2014 and patronage will be reported separately in 2014–15.
- The 2013–14 long distance coach patronage target was 140,000 prior to rounding. Long distance coach patronage has been impacted by increased competition through cheaper air fares.
- The 2013–14 TravelTrain patronage target was 382,000 prior to rounding. TravelTrain patronage has been impacted by increased competition through cheaper air fares.
- Customer satisfaction ratings for taxis remain stable. Satisfaction with affordability and information continue to remain comparatively low and impact on overall satisfaction.
- The average subsidy per passenger trip in south-east Queensland has increased following the integration of TransLink Transit Authority (TTA) into the department which resulted in changes to the calculation methodology for this measure. The comparable 2013–14 target/estimate calculated under the new methodology would be \$6.61.

## Key projects

### Improving our transport networks

During 2012–13, we implemented the SEQ Bus Network Review, with Brisbane City Council responsible for the review in their area. After three rounds of consultation with customers, the first of the changes were launched in Brisbane in October 2013. The Sunshine Coast and Ipswich region bus networks following suit in November and December respectively. Bus networks in the Gold Coast, Logan, Moreton Bay and Redlands regions were updated from January 2014 to coincide with changes to the rail timetables network.

We also:

- introduced the first high frequency routes outside of Brisbane with 105 additional trips a week on the Sunshine Coast (Route 600) and 369 additional trips a week on the Gold Coast (Route 704)
- delivered 200 additional services to the south-east Queensland City Rail Network with the introduction of new train timetables in January 2014 for the Airport, Beenleigh, Cleveland, Doomben, Ferny Grove, Gold Coast and Shorncliffe rail lines. Minor changes were also implemented on the Caboolture/Sunshine Coast lines
- provided over 824,000 passenger trips on the new rail line to and from Springfield Central, Springfield and Richlands since December 2013.

For more information, visit [www.translink.com.au/about-translink](http://www.translink.com.au/about-translink).

### Network access improvements

The *Disability Action Plan—Improving Access to 2017*, released in June 2014, takes a customer-centric approach to improving network access, focussing on four key priorities supported by 28 actions. The four priorities are:

- building an accessible transport network
- enhancing the customer experience
- improving the accessibility of information
- working in collaboration with partners and stakeholders.



The department is committed to reducing barriers for people with a disability when using the passenger transport network.

The department will begin implementing actions aligned to the priorities in 2014–15.

For more information on accessible services, visit [www.translink.com.au/travel-information/accessibility-and-safety/accessible-services](http://www.translink.com.au/travel-information/accessibility-and-safety/accessible-services). For data on public transport accessibility, visit [www.data.qld.gov.au/group/transport-and-main-roads](http://www.data.qld.gov.au/group/transport-and-main-roads).

## Achievements

Transport and Main Roads' achievements in 2013–14 included:

### Public transport infrastructure works

- The Gap park 'n' ride, which provides about 85 park 'n' ride spaces for commuters and a new bus station with capacity for four buses, bicycle parking and bus driver lay-over amenities
- the upgrade of Toowoomba bus station in partnership with Toowoomba Regional Council
- the Maroochydore bus station, which provides six bus bays, bus driver lay-over amenities, high quality shelters and seating for passengers, and convenient pedestrian links to the shopping centre. The bus station is the first to use a new standard platform edge design
- the Kawana bus station on Nicklin Way (southbound platform). The new station provides two bus bays, high quality shelters and seating for passengers and convenient pedestrian links to Kawana Shoppingworld. The northbound platform will commence construction in early 2015
- the upgraded Palm Island ferry pontoon, undertaken in partnership with the Australian Government, Palm Island Aboriginal Shire Council and Sealink. The rigorous design structure of the pontoon is expected to provide resilience to withstand cyclonic winds and waves. The pontoon complies with the Commonwealth's *Disability Standards for Accessible Public Transport 2002*
- the Passenger Transport Accessible Infrastructure program, with \$4,986,000 allocated to local governments to upgrade non-Disability Discrimination Act-compliant passenger transport infrastructure and meet compliance targets under the *Disability Standards for Accessible Public Transport 2002*. In 2013–14, the program funded the upgrade of 448 bus stops throughout Queensland. We contributed an additional \$1,628,000 for Brisbane City Council's upgrade of the Bulimba Ferry Terminal.

