

## Technology to assist commuters

### MyTransLink app improvements

In February 2016 new features were released for the MyTransLink app including Trip Announcer to assist customers accessing networking information.

This new upgrade to the MyTransLink app means passengers can follow their journey on their device with a map and on-screen list of stops and switch on audible announcements of upcoming stops and stations for their bus, train, tram or ferry — all in real-time.

Download the MyTransLink app here: <https://translink.com.au/plan-your-journey/mytranslink>

### Real-time technology for SEQ rail commuters

Rail commuters have been able to receive real-time passenger information for SEQ train services since August. This means our customers can now access real-time information for all public transport modes across our SEQ network. In conjunction with the highly successful MyTransLink app, our customers have easy access to up-to-the-minute service departure times on-the-go, making public transport travel and catching connecting services easier.

Download the MyTransLink app here: <https://translink.com.au/plan-your-journey/mytranslink>

### Award for delivery of real-time travel information in south-east Queensland

Real-time has revolutionised the way customers plan their public transport travel and highlights the innovative approach that modern initiatives and technologies have in working together to develop intelligent transport systems.

The department was announced as the winner at the 2015 Intelligent Transport Systems (ITS) Australia National Awards, awarded for our outstanding contribution to the ITS industry for the delivery of real-time travel information across public transport in south-east Queensland. The award recognises excellence in a government organisation that has developed or deployed a significant and innovative ITS system, product or service over the course of the previous year which has fostered advancement of ITS in its region.

More information: [www.its-australia.com.au/events/its-australia-awards-previous-award-highlights/](http://www.its-australia.com.au/events/its-australia-awards-previous-award-highlights/)



Martin Bradshaw with members from Intelligent Transport Systems (ITS) accepting the 2015 Intelligent Transport Systems Australia Award in Melbourne

## Revenue protection strategy

To reduce the amount of funds lost each year to fare evasion on passenger transport services, the department pursues a range of activities to protect revenue. The current and future activities converge more broadly into the four interrelated areas:

- technology
- data / intelligence
- education
- enforcement.

During the year, the department introduced a step-change in its technology support for front line revenue protection officers by introducing the Fare Evasion Infringement Management System (FEIMS). FEIMS is a mobile phone based platform for checking tickets and *go* cards, recording customer interactions for use in court, paperless processing of Penalty Infringement Notices (PINs), cross-checking and uploading data in real time on PINs and warnings, and as a planning and safety tool for the revenue protection field staff.

To complement FEIMS introduction, we are moving away from data entry, towards a data analysis capability, which will improve the intelligence based response to fare evasion by front line staff. This year we saw a marked reduction in fare evasion on the Gold Coast due to a number of proactive activities between the department and the tram operator. These included the use of fare evasion data to educate customers on the tram system, improved signage and messaging to customers.

On the Gold Coast and elsewhere across Queensland the department continued a range of briefings for local schools, bus drivers and other key stakeholders to educate customers about the correct use of the ticketing system and their rights and responsibilities using the network.

More information: <https://translink.com.au/about-translink/who-we-are/revenue-protection>

# We connect people and communities statewide through coherent planning and a robust transport services model

## Making the passenger network more accessible

### Passenger Transport Accessible Transport Infrastructure

The Passenger Transport Accessible Infrastructure Program is a Queensland Government initiative to assist local governments to upgrade their passenger transport infrastructure to comply with the *Disability Discrimination Act 1992* (see glossary). Since 2002, all new public transport infrastructure must meet accessibility standards, and mandatory targets have been set to ensure that all existing passenger transport infrastructure is compliant by 31 December 2022.

The Transport and Main Roads Disability Action Plan – Improving Access to 2017 (Disability Action Plan) aims to assist people with disability to participate in community life by improving the accessibility of the passenger transport network. The Disability Action Plan consists of four priorities supported by 28 actions, each with an implementation timeframe of either short-term (2013 and 2014), mid-term (2014 and 2015) or long-term (2016 and 2017). A mid-term review of the Disability Action Plan has been completed, as at the end of 2015, to ensure that

the actions within the plan are being implemented in accordance with allocated timeframes. As part of this process, actions have been classified as ongoing, completed, in progress or yet to commence.

A copy of the Disability Action Plan and the outcomes from the review process can be sourced on the following webpage <http://translink.com.au/travel-with-us/accessibility>

This year, we assisted 17 local governments to meet those targets, by providing \$4.9 million in funding grants towards 1490 urban bus stop upgrades, along with technical advice for a recommended statewide standard for bus stop design. This included funding assistance to nine councils in regional and remote locations.

By June, approximately 7940 of the urban bus stops across Queensland were deemed compliant, out of 15,070 stops in total.

### Bus stops to help guide dogs learn

As part of International Guide Dogs Day in April 2016, we unveiled three new mock bus stops at the Guide Dogs Queensland Training Centre in Bald Hills, Brisbane. These new mock bus stops help people



Caption to go here

with vision impairment to travel more independently on TransLink's public transport network.

The bus stops were delivered solely for the purpose of assisting people with vision impairment and their guide dogs to familiarise themselves with the different kinds of bus stops in a controlled and safe environment.

Road work signs, pit covers, grates, access ramps and various surface treatments have been constructed around the stops to replicate an array of obstacles they may encounter when using public transport.

This project was funded through the Passenger Transport Facilities Program in partnership with Pryde Fabrication.

## Reviewed and published Wheelchairs and Mobility Scooters – A guide

The department has published information brochures for users of wheelchairs and mobility scooters, retailers and passenger transport operators. They are intended to make sure that users are equipped with the right information to purchase a suitable mobility device and to use the device safely when travelling in Queensland.

The brochures provide travel information for users from when they leave their front door to when they arrive at their destination, guiding them on registration requirements for motorised wheelchairs, safe travel on footpaths and suitability for use on public transport.

Copies of the brochures can be sourced on the following webpage: <http://www.tmr.qld.gov.au/Travel-and-transport/Disability-access-and-mobility/Travelling-with-a-wheelchair-or-mobility-scooter.aspx>

## Students find discounted fares online

A new simpler, online application process was rolled out in January to replace the Tertiary Transport Concession Card, giving students access to discounted travel on Queensland's public transport network.

In SEQ, the tertiary concession is now linked to a student's *go* card, meaning they won't need to reapply every year for their concession and will be notified automatically if their eligibility changes. This eliminates the need for tertiary students to carry an extra card to access concession fares.

The application process for concession fares has also improved for students in regional Queensland with a new concession sticker for students travelling outside the *go* card network.

By the end of June 2016, 199 tertiary institutions were registered for the system enabling their students to apply online for a tertiary concession.

To develop the *go* card based solution, the department engaged students from University of Queensland, Queensland University of Technology and Griffith University to pilot the solution in November and December 2015, to streamline and trial the technology in time for semester one.

For more information: <https://translink.com.au/tickets-and-fares/concessions/tertiary>

## Supporting event transport across Queensland

This year we worked in conjunction with event promoters to coordinate public transport options for a large variety of major events across Queensland. We helped organise bus, rail, tram and ferry services to assist the seamless movement of people to the various locations of events. These events included New Year's Eve celebrations, Riverfire, Bridge to Brisbane fun run, the Story Bridge 75th anniversary celebrations, Ekka, football games, rugby union, international and national rugby league including a State of Origin match at Suncorp Stadium.

We also provided support to regional events such as Schoolies, Townsville and Gold Coast V8 motor racing, the Australian Surf Lifesaving Championships on the Sunshine Coast, music festivals, triathlons and marathons.

Providing coordinated transport solutions alleviates road congestion and parking issues in and around events.

More information: <https://translink.com.au/plan-your-journey/event-transport>



# 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.

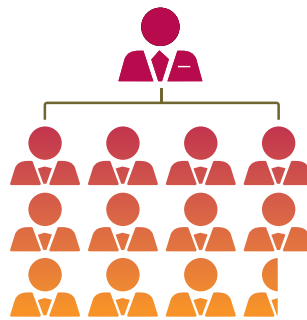
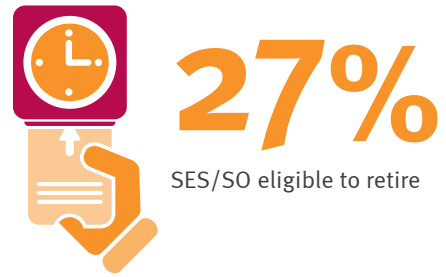
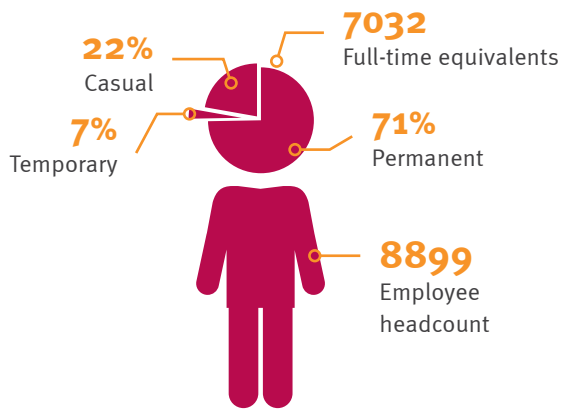
As a department, we are proud that our culture is heading in the right direction. 74 per cent of staff indicated in the 2016 Working for Queensland Employee Opinion Survey, that the department operates as OneTMR.

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.

