



SECTH

IN S ION

Human Resources
Safety and wellbeing
Innovation into action
Management and structure
Risk management
Transport security
Accountability

Human Resources

Living OneTMR

Human Resources designs and delivers people strategies and frameworks to build capacity, capability and culture that meet OneTMR's current and future organisational needs. Planning now for TMR's future workforce capability needs is critical to the department successfully embracing rapid innovation in our industries and meeting customer expectations.

As OneTMR we share common purpose, work across boundaries, inspire improvement and make the department a great place to work. Living OneTMR is about embracing diversity, innovation, collaborating together and recognising each other for the contribution we each make a safe, integrated, reliable and efficient transport system accessible to everyone.

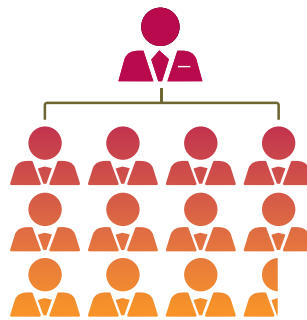
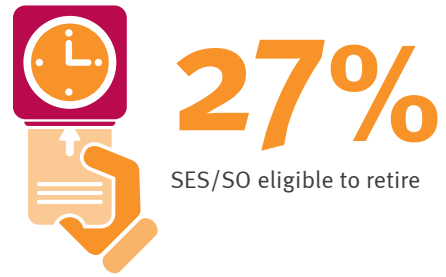
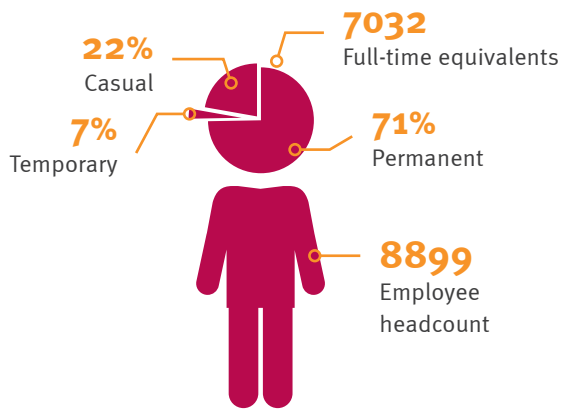
As a department, we are proud that our culture is heading in the right direction. 74 per cent of staff indicated in the 2016 Working for Queensland Employee Opinion Survey, that the department operates as OneTMR.

Progress and performance of all activities with implications for TMR's people, capability and culture and overseen by the Strategic Human Resources Board, [see page 184](#) for more information.

Our highlights

In 2015–16, the department:

- delivered Stage 2 of the Human Resource Management Improvement Project ([see page 155](#))
- created the Strategic Human Resources Board and the OneHR Leadership Board
- raised Domestic and Family Violence Awareness ([see page 156](#))
- recommenced the Graduate Program (with over 2190 applications received for 30 roles) ([see page 161](#))
- award modernisation process finalised and negotiation and implementation of MSQ agreement
- achieved 2171 CUBIES nominations for 2015 ([winners listed on pages 153–154](#))
- successfully piloted MyCAD.

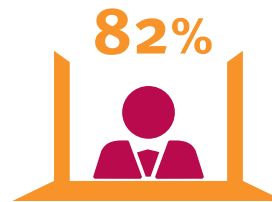


Manager to employee ratio

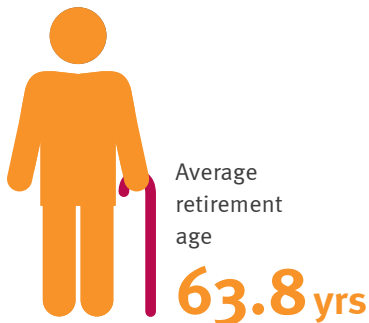
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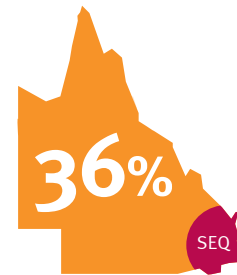
Occupational groups



Non-corporate roles



SES/SO women**



Located outside SEQ

*As at 30 June 2016

**See how the department is trying to change this on [page 157](#)

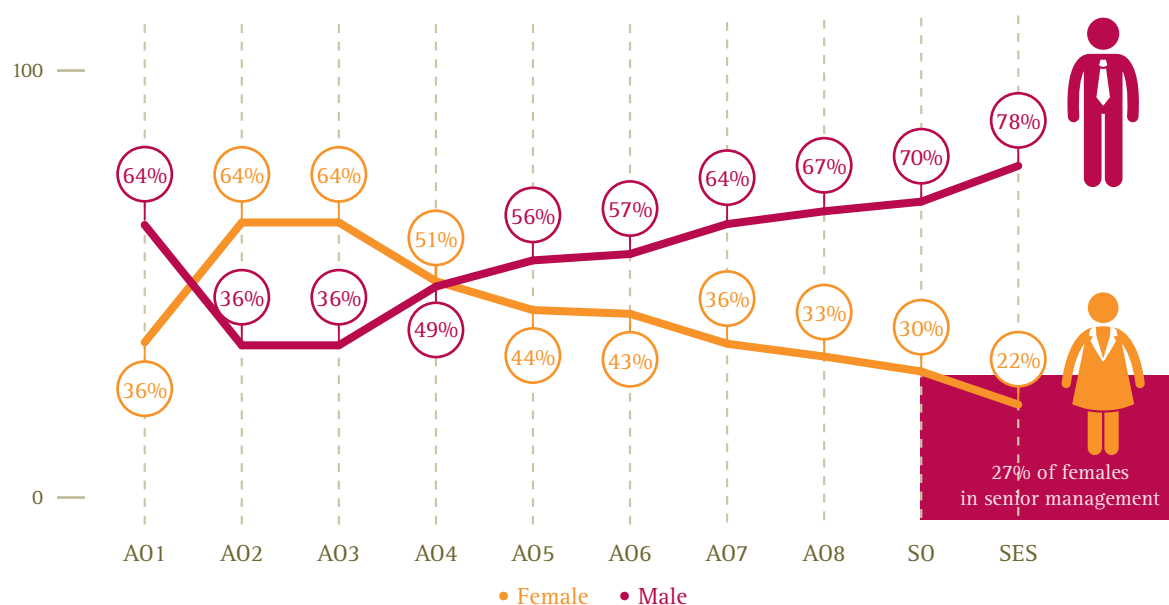
Workforce profile

At 30 June 2016, there were 7032 full-time equivalent (FTE) (see glossary) employees within the department, representing an increase of 142 on last year's total FTEs. Our workforce composition is complex and includes 79 occupational groups spread across trade, professional, technical and administrative disciplines throughout the state.

Our permanent employee retention rate was 92.4 per cent at 30 June 2016, compared with 93.4 in 2014–15 and 92.8 per cent in 2013–14. For the same period, our permanent employee separation rate was 5.5 per cent turnover compared to 5.4 per cent in 2014–15 and 8.1 per cent in 2013–14. The results* include employee separations that took place under a program of redundancies.

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

Figure 11: Salary distribution in TMR at 30 June 2016



Data source: TMR SAP Business Warehouse

Strategic Workforce Plan and Workforce Planning

Workforce planning is undertaken across multiple levels in the department and covers up to a five year time horizon. It seeks to address internal and external factors and trends and to develop actions at the departmental, divisional and branch level to ensure the organisation's ability to meet the current and emerging priorities of the government and the people of Queensland.

Throughout the year we reviewed and revised our existing Strategic Workforce Plan to ensure alignment with to the department's new Strategic Plan 2016–2020. The resulting Strategic Workforce Plan 2016–2020 sets the strategic direction and informs operational workforce planning which focuses on the shorter term labour market impacts on the various elements of the department, and the People Plan which describes the organisational program of work to continuously improve our capability, culture and performance.

The apex of workforce planning is the TMR Strategic Workforce Plan 2016–2020 which was reviewed and revised in 2016 to ensure alignment to the department's new Strategic Plan 2016–2020. The strategic direction set forth in the Strategic Workforce Plan informs operational workforce planning which focuses on the shorter term labour market impacts on the various elements of the department, and the People Plan which describes the organisational program of work to continuously improve our capability, culture and performance.

TMR Strategic Workforce Plan



TMR People Plan July 2015 – June 2016

In 2014, a People Plan was established which outlined the actions to be undertaken to achieve our Strategic Workforce Plan. Like all good plans, we needed to ensure that our actions will have a positive impact on the workforce challenges we face. For 2015–16, in line with the Strategic Workforce Plan Lite Review, our staff were consulted with to ensure we prioritised the right initiatives. Our progress against the plan is outlined in [Table 7](#) below.

Table 7: TMR People Plan progress

Strategic Workforce challenges	Description	Reference
Making OneTMR a reality	Build on the internal communication strategy by developing a Yammer strategy and upskilling program to increase employees' connection to TMR and each other	Page 158: Yammer
Employee engagement – making TMR a great place to work	Design and deliver a return to work pilot program to support employee reintegration after long periods of absence	Page 158: Family friendly pilot program
	Partner with the business to design and implement interventions to address culture “hot spots” identified through the Working for Queensland Employee Opinion Survey	Page 152: Culture hot spots
	Develop a Values and Culture network strategy and action plan to maximise network engagement and support local culture initiatives	Page 152: TMR Values and Culture network
	Investigate and develop communication practices to assess impact on employee engagement	Page 152: Keeping staff connected
Developing workforce capability	Establish enterprise strategy and plan for enabling capabilities focussing on: Program and Project Management	Page 160: Contract management capability training project
Developing workforce capability	Establish enterprise strategy and plan for enabling capabilities focussing on: Innovation	Page 168: Building Innovation capability

2016 Working for Queensland Employee Opinion Survey

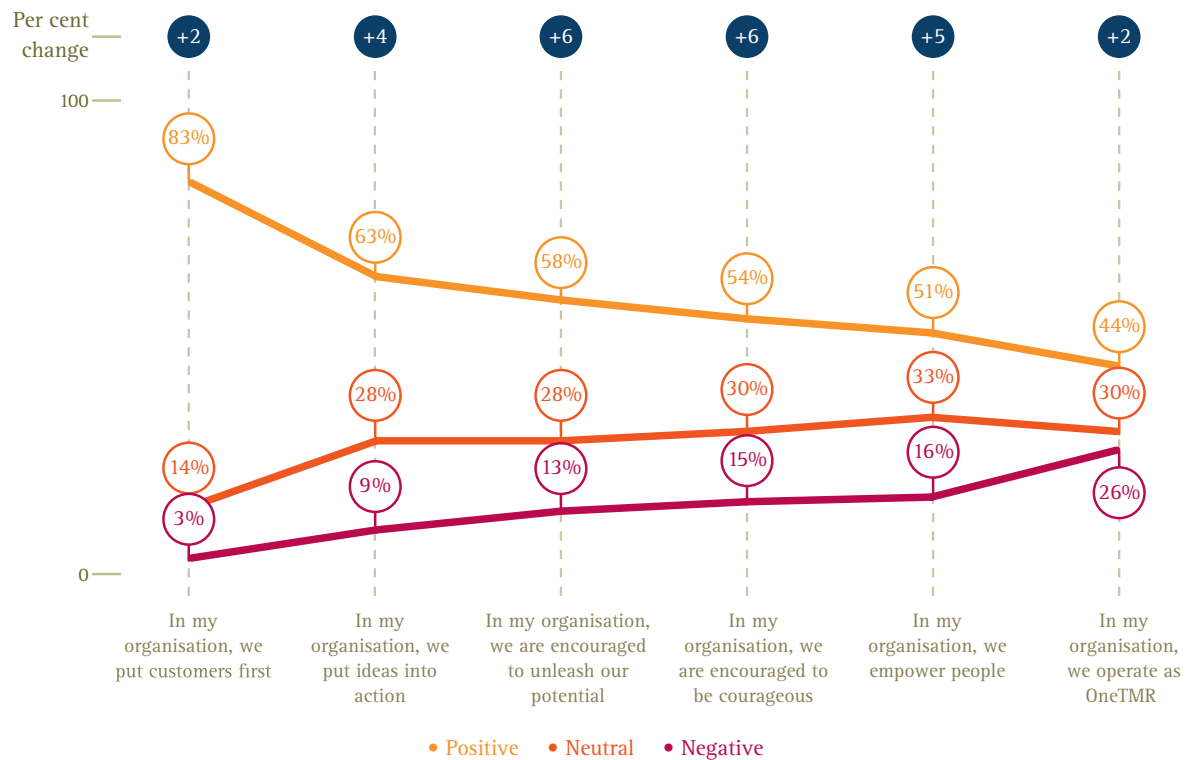
The Working for Queensland Employee Opinion Survey is an annual survey which measures our people's perceptions of their work, manager, team and the organisation. More than 5700 of our people (81 per cent) gave their opinions on the workplace climate. 2016 is the fourth year that the survey has been conducted and once again TMR is proud of the growth that we have seen in the three strategic priorities measured by the survey.

- Agency engagement reflects the positive regard that people hold for the organisation and has increased three per cent since 2015.
- Organisational leadership measure people engagement with the leaders of the organisation and the work they do, and has increased two per cent since 2015.
- Innovation measures the extent to which people feel that the organisation is willing to continuously improve, and has improved one per cent since 2015.