### Fares and ticketing

- halving the scheduled 15 per cent fare increase on TransLink services to reduce cost of living for passengers in south-east Queensland
- from January 2014, trialling off-peak fares in south-east Queensland cheaper from 8.30am (instead of the current 9am start). The changes are expected to encourage passengers to travel later, increasing public transport capacity

- implementing the Tertiary Transport Concession Card in February 2014 to enhance revenue protection, ensuring tertiary and post-secondary students will continue to receive discounted public transport fares when travelling with a valid card
- continuing to manage and develop *go* card and ticketing products
- increasing the south-east Queensland public transport network security force from 44 to 54 officers to target fare evasion and anti-social behaviour
- implementing changes to legislation in December 2013 requiring taxi meters to be automated and cameras to record audio. The new laws will reduce incidents of overcharging and fare disputes, provide better protection of earnings for operators and increase transparency of taxi fares
  - under the Taxi Subsidy Scheme, providing more than \$14 million in taxi subsidies to ensure an affordable and accessible transport option for people with a disability who experience profound difficulties using other modes of public transport. Taxi Subsidy Scheme members receive a 50 per cent subsidy for taxi fares up to a maximum subsidy of \$25 a trip. For more information, visit [www.translink.com.au/tickets-and-fares/concessions/taxi-subsidy-scheme](http://www.translink.com.au/tickets-and-fares/concessions/taxi-subsidy-scheme)
  - implementing the findings of the Revenue Protection Taskforce to enhance revenue protection on the public transport network.

#### Bus and ferry service improvements

- developing a comprehensive Bus Reform Strategy to deliver tangible savings
- finalising the integration of the Southern Moreton Bay Island ferry service to form part of the TransLink network in July 2013, improving access to and from Lamb, Karragarra, Russell and Macleay islands.

#### Rail renewal and service improvements

- adding 200 additional daily services in south-east Queensland in January 2014
- maintaining a peak reliability record at 96 per cent since the new services commenced in January
- launching the first refurbished Cairns tilt train service, the Spirit of Queensland, on 28 October 2013
- finalising the review of long-distance passenger services as a part of the government's commitment to ensure value for money, and commenced implementation of accepted recommendations
- renewing rail freight contracts. We began negotiations with Australian and international train freight operators to deliver the next round of Queensland rail freight contracts
- renewing rollingstock contracts, including a new \$4.4 billion, 32-year fixed price contract to design, finance, build and maintain 75 new six-car south-east Queensland trains awarded to Bombardier NGR Consortium.

#### Healthy, active travel initiatives

- encouraging school children to walk, cycle or use public transport more often under our Healthy Active School Travel program ([www.translink.com.au/about-translink/what-we-do/healthy-active-school-travel](http://www.translink.com.au/about-translink/what-we-do/healthy-active-school-travel)), in partnership with Queensland Health and local councils. The department is working with Cairns Regional Council, Townsville City Council, Gold Coast City Council and Ipswich City Council to develop School Travel Plans which will include a range of activities to promote physical activity in children. The project is also working to build the skills and knowledge of school communities by delivering improved infrastructure, community events and parent information sessions.

# Objective 5

## Strategic corporate services that enable business outcomes and create a great workplace that values our people

We provide strategic corporate services to enable the department to achieve its business objectives. Our centred, locally delivered operating model ensures a consistent enterprise-wide approach to managing our corporate services. They include:

- building a whole-of-department future blueprint and corporate strategy which emphasises the functional capabilities that drive business value to deliver more effective services, deliver value for money and ultimately achieve better outcomes for Queenslanders
- providing best practice corporate financial management, accounting and procurement, delivering sustainable and fit for purpose facilities and accommodation solutions to achieve organisational savings
- delivering value for money Information and Communication Technology services
- providing timely and accurate information and advice to the Board of Management and other key stakeholders across the department to ensure the department is a properly functioning, resilient organisation with a high-performing, safe and capable workforce.

### Our performance at a glance

During 2013–14, our corporate services achieved the following results.

**Figure 28: Objective 5 performance statement**

Performance measures	Notes	2013–14 Target/ Estimate	2013–14 Estimated actual	2013–14 Actual	Status
Delivery of services and activities within the agreed budget	1	\$3.294b	Not applicable*	\$4.725b	▼
TMR separation rate		>5% and <10%	Not applicable*	7.96%	▲
TMR sick leave					
• average sick leave rate		<9	Not applicable*	8.76	▲
• average occurrences per employee		<6.39	Not applicable*	5.17	▲
Lost Time Injury Frequency Rate	2	≤5.3	Not applicable*	6.5	▼
Severity Frequency Rate	3	≤56.3	Not applicable*	121.6	▼

▲ On track   ● Slight variance   ▼ Significant variance

Notes:

1. The full year actual result is greater than the target due to a \$1.490 billion impairment reversal included in the target not being reflected in the actual transactions. Excluding the impact of this transaction from the target, the performance measure would have been met.
2. The 2013–14 Lost Time Injury Frequency Rate is 6.5, which is slightly lower than the result for 2012–13 (6.7).
3. The significant increase was due to recent claim decisions by WorkCover Queensland, including reviews and appeals, and an increase in the duration of injury among school crossing supervisors. TMR is working to improve safety performance through initiatives such as the Safety Improvement Plan (SIP). The SIP represents TMR's commitment to a Zero Harm future by driving improvements in safety leadership, communication and consultation, systems and risk management.