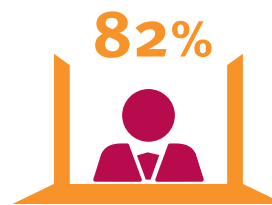


Manager to employee ratio

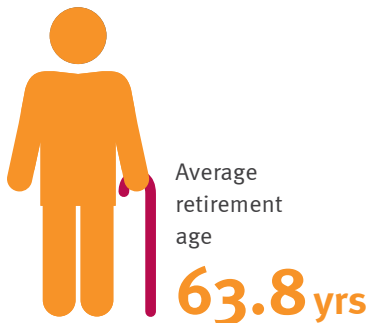
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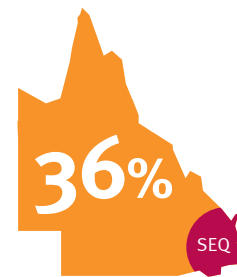
Occupational groups



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](#)

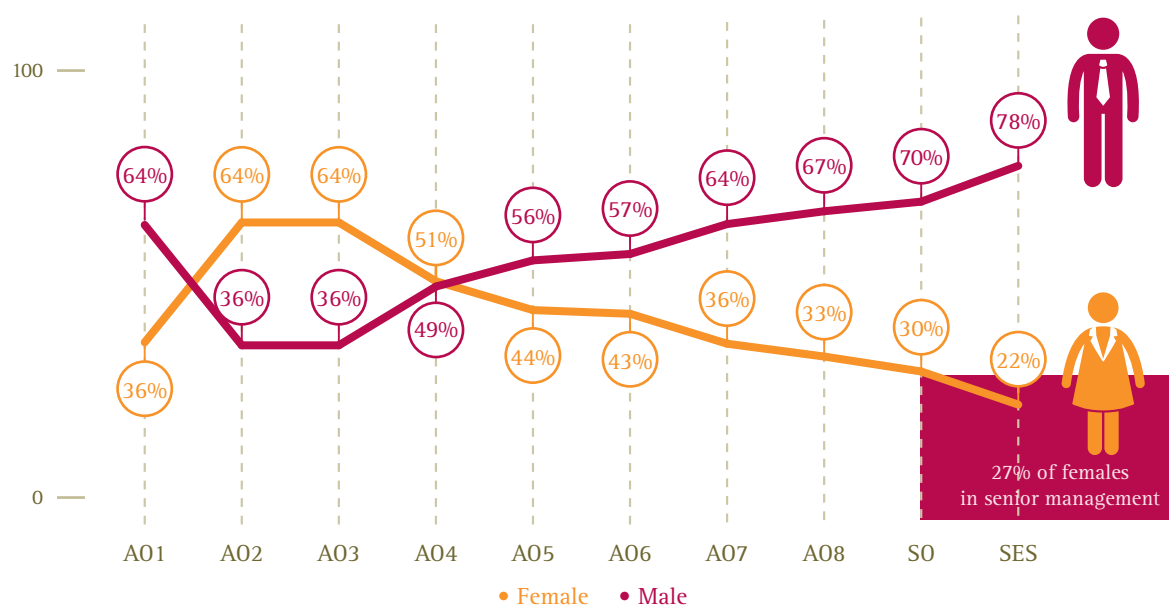
## Workforce profile

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

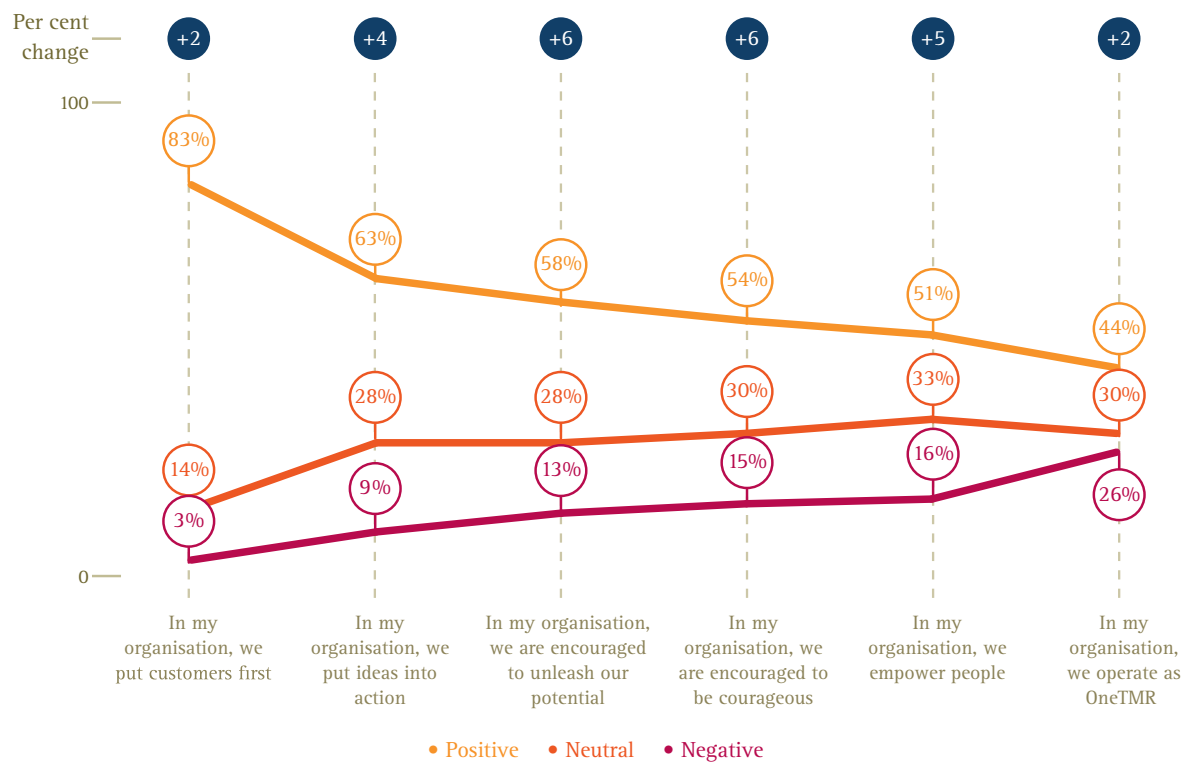
The Working for Queensland Employee Opinion Survey is an annual survey which measures our people's perceptions of their work, manager, team and the organisation. More than 5700 of our people (81 per cent) gave their opinions on the workplace climate. 2016 is the fourth year that the survey has been conducted 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.

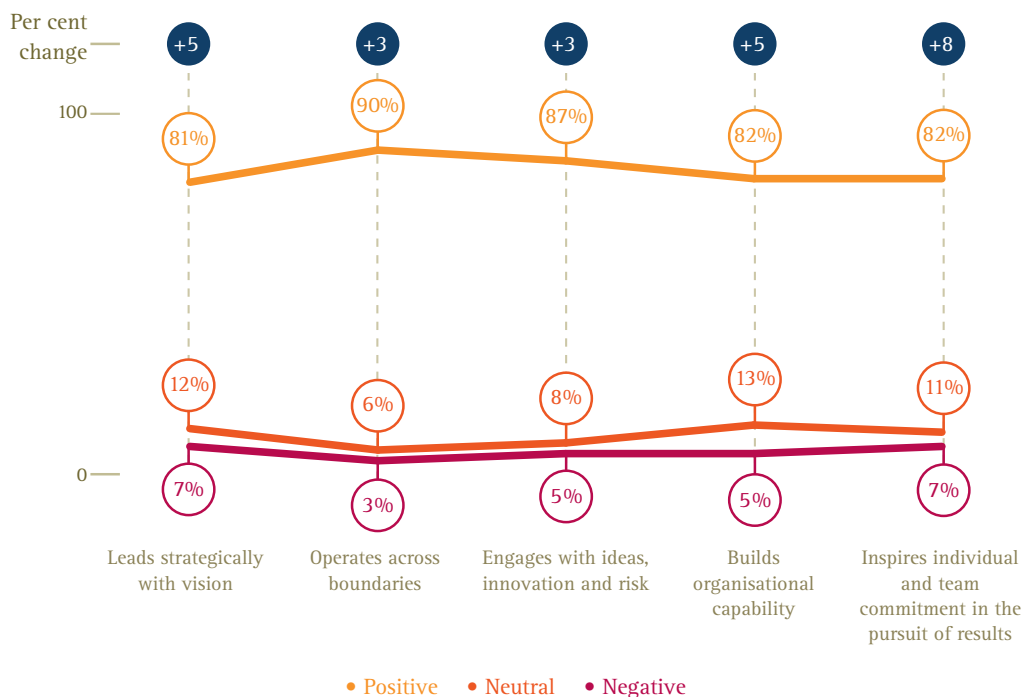
**Figure 12: TMR 2016 WFQ Employee Opinion Survey – Public Service Values**



## 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 2106 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 who 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.

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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*

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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 affected by domestic and family violence.



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*"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).



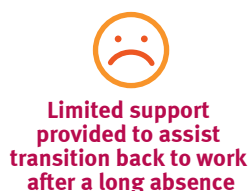
Participants in the Queensland Women’s Week video series: (clockwise from left) Adrienne Bailey, Julie Mitchell, Michelle Mee and Linda La Pla. Visit <http://www.tmr.qld.gov.au/About-us/Our-organisation/Queensland-Womens-week> to view the full range of videos.

## 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:



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*“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

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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*

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- 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.

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

*[Data source: Working for Queensland Survey 2016]*

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## 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:

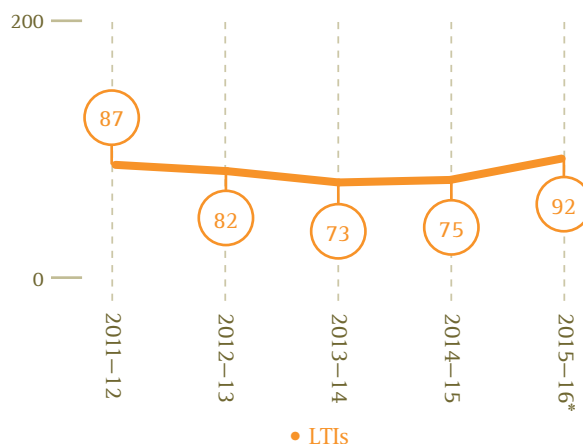


- completed redevelopment of our Safety and Wellbeing intranet site to publish a site that presents information in a more relevant way for our staff.

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.

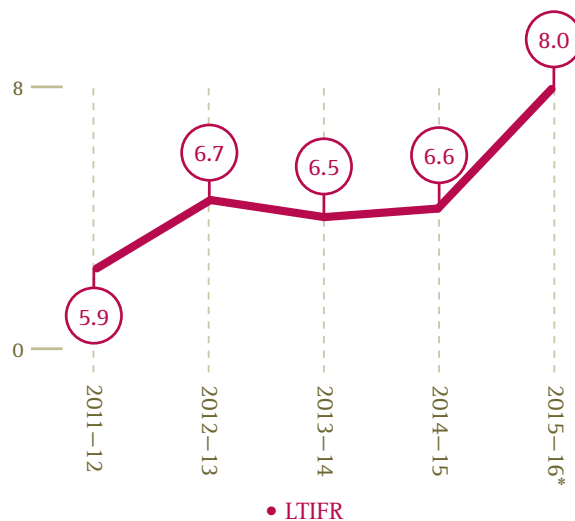
Figures 15, 16, 17 and 18 provides a snapshot of our performance over the last five years.