Our values in action

Through the Working for Queensland Survey we measure our people's perceptions of the Queensland Public Service values in action. In 2016 we saw increases across all of the values – see Figure xx below.

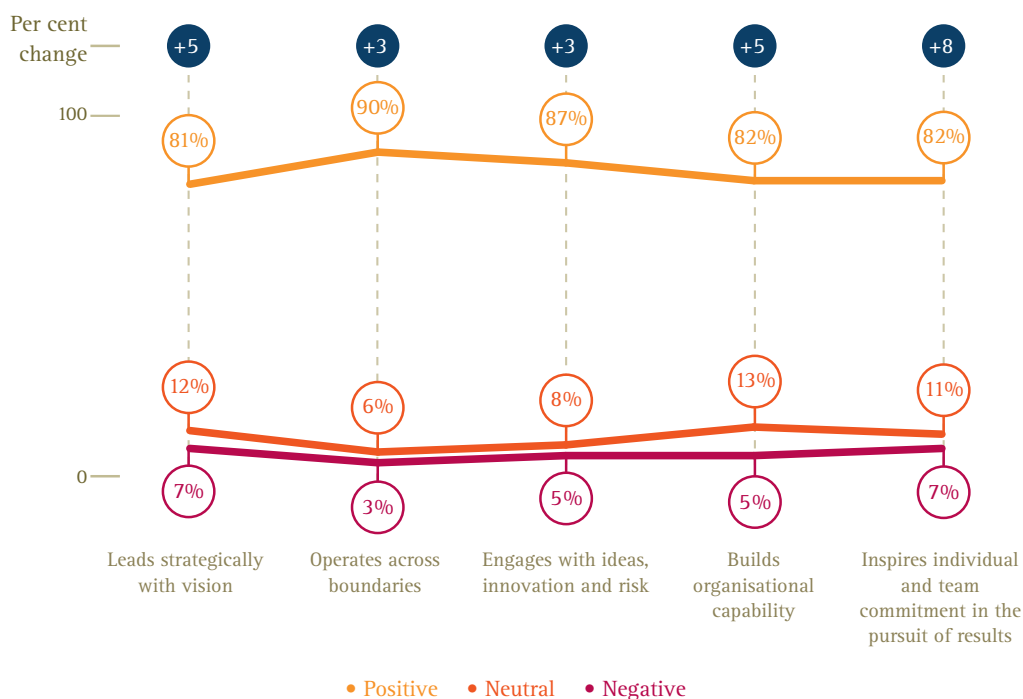
Figure 12: TMR 2016 WFQ Employee Opinion Survey – Public Service Values



Executive Capability

The Working for Queensland Survey identified improvement across all executive capabilities. These improvements are reflective of the investment that the department has made in leadership development activities in 2015–16, in particular the significant increase in ‘Commits to personal development’ (+ seven per cent from 2015) and ‘Inspires individual and team commitment in the pursuit of results’ (+ eight per cent from 2015).

Figure 13: TMR 2016 WFQ Employee Opinion Survey – Executive capabilities



Other key items to note from the survey in 2016 include:

- Our continuing focus on workplace health and safety is demonstrated through 88 per cent of people agreeing that there is adequate focus on workplace safety.
- 50 per cent of respondents use some type of flexible work arrangement.
- The significant effort undertaken since 2014 in raising awareness of the impacts and responses to domestic and family violence have resonated with our people. 89 per cent of respondents are aware of the policies we have in place to support employees affected by domestic and family violence and 80 per cent of managers feel confident that they would be able to provide appropriate support to affected employees (see page 156).
- Job security has increased five per cent since 2015.

The results of the Working for Queensland Survey continue to inform action planning processes and continuous improvement activities.

The department attained an overall survey response rate of 81%, a 43% higher response rate than the Queensland Government-wide response.

Data source: Working for Queensland 2016 survey results

Culture hot spots

Culture hot spots were addressed from the 2015 Employee Opinion Survey. Divisions and Branches completed Employee Opinion Survey Action Plans. These plans focused on key areas for improvement in regards to engagement. The Employee Opinion Survey Results for overall agency engagement increased in 2016, by three per cent indicating that actions implemented over the previous 12 months had a positive impact overall. A specific cultural hot spot was identified in Customer Services Branch around organisational leadership and as a result of investigation and action planning the level of dissatisfaction in this area has reduced by three per cent since 2015.

Values and culture network

In its third year of operation, our OneTMR Values and Culture Network continued to encourage and foster Queensland's public service values across the department.

During the year, the network focused on:

- embedding values into the department's induction program
- planning the department's response to the Transport and Main Roads' Employee Opinion Survey results to improve employee engagement
- assisting in People 4 People week planning and promotion
- determining the winners of the department's second annual values awards, the 2015 CUBIE awards.

Keeping staff connected

The Internal Communications Strategy provides a framework for effective internal communications in the department – outlining how we inform, educate and inspire employees.

The strategy was approved by the Director -General in January 2016 with significant progress made already towards motivating and engaging employees and helping our people to understand how their own work contributes to TMR's broader strategic priorities.

Key objectives of the Internal Communications Strategy include:

- increasing awareness and understanding of the 'Bigger Picture' so TMR employees know how their work contributes to achieving TMR's broader strategies.
- making people feel connected to each other through sharing success stories from across the business and providing tools to help people communicate and break down silos across the business – building OneTMR.

Living the public service values



CUBIE Awards

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

The following outlines winners and commendations for 2015.

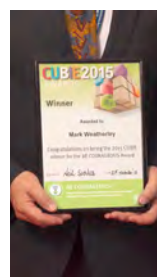
Customers first



Winner: Brett Collard (Corporate)
Brett has a great customer attitude and a great temperament. He adds value to his service by going the extra mile and offering tangential mobility advice if the customer seeks it.

Highly commended: Peter Twining (CSSR), Gina Turner (IMD) and Katie Ostrowski (CSSR)

Be courageous



Winners: Mark Weatherley (IMD)
Mark is the project manager for the Eton Range Realignment Project in Mackay district and is leading the project through a Guided Tender Alternative process. Mark has extensively researched and sought out learnings from other TMR projects delivered using an ETI / GTA process and challenged the assumptions and directions that have come to light during this project.

Unleash potential



Winner: Ross Hodgman (TransLink)
Ross Hodgman is a leader who provides inspiration and encouragement to staff at all levels across Regional Operations. Ross has a wealth of knowledge and experience in leading teams and is always willing to provide assistance to help staff realise their potential.

Highly commended: Kim Walsh (IMD), Owen Arndt (IMD) and Ricky Cox (IMD)



Liam Scanlan (TransLink)
Liam has been the primary TransLink/TMR representative working with Queensland Rail to develop the timetable for the new Moreton Bay Rail Link (MBRL) and the associated new timetable for the Sunshine Coast and Caboolture rail lines. Liam has driven customer focussed outcomes for the timetable design, ensuring that customer benefits are prioritised alongside safety and operational considerations.

Highly commended: John Tunstall (IMD) and Tracey Jackson (PPI).



Ideas into action



Winner: Chelsea Akers (PPI)
Chelsea shows great dedication to her work, her development and the department. Chelsea has a real strength at turning a conceptual idea into reality and truly making a difference to TMR. Chelsea was one of the bright minds behind the TMR Hack (mentoring program) as well as the pilot return to work program.

Highly commended: Geraldine Bates (CSSR) and Lauren Dufourq (Corporate)



Empower people



Winner: Penny Ford (PPI)
Penny Ford understands the value of empowering herself and those around her. She has demonstrated her commitment to professional development of her staff and provided valuable learning and development opportunities. Penny's dedication to the gender diversity agenda is second to none. She is a key influencer and plays a crucial role in leading by example when it comes to more equitable TMR.

Highly commended: Jenny Meehan (IMD)



OneTMR – team



Winner: Cape Upstart Oil Spill Team (CSSR Division – Townsville)
135 TMR staff from across Divisions were involved in the Cape Upstart oil spill incident response and collaborated to deliver great outcomes for the community and enhance the reputation of TMR.

Highly commended: Flashing School Zone Signs Team, RoadTek North Oil Spill Team, Community Road Safety Team



OneTMR – individual



Winner: Jo Stoyel (IMD)
Jo embodies what the OneTMR Value. As a Values and Culture Network member, she is the driving force behind the OneTMR culture in Rockhampton providing valuable support of her efforts in bringing all areas of TMR in Rockhampton together.

Highly commended: Stephen Mallows (IMD) and Tina Phelan (TransLink) and Victor Chan (PPI)

DG's All-rounder award 2015



Winner: Jenna Williams (Corporate)
Jenna's incredible energy and passion has been instrumental in seeing many of her ideas put into action. She builds great relationships with stakeholders, researches well and works hard to see things through. Jenna has worked in the development and implementation of TMR's gender diversity strategy.

Jenna is passionate about making a difference to the gender balance in TMR and affecting culture change.

Human Resource Management Improvement

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

The HRMi project supports the streamlining of business processes and provides improved access to HR information.

The HRMI Project has the following four objectives:

1. Increase business value and return on investment of the enterprise HCM solution through greater use of unused system functionality already licensed by TMR.
2. Provide the business with solutions enabling improvements to standards of HCM practice.
3. Apply vendor best practices for delivery of standard integrated solutions.
4. Reduce current and future reliance on third party solutions.

The project is being delivered over multiple stages with a number of improvements already implemented over the past twelve months. Stage 2 is the latest successful release of improvements which went live on 30 May 2016. (Read on for outline of the work packages which were released) with further work packages of improvements to be released over the next 12 months.

HRMi Stage 2 delivered:

- **CATS Leave Alignment** assists employees in making their CATS timesheets and leave records match through email notifications of any discrepancies. On the 30 May 2016 the number of discrepancies were 2591, as of the 20 June 2016 the number has dropped to 823 discrepancies.
- **Personas** delivers a modern look and feel SAP Landing Page and Dashboard with short cuts and direct access to frequently used HR transactions and reports, presented within a single Personas screen. Personas was rolled out to approximately 360 end users across the department.
- **Data structures** provides greater quality and depth in HR reporting by introducing 33 new employee and position data flags in the system, eight new SAP HR reports and enhancements to six existing reports to approximately 180 HR representatives across the department.
- **ESS/MSS** involves the resolution of a number of BAU fixes identified as well delivering improvements to the overall user experience and providing greater depth and improved access to information for Managers and Employees. To date over 50 enhancements and rectification of gaps/issues provided in the current ESS/MMS solution.

The project enables HR and leaders to better manage workforce and serve customers through:

- **enhanced user experience** – more innovative, user-friendly and intuitive tools, which speed up access to HR information. Quick and easy processing will deliver employee engagement and improved satisfaction
- **innovative efficiency** – delivering practical benefits by reducing paper processing and system clicks to give time back to managers and HR representatives to focus on people leadership
- **enhanced workforce insight** – greater accessibility and depth of HR reporting to support improved confidence in workforce management decision making.

Domestic and Family Violence

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

Our Director-General continues his role as champion and ambassador of the cause as a leader in the community — in 2015 he took part in the Australia’s CEO Challenge Race and raised more than \$9600 for the charity as well as much needed awareness about the silent epidemic of domestic and family violence. Further support for Australia’s CEO Challenge came through the department’s participation in the Darkness to Daylight event which saw more than 100 officers running and walking in remembrance of those who have lost their lives to domestic violence.



Relay runners (L-R) Lulu, Arvind and David at the ‘Darkness to Daylight’ CEO Challenge race, May 2016.

The department continues to build awareness internally and give our people the skills to support our colleagues, family and friends whose suffer at the hands of their loved ones. We released a LearnZone course “Recognise, Respond, Refer” to support general awareness raising and in 2015–16 more than 6180 (72 per cent) of our people have completed this course.

89% of departmental staff are aware of our policies to support those affected by domestic and family violence and 80% of our managers feel they have confidence in their ability to provide support to their staff

Data source: Working for Queensland 2016 survey results for TMR

In March 2016 the Executive Leadership Team signed the “Not Now, Not Ever” pledge which states:

- We declare our commitment to do all we can to eliminate domestic and family violence in Queensland.
- We believe:
 - Domestic and family violence is never acceptable
 - Everyone has the right to feel safe and supported
 - Everyone has the responsibility to act.
- We will promote a respectful workplace culture and provide support to those whose lives are effected by domestic and family violence.



“This is a personal commitment I have made as a family man and in recognition of my position in the community to create change. I want to make a difference and take a step towards ending the current shocking statistic of two lives lost every single week in Australia at the hands of a loved one.”

Neil Scales OBE
Director-General

Inclusion and Diversity in the workplace

In 2015, significant progress was made with the departments Gender Diversity Action Plan 2014–2015. This Action Plan outlined the departments proposed undertakings in relation to gender diversity with a particular focus on female leadership representation.

Actions undertaken include the launch of the TMR 2016 Women in Leadership program. This program involved 34 female aspiring leaders being paired with leaders from across the department. Additionally support for events such as Queensland Women’s Week have provided employees the opportunity to further engage on and understand the value of gender diversity within the workplace. A gender neutral language pilot was conducted on executive level role descriptions to ensure that we are attracting high quality female candidates.