\* As these are not SDS service standards, estimated actuals are not calculated.

## Key projects

### One TMR: Our strategic workforce plan

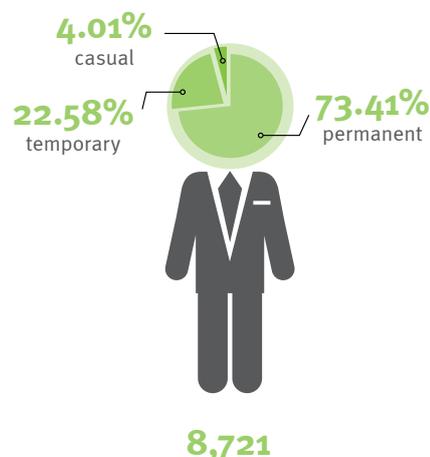
Following analysis of comprehensive workforce data and the conducting of a series of workshops with our leaders and Human Resource practitioners, we developed and released the *One TMR: Our Strategic Workforce Plan* in March 2014. The plan focuses on addressing six challenges underpinned by key actions and initiatives, and milestones to address attracting, developing and retaining our people:

- Making One TMR a reality
- Putting customers first
- Employee engagement – make TMR a great place to work
- Organisational leadership
- Shifting capability – from doing to enabling
- Keeping a sharp focus – delivering what matters.

Our success in realising the outcomes in our plan will be measured by the Employee Opinion Survey data and standard human resource metrics, including single day sick leave and turnover.

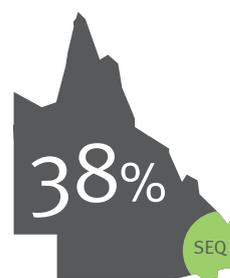
**Figure 29: Workforce statistics for TMR at 30 June 2014**

Permanent employee separation rate	8%
Non-Corporate roles	81%
Average age	45.1 years
Manager to employee ratio	1:10.8
SES/SO eligible to retire	23%
Average retirement age	62.7 years
Note:	
• Percentages have been rounded to the nearest whole number	



8,721

Employee head count  
(6,857 full-time equivalent employees)



38% of our workforce is located outside of south-east Queensland

### Innovation in the workplace

In 2013–14, our newly formed Strategy and Renewal Branch led reform and renewal across the department, and played a key role in innovation leadership across the public sector. Innovation initiatives undertaken included:

- launching the *Our Innovation Strategy: Putting ideas into action*
- planning and conducting the Director-General Innovation Challenge (Ideas Factory) attended by 160 senior leaders and selecting ten innovation flagship projects as a result of the challenge
- planning the Regional Director-General Innovation Challenge Forum, and the Transport Regulation Branch Innovation Challenge Forum attended by 120 staff
- supporting whole-of-government innovation through our participation in:
  - the Innovation Champion Network
  - the design team responsible for developing the whole-of-government innovation ICT portal
  - the Department of Science, Information Technology, Innovation and the Arts' Innovation Hub Pilot to progress graffiti management
- launching and developing Yammer as a social collaboration tool for innovation with more than 2,500 members (about 38 per cent of the department's total workforce)
- conducting the first Queensland Government YamJam as a consultation tool to gather direct feedback with 180 comments received on the innovation strategy
- taking the innovation experience on the road by facilitating multiple innovation workshops across Queensland

- facilitating innovation capability through:
  - the Queensland University of Technology's Actioning Strategic Change and Innovation module completed by senior managers as part of public sector leadership and management courses
  - online innovation training modules for all staff
  - partnering with the Information Technology industry to drive more value from procurement and assist suppliers' understanding of business requirements under a hybrid of the competitive dialogue approach used in the United Kingdom and Europe.
- aligning the Road Traffic Noise Management Code of Practice to Australian Standards and legislative requirements, streamlining and reducing the document by approximately 30 pages
- reviewing and completing laboratory publishing test method equivalencies between the department and Austroad's test methods
- initiating business process improvements for the procurement framework.

## Achievements

Transport and Main Roads' achievements in 2013–14 included:

### Leading renewal

- leading the development of the department's renewal agenda to deliver contestability reviews of departmental services
- implementing Commission of Audit recommendations.