**Figure 15: Number of Lost Time Injuries (LTIs)**



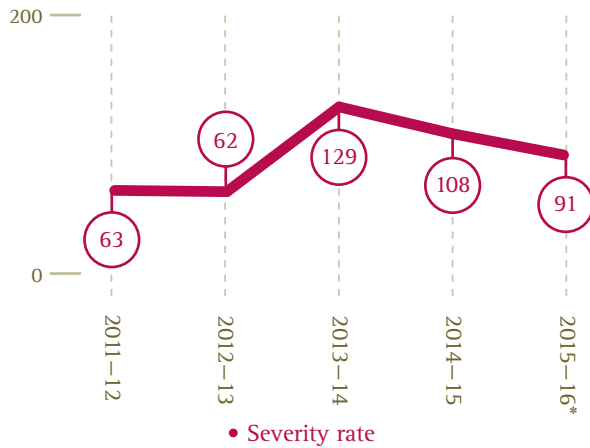
Implementation of the Safety and Wellbeing Initiatives two Year Plan 2015-16 to 2016-17 is aimed at ensuring the health and safety of all workers and is an effective means of reducing the number of workplace incidents and resulting injuries.

**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)**

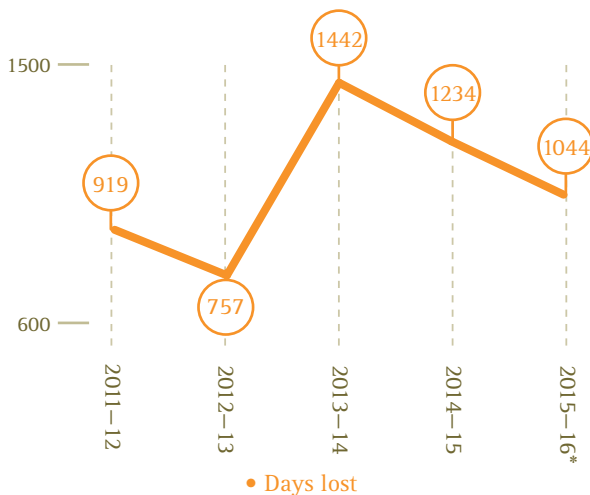


The severity of LTIs, based on the number of working days lost, decreased from an average of 16.4 days in 2014-15 to 11.3 days in 2015-16.

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**

	2011-12	2012-13	2013-14	2014-15	2015-16
<b>New claims</b>					
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
<b>Chartered Institute of Logistics and Transport Australia Annual Awards for Excellence 2015</b>	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.
<b>Intelligent Transport Systems Australia – National Industry Awards 2015</b>	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.
<b>23rd World Congress on Intelligent Transport Systems</b>	ITS Hall of Fame – Local Government	Emergency Vehicle Priority – Internationally recognised traffic signal priority system for emergency vehicles.
<b>2015 Australasian College of Road Safety – Road Safety Awards</b>	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/](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 ( <a href="#">see glossary</a> ) 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><b>Significant TMR projects delivered include:</b></p> <ul style="list-style-type: none"> <li>enhanced STREAMS functionality for congestion management during and following the Commonwealth Games</li> <li>BCC EVP project</li> <li>enhancing STREAMS security to meet the requirements of the Queensland Audit Office (QAO).</li> </ul>
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.

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

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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.

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*[Data source: Australian National Data Service, 2011]*

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### 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

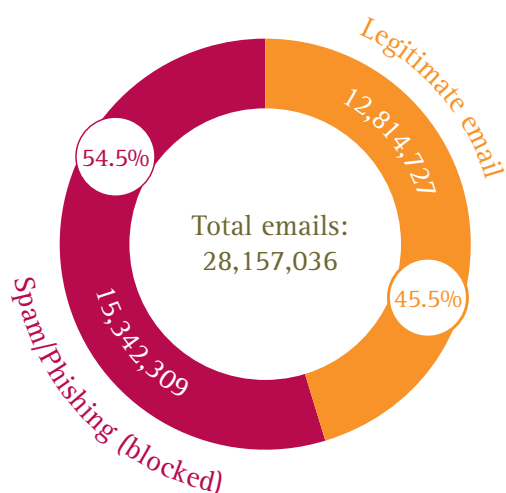
## Keeping the department cyber safe

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.

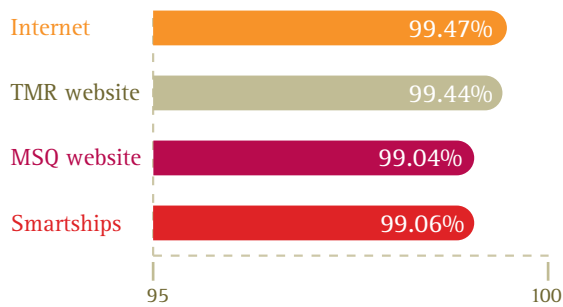
The department is continuing to investigate further system enhancements that will allow QPS to continue to access high availability services during the end-of-month maintenance window. This will require a change to the system architecture, so will take time. The aim is to implement these further enhancements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







# THE SECT

# FIN S ION

Financial statements  
2015-16

# Department of Transport and Main Roads

## Financial Statements as at 30 June 2016

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## ***Department of Transport and Main Roads***

### **Financial statements for the reporting period 1 July 2015 to 30 June 2016**

#### **Foreword**

The Department of Transport and Main Roads is a Queensland Government department established under the *Public Service Act 2008*. The department is controlled by the State of Queensland which is the ultimate parent. The principal address of the department is:

Capital Hill Building  
85 George Street  
Brisbane Qld 4000

The Department of Transport and Main Roads' financial statements cover the department and its controlled entities, and contain the following:

- Statement of comprehensive income
- Statement of financial position
- Statement of comprehensive income by major departmental services
- Statement of assets and liabilities by major departmental services
- Statement of changes in equity
- Statement of cash flows
- Notes to and forming part of the financial statements
- Management certificate.

A description of the nature of the department's operations and its principal activities is disclosed in Note 1.

For information about the Department of Transport and Main Roads' financial statements:

- visit the Department of Transport and Main Roads website at [www.tmr.qld.gov.au](http://www.tmr.qld.gov.au)
- contact [financialstatements@tmr.qld.gov.au](mailto:financialstatements@tmr.qld.gov.au)

**Department of Transport and Main Roads**  
**Statement of comprehensive income**  
**for the year ended 30 June 2016**

	Notes	2016 \$'000	2015 \$'000
<b>Income from continuing operations</b>			
Appropriation revenue	2	4,905,845	4,605,226
User charges and fees	3	768,792	808,362
Grants and other contributions	4	159,173	473,473
Other revenue		20,629	28,669
<b>Total revenue</b>		<b>5,854,439</b>	<b>5,915,730</b>
Gains on disposal and remeasurement of assets	5	1,711,555	19,159
<b>Total income from continuing operations</b>		<b>7,565,994</b>	<b>5,934,889</b>
<b>Expenses from continuing operations</b>			
Employee expenses	6	504,590	466,368
Supplies and services	8	3,263,758	3,346,389
Grants and subsidies	9	456,701	1,057,443
Depreciation and amortisation	15, 16	904,964	1,203,367
Decommissioned and disposed assets expense	10	161,929	342,696
Revaluation decrements	16	-	1,707,073
Impairment losses	13	984	-
Finance and borrowing costs	11	85,888	90,311
Other expenses	12	12,682	12,911
<b>Total expenses from continuing operations</b>		<b>5,391,496</b>	<b>8,226,558</b>
<b>Operating result from continuing operations before income tax equivalent expense</b>		<b>2,174,498</b>	<b>(2,291,669)</b>
Income tax equivalent expense	23	9,781	6,785
<b>Operating result for the year</b>		<b>2,164,717</b>	<b>(2,298,454)</b>
<b>Items not reclassified to operating result</b>			
Increase/(decrease) in asset revaluation surplus		13,934,015	(1,989,584)
<b>Total other comprehensive income</b>		<b>13,934,015</b>	<b>(1,989,584)</b>
<b>Total comprehensive income</b>		<b>16,098,732</b>	<b>(4,288,038)</b>

*The accompanying notes form part of these statements.*

**Department of Transport and Main Roads**  
**Statement of financial position**  
**as at 30 June 2016**

	Notes	2016 \$'000	2015 \$'000
<b>Assets</b>			
<b>Current assets</b>			
Cash		191,807	224,109
Receivables	13	323,209	200,802
Inventories		10,243	10,277
Prepayments	14	16,266	23,855
Non-current assets classified as held for sale		1,694	9,042
<b>Total current assets</b>		<b>543,219</b>	<b>468,085</b>
<b>Non-current assets</b>			
Prepayments	14	1,783	1,808
Other financial assets	28	601	601
Intangible assets	15	92,312	84,763
Property, plant and equipment	16	72,485,098	55,936,022
Deferred tax assets	23	6,980	7,165
<b>Total non-current assets</b>		<b>72,586,774</b>	<b>56,030,359</b>
<b>Total assets</b>		<b>73,129,993</b>	<b>56,498,444</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Payables	17	433,823	468,518
Interest bearing liabilities	18	97,832	89,916
Provisions	19	238,604	200,172
Accrued employee benefits	20	32,778	29,190
Unearned revenue	21	42,509	43,412
Current tax liabilities	23	798	-
Other	22	34,023	28,039
<b>Total current liabilities</b>		<b>880,367</b>	<b>859,247</b>
<b>Non-current liabilities</b>			
Interest bearing liabilities	18	1,215,170	1,136,059
Provisions	19	34,872	80,939
Accrued employee benefits	20	5,255	4,983
Other	22	85	106
<b>Total non-current liabilities</b>		<b>1,255,382</b>	<b>1,222,087</b>
<b>Total liabilities</b>		<b>2,135,749</b>	<b>2,081,334</b>
<b>Net assets</b>		<b>70,994,244</b>	<b>54,417,110</b>
<b>Equity</b>			
Contributed equity		54,278,923	53,800,521
Accumulated surplus/(deficit)		1,813,825	(350,892)
Asset revaluation surplus		14,901,496	967,481
<b>Total equity</b>		<b>70,994,244</b>	<b>54,417,110</b>

*The accompanying notes form part of these statements.*

**Department of Transport and Main Roads**  
**Statement of comprehensive income by major departmental services**  
**for the year ended 30 June 2016**