The Diversity in Infrastructure group of which the department is a founding member ran M-Circles (mentoring circles) for aspiring female leaders in the infrastructure industry. The Diversity and Infrastructure Group is a group that consists of both private and public sector organisation representatives, who come together to discuss progress with diversity in the workplace and share valuable insights on initiatives that have been tested or implemented.

The department acknowledges that diversity is broader than women in leadership and to ensure that diversity is built in a number of ways has developed the OneTMR: Valuing our Differences Inclusion and Diversity Strategy and Action Plan. This strategy and action plan encompasses the strategies and actions outlined in the Gender Diversity Action Plan 2014–15 and includes the diversity of other groups such as

people living with disability, those from differing cultural backgrounds and those with different family circumstances and lifestyle choices.

Additionally the strategy and action plan will encompass the actions outlined in the Cultural Capability Action Plan 2016–2021, including the commemoration of significant cultural events, celebrating cultural success stories, including cultural capability as a part of our induction process, actions to help improve the number of Aboriginal and Torres Strait Islander people accessing drivers licences and partnering with Aboriginal and Torres Strait Islander people’s businesses where possible. It is expected that the final OneTMR: Valuing our Differences, Inclusion and Diversity Strategy and Action Plan will be released in late 2016.

Figure 14: Equal Employment Opportunity (EEO) in TMR at 30 June 2016

EEO Group	Headcount*	% of TMR
Aboriginal and/or Torres Strait Islander	106	1.19%
People from a Non-English speaking background	525	5.90%
People with a disability	718	8.07%
Women	4703	53%

Data Source: TMR SAP Business Warehouse
* Headcount is the actual number of employees at a point in time

TMR was honoured to receive the Partnership Award at the 2016 Queensland Reconciliation Awards for our work on the Peninsula Development Road Priority Agreement. In partnership with local Indigenous communities and businesses we are able to influence economic and employment prospects and make a real and lasting difference in the lives of Queenslanders.

The Peninsula Development Road project is a \$200 million project that is not only transforming the economy of Cape York by improving travelling conditions and reducing closure times, but also because we employed 22 Indigenous trainees, 80 Indigenous workers and 15 Indigenous businesses through the project. The maintenance requirements of the road mean that the skills and training provided to these local communities will continue to offer long-term employment opportunities and security (see page 58).



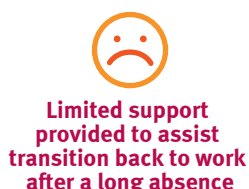
Participants in the Queensland Women’s Week video series: (clockwise from left) Adrienne Bailey, Julie Mitchell, Michelle Mee and Linda La Pla. Visit <http://www.tmr.qld.gov.au/About-us/Our-organisation/Queensland-Womens-week> to view the full range of videos.

Family Friendly Pilot Program

To further employee engagement the 2015–16 People Plan identified a need to better support our employees who are reintegrating after a long period of absence. This year saw the launch of the Family Friendly Pilot Program. The aim of the pilot was to support employees returning to work after an extended period of parental or carers leave.

The pilot focused on making flexible work practices information more accessible and facilitating smooth transition back into the work place for parents and carers. Flexible work options empower our employees to balance their work and personal commitments, improves employee engagement, satisfaction and retention as well as encouraging more diverse talent pools when filling roles.

Employees involved in the pilot told us:



The pilot successfully delivered a SharePoint page to employees in the pilot program and their managers which provided relevant and practical information about available flexible work options, managing their work and parental/family/personal responsibilities. The page also includes helpful factsheets and information for the three stages of pre, on and returning from parental leave.

The pilot encouraged engaging with employees and their managers prior to commencing parental leave and long term carers leave, implementing best practice opportunities for keeping in touch whilst on leave and ensuring a smooth return to work.

A recommendation from the pilot outcomes is to investigating implementing Child Care and Aged Care referral service.

Next year the pilot will be used as basis to inform a department-wide flexible work options project.



The Family Friendly Pilot Program aims to support employees returning to work after an extended period of parental or carers leave

Yammer collaboration

Adoption and use of our internal online network, Yammer continued to grow during the year, facilitating collaboration, innovation and effective communication across the department.

The TMR Yammer strategy was developed to take the channel to the next level using best practice to support business priorities and integrate with internal communication and employee engagement strategies in TMR.

By 30 June, 5848 employees were Yammer members, with more than 2100 engaged each month.

Key achievements:

- established a ‘Ask TMR’ group to share collective wisdom within the department, connecting employees to find answers and information quickly
- formal and informal training for identified Yammer Champions and Executives
- #iamtmr campaign which celebrated our differences to raise awareness about the benefits of flexible working arrangements
- regular updates from the inaugural ‘Shadow the CEO’ mentoring program participant
- #digitalhack YamJam called for input into TMR’s first department-wide digital strategy
- active SharePoint group where members support each other by sharing experiences, providing advice and crowdsourcing solutions for users.

Learning and Development Strategy

Significant work has progressed on learning and development in the department through implementation of the TMR Learning and Development Strategy 2015–2018.

The strategy and related action plan focus on developing a learning culture through the introduction of an online Employee Capability and Development tool (called MYCaD), developing organisational processes and systems to support seven key organisational learning options across the organisation and the launch of the Learning and Development Hub. MYCaD is an innovative, state of the art online tool that assists employees to identify their learning gaps, formulate useful and targeted learning objectives and select the most appropriate of the seven learning options being offered across the department to address learning gaps or extend employee strengths. The seven learning options available are:

- coaching
- mentoring
- networking
- individual research
- access to other roles and tasks
- job shadowing
- formal programs and conferences.

The Learning and Development Hub (the Hub) was also developed during the year. The Hub is an online page that provides a one stop shop for all employee development needs and includes guidelines for employees and managers on how to maximise return on development investment, a comprehensive Program Guide providing details of learning providers currently being used across the department as well as lists of trained coaches and mentors who are available to participate as coaches and mentors across the department.

This year we implemented two organisational mentoring programs, the OneTMR program and a Women in Leadership program with a total of 34 matched pairs across the organisation. We also launched a new capability framework aligned with the Public Service Commission's success profiles.

To support our learning agenda, our learning management system LearnZone's move to the cloud continued to provide a cleaner user interface and provided the potential to provide greater mobility for employees to securely access online training from any location — for example, remote locations, home or iPad.

DG Roadshows

Building on the momentum of previous roadshows, during the year the Director-General and Executive Leadership Team continued their commitment to travelling the state to engage with our people.

In an interactive format, the roadshows delivered information on external megatrends driving our strategy and provided a link to understanding the department's Strategic Plan 2016–2020 in relation to local priorities and projects. Based on feedback from past roadshows and the Working for Queensland Employee Opinion Survey our commitment to learning and development was emphasised.

The 2016 roadshow also accessed the growing online membership of Yammer to engage the wider-organisation in conversation about the purpose of the roadshows in helping to achieve our vision.

OneTMR Mentoring Program

During the year, the department continued to offer two corporately run mentoring programs which were open to all staff. The OneTMR program focuses on building relationships and connections across the organisation, encouraging cross divisional collaboration.

The 2016 OneTMR program received an overwhelming response with 125 applications to participate as either mentor or mentee resulting in 43 matched pairs.

The Women in Leadership 2016 Mentoring aligns to the OneTMR: Valuing Our Differences — Inclusion and Diversity Strategy and Action Plan program had 56 applicants resulting in 22 matched pairs.

Even as Director-General, Neil Scales believes it's important to share his leadership journey and learnings with others:



“I personally mentor seven people from inside and outside our organisation. I meet with my mentees on a regular basis, but the structure and nature of my mentoring varies depending on the specific goals of each person. The benefits of mentoring go both ways – it exposes me to fresh perspectives and ways of doing things, while allowing me to share my knowledge and learnings with the next generation of leaders.”

TMR is committed to continuing its structured mentoring programs while encouraging collaboration and relationship-building across the organisation to ensure our front-line leaders feel supported and empowered by those around them.”

Neil Scales

Director-General

Contract management capability training project

In 2014, the department made a commitment to ensure staff had access to the policy, processes, tools and skills to enable quality program and project management. This project has been led by experts from across our branches, with a strong emphasis on building capability across the department. The benefits expected were:

- refresh of the program and project management organisational frameworks to enable re-engagement of all project and business improvement areas and lead to more efficient programs across TMR
- process improvements of our existing program and project management methodologies to aid understanding and application
- consistency and clarity of program and project management roles across TMR, which would also assist with mobility between programs and projects
- document and reviewing current process and learning & development courses to ensure currency to international standards and relevance to departmental corporate, regional and district staff.

As a result of this two-year project the following outcomes were delivered:

For Project Management capability:

- awareness sessions for staff across the department on recording of expenditure as capital or operating as per the TMR Infrastructure Asset Accounting Policy
- developed and delivered the Project Management Practices course for transport Infrastructure planning and delivery projects
- re-established the One TMR Project Management Community of Practice
- updated the Project Management foundation courses and Reference Guideline to the current International Standard ISO 21500:2012

66% of staff would recommend TMR as a great place to work a 4% increase since 2015.

Data source: Working for Queensland 2016 survey results

- rolled out various formats of courses and programs for the project community to achieve qualifications within the Australian Qualification standards for Project Management.

For Program Management capability:

- delivered workshops with TMR stakeholders on current TMR Program Management practices
- summarised the guiding principles and key elements of a methodology for a One TMR approach to Enterprise Program Management
- explored opportunities for incorporating national best practice through the National Guidelines for Transport System Management
- rolled out foundation program management training to key regional and corporate staff
- conducted a high-level independent review of TMR’s Enterprise Program Management maturity.

The results of building the capability of our staff in project and program management will be evident in the coming years with the need to find efficient and effective ways to deliver significant projects and programs.

Leadership and management development

We support the ongoing development of our people to create a high-performing, agile and connected workforce.

During the year, we offered a range of development programs for leaders at all levels including team leaders, program managers and executives. The focus of our leadership development programs is to encourage our leaders to be authentic to themselves and their teams by understanding and leveraging their personal strengths. Initiatives such as Executive Capability Assessment and Development (ECAD) and Leadership Capability Assessment and Development (LCAD) assist leaders to develop self-awareness and create individually tailored actions plans for their development.

Programs such as the Executive Development Program, Emerging Leaders Program, Public Sector Management Program and Manager as Coach have been developed and delivered by trusted external partners to give our leaders the latest knowledge and skills to enable their development.

TMR continues to support leadership development not just through formal training, but also through learning through others and on-the-job learning opportunities such as special projects and relieving in higher roles. In 2015–16 more than 500 leaders in TMR were supported to undertake leadership development opportunities.

Women in Leadership

The department has committed via the Gender Diversity Action Plan 2014–2015 and the One TMR: Valuing our Differences, Inclusion and Diversity Strategy to focus on progressing women into leadership roles where possible.

Key actions that took place throughout the year include the successful delivery of the department's Women in Leadership 2016 Mentoring Program cohort. This program is committed to enhancing women's confidence and growth in order to better place them as candidates for leadership roles. The program will continue to run through 2016–17 with the establishment of the next cohort to take place in 2017.

The SES and HR Services team piloted a review of ten SO and SES role descriptions for gender bias language prior to recruitment, with the intent to improve the gender ratio of candidates for executive level vacancies. Whilst recruitment activities for these roles have not all been finalised indicative results show a notable increase in the quality of female candidates applying for senior roles where a review has been undertaken on the description.

We celebrated Queensland Women's Week and International Women's day in 2016. To celebrate the department held a panel discussion where leaders from across the business took the stage and discussed key challenges relating to women in the workplace and engaged with employees in the audience to determine how some of these challenges may be approached. Discussions took place around topics such as women's move into leadership roles, perceptions held by women about flexible work and holding a leadership role and how women felt they could be supported in their development into leadership roles.

Online learning

This year, a new mandatory training, 'Using Social Media at TMR', was developed and released across the organisation to provide staff with a better understanding of how to best use social media while protecting their privacy, their reputation and the reputation of the department.

34 new courses were added to the online suite of courses available on LearnZone. Enrolments in online courses were 52,104 (a 62 per cent increase from 2014–15) and 35,194 courses were completed during 2015–16 (a 30 per cent increase from 2104–15).

Following on from our first place Platinum award for 'Making your workplace safe', which we received in 2015, the program was featured at the national LearnX eLearning Conference in Sydney.

OneTMR graduate program

The department's graduate program recommenced in January 2016. 2190 candidates expressed their interest in the program. Candidates then progressed through a rigorous testing process resulting in the onboarding of 30 graduate in both technical and generalist work streams. The program is just one of the entry pathways we offer, and works in harmony with additional pathways including scholarships, apprenticeships and work experience, to deliver on the objectives of the Strategic Workforce Plan.

To support our inclusion and diversity objectives, the program utilised a primarily blind process to remove possibility of unconscious gender and cultural bias and provide the department with a high quality candidate pool.

Results were positive, with 33 per cent of female applicants resulting in 40 per cent of the successful candidates, 20 per cent of graduates hailing from non-English speaking backgrounds, and 17 per cent holding post-graduate qualifications.

The two-year program offers a comprehensive development program and support network including access to industry experts, mentors and work rotations to develop skills, knowledge and resilience. We are currently recruiting for a 2017 graduate program.