### Reduced red tape

- finalising the department's red tape reduction agency action plan in support of the government's commitment to deliver a 20 per cent reduction in red tape and the regulatory burden by 2018. Major initiatives undertaken during the year to progress the department's own reduction target (16 per cent or the removal of 6,568 requirements by 2018) include:
  - removing registration labels for light vehicles from 1 October 2014, saving the department \$3.5 million a year with an estimated saving of at least \$10 million a year to the community and industry
  - introducing driver licencing reforms, including the automatic upgrade from a P1 to P2 licence, expected to save approximately 37,000 people a year from having to visit a Customer Service Centre (CSC), and the relaxation of High Powered Vehicles (HPV) restrictions
  - reducing Development Assessment triggers by more than 50 per cent from 99 down to 44, with further reductions proposed
  - piloting a new process for low-risk applications
  - condensing hundreds of pages of potential requirements for the over 3,000 development applications considered by the department to four performance-based codes
  - initiating passenger transport business process improvements, such as the Tertiary Transport Concession Card
  - developing Self Assessable Codes following consultation with multiple regulators to enable the department to self-regulate to comply with environmental legislative obligations (for example, noise). This will reduce project risks and costs.

### Improved investment and procurement decision making

- developing a 10-year financial model to inform key financial decisions
- realising \$22.5 million in hard dollar savings through procurement changes
- implementing in June 2014 an integrated and trusted Enterprise Resource Program by upgrading the existing systems
- delivering Stage 1 of the Brisbane CBD and regional accommodation strategy through the sale of three major Central Business District buildings in late 2013–14 to reduce the amount of office space occupied by the department
- reducing the size of the department's vehicle fleet by 20 per cent by June 2014 as a result of improved vehicle utilisation and rationalisation, and focusing on reducing the cost of running the motor vehicle fleet
- introducing a 0.4 per cent surcharge on credit card payments under the Recovery of Merchant Fee Project from 1 July 2013
- streamlining payment processes, resulting in payment performance improving from 31 per cent to 11 per cent late payments
- transforming the department's procurement function to align with lead practice in like organisations.

### Renewed information systems and communication

- implementing the Microsoft Upgrade Project across the department, transitioning from an outdated ICT environment to a modern collaboration platform using Windows 7 and 8
- enabling a mobile workforce through a rollout of applications for tablets and smartphones, transforming the property maintenance, assessment and reporting process and resulting in savings of more than \$490,000 a year in costs
- continuing to develop and implement an enterprise-wide mobility service that supports business capability, including the delivery of the Transport and Main Roads Information and Communication Technology Mobility Strategy and the development of a Transport and Main Roads mobile application catalogue

- developing and implementing a new Transport Infrastructure Asset Management System. For more information, see page 23
- developing an integrated and trusted Enterprise Resource Program by upgrading existing systems
- finalising the renewal of Transport and Main Roads' legacy telephony infrastructure and simplifying our telecommunications system resulting in \$4.659 million in savings and cost avoidance
- publishing departmental ICT performance to the new Queensland Government ICT dashboard to show investment focus areas
- progressing the procurement and implementation readiness phase for a new transport infrastructure Portfolio, Program, Project and Contract Management (3PCM) solution to replace multiple legacy systems and improve the management, delivery and reporting of the department's Transport Infrastructure Portfolio. The project will:
  - evaluate and select a preferred implementation partner and ICT solution
  - produce the full business case for the implementation phase of the project

It is anticipated that the procurement component of this phase will be completed by October 2014.

*We are currently the second most published agency on the Queensland Government's Open Data portal.*

*As at 30 June 2014, we have 167 datasets – comprising 227 data resources – published on the Open Data portal. These include vehicle registration and driver licensing data.*

*Transport and Main Roads' open spatial data is also available on the Transportation Globe.*

### Workforce capability initiatives

- developing a People Performance Management Framework focused on providing a clear line of sight for how business, team and employee performance is measured against the department's priorities and objectives
- delivering a suite of courses under the department's Critical Capability Program and Leadership Excellence and Development Program
- implementing the department's Mentoring Program to build capability and leadership skills
- developing a recognition program to assist in people performance management, engagement and retention of employees by building a culture of recognition into everyday practices
- receiving an international e-learning bronze award for excellence in the production of learning content (public sector) for the 'Which way would you go' course. Transport and Main Roads was one of six shortlisted in the category from more than 200 entrants.



Complex workforce with **80 occupational groups**



**25%** of our Senior Executive/ Officer cohort are **women**

### Workplace safety and wellbeing initiatives

- delivering efficient and effective safety and wellbeing services to contribute to a capable, high performing workforce that is safe, healthy and sustainable
- completing the department-wide delivery of the Safety Improvement Plan in June 2014
- launching the Asbestos Management Framework in March 2014
- developing the department's Compliance Management Framework to ensure that the department identifies and actively manages compliance risks.