	Transport system investment planning and programming		Transport infrastructure management and delivery		Transport safety and regulation	
	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000
<b>Income from continuing operations</b>						
Appropriation revenue	95,450	149,698	2,224,045	1,991,983	41,345	36,456
User charges and fees	47,241	45,473	93,757	111,328	213,974	202,647
Grants and other contributions	1,049	122	108,805	414,243	6,191	9,793
Other revenue	288	107	33,758	58,891	1,380	3,674
<b>Total revenue</b>	<b>144,028</b>	<b>195,400</b>	<b>2,460,365</b>	<b>2,576,445</b>	<b>262,890</b>	<b>252,570</b>
Gains on disposal and remeasurement of assets	3,390	14,097	1,707,106	2,103	35	113
<b>Total income from continuing operations</b>	<b>147,418</b>	<b>209,497</b>	<b>4,167,471</b>	<b>2,578,548</b>	<b>262,925</b>	<b>252,683</b>
<b>Expenses from continuing operations</b>						
Employee expenses	59,006	56,562	133,816	139,185	62,515	58,396
Supplies and services	73,776	146,293	643,501	710,147	145,540	131,706
Grants and subsidies	8,546	808	177,502	785,081	42,131	42,433
Depreciation and amortisation	4,462	4,637	837,423	1,125,750	6,745	7,624
Decommissioned and disposed assets expense	102	2,670	158,780	332,388	2,080	3,090
Revaluation decrements	-	8	-	1,706,948	-	9
Impairment losses	1,470	(1,715)	2,021	(1,215)	(2,637)	2,915
Finance and borrowing costs	-	-	50,960	56,027	5,540	5,622
Other expenses	56	234	8,777	7,898	1,011	888
<b>Total expenses from continuing operations</b>	<b>147,418</b>	<b>209,497</b>	<b>2,012,780</b>	<b>4,862,209</b>	<b>262,925</b>	<b>252,683</b>
<b>Operating result from continuing operations before income tax equivalent expense</b>	<b>-</b>	<b>-</b>	<b>2,154,691</b>	<b>(2,283,661)</b>	<b>-</b>	<b>-</b>
Income tax equivalent expense	-	-	-	-	-	-
<b>Operating result for the year</b>	<b>-</b>	<b>-</b>	<b>2,154,691</b>	<b>(2,283,661)</b>	<b>-</b>	<b>-</b>
<b>Items not reclassified to operating result</b>						
Increase/(decrease) in asset revaluation surplus	-	-	13,934,015	(1,989,584)	-	-
<b>Total other comprehensive income</b>	<b>-</b>	<b>-</b>	<b>13,934,015</b>	<b>(1,989,584)</b>	<b>-</b>	<b>-</b>
<b>Total comprehensive income</b>	<b>-</b>	<b>-</b>	<b>16,088,706</b>	<b>(4,273,245)</b>	<b>-</b>	<b>-</b>



Customer experience		Passenger transport services		Transport infrastructure construction and maintenance		Inter-departmental services eliminations		Total	
2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000
352,233	331,825	2,192,772	2,095,264	-	-	-	-	4,905,845	4,605,226
3,438	4,117	388,558	408,483	456,914	537,285	(435,090)	(500,971)	768,792	808,362
12	1,419	43,112	47,858	4	38	-	-	159,173	473,473
862	468	385	289	2,904	3,418	(18,948)	(38,178)	20,629	28,669
<b>356,545</b>	<b>337,829</b>	<b>2,624,827</b>	<b>2,551,894</b>	<b>459,822</b>	<b>540,741</b>	<b>(454,038)</b>	<b>(539,149)</b>	<b>5,854,439</b>	<b>5,915,730</b>
-	139	-	1,058	1,024	1,649	-	-	1,711,555	19,159
<b>356,545</b>	<b>337,968</b>	<b>2,624,827</b>	<b>2,552,952</b>	<b>460,846</b>	<b>542,390</b>	<b>(454,038)</b>	<b>(539,149)</b>	<b>7,565,994</b>	<b>5,934,889</b>
156,964	147,765	69,434	47,491	107,686	108,848	(84,831)	(91,879)	504,590	466,368
154,755	145,712	2,296,379	2,240,424	300,159	381,415	(350,352)	(409,308)	3,263,758	3,346,389
9	602	228,510	228,519	3	-	-	-	456,701	1,057,443
12,458	12,482	28,851	32,793	15,025	20,081	-	-	904,964	1,203,367
42	99	305	2,620	620	1,829	-	-	161,929	342,696
-	13	-	95	-	-	-	-	-	1,707,073
56	(9)	29	(70)	45	(97)	-	191	984	-
31,810	30,758	-	-	1,526	1,591	(3,948)	(3,687)	85,888	90,311
451	546	1,319	1,080	15,975	36,731	(14,907)	(34,466)	12,682	12,911
<b>356,545</b>	<b>337,968</b>	<b>2,624,827</b>	<b>2,552,952</b>	<b>441,039</b>	<b>550,398</b>	<b>(454,038)</b>	<b>(539,149)</b>	<b>5,391,496</b>	<b>8,226,558</b>
-	-	-	-	19,807	(8,008)	-	-	2,174,498	(2,291,669)
-	-	-	-	9,781	6,785	-	-	9,781	6,785
-	-	-	-	10,026	(14,793)	-	-	2,164,717	(2,298,454)
-	-	-	-	-	-	-	-	13,934,015	(1,989,584)
-	-	-	-	-	-	-	-	13,934,015	(1,989,584)
-	-	-	-	10,026	(14,793)	-	-	16,098,732	(4,288,038)

**Department of Transport and Main Roads**  
**Statement of assets and liabilities by major departmental services**  
**as at 30 June 2016**

	Transport system investment planning and programming		Transport infrastructure management and delivery		Transport safety and regulation	
	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000
<b>Assets</b>						
<b>Current assets</b>						
Cash	3,288	6,828	19,456	28,818	5,175	6,421
Receivables	17,221	7,455	83,773	95,336	78,536	35,252
Inventories	-	15	771	400	257	687
Prepayments	1,292	279	4,584	15,031	4,529	3,399
Non-current assets classified as held for sale	1,694	9,042	-	-	-	-
<b>Total current assets</b>	<b>23,495</b>	<b>23,619</b>	<b>108,584</b>	<b>139,585</b>	<b>88,497</b>	<b>45,759</b>
<b>Non-current assets</b>						
Prepayments	24	35	696	1,238	60	43
Other financial assets	-	-	601	601	-	-
Intangible assets	19,395	29,066	18,501	19,293	14,227	13,788
Property, plant and equipment	62,573	87,444	72,199,863	55,616,715	110,504	83,972
Deferred tax assets	-	-	-	-	-	-
<b>Total non-current assets</b>	<b>81,992</b>	<b>116,545</b>	<b>72,219,661</b>	<b>55,637,847</b>	<b>124,791</b>	<b>97,803</b>
<b>Total assets</b>	<b>105,487</b>	<b>140,164</b>	<b>72,328,245</b>	<b>55,777,432</b>	<b>213,288</b>	<b>143,562</b>
<b>Liabilities</b>						
<b>Current liabilities</b>						
Payables	10,142	20,495	89,598	100,433	20,131	18,546
Interest bearing liabilities	1,875	1,030	83,047	78,661	-	-
Provisions	-	-	238,604	200,172	-	-
Accrued employee benefits	3,591	3,047	8,464	7,946	3,804	3,146
Unearned revenue	265	268	1,490	6,780	173	2
Current tax liabilities	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total current liabilities</b>	<b>15,873</b>	<b>24,840</b>	<b>421,203</b>	<b>393,992</b>	<b>24,108</b>	<b>21,694</b>
<b>Non-current liabilities</b>						
Interest bearing liabilities	91,423	93,318	621,066	704,377	-	-
Provisions	-	-	34,872	80,939	-	-
Accrued employee benefits	-	-	5,255	4,983	-	-
Other	-	-	-	-	-	-
<b>Total non-current liabilities</b>	<b>91,423</b>	<b>93,318</b>	<b>661,193</b>	<b>790,299</b>	<b>-</b>	<b>-</b>
<b>Total liabilities</b>	<b>107,296</b>	<b>118,158</b>	<b>1,082,396</b>	<b>1,184,291</b>	<b>24,108</b>	<b>21,694</b>

Customer experience		Passenger transport services		Transport infrastructure construction and maintenance		Inter-departmental services eliminations		Total	
2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000
7,727	9,885	58,590	76,953	97,571	95,204	-	-	191,807	224,109
1,529	979	153,160	74,485	55,415	48,769	(66,425)	(61,474)	323,209	200,802
133	178	1,816	3,434	23,454	14,242	(16,188)	(8,679)	10,243	10,277
552	413	4,768	3,975	541	758	-	-	16,266	23,855
-	-	-	-	-	-	-	-	1,694	9,042
<b>9,941</b>	<b>11,455</b>	<b>218,334</b>	<b>158,847</b>	<b>176,981</b>	<b>158,973</b>	<b>(82,613)</b>	<b>(70,153)</b>	<b>543,219</b>	<b>468,085</b>
59	57	944	435	-	-	-	-	1,783	1,808
-	-	-	-	-	-	-	-	601	601
28,441	6,250	11,748	16,366	-	-	-	-	92,312	84,763
5,184	5,938	61,391	82,277	45,583	59,676	-	-	72,485,098	55,936,022
-	-	-	-	6,980	7,165	-	-	6,980	7,165
<b>33,684</b>	<b>12,245</b>	<b>74,083</b>	<b>99,078</b>	<b>52,563</b>	<b>66,841</b>	-	-	<b>72,586,774</b>	<b>56,030,359</b>
<b>43,625</b>	<b>23,700</b>	<b>292,417</b>	<b>257,925</b>	<b>229,544</b>	<b>225,814</b>	<b>(82,613)</b>	<b>(70,153)</b>	<b>73,129,993</b>	<b>56,498,444</b>
21,319	20,457	315,616	313,518	40,630	46,222	(63,613)	(51,153)	433,823	468,518
-	-	12,910	10,225	19,000	19,000	(19,000)	(19,000)	97,832	89,916
-	-	-	-	-	-	-	-	238,604	200,172
9,554	7,963	4,225	2,559	3,140	4,529	-	-	32,778	29,190
13	14	40,568	36,236	-	112	-	-	42,509	43,412
-	-	-	-	798	-	-	-	798	-
-	-	34,023	28,039	-	-	-	-	34,023	28,039
<b>30,886</b>	<b>28,434</b>	<b>407,342</b>	<b>390,577</b>	<b>63,568</b>	<b>69,863</b>	<b>(82,613)</b>	<b>(70,153)</b>	<b>880,367</b>	<b>859,247</b>
-	-	502,681	338,364	-	-	-	-	1,215,170	1,136,059
-	-	-	-	-	-	-	-	34,872	80,939
-	-	-	-	-	-	-	-	5,255	4,983
-	-	85	106	-	-	-	-	85	106
-	-	<b>502,766</b>	<b>338,470</b>	-	-	-	-	<b>1,255,382</b>	<b>1,222,087</b>
<b>30,886</b>	<b>28,434</b>	<b>910,108</b>	<b>729,047</b>	<b>63,568</b>	<b>69,863</b>	<b>(82,613)</b>	<b>(70,153)</b>	<b>2,135,749</b>	<b>2,081,334</b>