More information: <http://www.tmr.qld.gov.au/About-us/Employment-and-careers/Graduate-program>

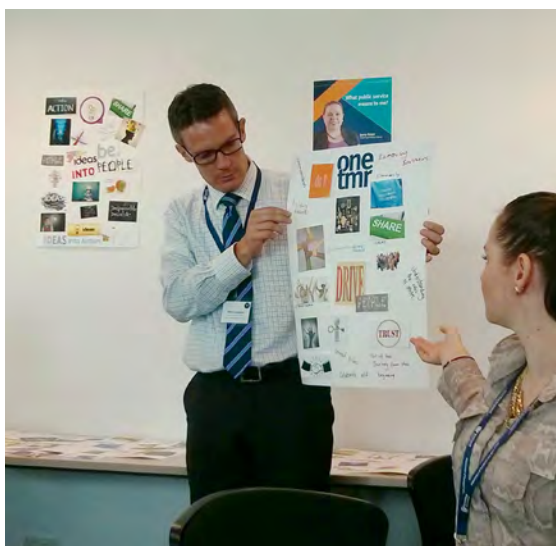
OneTMR Induction

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

During 2015–16:

- the Induction Handbook guided 607 inductees through the induction program
- local induction was delivered across 17 branches
- 607 employees have successfully completed the online induction course
- 140 new employees attended a ‘Big Event’ session which saw two events held in Brisbane and one in Townsville.
- the half-day values workshop was also live streamed across Queensland to cater to TMR’s geographically dispersed workforce.

Of the 173 inductees that provided feedback, 92 per cent say they reflect our culture and values in their daily work.



Top: Matt Longland presenting his group’s OneTMR Vision Board at the Big Event, Brisbane

Bottom: Developing vision boards at the Big Event, Brisbane

Building a contemporary workforce

Attraction and retention of the workforce

This year saw the commencement of the Flexible Workplace Practice (FWP) project, with a series of workshops run across the department to identify barriers to, and potential solutions for, ensuring the department has a culture that support work-life balance. Results of these workshops are being used by the business to support implementation of flexible practices and drive the development of a contemporary workforce.

Complementing the FWP is a recruitment and selection project and the establishment of an authentic employee value proposition that aims to position us as an innovative and diverse organisation. These projects support our People Plan in “delivering an employee experience to ensure we retain the best and brightest minds to help us develop a safe, integrated, reliable and efficient transport system that is accessible to everyone”. These projects continue into 2016–17 with a delivery date of June 2017.

As at 30 June 2016, 776 employees or 8.7 per cent of employees undertook formal part-time arrangements, a slight increase from 8.4 per cent in 2014–15.

Fewer employees intended to leave with 64% intending to stay in 2016 compared with 63% in 2015, 61% in 2014 and 56% in 2013

[Data source: Working for Queensland 2016 survey results]

Employment screening

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

Capability development

People performance management

The department's standardised performance management approach aligns employees' efforts and outcomes with strategic objectives and priorities through a formal performance planning and review cycle.

The cycle begins with Performance and Development Agreements and operates over 12 months, with a review at six months and a formal evaluation at 12 months. Ongoing feedback and recognition is encouraged through frequent, meaningful and open conversations about performance, development and wellbeing.

Results of the 2016 Working for Queensland Employee Opinion Survey showed a one per cent increase in the number of people who had received scheduled performance feedback in the last 12 months and those who reported that their last performance review had or would help their performance. Both of these factors show TMR as five per cent above the Queensland Public Sector average.

The department's Performance Management approach is further supported by our Induction program (see page 163) which outlines the alignment of a new employee's role to local, branch and departmental strategies. Employees are further engaged with senior executives in a corporate induction which examines the Public Service Values and how they are realised in the workplace.

The department's Recognition Program assists in people performance management, engagement and retention of employees by building a culture of recognition into everyday practices.

Exiting employees

This year we developed the department's Exit Survey for departing employees, in order to better understand why our staff decide to leave.

While we have plenty of initiatives to improve staff engagement, this survey works at the other end to collect anonymous feedback on employee experience at the department. It is intended that this feedback will inform our attraction and retention strategies, and our culture strategies.

Redundancy and retrenchment

During the period, one employee received a redundancy package at a cost of \$119,350.06. 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.

No early retirement/retrenchment packages were paid during the period.

Industrial and employee relations

During 2015–16, the department ensured complex case management issues remained at historically low levels by proactively managing all cases.

All case matters referred/deferred to the Queensland Industrial Relations Commission and/or Industrial Magistrates Court have been adequately resolved in the department's interests with no detrimental outcomes.

The Executive Leadership Team has been provided and supports our Enterprise Bargaining Project Plan which clearly outlines the three phases of the EBA process – preparation, negotiation and implementation.

The department continued to engage and work collaboratively with other Queensland Government departments, the Public Service Commission and applicable unions during the recent Award Modernisation process. This work has resulted in all underpinning departmental Awards being modernised in the appropriate timeframes.

Our EBA negotiations continue to occur with the aim to have these negotiations completed by 31 July 2016.



Safety and wellbeing

Safety improvement plan

We continually strive to provide safer and healthier workplaces with the progressive implementation of the Safety Improvement Plan 2014–16.

The plan acknowledges the critical role that senior leaders play in driving improvements in safety and wellbeing, as well as ensuring that appropriate systems, communication and risk management tools and resources assist our staff in managing safety and wellbeing matters.

The plan covers four main areas:

- safety leadership – our leaders actively contribute to improving the department’s safety culture by being visible, credible and consistent in their support and promotion of safety and workplace wellness
- communication and consultation – our staff are aware of the risks in their local environment and receive instruction on how to effectively manage them
- systems – all incidents are reported and, where appropriate, investigated to identify root cause/s and corrective actions. Corrective actions are suitable and are actively monitored for implementation and close out
- risk management – safety and wellbeing hazards and risks are proactively identified and managed, with controls regularly monitored for effectiveness.

In May 2016, the Safety and Wellbeing Governance Committee agreed to establish an Operational Safety and Wellbeing Committee with divisional representation to develop the new Safety Improvement Plan and measures.

Work-life balance

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

- having representatives from each branch actively involved in the department’s Wellbeing Working Group and driving wellbeing initiatives across TMR
- developing targeted wellbeing strategies that are based on the collection of relevant data from staff, such as our online health assessment undertaken during the year

- communicating health and wellbeing messages internally via Yammer, the department’s ‘Safety Snapshot’ newsletter and toolbox talks
- maintaining an online portal for workplace health-related programs that includes toolbox talks, resources and information relating to specific health risks
- providing an employer funded health and wellbeing reimbursement program for all employees
- providing access to corporate rate private health insurance and gymnasiums
- offering an external Employee Assistance Service to all staff and eligible immediate family members for services such as confidential counselling, management support and critical incident intervention when required.

88% of staff feel we have an adequate focus on workplace safety.

[Data source: Working for Queensland Survey 2016]

Safe Work Month

We continually assist our employees to strive for a healthier work-life balance through our support for Safe Work Month.

The annual nation-wide initiative is run by Safe Work Australia each October and promotes safety strategies to reduce injuries, illness and death in workplaces around the country.

Our safety team developed and provided supporting information for staff, including fact sheets, posters, toolbox talks and links to other relevant websites, and organised for Workplace Health and Safety Queensland Safety Advocate, Gavan McGuane, to share his story with some staff about the impacts of a serious workplace injury that he was involved in.

Improving the health and safety of workplaces

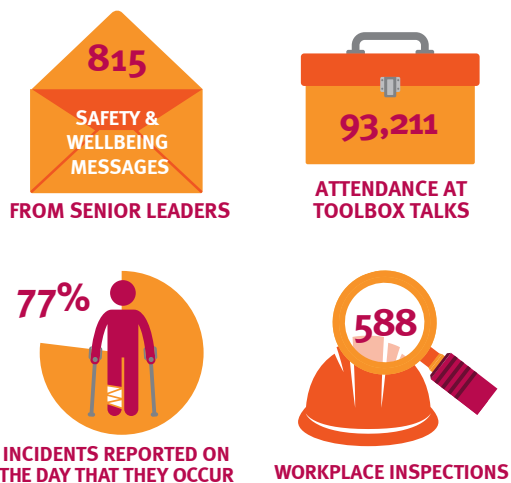
The Transport and Main Roads Workplace Health and Safety Management Framework outlines our accountabilities, responsibilities and activities that will be undertaken by senior leaders, business units and safety advisors to ensure that our delivery model – OneTMR – is effectively implemented.

The health, safety and wellbeing of our staff and contractors is a fundamental value of TMR, and is achieved through the development and implementation of our safety management system. The system provides a systematic approach to managing safety, whilst also providing our business areas with the scope to operationalise it, taking in to consideration the vast range of services that we deliver.

Our safety performance

To support the provision of safer and healthier workplaces, the department has developed a Safety Improvement Plan (SIP) that represents our commitment towards achieving our aspirational goal by driving improvements in safety leadership, communication and consultation, systems and risk management.

- met or exceeded six of the 11 targets covered under our SIP. More importantly, our overall performance improved in nine of the 11 target areas, including:

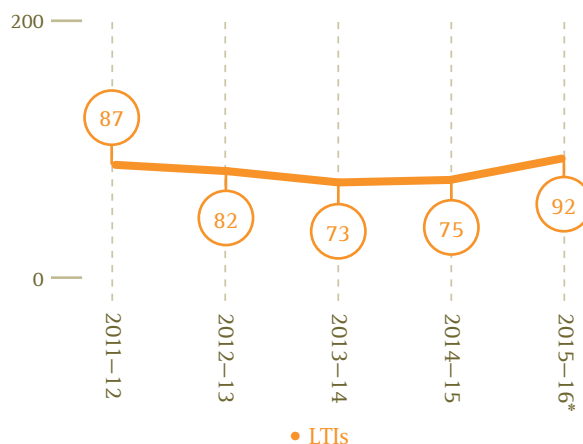


- completed redevelopment of our Safety and Wellbeing intranet site to publish a site that presents information in a more relevant way for our staff.

The quality and volume of safety performance data continues to improve with WHS Connect, a telephone and email service for reporting incidents and providing follow up information, including hazard control and investigation outcomes.

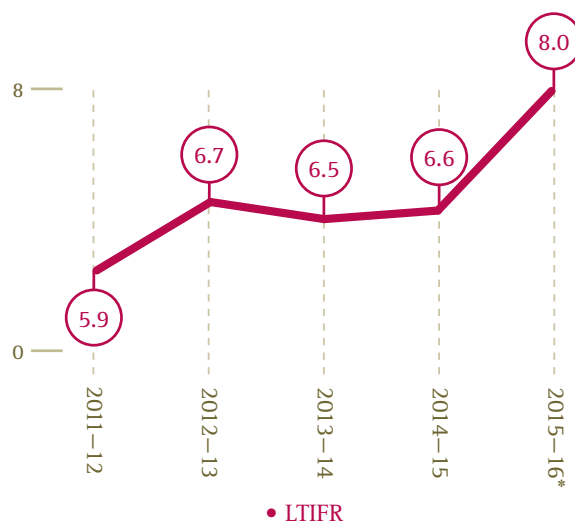
Figures 15, 16, 17 and 18 provides a snapshot of our performance over the last five years.

Figure 15: Number of Lost Time Injuries (LTIs)



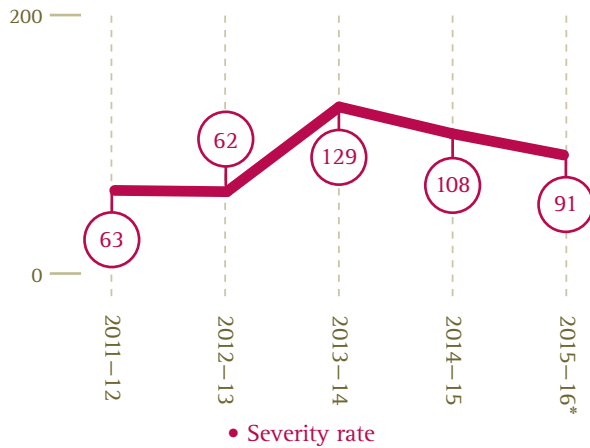
Implementation of the Safety and Wellbeing Initiatives two Year Plan 2015-16 to 2016-17 is aimed at ensuring the health and safety of all workers and is an effective means of reducing the number of workplace incidents and resulting injuries.

Figure 16: Lost Time Injury Frequency Rate (LTIs per million hours worked)



A program of targeted initiatives for the School Crossing Supervisor (SCS) network resulted in a reduction in the number of LTIs sustained by School Crossing Supervisors.

Figure 17: Severity Rate (Days lost per million hours worked)

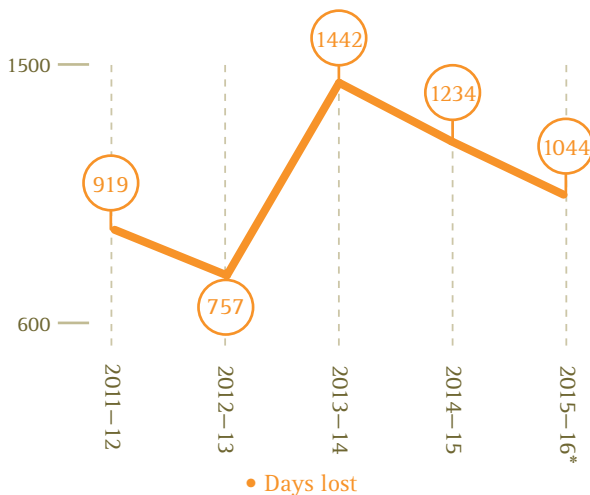


The severity of LTIs, based on the number of working days lost, decreased from an average of 16.4 days in 2014-15 to 11.3 days in 2015-16.