**Department of Transport and Main Roads**  
**Statement of changes in equity**  
**for the year ended 30 June 2016**

	<b>2016</b>	<b>2015</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Contributed equity</b>		
Opening balance	53,800,521	52,861,482
Transactions with owners as owners:		
Appropriated equity injections. Refer to Note 2.	547,298	1,029,042
Net asset transfer from/(to) other Queensland Government entities	(65,895)	(55,093)
Net assets received/(transferred) via Machinery-of-Government changes *	(3,001)	(34,910)
Closing balance	<b>54,278,923</b>	<b>53,800,521</b>
<b>Accumulated surplus/(deficit) **</b>		
Opening balance	(350,892)	1,947,562
Operating result	2,164,717	(2,298,454)
Closing balance	<b>1,813,825</b>	<b>(350,892)</b>
<b>Asset revaluation surplus</b>		
Opening balance	967,481	2,957,065
Increase/(decrease) in asset revaluation surplus. Refer to Note 16.		
Land	432,781	52,086
Buildings	23,963	14,485
Heritage and cultural	995	676
Leased assets	3,329	-
Infrastructure	13,472,947	(2,056,831)
Closing balance	<b>14,901,496</b>	<b>967,481</b>
<b>Total equity</b>	<b>70,994,244</b>	<b>54,417,110</b>

\* As a result of a Machinery-of-Government change in December 2012, cash of \$3.001m was transferred from the department to the Gold Coast Waterways Authority in 2016.

\*\* Comparatives have changed due to the events disclosed in Note 32.

*The accompanying notes form part of these statements.*

Non-reciprocal transfers of assets and liabilities between wholly-owned Queensland State Public Sector entities as a result of Machinery-of-Government changes are adjusted to contributed equity. These adjustments are made in accordance with Interpretation 1038 *Contributions by Owners Made to Wholly-Owned Public Sector Entities*. Appropriations for equity adjustments are similarly designated.

**Department of Transport and Main Roads**  
**Statement of cash flows**  
**for the year ended 30 June 2016**

	<b>2016</b>	<b>2015</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Cash flows from operating activities</b>		
<i>Inflows:</i>		
Service appropriation receipts	4,802,329	4,527,872
User charges and fees	770,423	858,340
Grants and other contributions	153,886	401,997
GST input tax credits from ATO	567,436	664,303
GST collected from customers	85,303	105,064
Other	21,591	28,888
<i>Outflows:</i>		
Employee expenses	(499,734)	(468,267)
Supplies and services	(3,265,025)	(3,439,617)
Grants and subsidies	(439,653)	(456,980)
Finance and borrowing costs	(86,015)	(90,422)
GST paid to suppliers	(579,529)	(640,294)
GST remitted to ATO	(98,148)	(162,521)
Income tax equivalent paid	(8,226)	(11,478)
Other	(12,683)	(12,910)
<b>Net cash provided by/(used in) operating activities</b>	<b>1,411,955</b>	<b>1,303,975</b>
<b>Cash flows from investing activities</b>		
<i>Inflows:</i>		
Sales of property, plant and equipment	27,450	79,001
<i>Outflows:</i>		
Payments for property, plant and equipment	(1,837,924)	(2,500,846)
Payments for intangibles	(26,065)	(11,697)
<b>Net cash provided by/(used in) investing activities</b>	<b>(1,836,539)</b>	<b>(2,433,542)</b>
<b>Cash flows from financing activities</b>		
<i>Inflows:</i>		
Equity injections	1,365,464	1,849,329
<i>Outflows:</i>		
Equity withdrawals	(820,287)	(818,166)
Borrowing redemptions	(79,848)	(74,391)
Finance lease payments	(70,046)	(7,866)
Machinery-of-Government transfers	(3,001)	(3,091)
<b>Net cash provided by/(used in) financing activities</b>	<b>392,282</b>	<b>945,815</b>
Net increase/(decrease) in cash	(32,302)	(183,752)
Cash at beginning of financial year	224,109	407,861
<b>Cash at end of financial year</b>	<b>191,807</b>	<b>224,109</b>

*The accompanying notes form part of these statements.*

Cash represents all cash on hand, cash at bank and cheques receipted but not banked at 30 June.

The departmental bank accounts are grouped within the whole of government banking set-off arrangement with Queensland Treasury Corporation and do not earn interest.

**Department of Transport and Main Roads**  
**Reconciliation of cash flows from operating activities**  
**for the year ended 30 June 2016**

	<b>2016</b>	<b>2015</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Operating result</b>	2,164,717	(2,298,454)
Goods, services and assets received at below fair value	(5,287)	(71,476)
Gains on disposal and remeasurement of assets	(1,711,555)	(19,159)
Goods, services and assets provided at below fair value	16,920	595,971
Depreciation and amortisation	904,964	1,203,367
Decommissioned and disposed assets expense	161,929	342,696
Revaluation decrements	-	1,707,073
<b>Change in assets and liabilities:</b>		
(Increase)/decrease in receivables	(122,407)	(72,167)
(Increase)/decrease in inventories	34	7,021
(Increase)/decrease in prepayments	7,614	(11,640)
Increase/(decrease) in deferred income tax equivalents	185	(2,405)
Increase/(decrease) in payables	(16,988)	(106,345)
Increase/(decrease) in accrued employee benefits	3,860	1,460
Increase/(decrease) in unearned revenue	(903)	8,203
Increase/(decrease) in current tax liabilities	798	(2,288)
Increase/(decrease) in other current liabilities	8,074	22,118
<b>Net cash from operating activities</b>	<b>1,411,955</b>	<b>1,303,975</b>

## **Department of Transport and Main Roads**

### **Notes to and forming part of the financial statements 2015–16**

#### **1 Accounting policies and basis for financial statements preparation**

Refer to individual notes for specific accounting policies.

##### **(a) Statement of compliance**

The department has prepared these financial statements in compliance with section 42 of the *Financial and Performance Management Standard 2009*.

These financial statements are general purpose financial statements and have been prepared on an accrual basis in accordance with Australian Accounting Standards and Interpretations and requirements applicable to not-for-profit entities. Except where stated, the historical cost convention is used.

The financial statements are authorised for issue by the Director-General and Chief Finance Officer at the date of signing of the management certificate.

##### **(b) The reporting entity**

The financial statements include the value of all income, expenses, assets, liabilities and equity of the Department of Transport and Main Roads.

The department's controlled entity, Transmax Pty Ltd, is not considered material and therefore not consolidated in these financial statements. Refer to Note 28.

The objectives of the department are:

- an integrated transport system that supports the efficient and reliable movement of people and goods
- a 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.

##### **Departmental services and principal activities**

The identity and purpose of the services and principal activities undertaken by the Department of Transport and Main Roads during the reporting period are as follows:

###### ***Transport system investment planning and programming***

The objective of this service area is to develop long term transport policies and plans for the future development of the integrated transport system and to plan and prioritise strategic investment in effective, efficient and sustainable transport infrastructure, systems and services.

###### ***Transport infrastructure management and delivery***

The objective of this service area is to construct, maintain and operate an integrated transport network accessible to all.

###### ***Transport safety and regulation***

The objective of this service area is to regulate the transport system safely, economically and sustainably without imposing unnecessary red tape.

###### ***Customer experience***

The objective of this service area is to deliver and improve the experience for customers who access the department's products, services and infrastructure including licensing and registration, public transport and roads.

###### ***Passenger transport services***

The objective of this service area is to lead and shape Queensland's overall passenger transport system, by providing an integrated transport network, safe and accessible to all.

###### ***Transport infrastructure construction and maintenance (RoadTek)***

RoadTek provides transport infrastructure solutions, including construction and maintenance services to enable the Department of Transport and Main Roads to deliver on government priorities and outcomes for the community.

##### **(c) Trust transactions and balances**

The department performs certain agency and trust transactions and acts only in a custodial role for these transactions and balances.

These transactions and balances are not material and are not disclosed in the financial statements.

**1 Accounting policies and basis for financial statements preparation (continued)**

**(d) Accounting estimates and judgements**

The preparation of financial statements necessarily requires the determination and use of certain critical accounting estimates, assumptions, and management judgements that have potential to cause a material adjustment to the carrying amounts of assets and liabilities within the next reporting period. Such estimates, judgements and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in future periods as relevant.

Estimates and assumptions that have a potential significant effect are outlined in the following financial statement notes:

- Note 15 Intangible assets
- Note 16 Property, plant and equipment
- Note 19 Provisions.

**(e) Currency, rounding and comparatives**

Amounts included in the financial statements are in Australian dollars and have been rounded to the nearest \$1000, or where that amount is \$500 or less, to zero, unless disclosure of the full amount is specifically required.

Comparative information is restated where necessary to be consistent with disclosures in the current reporting period.

**(f) New and revised accounting standards**

**Early adopted in 2015–16**

Two Australian Accounting Standards have been early adopted in 2015–16 as required by Queensland Treasury.

*AASB 2015-2 Amendments to Australian Accounting Standards – Disclosure Initiative: Amendments to AASB 101 [AASB 7, AASB 101, AASB 134 & AASB 1049]* provides flexibility in the presentation of the financial statements and emphasises only including material disclosures.

In response to this amendment, the department has co-located significant accounting policies in individual notes.

*AASB 2015-7 Amendments to Australian Accounting Standards – Fair Value Disclosures of Not-for-Profit Public Sector Entities [AASB 13]*. This amendment provides relief to not-for-profit public sector entities from certain disclosures about property, plant and equipment which are measured at fair value and categorised within level 3 of the fair value hierarchy.

In response to this amendment disclosures on the following have been removed in the 2015–16 financial statements:

- Quantitative information about the significant unobservable inputs used in the fair value measurement
- A description of the sensitivity of the fair value measurement to changes in the unobservable inputs.

**Effective for the first time in 2015–16**

No new standards and interpretations effective for the first time had any material impact on the department's financial statements.

**New Australian Accounting Standards issued but not yet effective**

Australian Accounting Standards and Interpretations that have recently been issued or amended, but are not yet effective, have not been adopted by the department for the financial reporting period ending 30 June 2016 in accordance with Queensland Treasury mandated policy. The department is continuing its assessment of the impact of these pronouncements on future financial statements.



## Department of Transport and Main Roads

### Notes to and forming part of the financial statements 2015–16 (continued)

	2016 \$'000	2015 \$'000
<b>2 Appropriations</b>		
<b>Reconciliation of payments from Consolidated Fund to appropriation revenue recognised in Statement of comprehensive income</b>		
Budgeted appropriation revenue	4,601,502	4,619,043
Lapsed appropriation revenue	-	(91,171)
Unforeseen expenditure	200,827	-
Total appropriation receipts	<u>4,802,329</u>	<u>4,527,872</u>
Less: Opening balance of appropriation revenue receivable	(107,144)	(29,790)
Plus: Closing balance of appropriation revenue receivable	210,660	107,144
<b>Appropriation revenue recognised in Statement of comprehensive income</b>	<b><u>4,905,845</u></b>	<b><u>4,605,226</u></b>
<b>Reconciliation of payments from Consolidated Fund to equity adjustment recognised in contributed equity</b>		
Budgeted equity adjustment appropriation	1,202,977	1,683,438
Lapsed equity adjustment	(657,800)	(652,275)
Equity adjustment receipts	545,177	1,031,163
Plus: Opening balance of equity adjustment payable	2,121	-
Less: Closing balance of equity adjustment payable	-	(2,121)
<b>Equity adjustment recognised in contributed equity</b>	<b><u>547,298</u></b>	<b><u>1,029,042</u></b>

Appropriations provided under the *Appropriation Act* are recognised as revenue when received.

### 3 User charges and fees

Compulsory third party administration fees	30,071	30,463
Fare revenue	377,494	379,313
Merchant fees collected	3,977	3,864
Personalised plates sales	40,765	37,131
Pilotage	84,935	77,938
Property rental	31,369	34,440
Recoverable works	78,435	94,546
Registration fee surcharge	18,570	17,809
Services rendered *	71,018	103,870
Other	32,158	28,988
Total	<u>768,792</u>	<u>808,362</u>

\* Services rendered includes construction contract revenue of \$3.093m (2015: \$25.296m).

User charges and fees are recognised as revenues when the revenue is earned and can be measured reliably with a sufficient degree of certainty.

### 4 Grants and other contributions

Goods, services and assets received at below fair value	5,287	71,476
Grants from Queensland Reconstruction Authority *	84,922	352,709
Grant from QIC Limited **	12,480	-
Grant from City of Gold Coast ***	10,000	-
Subsidies from Department of Education and Training for students with disabilities	35,957	38,647
Other	10,527	10,641
Total	<u>159,173</u>	<u>473,473</u>

\* Non-reciprocal grants received from the Queensland Reconstruction Authority (QRA) are for the rebuilding of transport infrastructure following natural disasters under the Natural Disaster Relief and Recovery Arrangements (NDRRA).

\*\* Grant received from QIC Limited related to the Gateway Upgrade North project.

\*\*\* Grant received from the City of Gold Coast related to stage two of the Gold Coast Light Rail system.

Grants, contributions, donations and gifts that are non-reciprocal in nature are recognised as revenue in the period in which the department obtains control over them. Where grants are received that are reciprocal in nature, revenue is progressively recognised as it is earned, according to the terms of the funding arrangements.

Contributed assets and services are recognised at their fair value.

## Department of Transport and Main Roads

### Notes to and forming part of the financial statements 2015–16 (continued)

	2016 \$'000	2015 \$'000
<b>5 Gains on disposal and remeasurement of assets</b>		
Gains on disposal - property, plant and equipment	4,482	16,167
Revaluation decrement reversals - property, plant and equipment *	1,707,073	2,992
<b>Total</b>	<b>1,711,555</b>	<b>19,159</b>

\* Refer to Note 16.

## 6 Employee expenses

### Employee benefits

Annual leave levy	36,494	31,899
Employer superannuation contributions	47,693	44,232
Long service leave levy	8,584	8,035
Termination benefits	793	2,218
Wages and salaries	394,333	365,518
Other employee benefits	2,032	1,762

### Employee related expenses

Payroll tax	1,022	754
Workers' compensation premium	2,802	2,257
Other employee related expenses	10,837	9,693
<b>Total</b>	<b>504,590</b>	<b>466,368</b>

The department's total employee expenditure was \$699.485m (2015: \$665.295m). Of this \$194.895m was capitalised to construction work in progress (2015: \$198.927m).

<b>Number of full-time equivalent employees</b>	<b>7,032</b>	<b>6,891</b>
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Refer to Note 20 for the policies related to employee entitlements.

The department, with the exception of the RoadTek commercialised business unit, is not subject to payroll tax.

## 7 Key management personnel and remuneration expenses

### (a) Key management personnel

The following details for key management personnel include those positions that form the department's Executive Leadership Team (ELT) that had authority and responsibility for planning, directing and controlling the activities of the department during 2015–16. Further information on these positions can be found in the Annual Report under the section titled Governance.

### (b) Remuneration expenses

Remuneration policy for the department's key management personnel is set by the Queensland Public Service Commission as provided for under the *Public Service Act 2008*. The remuneration and other terms of employment for the key management personnel are specified in employment contracts. The contracts may provide for other benefits including a motor vehicle allowance, however they do not provide for the provision of performance payments.

The remuneration of key management personnel increased by 2.5% effective from 1 September 2015 in accordance with government policy.

The following disclosures focus on the expenses incurred by the department during the reporting period attributable to the key management positions.

Remuneration expenses for key management personnel comprise the following components:

- Short term employee expenses including:
  - salaries, allowances and leave entitlements earned and expensed for the entire year or for that part of the year during which the employee occupied the specified position
  - performance payments recognised as an expense during the year
  - any applicable fringe benefits tax.
- Long term employee expenses include amounts expensed in respect of long service leave entitlements earned.
- Post employment expenses include amounts expensed in respect of employer superannuation obligations.

**Department of Transport and Main Roads**

**Notes to and forming part of the financial statements 2015–16 (continued)**

**7 Key management personnel and remuneration expenses (continued)**

**(b) Remuneration expenses (continued)**

1 July 2015 – 30 June 2016

Position	<ul style="list-style-type: none"> <li>• Contract classification</li> <li>• Appointment authority</li> <li>• Date appointed to position</li> <li>• Date exited from position</li> </ul>	Short term	Long term	Termination	Total
		employee	and post	benefits	expenses
		expenses	employment		
		\$'000	\$'000	\$'000	\$'000
Director-General	CEO Contract (CEO) <i>Public Service Act 2008</i> Appointed in January 2013 and reappointed in June 2015	521	74	-	595
Deputy Director-General (Customer Services, Safety and Regulation)	SES Contract (SES4) <i>Public Service Act 2008</i> Appointed in October 2012 Exited in December 2015	156	18	-	174
	SES Contract (SES4) <i>Public Service Act 2008</i> Appointed in January 2016	117	14	-	131
Deputy Director-General (Infrastructure Management and Delivery)	SES Contract (SES4) <i>Public Service Act 2008</i> Appointed in May 2015 Transferred in January 2016 *	141	18	-	159
	SES Contract (SES4) <i>Public Service Act 2008</i> Appointed in January 2016	117	14	-	131
Deputy Director-General (Policy, Planning and Investment)	SES Contract (SES4) <i>Public Service Act 2008</i> Appointed in October 2013	268	32	-	300
Deputy Director-General (TransLink)	Higher duties (SES4) <i>Public Service Act 2008</i> 01.07.2015 – 22.01.2016	140	16	-	156
	SES Contract (SES4) <i>Public Service Act 2008</i> Appointed in January 2016	108	14	-	122
Deputy Director-General (Corporate) **	s.122 contract (SES4) <i>Public Service Act 2008</i> Appointed in September 2015	198	25	-	223
Chief Operations Officer	s.122 contract (SES3) <i>Public Service Act 2008</i> Appointed in October 2013	237	26	-	263
	Temporary transfer at level (SES3) <i>Public Service Act 2008</i> 25.05.2016 – 30.06.2016	26	3	-	29
Chief Finance Officer **	s.122 contract (SES4) <i>Public Service Act 2008</i> Appointed in October 2009	60	7	-	67

\* Transferred to position of Deputy Director-General (Customer Services, Safety and Regulation) in January 2016.

\*\* The legislative responsibilities of the Chief Finance Officer were assumed by the Deputy Director-General (Corporate) effective from September 2015 and the position of Chief Finance Officer is no longer a member of the ELT.

**Department of Transport and Main Roads**

**Notes to and forming part of the financial statements 2015–16 (continued)**

**7 Key management personnel and remuneration expenses (continued)**

**(b) Remuneration expenses (continued)**

1 July 2014 – 30 June 2015

Position	<ul style="list-style-type: none"> <li>• Contract classification</li> <li>• Appointment authority</li> <li>• Date appointed to position</li> <li>• Date exited from position</li> </ul>	Short term employee expenses	Long term and post employment expenses	Termination benefits	Total expenses
		\$'000	\$'000	\$'000	\$'000
Director-General	CEO Contract (CEO) <i>Public Service Act 2008</i> Appointed in January 2013 and reappointed in June 2015	456	59	-	515
Deputy Director-General (Customer Services, Safety and Regulation)	SES Contract (SES4) <i>Public Service Act 2008</i> Appointed in October 2012	252	31	-	283
Deputy Director-General (Infrastructure Management and Delivery)	s.122 contract (SES4) <i>Public Service Act 2008</i> Appointed in June 2013 Exited in September 2014	48	6	239	293
	Higher duties (SES4) Commenced August 2014 SES Contract (SES4) <i>Public Service Act 2008</i> Appointed in May 2015	211	25	-	236
Deputy Director-General (Policy, Planning and Investment)	SES Contract (SES4) <i>Public Service Act 2008</i> Appointed in October 2013	252	31	-	283
Deputy Director-General (TransLink)	SES Contract (SES4) <i>Public Service Act 2008</i> Appointed in October 2013 Exited in July 2015	325	35	-	360
Chief Operations Officer	s.122 contract (SES3) <i>Public Service Act 2008</i> Appointed in October 2013	223	24	-	247
Chief Finance Officer	s.122 contract (SES4) <i>Public Service Act 2008</i> Appointed in October 2009	252	31	-	283
<b>The below positions are no longer members of the Executive Leadership Team (effective 12 November 2014)</b>					
General Manager (Corporate Operations) (01.07.2014 – 12.11.2014)	SES contract (SES3) <i>Public Service Act 2008</i> Appointed in January 2014	96	12	-	108
Chief Information Officer (01.07.2014 – 12.11.2014)	s.122 contract (SES3) <i>Public Service Act 2008</i> Appointed in November 2013	80	8	-	88
General Manager (Strategy and Renewal) (01.07.2014 – 12.11.2014)	s.122 contract (SES3) <i>Public Service Act 2008</i> Appointed in October 2013	90	11	-	101

## Department of Transport and Main Roads

### Notes to and forming part of the financial statements 2015–16 (continued)

#### 7 Key management personnel and remuneration expenses (continued)

##### (c) Performance payments

The remuneration package under the previous government of the former Deputy Director-General (TransLink) included a potential performance payment up to a maximum of \$46,103. Approval was received in June 2015 to make a payment of \$43,222 relating to the achievement of performance criteria during 2014–15.