The department's workplace rehabilitation services are committed to assisting employees achieve a safe and timely return to work and contributed to the reduction in the number of working days lost.

The program of targeted initiatives for the School Crossing Supervisors (SCS) network resulted in a reduction in the number of working days lost from 391 in 2014-15 to 137 in 2015-16 for SCS.

Figure 18: Number of Days Lost



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

- Lost Time Injury (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.

Injury Management

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

The department recognises that workplace rehabilitation assists the recovery process and helps restore the employee's normal function sooner. In the event of an injury or illness, regardless of whether it is work-related or not, we are committed to assisting employees to achieve a safe return to work, in a way that will facilitate their best possible recovery. This is achieved in accommodating gradual return to work and return to work on suitable duties in accordance with medical advice.

During the year, there were:

- 277 workers' compensation claims lodged
- 276 rehabilitation cases managed, including
 - 118 for work-related injuries
 - 158 for non-work related injuries.

Table 8: Comparison of workers' compensation claims lodged over a five-year period

New claims	2011-	2012-	2013-	2014-	2015-
	12	13	14	15	16
Claims	451	385	319	270	277

Data source: WorkCover Queensland – Online services for employers and Transport and Main Roads' SHE enterprise safety management system.

Note: Figures are subject to revision as more information becomes available.

In 2015-16, the number of workers' compensation claims remained steady compared to the previous years. The average cost of each claim was \$2529, which was \$1448 lower than the 2014-15 average of \$3977.

Table 9: Final return to work over a five-year period

Final return to work (RTW) %

	2011– 12	2012– 13	2013– 14	2014– 15	2015– 16
Final RTW*	97.96%	97.51%	97.33%	94.87%	97.42%

Data source: WorkCover Queensland – Online services for employers and Transport and Main Roads’ SHE enterprise safety management system.

The 2015–16 final return to work was 97.42 per cent, which was slightly lower than the result for 2014–15.

*Final return to work percentage is defined as the number of claims where time lost has been paid and where the worker has returned to work, shown as a percentage of all claims, in a given financial year.

Wellness programs

The department continued to provide employees with the following wellness programs:

- The Flu Vaccination Program included 100 site bookings and a total of 3158 employees took part in this fully funded program.
- A total of 239 executives from the department (75 per cent) participated in The Executive Health Program as part of their salary package.
- Across the state multiple workplaces were the recipients of pedometers as part of the 10,000 step physical activity challenge promoted through WorkSafe Queensland.
- Employee Assistance Service run by an external provider to all employees and eligible immediate family members for services such as confidential counselling, management support and critical incident intervention when required.

Three areas of the business have been awarded silver recognition and one bronze by the Healthier, Happier, Workplace program in recognition of their commitment to best practice workplace wellness and their ongoing pledge to employee health and wellbeing.

Innovation into action

Enhancing innovation capability

We continue to innovate across the department in response to our customers' needs and the rapidly changing environment.

During the year, we enhanced our innovation capability through a series of Director-General-led challenges and symposiums, and staff training.

Director-General Diversity Innovation Challenge

In July, we held the DG Diversity Innovation Challenge to provide the department with a program of work focused on major diversity challenges facing us, such as encouraging women into senior leadership roles, creating a multicultural and inclusive workplace, and challenging the status quo to create diverse and innovative thinking.

Several speakers and external subject matter experts led workgroups representing a range of ages, professions, levels and regions across the department to brainstorm solutions.

As a direct outcome of the challenge, and to direct our diversity agenda across gender, disability and cultural diversity groups, the Diversity Council was established in October ([see page 184](#)).

Director-General Customer-led Design Challenge

In November, the Director-General led a successive challenge to address 'how we can create a single integrated transport network that is accessible to everyone now and into the future'.

The department's senior leaders and staff workshopped ideas around the department's future strategic priorities: Our customers, Mobility innovation, Regulation, Sustainable funding, Liveable regions & active cities and our Changing workforce.

Attendees heard from guest speakers from the Commonwealth Scientific and Industrial Research Organisation (CSIRO), public sector innovation

specialist, Collabforge, and Feros Aged Care, who shared their customer innovation experiences.

Innovation Symposium

The department hosted two Innovation Symposia during 2015–16, designed to expose TMR staff to thought leaders and their work on the future of transport.

In November, staff and members of the Whole of Government Innovation Champions Network heard from Global Transportation Executive for CISCO Systems, Barry Einsig, who delivered the keynote address *Transport and Technology: Towards a Connected Future*.

It was followed by a round table discussion with senior officers. More than 90 per cent of staff who attended the forum found the presentation to be relevant to their work and learned something new.

It was followed in April by the second symposia focused on the digital economy.

The discussion was led by the PwC Chair in Digital Economy at QUT, Professor Marek Kowalkiewicz, who delivered the keynote address, *Are we ready for the digital future?*

Professor Kowalkiewicz also facilitated a workshop for departmental policy leaders and staff to inform the shaping of Queensland transport policy.

Results from his address indicated more than 92 per cent of staff found the presentation relevant to their work and over 98 per cent of staff learned something new.

Community of Innovation Architects

We also began recruiting a Community of Innovation Architects (CIA) within the department. Of the 1818 staff from across the department who responded to the initial call for interest, the final group is likely to consist of around 20 to 25 staff with representation from all divisions and most regions.

The group will form a virtual team of innovation champions offering strategic innovation guidance and facilitating idea generation across the department.

Innovation Facilitators and Capability Training Pilot

During the year, staff undertook tailored innovation capability training to apply the challenge-led approach to innovation, apply design-led thinking and evaluate, prioritise and pitch ideas to challenges worth solving.

The pilot program was designed to be adapted and delivered internally across the department.

Transport MIXr

In June, the department hosted the inaugural Transport MIXr.

In line with the Queensland Government's Advance Queensland initiative ([see glossary](#)), the event aimed to forge new relationships to solve existing problems, and create partnerships between 60 Queensland-based researchers and service deliverers to facilitate long-term innovation and improvements in research and development outcomes.

The one-day MIXr included two key components:

- a 'research bazaar', where academics presented research and interests in mini-conference sessions
- 'TMR tango', where staff and academics were matched to 10-minute speed dating sessions to discuss specific problems and research.

Our academic partners shared the outcomes of their research, ideas and expertise, and gained a greater understanding of our business and work programs. During the year, we continued to enhance our innovation capability through a series of Director-General-led challenges and symposiums.



Transport MIXr, June 2016

Smart Seeds

In May, our people once again participated in the Smart Seeds program, an annual innovation program for young professionals to solve real industry challenges. The program focuses on solving challenges in the infrastructure industry. Multidisciplinary teams develop a creative concept within a 10 week period, to solve a real infrastructure challenge and present it to industry leaders.

Along with his team, Lachlan Moir, an engineer within the department, took home the People's Choice Award for their presentation, 'The Smart Road to Senior Living'. Posed with the challenge, "How can an existing piece of infrastructure be adapted for the future?", they presented a solution that involved re-purposing existing CBD office buildings into senior living and aged-care facilities.

The Smart Seeds program brings all levels of professionals together with a focus on innovative solutions. It demonstrates the potential power of collaboration across organisations, sectors, disciplines and generations.

Table 10: TMR awards and recognition in innovation

Award	Category	Description
Chartered Institute of Logistics and Transport Australia Annual Awards for Excellence 2015	Winner – Excellence in Government Innovation	Gladstone Liquefied Natural Gas Export Project – our involvement showcased a range of technologically innovative and flexible approaches to port development, vessel traffic management, environment and safety issues, marine navigation licencing and customer service.
	Finalist – Excellence in Government Innovation	Flinders Highway Flood Study – used a game-changing approach to optimising performance of linear infrastructure, focusing on times of closure rather than traditional flood immunity targets.
	Finalist – Excellence in Government Innovation	Moreton Bay Rail Project – Koala Management – the project developed and implemented a successful koala management plan, including tagging and monitoring, translocation plan and action plan for alternative habitat offset.
	Winner – Excellence in Transport Policy, Planning and Implementation Finalist – Excellence in Government Innovation	Transport Network Reconstruction Program – coordinated program delivery partners in federal, state, local government and industry to complete the \$6.4 billion statewide reconstruction project six months early with \$400 million in savings.
	Winner – Excellence in Safety	Wide Centre Line Treatment on Queensland Highways – innovative development of road design guidance, implementation guidelines and programs to provide greater separation between vehicles travelling in opposite directions.
Intelligent Transport Systems Australia – National Industry Awards 2015	Winner – Government Award	Real-time travel information system – providing accurate service information for stops and stations across TransLink’s SEQ network using on-vehicle 3G/ GPS technology.
23rd World Congress on Intelligent Transport Systems	ITS Hall of Fame – Local Government	Emergency Vehicle Priority – Internationally recognised traffic signal priority system for emergency vehicles.
2015 Australasian College of Road Safety – Road Safety Awards	Highly Commended	Emergency Vehicle Priority (EVP) provides a green light at traffic signals for oncoming emergency vehicles when safe to do so. Travel time savings of up to 26 per cent have been recorded along signalised routes where EVP has been enabled

Associated authorities

The Department of Transport and Main Roads works collaboratively with two statutory authorities, four government owned corporations (GOC) and one privately owned company.

Statutory authorities:

- Gold Coast Waterway Authority
- Queensland Rail

Government Owned Corporations:

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

* Government Owned Corporation with Shareholding ministerial obligations

Privately owned company:

- Transmax Propriety Limited**

** The Director-General of the Department of Transport and Main Roads is the company's sole shareholder.

Gold Coast Waterways Authority (CCWA)

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

More information: http://www.gcwa.qld.gov.au/right_to_information/

Queensland Rail

Queensland Rail is a statutory authority responsible for the operation of passenger rail services and ensuring supporting rail infrastructure remains safe, reliable and to a fit-for-purpose standard.

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

More information: <http://www.queenslandrail.com.au/about%20us/Pages/AnnualReports.aspx>

TransMax

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

Shareholding ministers

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

Each GOC must fulfil their obligations and keep the shareholding Minister(s) reasonably informed of the operations, financial performance, financial position and governance of the company and its subsidiaries. The companies must report in a timely manner on all issues likely to have a significant financial or operating impact.

Each must also develop a Corporate Plan, Statement of Corporate Intent and table an annual performance report each year which are available on their subsequent websites.

Table 11: Government body function, achievements and remuneration**Government body: TransMax**

Act or instrument	<i>Corporations Act 2001</i>
Functions	To develop and provide Intelligent Transport Systems (ITS) products and services to help maximise road network performance and manage traffic congestion. Its main product is STREAMS (see glossary) which enables holistic road network management and integrates with other ITS devices for all state-controlled roads, a significant number of local governments and a number of Queensland and interstate clients.
Achievements	<p>The Emergency Vehicle Priority (EVP) system, developed collaboratively between TMR, Public Safety Business Agency (PSBA) and Transmax, received a number of prestigious awards, including the Australian Road Safety Award 2016, 3M-ACRS Diamond Safety Award 2015, Queensland Road Safety State Government Award 2015.</p> <p>Transmax, TMR and Brisbane City Council (BCC) achieved a successful trial of EVP across a major Brisbane corridor, including up to 40 intersections. It is now planned to rollout EVP to approximately 300 BCC intersections.</p> <p>Transmax and Main Roads Western Australia completed testing and achieved system acceptance. The system is now in use.</p> <p>Significant TMR projects delivered include:</p> <ul style="list-style-type: none"> enhanced STREAMS functionality for congestion management during and following the Commonwealth Games BCC EVP project enhancing STREAMS security to meet the requirements of the Queensland Audit Office (QAO).
Financial reporting	<p>Not exempted from audit by the Auditor-General</p> <p>Transactions of the entity are accounted for in its own financial statements</p>

Remuneration

Position	Name	Meetings/ sessions/ attendance	Approved annual, sessional or daily fee (\$)	Approved sub- committee fees if applicable	Actual fees received (\$)
Chair Non-executive	Cathy Ford	8	56,270	-	56,270
Managing Director	Mark Williamson	11	-	-	-
Non-executive Director	Stephen Golding	10	20,865	-	20,865
Non-executive Director	Amelia Hodge	8	20,865	-	20,865
Non-executive Director	Allan Krosch	11	20,865	-	20,865
No. scheduled meetings/sessions	11				
Total out of pocket expenses	Nil				

Management and structure

The department is divided into five divisions. These divisions and the services they provide are outlined on [page 180](#).

The following structure changes occurred during the 2015–16 period:

- In August 2015, the Customer Experience Unit was established and reports to the Deputy Director-General (Customer Services, Safety and Regulation).
- From September 2015, Transport Network Security now has a direct line of reporting to the Director-General.
- In September 2015, a Deputy Director-General (Corporate) was established. This resulted in the establishment of a Corporate Division which is made up of the following branches:
 - finance and procurement
 - governance
 - human resources
 - information technology.
- In April 2016, Internal Audit was moved from Governance Branch to report directly to Deputy Director-General (Corporate).