The basis for performance payments expensed in the 2015–16 financial year is set out below:

Position	Amount	Date paid	Basis for payment
Deputy Director-General (TransLink)	\$43,222	10.07.2015	This payment relates to the achievement of performance criteria during 2014–15.

The basis for performance payments expensed in the 2014–15 financial year is set out below:

Position	Amount	Date paid	Basis for payment
Deputy Director-General (TransLink)	\$37,804	20.02.2015	This payment relates to the achievement of performance criteria during 2013–14.

#### 8 Supplies and services

	2016 \$'000	2015 \$'000
Administration	48,216	46,703
Contractors *	491,103	620,060
Information and communication technology	42,548	40,096
Operating lease rentals	62,488	66,082
Queensland Government services	24,196	24,190
Queensland Rail operator service charges	1,570,218	1,531,303
Other transport service operator charges	711,733	709,530
Repairs and maintenance	217,515	200,274
Travel	7,485	7,302
Utilities	43,562	46,422
Other	44,694	54,427
<b>Total</b>	<b><u>3,263,758</u></b>	<b><u>3,346,389</u></b>

\* Comparatives have changed due to the events disclosed in Note 32.

The department's total supplies and services expenditure was \$4.885b (2015: \$5.598b). Of this \$1.621b (2015: \$2.252b) was capitalised to construction work in progress.

#### 9 Grants and subsidies

National Heavy Vehicle Regulator	38,530	38,530
Public transport	62,103	61,958
Resources transferred to third parties *	16,920	595,971
School transport	146,489	149,434
Transport Infrastructure Development Scheme (TIDS)	66,468	122,328
Transport infrastructure	124,688	88,645
Other	1,503	577
<b>Total</b>	<b><u>456,701</u></b>	<b><u>1,057,443</u></b>

\* Included in 2015 is \$556.712m related to work performed on City of Gold Coast and public utility provider assets as part of the construction of stage one of the Gold Coast Light Rail system (2016: Nil).

## Department of Transport and Main Roads

### Notes to and forming part of the financial statements 2015–16 (continued)

	2016 \$'000	2015 \$'000
<b>10 Decommissioned and disposed assets expense</b>		
Capital projects costs written off	828	47,180
Decommissioned infrastructure assets *	156,306	231,758
Losses on disposal of property, plant and equipment	4,780	63,471
Losses on disposal of intangible assets	15	287
<b>Total</b>	<b>161,929</b>	<b>342,696</b>

\* Decommissioned infrastructure assets represents the value of road network components written off as a result of their renewal or replacement.

### 11 Finance and borrowing costs

Administration charges	864	949
Finance lease charges	31,810	30,758
Interest	53,214	58,604
<b>Total</b>	<b>85,888</b>	<b>90,311</b>

Finance costs are recognised as an expense in the period in which they are incurred.

No borrowing costs are capitalised into qualifying assets.

### 12 Other expenses

External audit fees *	890	675
Fees, permits and other charges	1,094	587
Insurance premiums	8,783	9,021
Losses:		
Public monies	11	65
Public property	396	328
Special payments:		
Ex gratia payments	19	230
Court awarded damages	62	320
Compensation claims	630	1,031
Other	797	654
<b>Total</b>	<b>12,682</b>	<b>12,911</b>

\* Total audit fees paid to the Queensland Audit Office relating to the 2015–16 financial statements are estimated to be \$0.650m (2015: \$0.640m).

The department's total other expenses was \$25.422m (2015: \$22.758m). Of this \$12.740m (2015: \$9.847m) was capitalised to construction work in progress.

#### Insurance

The department's road assets are not insured. The risk associated with these assets is therefore borne by government. In certain circumstances, damage to the road network is proportionally covered through the Australian Government's Natural Disaster Relief and Recovery Arrangements.

The department insures its open tender road construction contract activities for both material damage and product liability under the Principal Arranged Insurance Program. As well as providing cover for the department and its employees, it also covers the other parties to open tender construction contracts such as contractors, superintendents and sub-contractors.

Most of the department's other non-current physical assets and risks are insured through the Queensland Government Insurance Fund. Premiums are paid on a risk assessment basis. Under this scheme the department's liability is limited to \$10,000 for each claim.

In addition, the department pays premiums to WorkCover Queensland for its obligations for employee compensation.

## Department of Transport and Main Roads

### Notes to and forming part of the financial statements 2015–16 (continued)

	2016 \$'000	2015 \$'000
<b>13 Receivables</b>		
<b>Current</b>		
Trade debtors	41,853	45,788
Less: Allowance for impairment loss *	(5,615)	(6,032)
	<u>36,238</u>	<u>39,756</u>
GST receivable	69,865	57,771
GST payable	(6,757)	(19,602)
	<u>63,108</u>	<u>38,169</u>
Annual leave reimbursements	10,830	11,653
Appropriation revenue receivable	210,660	107,144
Long service leave reimbursements	2,245	2,418
Other	128	1,662
	<u>223,863</u>	<u>122,877</u>
<b>Total</b>	<b><u>323,209</u></b>	<b><u>200,802</u></b>

#### \* Movements in the allowance for impairment loss

Opening balance	6,032	7,985
Increase/(decrease) in allowance recognised in the operating result	984	(191)
Amounts written off during the year	(1,491)	(4,175)
Amounts recovered during the year previously written off	90	2,413
Closing balance **	<u>5,615</u>	<u>6,032</u>

\*\* Individually impaired financial assets are more than 90 days overdue.

#### Receivables credit risk – ageing analysis

Past due but not impaired	Overdue				Total \$'000
	Less than 30 days \$'000	30-60 days \$'000	61-90 days \$'000	More than 90 days \$'000	
<b>2016</b>					
Trade debtors	1,475	298	213	1,240	<b>3,226</b>
<b>2015</b>					
Trade debtors	1,710	-	484	4,496	<b>6,690</b>

Trade debtors are recognised at the amounts due at the time of sale or service delivery. Settlement on these amounts is generally required within 30 days from invoice date.

The collectability of receivables is assessed periodically with an allowance being made for impairment.

All known bad debts were written off as at 30 June.

## 14 Prepayments

### Current

Insurance	371	9,802
Pilotage	3,787	2,575
Software and data agreements	9,930	10,149
Toowoomba Second Range Crossing lease arrangement	743	-
Other	1,435	1,329
<b>Total</b>	<b><u>16,266</u></b>	<b><u>23,855</u></b>

### Non-current

Insurance	311	420
Software and data agreements	1,472	1,388
<b>Total</b>	<b><u>1,783</u></b>	<b><u>1,808</u></b>

## Department of Transport and Main Roads

### Notes to and forming part of the financial statements 2015–16 (continued)

15 Intangible assets	Software purchased	Software internally generated *	Software work in progress	Other	Total
	2016 \$'000	2016 \$'000	2016 \$'000	2016 \$'000	2016 \$'000
Gross value	16,706	250,763	29,230	4,386	301,085
Less: Accumulated amortisation	(11,769)	(196,701)	-	(303)	(208,773)
	<u>4,937</u>	<u>54,062</u>	<u>29,230</u>	<u>4,083</u>	<u>92,312</u>

#### Reconciliation

Opening balance	5,436	64,040	11,203	4,084	84,763
Acquisitions (including upgrades)	-	-	26,064	-	26,064
Transfers between classes	612	5,203	(5,815)	-	-
Transfers from/(to) property, plant and equipment	-	-	(2,222)	-	(2,222)
Disposals	(15)	-	-	-	(15)
Amortisation	(1,096)	(15,181)	-	(1)	(16,278)
Closing balance	<u>4,937</u>	<u>54,062</u>	<u>29,230</u>	<u>4,083</u>	<u>92,312</u>

	2015 \$'000	2015 \$'000	2015 \$'000	2015 \$'000	2015 \$'000
Gross value	17,365	258,396	11,203	4,386	291,350
Less: Accumulated amortisation	(11,929)	(194,356)	-	(302)	(206,587)
	<u>5,436</u>	<u>64,040</u>	<u>11,203</u>	<u>4,084</u>	<u>84,763</u>

#### Reconciliation

Opening balance	4,564	90,694	16,907	4,087	116,252
Acquisitions (including upgrades)	100	94	11,506	-	11,700
Transfers from/(to) other entities	-	(5,365)	-	-	(5,365)
Transfers between classes	974	5,251	(6,225)	-	-
Transfers from/(to) property, plant and equipment	724	(458)	(10,762)	-	(10,496)
Disposals	-	(288)	-	-	(288)
Projects written off. Refer to Note 10.	-	-	(223)	-	(223)
Amortisation	(926)	(25,888)	-	(3)	(26,817)
Closing balance	<u>5,436</u>	<u>64,040</u>	<u>11,203</u>	<u>4,084</u>	<u>84,763</u>

\* The department holds an internally generated software asset being the New Queensland Drivers Licence software that has a carrying amount of \$30.020m (2015: \$37.500m) and a remaining amortisation period of 5 years.

Intangible assets with a cost equal to or greater than \$100,000 are recognised in the financial statements. Items with a lesser cost are expensed.

The department's intangible assets are not revalued as there is no active market for any of these assets. Such assets are recognised and carried at cost less accumulated amortisation and accumulated impairment losses.

For each class of intangible asset, the following amortisation rates are used:

Class	Amortisation method	Average useful life
Intangibles – purchased	Straight-line	8
Intangibles – internally generated	Straight-line	11
Intangibles – work in progress	Not amortised	-
Intangibles – other	Straight-line Not amortised	14 Indefinite life

The estimation of useful life and the resulting amortisation rates applied are based on a number of factors including expected usage, obsolescence, past experience and the department's planned replacement program. These are reviewed on an annual basis.