Executive Leadership Team

The Executive Leadership Team (ELT) assists the Director-General to deliver our strategic purpose: to provide a safe, integrated, reliable and efficient transport system accessible to everyone. ELT meets every second Tuesday of each month.

Chair: Director-General

Members:

- Deputy Directors-General
- Chief Operations Officer
- Chief Finance Officer

Senior Leadership Team

In addition to the ELT, the Director-General is supported by the Senior Leadership Team (SLT). SLT members are responsible for the development, implementation and review of key initiatives. They have decision-making authority and delegate responsibilities for action within their divisions. SLT members provide support and advice to the ELT by elevating information and issues required to shape strategic thinking and inform decision making.

Chair: Director-General

Members:

- Deputy Directors-General
- All General Managers
- Chief Operations Officer
- Chief Engineer
- Chief Finance Officer
- Chief Human Resources Officer
- Chief Information Officer
- Executive Director (Customer Experience)

Organisational chart

Structure as at 30 June 2016

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

**Chief Operations
 Officer**
Julie Mitchell (A)

**Chief Transport
 Network
 Security and
 Resilience**
Don Bletchly

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

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

Deputy Director-General
Customer Services, Safety and Regulation
Mike Stapleton
 Customer Services, Safety and Regulation Division provides customer, safety and regulatory services for Queenslanders, our transport system and our waterways.

Deputy Director-General
TransLink Division
Ray Van Kuyk
 TransLink Division leads and shapes Queensland's passenger transport system, by providing an integrated transport network, safe and accessible to all.

Deputy Director-General
Corporate
Chris Mead
 Corporate Division provides the department with strategic corporate services including governance, finance and procurement, and human resources to enable TMR to achieve its business objectives.

General Manager <i>Transport Strategy and Planning</i> Joshua Hannan	General Manager <i>Portfolio Investment and Programming</i> Les Dunn	Chief Economist and General Manager <i>Strategic Policy</i> Stephen Kanowski
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Chief Engineer <i>Engineering and Technology</i> Noel Dwyer (A)	General Manager <i>Program Delivery and Operations</i> Amanda Yeates	General Manager <i>RoadTek</i> Bill Lansbury
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Executive Director <i>Customer Experience</i> Julie Salsbury	General Manager <i>Customer Services</i> Geoff Magoffin	General Manager <i>Land Transport Safety</i> Dennis Walsh	General Manager <i>Transport Regulation</i> John Wroblewski	General Manager <i>Maritime Safety Queensland</i> Patrick Quirk
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General Manager <i>Passenger Transport Integration</i> Peter Milward	General Manager <i>Passenger Transport Services</i> Simon Cook
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Chief Finance Officer Tony Philp (A)	Chief Human Resources Officer Dave Waters (A)	Chief Information Officer <i>Information Technology</i> Martin Bradshaw	General Manager <i>Governance</i> Anna Jack (A)	Chief Auditor Brett Owen
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ELT Profiles



Neil Scales OBE
Director-General (Transport
and Main Roads)

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

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

He leads the department with an operating budget of \$5.482 billion, capital budget of \$2.696 billion and managed assets worth \$63.818 billion.

Former positions:

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

Along with over 40 years' experience in the transport industry, Neil received 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.



Julie Mitchell
Acting Chief Operations
Officer

BECivil, MEM, MBA, RPEQ, FIE Aust CPEng, GAICD

- Commenced with Executive Leadership Team May 2016
Appointed as Acting Chief Operations Officer May 2016
- Chair: Ethics Community of Practice
- Co-Chair: Diversity Council
- Member: Executive Leadership Team, Senior Leadership Team, Finance Committee, Audit and Risk Committee, Information and System Committee
- Champion for Ethics
- Champion for Innovation

Julie 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:

- Chief Engineer (Infrastructure Management and Delivery) Department of Transport and Main Roads
- Project Director (Major Projects) Department of Transport and Main Roads

Julie has 32 years of public service experience and has been involved in the delivery of Rail extension and Centenary Highway upgrade — Darra to Springfield, Ipswich Motorway Upgrade — Wacol to Darra (Safelink Alliance) mid project to final delivery, Ipswich Motorway Upgrade — Dinmore to Goodna (Origin Alliance).



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

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

- Appointed as Deputy Director-General January 2016
- Commenced with Executive Leadership Team August 2014
- Co-Chair: Diversity Council
- Member: Audit and Risk Committee, Information and Systems Committee, Infrastructure and Systems Committee, Infrastructure and Investment Committee, Finance Committee, Strategic Human Resources Board
- Champion for Equity and Diversity

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

Former positions:

- Deputy Director-General (Infrastructure Management)
- Delivery General Manager (Land Transport Safety)

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

Mike holds a Bachelor of Business (Public Administration) and a Master of Professional Accounting.



Miles Vass
Deputy Director-General
(Infrastructure Management
and Delivery)

BTech, AssDip CivE, ADipPM

- Appointed as Deputy Director-General (Infrastructure Management and Delivery) January 2016
- Commenced with Executive Leadership Team January 2016
- Chair: Safety and Wellbeing Governance Committee, Toowoomba Second Range Crossing Project Supervisory Board, Toowoomba Second Range Crossing Project Control Group
- Transport and Main Roads Deputy for Roads Australia
- Champion for Cycling
- Member: Finance Committee, Information and Systems Committee and the Infrastructure and Investment Committee

Miles oversees the delivery of the integrated program of infrastructure projects and the maintenance and operation of the state-controlled road network. Miles has been with the department for the past 33 years.

Former positions:

- General Manager (Programme Delivery and Operations)
- Regional Director (Metropolitan)

As General Manager, Miles was responsible for delivering Transport and Main Roads' capital funded projects, reconstruction projects, maintenance and preservation projects, and infrastructure works and services across the state. He oversaw an operational budget of \$3.5 billion.



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

BBltEnv (URP), GDURP, MBA (Exec), MPIA, GAICD

- Appointed as Deputy Director-General (Policy, Planning and Investment) October 2013
- Commenced with Executive Leadership Team January 2013
- Chair: Infrastructure and Investment Committee
- Champion for Cultural Diversity

Matt leads the development of long term transport strategies and plans for the future of the integrated transport system and the planning and prioritisation of strategic investment in transport infrastructure, systems and services.

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

Former positions:

- 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 strategy, project management, transport network planning, infrastructure design and delivery. He holds undergraduate and post-graduate degrees in Urban and Regional Planning and an Executive Master of Business Administration.



Ray Van Kyuk
Deputy Director-General
(TransLink)

MPM, GradDipTSM, DipEleE

- Appointed as Deputy Director-General January 2016
- Commenced with Executive Leadership Team January 2016
- TMR champion for the prevention of domestic and family violence
- Member: Finance Committee, Strategic HR Board, Infrastructure and Investment Committee

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

Former positions:

- Deputy Secretary
Department of Transport, Victoria
- Chief Executive Officer
Transport Ticketing Authority, Victoria
- Managing Director
Managing Projects Pty Ltd
- Director / CIO / CPO
Serco Asia Pacific

Ray has held executive leadership roles in the transport, technology and customer services industries. He provided oversight across a range of boards including Linking Melbourne Authority, VicTrack, Regional Rail Link Authority and Myki.

Ray's passion lies in driving a customer first culture – a key strategic priority for the department and one of the department's employee values.



Chris Mead
Deputy Director-General
(Corporate)

B Bus, FCPA

- Appointed as Deputy Director-General September 2015
- Commenced with Executive Leadership Team January 2013
- Chair: Information and Systems Committee, Finance Committee, Strategic HR board
- Member: Senior Leadership Team

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

Former position:

- Chief Finance Officer
Department of Transport and Main Roads

Prior to his Deputy Director-General role, Chris was Chief Finance Officer and led the provision of best practice corporate financial management, accounting, procurement and facilities and accommodation solutions for the department.

Chris has a wealth of experience in corporate service delivery, especially in financial management, and has a strong focus on risk management and corporate governance.

Chris holds a Bachelor of Business from Queensland University of Technology (QUT) and is a Fellow of CPA Australia.

Our services

(at 30 June 2016)

Policy, Planning and Investment Division

We develop strategies, policies and plans for an integrated transport system that safely and efficiently moves people and goods, and delivers value to the community. Our high-level services include:

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

Infrastructure Management and Delivery Division

We deliver the integrated program of infrastructure projects and maintain and operate the state-controlled road network. Our high-level services include:

- transport infrastructure management
- program management and delivery
- state-controlled road network operation
- engineering and technology
- road design, construction and maintenance
- emergency response and recovery.

RoadTek

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

Customer Services, Safety and Regulation Division

We provide customer, safety and regulatory services that improve community safety and satisfaction. Our primary focus is to deliver licensing and registration products and services through the customer service delivery network. Our high-level services include:

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

TransLink Division

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

- passenger transport network operations
- passenger transport services
- passenger transport industry management and regulation
- passenger transport revenue protection.

Corporate Division

We ensure the department is an effectively functioning, resilient organisation with a high-performing, safe and capable workforce. Key areas of focus include legislation and standards compliance, whole of government priorities, the delivery of Transport and Main Roads' Strategic Plan aligned to branch planning, and Executive Leadership Team direction. Our core services can be grouped into four functions:

- finance and procurement
- governance
- human resources
- information technology.

Governance Committees

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 Executive Leadership Team (ELT), the Senior leadership Team (SLT) and seven governance committees oversee organisational performance and risk, and ensure we operate efficiently, effectively and transparently.

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

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

All seven committees report to the ELT.

Audit and Risk Committee

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

- the integrity of the department's financial statements and internal controls
- compliance with legislative and regulatory requirements, including the department's ethical standards and policies
- the process relating to internal risk management and control systems
- the performance of the internal audit function. It met five times in 2015–16.

Costs associated with external committee members' fees totalled \$36,140 (including GST).

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

To promote independence, members are appointed based on their skills and experience, not necessarily their position in the department. At 30 June 2016, the membership was:

Chair: Susan Forrester (External)

- Neil Jackson (External)

TMR Executives:

- Mike Stapleton
- Geoff Magoffin
- Wietske Smith
- Don Bletchly
- Jennifer Grace
- Julie Mitchell

Achievements:

During the past year, the ARC reviewed:

- the integrity of the 2014–15 financial statements and progress on the 2015–16 statements
- the performance of the internal audit function, including progress against the annual audit plan
- outcomes from internal and external audits
- management's response to recommendations, including the Queensland Audit Office's performance audit recommendations
- progress in building and improving risk management capability, monitoring and reporting within the department
- progress in improving performance measurement and reporting.

Information and Systems Committee

The Information and Systems Committee (ISC) meets bi-monthly to manage all ICT-enabled business initiatives, ensuring the department achieves maximum value for these investments.

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

Chair: Deputy Director-General (Corporate)

Members:

- Director-General
- Deputy Director-General (TransLink)
- Deputy Director-General (Customer Services, Safety and Regulation)
- Deputy Director-General (Infrastructure Management and Delivery)



- Deputy Director-General (Policy, Planning and Investment)
- Chief Operations Officer
- Chief Information Officer

Achievements:

During the past year, the ISC:

- reviewed and endorsed a new Charter to define and guide the committee in the conduct of their roles and responsibilities
- approved a three-year rolling program of work 2016–2019 aligned to department priorities
- divisionally-aligned program boards to enable greater transparency and accountability with initiative owners
- increased focus on strategic governance and risk management across the department’s ICT investment through regular reporting and reviews
- initiated a review to update the ICT Investment Governance framework with a focus on optimisation.

Infrastructure and Investment Committee

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

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

Members:

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

The IIC exercises good corporate governance by ensuring the department is driving ‘value for money’ through governance and gating processes that promote end-to-end program development and delivery accountability.

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

Achievements:

During the past year, the IIC has:

- approved 28 major project investment gating submissions (projects with an estimated capital cost exceeding \$100m) and three non-major project

investment gating submissions (projects with an estimated capital cost between \$50m to \$100m)

- provided oversight of development of the four-year Queensland Transport and Roads Investment Program (QTRIP) 2015–16 to 2018–19 outlining a \$18.8 billion rolling program of works.
- IIC approved business cases and allocated over \$660 million funding to deliver road, rail and light rail infrastructure improvements ahead of the Games to leave a lasting legacy to the Gold Coast community.

Safety and Wellbeing Governance Committee

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

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

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

Deputy Chair: General Manager (Program Delivery and Operations)

Members:

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

Achievements:

During the past year, the committee:

- continued to support the work being undertaken to support staff and their families who may be affected by Domestic Family Violence. This has included achieving White Ribbon accreditation, the Director-General's participation in the CEO Challenge and continued roll out of Domestic Violence Awareness workshops
- supported and endorsed the publication of our 'Guide to improving sedentary behaviours in the workplace'
- supported the inclusion of safety and wellbeing key performance indicators into senior officers performance agreements,
- endorsed and supported the creation of a new 'Two Year WHS Initiatives Plan', which included a refresh of our safety management system and a redevelopment of our safety and wellbeing intranet site
- continued to support and promote various health and wellbeing activities within the branches
- monitored and regularly reviewed the suite of 73 safety and wellbeing procedures
- agreed to establish an Operational Safety and Wellbeing Committee with divisional representation to develop the new Safety Improvement Plan (SIP) and associated measures
- contributed safety performance data sets to the Queensland Government's Open Data catalogue.

Finance Committee

The Finance Committee monitors financial performance across the department and:

- ensures that all financial resources are allocated consistent with approved strategic direction, priorities and ongoing commitments
- identifies efficiency initiatives
- realises savings in line with government savings targets
- ensures cost control and longer term funding sustainability
- prioritises expenditure within the approved budget
- provides oversight analysis of budget submissions.

Chair: Chief Finance Officer

Members:

- Director-General
- Deputy Director-General (TransLink)

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

Achievements:

During the past year, the committee:

- undertook a strategic 2016–17 budget review in April which focussed on funding sustainability, risk, performance, improvement and opportunity.
- reviewed and endorsed the department's 10-year funding model which captures the use of existing resources and highlights sustainability issues and funding related risks.
- provide oversight of the development of the 2016–17 budget ensuring that the overall budget aligns to agreed business plans to contribute towards creating a single integrated transport network accessible to everyone.

Strategic Human Resources Board

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

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

Chair: Deputy Director-General (Corporate)

Members:

- Director-General
- Deputy Director-General (TransLink)
- Deputy Director-General

(Customer Services, Safety and Regulation)

- Deputy Director-General (Infrastructure Management and Delivery)
- Deputy Director-General (Policy, Planning and Investment)
- Chief Operations Officer
- Chief Human Resources Officer

Achievements:

- Establishment of the board, charter and terms of reference
- established and monitored the implementation of the the Strategic Workforce Plan 2015–2019 and the People Plan 2015–2016.
- oversaw award modernisation and enterprise bargaining agreement frameworks and negotiation.

Diversity Council Committee

The Diversity Council Committee drives the delivery and implementation of the TMR diversity and inclusion initiatives.

The committee meets quarterly and:

- ensures alignment with existing corporate workforce plans and the wider Public Service
- makes decisions about delivery and implementation of the Diversity initiatives based on project status reports and other relevant documents
- works collaboratively to address delivery and/ or implementation challenges to ensure effective outcomes for the department.

Chair: Director-General

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

Members:

- Deputy Director-General (TransLink)
- Deputy Director-General (Customer Services, Safety and Regulation)
- Deputy Director-General (Infrastructure Management and Delivery)
- Deputy Director-General (Policy, Planning and Investment)
- Rebecca Douglas (External)
- Todd Battley (External)

It is expected that members of the Council will:

- offer strategic advice on the department's diversity program
- share previous experiences in resolving diversity challenges
- maintain a working knowledge of contemporary diversity best practice
- actively participate as a member of this Council

Achievements:

During the past year the Diversity Council:

- hosted inaugural TMR diversity lecture
- provided direction on whole of department strategy including the gender diversity and inclusion strategy
- preliminary investigation into the infrastructure industry and perceptions of the department
- developed and implemented the 'Shadow of the DG' program.

Performance management

The purpose of the Department of Transport and Main Roads is to provide a single integrated, reliable, efficient and safe transport system accessible to everyone. A well planned and managed transport system plays an essential role in the development of a healthy, robust and growing economy – connecting communities, providing access to services and supporting commerce and industry throughout the state.

By economically and efficiently delivering its business objectives, the department contributes to all of the government's objectives for the community:

- creating jobs and a diverse economy
- delivering quality front-line services
- protecting the environment
- building safe, caring and connected communities.

To deliver its planned outcomes and contribute to the achievement of the government's objectives for the community, the department focuses on the following business objectives as stated in the Transport and Main Roads Strategic Plan 2015–2019:

- Integrated transport system that supports the efficient and reliable movement of people and goods
- Sustainable, cost-effective transport network accessible to all
- Customer, safety and regulatory services that improve community safety and satisfaction
- An integrated passenger transport system, safe and accessible to all.

The strategic plan underpins our everyday business and guides our lower-level branch business plans. Progress towards our business objectives is measured quarterly in performance reports presented to the ELT, and annually in the department's annual report.

Our performance against the strategic objectives and the service standards described in the department's 2015–2016 Service Delivery Statements, is presented in Appendix 2 (see page 249).



Risk management

We recognise that risk management is a key element of good corporate governance and is a fundamental part of managing our business for “Connecting Queensland — Delivering transport for prosperity”.

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

Risk management framework

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

Executive Leadership Team

The Executive Leadership Team meets regularly to monitor and review risks and related risk management strategies. The leadership team provides strategic advice and direction on proactive management of the department’s risks.

Audit and Risk Committee

The Audit and Risk Committee assists the Director-General to meet his obligations for risk management and compliance with legislative and regulatory requirements. The committee provides an independent assurance role by monitoring the effectiveness of the department’s risk management framework.

Risk Reporting and Communication

Business areas conduct risk management activities and reporting according to our risk management framework. A quarterly risk report is compiled for the Executive Leadership Team and the Audit and Risk Committee.

Risk Achievements

During the year, we:

- completed a review of its risk management framework
- updated its risk assessment and ratings matrix and risk register templates to more accurately reflect the department’s risk appetite
- developed a risk management strategy outlining a desired future state for risk management
- progressed work towards the acquisition of a risk management ICT system.

Risk Management in Planning Processes

We periodically assess, update and report our risks and have processes to measure and monitor our performance. Business areas ensure risk management is integrated with planning activities and strategies for addressing risks are aligned with the department’s objectives.

Transport security

Transport Network Security and Resilience (TNSR)

Transport Network Security and Resilience (TNSR) was formed in September 2015 to enhance the security and resilience of the transport network. Its priorities include:

- drive a OneTMR approach to identify transport network security vulnerabilities and resolutions
- understand, administer and influence legislation, policy, standards and best practice driving organisational and network agility to address emerging security threats, hazards and future government and community needs
- cultivate relationships enabling comprehensive, robust and timely situational awareness allowing prevention, mitigation and effective management of disruptive events
- enable improved understanding of complexities regarding relationships, dependencies and risk, embedding a culture of security resilience and shared ownership across the transport network
- provide relevant authoritative and timely advice to support strategic government committees and decisionmakers to ensure a secure resilient transport network.



TNSR became responsible for the functions previously undertaken by the Emergency Management & Transport Security Unit and in its day to day operation is responsible for:

- the effective administration of the *Transport Security (Counter-Terrorism) Act 2008*
- TMR's emergency management arrangements to support the *Queensland Disaster Management Act 2003*
- guidance, education and exercising related to Business Continuity Management
- internal security including application of the Queensland Protective Security Framework when implemented
- the single point of truth for standards, systems, principles and processes relating to emergency management, transport security and internal security
- assurance related to compliance for security of ports and waterways.

Security Investigation and Policy

Physical and personal security of staff members is important to us. Guidelines were developed and provided to staff to address issues that may arise in their day to day activities. Security related incidents in our operating environment were investigated and security trend analysis are undertaken and actioned where necessary.

Protective Security

Since the formation of TNSR in September 2015, the Internal Security Unit has conducted 20 Security Risk Assessments (SRAs) across the department. SRAs assist operational areas to identify and address physical security vulnerabilities to help protect our people and facilities.

These assessments review issues such as:

- preventing unauthorised access to our tenancies by analysing the efficiency of fencing, lighting, intruder alarms, and security provider services
- ensuring local procedures relating to client aggression & cash handling are in place and effective



- analysing local criminal activity that may have an effect on the tenancy
- providing advice to local management on vulnerabilities and options to address any issues identified
- liaison with local QPS offices regarding criminal demographics for the area
- examination of facility security infrastructure and processes to ensure they remain “fit for purpose”.

Security incidents across the department are reported centrally to TNSR, which has reviewed 161 security events since September 2015. Incidents are reviewed to provide:

- assistance and referral support to the operational areas involved
- specialist investigation services as required
- identification of security trends to assist security policy development
- assurance that security incident corrective actions are finalised with the relevant stakeholders including QPS.

Continuity Management

Transport and Main Road’s business continuity management program facilitates discussions focusing on a statewide perspective for continuity management of its essential business.

The program collaborates with administrative and operational areas of the department to assure standards are met, practiced, evaluated and reviewed for continuous improvement. This approach is designed to build organisational resilience, so the department can deliver on its outcomes at times of disruption.

Several administrative and operational areas were targeted this year to enhance the robustness of our continuity processes and consequential service provision at times of disruption. Exercises were conducted to improve understanding of roles and responsibilities to ensure the right things were done, the right way and communicated to the right people.

Accountability

Internal Audit

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

The Chief Auditor is directly accountable to the Director-General for leading an effective and efficient internal audit function and for ensuring the internal audit activity meets its objectives and adds value to 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 (see page 181), which reviews the work of the internal audit function. The relationship with the committee is based on Queensland Treasury's Audit Committee Guidelines.

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

- assessing the effectiveness and efficiency of departmental financial and operating systems, reporting processes and activities
- identifying operational deficiencies and non-compliance with legislation or prescribed requirements
- assisting in risk management and identifying deficiencies in risk management
- bringing a broad range of issues to management's attention, including performance, efficiency and economy
- monitoring whether agreed remedial actions are undertaken.

Table 12: Internal Audit team experience

<5 years	5–10 years	10–20 years	>20 years
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 34 audit reports, covering assurance about, and improving effectiveness of controls, systems, project management, operations and risk management
- continued an increased audit focus on improving business performance, with 30 per cent of recommendations having a primary focus on improving operations
- engaged with the Audit and Risk Committee about proposed audit plans and their alignment to the risks of the department
- provided advice and assistance on key projects and initiatives
- monitored and reported on the implementation of agreed audit recommendations
- maintained an effective working relationship with Queensland Audit Office.

In 2015–16, Internal Audit redesigned its end-of-audit survey to focus on five key facets of the audit process. Table 13 shows the percentage of respondents who strongly agreed / agreed with the quality of each audit facet.

Table 13: End of Audit survey results

Engagement	85%
Professionalism	100%
Report Clarity	88%
Audit Results	75%
Value Add	79%

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 2015–16 the Auditor-General conducted audits where recommendations were specifically addressed to the department, were for all agencies to consider or included learnings potentially applicable to the department.

These audits included:

- Report 1: 2015–16 Results of audit: Internal control systems 2014–15
- Report 2: 2015–16 Road safety – traffic cameras
- Report 4: 2015–16 Royalties for the regions
- Report 6: 2015–16 State public sector entities: 2014–15 financial statements
- Report 7: 2015–16 Public non-financial corporations: 2014–15 financial statements
- Report 8: 2015–16 Major transport infrastructure projects
- Report 10: 2015–16 Queensland state government: 2014–15 financial statements
- Report 13: 2015–16 Cloud computing
- Report 20: 2015–16 Heavy vehicle road access reforms

These audit reports are available at:

www.qao.qld.gov.au/reports-resources/parliament

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

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

- Strategic procurement
- Follow up review on Report 18: 2013–14 Monitoring and reporting performance
- Integrated transport planning
- Organisational structure and accountability.

Coronial inquests

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

Transport and Main Road's response for January – June 2016, supported by both the Minister for Main Roads, Road Safety and Ports and the Minister for Transport and the Commonwealth Games, has been provided to the Attorney-General and will be published on the coroner's website in the coming months.



There were no new recommendations directed towards the department in the period January – June 2016. The department’s report provided a progress update on 18 recommendations.

Previous responses can be found at: www.courts.qld.gov.au/courts/coronerscourt/findings

Crime and Misconduct Commission reports

The department is committed to integrity and accountability through its ethical standards program. The Ethical Standards Unit acts as the point of coordination for this program and discharges a range of statutory obligations imposed on the Chief Executive Officer to ensure that the department responds appropriately to allegations of corrupt and serious misconduct and that it maintains a proactive approach to integrity development and awareness. The Ethical Standards Unit maintains a strong partnership with the Crime and Corruption Commission for this purpose and recognises that reducing corruption must be core business for all public sector agencies.

Parliamentary committees

The Transportation and Utilities Committee is a portfolio committee with responsibility for the following areas:

- Main Roads, Road Safety, Ports, Energy, Biofuels and Water Supply
- Transport
- Commonwealth Games

In relation to its areas of responsibility, the Committee:

- examines Bills to consider the policy to be enacted
- examines the estimates of each department
- examines Bills for the application of the fundamental legislative principles set out in section 4 of the *Legislative Standards Act 1992*
- considers the lawfulness of subordinate legislation
- assesses the public accounts of each department in regard to the integrity, economy, efficiency and effectiveness of financial management by:
 - examining government financial documents and
 - considering the annual and other reports of the Auditor-General.
- considers Departments’ public works in light of matters including, but not limited to the:
 - suitability of the works for the purpose
 - necessity for the works
 - value for money of the works

- revenue produced by, and recurrent costs of, the works, or estimates of revenue and costs
- present and prospective public value of the works
- procurement methods used for the works
- actual suitability of the works in meeting the needs in and achieving the stated purpose of the works.

The Transportation and Utilities Committee (formerly the Utilities, Science and Innovation Committee) conducted a number of parliamentary inquiries relating to the Department of Transport and Main Roads portfolio in 2015–16 including:

- Consideration of 2015–2016 portfolio budget estimates
- *Transport Operations (Marine Safety) and Other Legislation Amendment Bill 2015*
- *Transport Operation (Marine Safety – Domestic Commercial Vessel National Law Application) Bill 2015*
- Examination of Portfolio Subordinate Legislation
- Auditor-General Reports Referred to the Committee for Consideration

Committee reports can be found at:

<http://www.parliament.qld.gov.au/work-of-committees/committees/TUC>

Annual report awards

For the past seven years, the department has submitted its annual report for appraisal in the Australasian Reporting Awards which recognises transparency and excellence in reporting by awarding Bronze, Silver or Gold awards depending upon the standard reached.

Since 2009, Transport and Main Roads has received the following reporting recognition:

- Gold Award – 2014–15, 2013–14, 2010–11
- Silver Award – 2012–13, 2009–10
- The Institute of Internal Auditors, Best Government Department Annual Report 2010.

Internal scrutiny

Ethics and conduct

An integrated, multi-layered system of ethical standards is in place across the Queensland Public Sector. The responsibility for the high-level coordination of this system rests with two bodies – the Crime and Corruption Commission, which deals with all matters relating to ‘corrupt conduct’ (as defined in Section 15 of the *Crime and Corruption Act 2001*); and the Public Service Commission, which oversees the Conduct and Performance Excellence (CaPE) Service through which those categories of misconduct which do not meet the threshold test of ‘corrupt’ are captured and dealt with. At the agency level, TMR’s Ethical Standards Unit (ESU) is the department’s primary strategy for the effective management and investigation of all matters involving ‘serious’ misconduct. Lower-scale types of misconduct (that is, those matters which do not meet the threshold test of ‘serious’) are managed via the agency’s Case Management process.

Combined, the *Public Sector Ethics Act 1994* and the Queensland Government’s “Code of Conduct for the Queensland Public Service” constitute the baseline for ethical workplace conduct across the public sector. They provide staff with guidance and direction in shaping ethical workplaces; identifying what is and what isn’t appropriate workplace behaviour; and assisting them to make better decisions. These “ethics principles” are underpinned by a range of agency policy and procedure which assist in raising ethical awareness and provide further detailed information and instruction to our people on the standards of workplace conduct expected from them.

Proactive, constant and effective messaging and the promotion of high standards of workplace conduct is a core responsibility of the agency’s Ethical Standards Unit and occurs via a multi-channelled approach combining:

- completion of the mandatory online ethical decision-making training module “Which Way Would You Go?”
- access to a range of documents and other information concerning integrity and ethical standards via the agency’s intranet site “Inside TMR”
- attendance at mandatory face-to-face ethics awareness sessions “Ethics in TMR – Your Reputation: Your Choice” which are facilitated by Ethical Standards Unit staff.

The delivery of the “Your Reputation: Your Choice” sessions has been highly successful throughout the first half of 2016 with the statewide delivery of 92 sessions to 1583 staff across all regions as of

30 June. The ongoing rollout of this program is a high priority for the ESU across the remainder of the 2016–17 financial year.

The department is also strongly committed to ensuring that its administrative decisions are transparent, fair, balanced, based on relevant evidence and that they are compliant with relevant legislation, policy and procedure. To assist it, the agency maintains a cooperative and effective working relationship with the Queensland Ombudsman. The ESU is the agency’s central liaison and coordination point for Queensland Ombudsman inquiries – managing the interface between the two agencies – in addition to managing all ‘disclosures’ received by the agency pursuant to the provisions of the *Public Interest Disclosure Act 2010*.

Fraud and corruption control

In accordance with mandated legislation and Government standards we have implemented a detailed Fraud and Corruption Control policy and supporting framework. The policy and underpinning framework is regularly reviewed to ensure its effectiveness and relevance and provides guidance and direction to agency management and staff not only on how to identify and mitigate fraud but also how and where to report corrupt or fraudulent conduct.

Complaints management

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

Our complaints management system complies with the *Public Service Act 2008* (section 219A) and the guiding principles of the Australian/New Zealand Standard Guidelines for complaint management in organizations (AS/NZS 10002:2014). Based on the new standard, we are currently reviewing a number of improvements which will further strengthen our system.

More information on how we manage complaints and an online feedback and complaints form can be found at <http://www.tmr.qld.gov.au/About-us/Contact-us/Compliments-and-complaints>

Right to Information

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

Information Privacy

In providing our services we collect a large amount of personal information from the community and our employees. We are committed to protecting and dealing with the personal information entrusted to us in a fair, secure and ethical manner, and ensuring that any breaches of privacy are appropriately addressed.

More information on how we meet our privacy obligations can be found at:

<http://www.tmr.qld.gov.au/Help/Privacy>

Executive Services

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

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

Table 14: Volumes of correspondence managed within the department

	Correspondence received
Ministerial correspondence	9336
Director-General correspondence	1942
Briefing Notes	1990

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

Information systems and recordkeeping management

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

To ensure recordkeeping compliance, we are committed to meeting our 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.

The department currently manages approximately 9.2 million public records, adding approximately 1.2 million electronic and 100,000 physical records per annum. Currently 80 per cent of these records are in a digital format.

We recognise the importance of records management in the digital information economy and is working towards ensuring systems and processes are in place to support the transition from a 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.

In addition, the framework of strategies, policies, standards, procedures, education and training materials and compliance tools is being reviewed and updated 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.

Document retention and disposal

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

The current schedules for TMR 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 we comply with the statutory obligations for the retention and disposal of records, meet accountability requirements and community expectations, and preserve 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 2015–16, we continued working on the legacy and backlogs of physical records to determine their eligibility for disposal against the QSA-approved schedules. A program of work is underway to appraise current recordkeeping practices, services consumed and to dispose of eligible physical records to reduce secondary storage costs of the approximately 184 thousand boxes in secondary storage.

In addition, consultation is also underway with QSA to archive our large volume of permanent records currently held in secondary storage so they remain viable for access by future generations. These records may relate to resumptions for new state roads and the building of bridges and other large infrastructure.

Information record management system

As part of its commitment to providing modern, efficient systems to support staff, we have finalised the identification of a suitable information and records management tool to implement across the department. We are currently investigating market offerings for the provision of this capability as a managed service, and is also evaluating replacement correspondence management systems to fully integrate with the new tool set.

Leading the way with Open Data

During the year, we continued to publish new data, rising to a total of 217 datasets. There was an increased focus on improving the quality of our published data, including expanding the supporting contextual materials alongside our data and certifying key datasets through the Open Data Institute's Certification program.

We also introduced the Open Data Institute's Maturity Model and Pathways assessment tool to Queensland. These tools allowed the department to benchmark the maturity of their data publication practice and to create an action plan on how to uplift this maturity over the following 12 months. Based on the success of this tool, it has been adopted by a number of other departments and Statutory bodies, leading to improved consistency, interoperability and maturity throughout the State.

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

For every \$1 the government spends on making data open to the public, \$5 is returned to the economy because of the research and business innovation it supports.

[Data source: Australian National Data Service, 2011]

Open Data Showcase

The department held an Open Data Showcase on 26 April 2016. This event attracted more than one hundred participants from the transport industry, technology vendors and service providers, universities and research organisations, start-ups and interested individuals to better engage with the open data we publish.

The showcase also marked the launch of three new datasets and encouraged participants to discuss this (and other) data with the data custodians present. Post-event surveys show that the event was well received, with a number of attendees also submitting entries into a competition to best use these new sources of data.

Open data showcased new data releases to industry, universities and research companies.



Open Data Showcase, April 2016

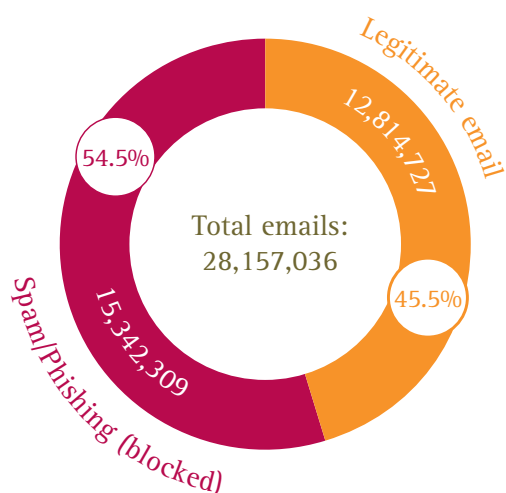
Keeping the department cyber safe

Protecting our customers' privacy is a key priority for the department. There has been a significant increase in SPAM and phishing emails with over 53 per cent more emails being blocked at our email gateway within the last six months.

Whilst embracing the benefits and convenience that modern lines of digital business provide, we have continued to manage the cyber security threat landscape through:

- face-to-face security awareness training to over 1694 staff to date, resulting in more than a 50 per cent increase in staff reporting phishing to our internal mailbox
- partnering with cloud service providers to ensure that security controls are aligned with the value of information assets with which they are entrusted
- a vulnerability management program to patch systems and test the effectiveness of the security controls
- maturing our security incident detection and response capability providing a timely and effective response to a security breach
- minimising ICT service interruptions through a defined ICT service continuity strategy and response to limit the magnitude of any loss to the department.

Figure 19: Email Vs Spam



Virtual Corporate Desktop pilot update

The Virtual Corporate Desktop (VCD) pilot conducted last year proved successful in providing a flexible end user experience that delivers workplace productivity for staff. As a result, this year, we implemented a secure, scalable VCD platform as a foundation for offering this capability further to departmental field users and telecommuters.

This service can be accessed by staff from a variety of devices; anywhere in the world provided there is Internet connectivity. The pilot users were migrated to the new system in mid-June 2016. An assessment is underway to investigate benefits of making these capabilities available more broadly in the department.

Improving operational capability for Queensland Police Service

This year, we implemented a system enhancement to provide the Queensland Police Service (QPS) with greater operational capability through higher availability to Registration and Licensing information during scheduled maintenance/application release periods on TRAILS.

The system enhancement allows read-only access for the QPS to the live system for the majority of the application release window, minimising any downtime for QPS. In the past, QPS would lose all access to this critical system for a number of hours.

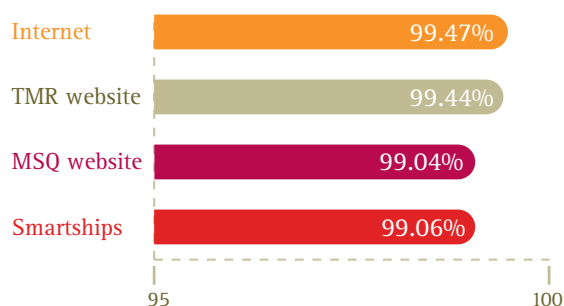
The department is continuing to investigate further system enhancements that will allow QPS to continue to access high availability services during the end-of-month maintenance window. This will require a change to the system architecture, so will take time. The aim is to implement these further enhancements by the end of 2016.

These system enhancements will ensure QPS can continue to access our systems, either through the high availability system or through read-only services, during most scheduled production changes.

Keeping TMR connected

Keeping our employees connected and ensuring our Information and Communication Technology (ICT) systems remain available at all times is critical. With increasing customer expectations regarding 24/7 availability of online services, it is vital we continually improve our systems while also ensuring they are secure. **Figure 20 (next page)** outlines our website and online service availability.

Figure 20: Website and Online Service availability



During the year, TMR achieved on average 99% availability on online services providing service delivery excellence to our customers.

[Data source: HP SiteScope]

Improving regional ICT services

The department is currently working to improve regional ICT performance to deliver consistent and reliable ICT services throughout the state. An initial vendor-assisted performance assessment has been completed which recommended a quick win technical remediation program including specific local activity at an initial 15 sites across Queensland.

The 12-week remediation program of work is currently being rolled out and will be complete by September 2016. A performance uplift of core ICT systems is expected across all sites, with specific additional improvements at 15 key sites.

At the completion of this work, recommendations for further opportunities to optimise performance further will be considered.

Review of our procurement model

A review of our delivery model for procurement was undertaken in late 2015 to provide clearer accountabilities and to better align delivery of the procurement function to a more traditional centre-led, locally-delivered model. This ensures our procurement operations are aligned closer to the business.

The purpose of the review was to improve our strategic focus, continue to build our procurement capability, and strengthen our procurement

programming ensuring a pipeline of future procurement activities is available for the marketplace.

Procurement value for money

In August 2015 we implemented a procurement data management initiative which is improving our data quality and providing benefits through better visibility, reporting and compliance. We recognise the importance good data has on our procurement planning, decision making and performance management.

Transactional Services Improvement Program

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

Highlights include:

- SAP Payment Gateway: implemented an online payment option for SAP customers, providing the convenience of online payments for customers and the benefit of lower collection costs for the department.
- Card Present Refunds: introduced an option for eligible customers to receive refunds direct to cards when present in Customer Service Centres. This greatly improves the customer experience and reduces costs previously associated with cheque production and administration.
- State Boat Harbours Payment App: developed a payment application fully integrated with our enterprise finance system. The app better meets customer needs and integration lowers revenue collection costs.
- Expense Management System: implemented a contemporary online corporate card and expense management solution for the department. The system is easy to use, hosted online and workflow-enabled allowing users to cost, review and approve credit card transactions anywhere and anytime.