**Department of Transport and Main Roads**  
**Notes to and forming part of the financial statements 2015–16 (continued)**

**16 Property, plant and equipment**

	Land	Buildings	Heritage and cultural	Plant and equipment	Leased assets	Infrastructure *	Work in progress	Total
	2016	2016	2016	2016	2016	2016	2016	2016
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Gross value	4,399,422	805,237	6,748	548,664	764,861	81,725,545	3,253,480	91,503,957
Less: Accumulated depreciation	-	(195,334)	-	(354,019)	(29,123)	(18,440,383)	-	(19,018,859)
	<b>4,399,422</b>	<b>609,903</b>	<b>6,748</b>	<b>194,645</b>	<b>735,738</b>	<b>63,285,162</b>	<b>3,253,480</b>	<b>72,485,098</b>
<b>Reconciliation</b>								
Opening balance	4,017,364	595,036	5,460	231,427	504,063	46,929,748	3,652,924	55,936,022
Acquisitions (including upgrades)	58,388	508	300	7,966	237,226	-	1,745,337	2,049,725
Assets received at below fair value. Refer to Note 4.	1,063	22	-	989	-	3,210	-	5,284
Transfers from/(to) other Queensland Government entities	(74,920)	-	-	-	-	9,025	-	(65,895)
Transfers between classes	(13,644)	23,055	-	6,541	-	2,128,001	(2,143,953)	-
Transfers from/(to) intangibles	-	-	-	2,222	-	-	-	2,222
Transfers from/(to) managed items	-	-	-	(35)	-	-	-	(35)
Disposals	(2,924)	(808)	(7)	(3,789)	-	(1,927)	-	(9,455)
Assets provided to third parties below fair value. Refer to Note 9.	(7,568)	-	-	(3)	-	(9,349)	-	(16,920)
Projects written off. Refer to Note 10.	(11,118)	-	-	-	-	-	-	(11,118)
Decommissioned infrastructure assets. Refer to Note 10.	-	-	-	-	-	-	(828)	(828)
Revaluation decrement reversals recognised in operating result. Refer to Note 5.	-	-	-	-	-	(156,306)	-	(156,306)
Net revaluation increments/(decrements)	432,781	23,963	995	-	5,938	1,701,135	-	1,707,073
Depreciation	-	(31,873)	-	(50,673)	(14,818)	(791,322)	-	(13,934,015)
Closing balance	<b>4,399,422</b>	<b>609,903</b>	<b>6,748</b>	<b>194,645</b>	<b>735,738</b>	<b>63,285,162</b>	<b>3,253,480</b>	<b>72,485,098</b>

**Fair value reconciliation for land and building assets classified as level 3**

	Land	Buildings
	2016	2016
	\$'000	\$'000
Opening balance	-	446,706
Acquisitions	1,046	-
Transfer from level 3 to level 2	-	(108,115)
Transfer from level 2 to level 3	60,188	-
Transfers between classes	76	6,121
Disposals	(895)	-
Net revaluation increments/(decrements)	(47,943)	15,122
Depreciation	-	(15,619)
Closing balance	<b>12,472</b>	<b>344,215</b>

\* Infrastructure consists of roads \$52,039b, structures \$11,032b and other infrastructure \$0.214b. Refer to Note 32 for details of the revaluation increment for infrastructure assets.

Land and buildings held for future infrastructure have been reclassified to separately recognise these assets. Refer to Note 32.

**Department of Transport and Main Roads**  
**Notes to and forming part of the financial statements 2015–16 (continued)**

**16 Property, plant and equipment (continued)**

	Land	Buildings	Heritage and cultural	Plant and equipment	Leased assets	Infrastructure *	Work in progress **	Total
	2015 \$'000	2015 \$'000	2015 \$'000	2015 \$'000	2015 \$'000	2015 \$'000	2015 \$'000	2015 \$'000
Gross value	4,017,364	835,599	5,460	555,945	517,920	66,675,017	3,652,924	76,260,229
Less: Accumulated depreciation	-	(240,563)	-	(324,518)	(13,857)	(19,745,269)	-	(20,324,207)
	<b>4,017,364</b>	<b>595,036</b>	<b>5,460</b>	<b>231,427</b>	<b>504,063</b>	<b>46,929,748</b>	<b>3,652,924</b>	<b>55,936,022</b>
<b>Reconciliation</b>								
Opening balance	3,985,692	617,653	4,688	226,563	-	46,313,651	7,587,479	58,735,726
Acquisitions (including upgrades)	104,937	5,969	-	5,797	721,455	142	2,209,760	3,048,060
Assets received at below fair value. Refer to Note 4.	44,411	-	-	2,679	-	24,362	-	71,452
Transfers from/(to) other entities	(91,593)	(19,273)	-	20,868	-	2,067	6,384	(81,547)
Transfers between classes	-	17,262	-	27,195	99,355	5,949,248	(6,093,060)	-
Transfers from/(to) intangibles	-	-	-	11,220	-	-	(724)	10,496
Transfers from/(to) managed items	-	-	-	-	-	-	(24)	(24)
Disposals	(52,754)	(3,795)	-	(7,620)	-	(4,631)	-	(68,800)
Assets provided to third parties below fair value. Refer to Note 9.	(996)	-	-	(56)	(296,952)	(288,033)	(9,934)	(595,971)
Assets reclassified as held for sale	(24,419)	(10,021)	-	-	-	-	-	(34,440)
Projects written off. Refer to Note 10.	-	-	-	-	-	-	(46,957)	(46,957)
Decommissioned infrastructure assets. Refer to Note 10.	-	-	-	-	-	(231,758)	-	(231,758)
Revaluation decrement reversals recognised in operating result. Refer to Note 5.	-	2,896	96	-	-	-	-	2,992
Revaluation decrements expensed	-	-	-	-	(5,938)	(1,701,135)	-	(1,707,073)
Net revaluation increments/(decrements)	52,086	14,485	676	-	-	(2,056,831)	-	(1,989,584)
Depreciation	-	(30,140)	-	(55,219)	(13,857)	(1,077,334)	-	(1,176,550)
Closing balance	<b>4,017,364</b>	<b>595,036</b>	<b>5,460</b>	<b>231,427</b>	<b>504,063</b>	<b>46,929,748</b>	<b>3,652,924</b>	<b>55,936,022</b>
<b>Fair value reconciliation for building assets classified as level 3</b>		<b>Buildings</b>						
		2015						
		\$'000						
Opening balance		460,255						
Acquisitions		676						
Transfers to other entities		(19,273)						
Transfers between classes		17,262						
Disposals		(3,795)						
Revaluation decrement reversals recognised in operating result		2,895						
Net revaluation increments/(decrements)		14,485						
Depreciation		(25,799)						
Closing balance		<b>446,706</b>						

\* Infrastructure consists of roads \$36,605b, structures \$10,106b and other infrastructure \$0.219b.

\*\* Comparatives for work in progress have changed due to the events disclosed in Note 32.

## Department of Transport and Main Roads

### Notes to and forming part of the financial statements 2015–16 (continued)

#### 16 Property, plant and equipment (continued)

##### Recognition thresholds

All items of property, plant and equipment are recognised when the cost exceeds the following thresholds:

- Land \$1
- Buildings \$10,000
- Heritage and cultural \$5000
- Plant and equipment \$5000
- Infrastructure \$10,000

The threshold for assets subject to a finance lease varies dependent on the property, plant and equipment class components contained within the lease.

All other items with a cost less than the above thresholds are expensed.

##### Acquisition

Actual cost is used for the initial recording of all non-current physical and intangible asset acquisitions. Cost is determined as the value given as consideration plus costs directly attributable to the acquisition, including all other costs incurred in preparing the assets ready for use. However, training costs are expensed as they are incurred.

Where assets are received free of charge from another Queensland Government entity, whether as a result of a Machinery-of-Government or other involuntary transfer, the acquisition cost is recognised as the gross carrying amount in the books of the transferor immediately prior to the transfer together with any accumulated depreciation.

Any expenditure that increases the originally assessed capacity or service potential of an asset is capitalised and the new depreciable amount is depreciated over the remaining useful life of the asset.

##### Depreciation

For each class of property, plant and equipment other than infrastructure assets, the following depreciation rates are used:

Class	Depreciation method	Average useful life
Land	Not depreciated	Indefinite life
Buildings	Straight-line	41
Heritage and cultural	Cultural and preservation policies – not depreciated	Indefinite life
Plant and equipment	Straight-line	9
Work in progress	Not depreciated	–

Property, plant and equipment subject to a finance lease is depreciated on a straight line basis over the expected useful life of the asset.

Where complex assets have significant separately identifiable components with different service lives that are subject to regular replacement, these components are assigned useful lives and are depreciated accordingly.

The following depreciation rates are used for infrastructure sub-components:

Component	Sub-component	Depreciation method	Average useful life
Roads	Surfaces	Straight-line	20
	Pavements	Straight-line	83
	Formation earthworks	Not depreciated	Indefinite life
	Formation earthworks	Straight-line	44
Structures – bridges, tunnels and major culverts	–	Straight-line	77
Other – mainly marine infrastructure	–	Straight-line	37

The estimation of useful life and resulting depreciation rates are based on a number of factors including the department's past experience, the planned replacement program and expected usage, wear and tear, obsolescence and fiscal capacity. Useful lives are reviewed on an annual basis.

**Department of Transport and Main Roads**  
**Notes to and forming part of the financial statements 2015–16 (continued)**

**16 Property, plant and equipment (continued)**

**Land under roads**

The aggregate value of land under roads is measured and disclosed as land until road declarations for each land portion are confirmed.

Where a road declaration is confirmed, the title is extinguished and ownership reverts to the state represented by the Department of Natural Resources and Mines, in accordance with Queensland Government policy.

**Non-current assets classified as held for sale**

Non-current assets held for sale consist of those assets that management has determined are available for immediate sale in their present condition, and for which their sale is highly probable within the next twelve months.

In accordance with AASB 5 *Non-current Assets Held for Sale and Discontinued Operations*, when an asset is classified as held for sale, its value is measured at the lower of the asset's carrying amount and fair value less costs to sell. Such assets are no longer amortised or depreciated upon being classified as held for sale.

**Fair value measurement**

All assets and liabilities of the department for which fair value is measured or disclosed in the financial statements, are categorised within the following fair value hierarchy, based on the data and assumptions used in the most recent specific appraisals:

- Level 1 – represents fair value measurements that reflect unadjusted quoted market prices in active markets for identical assets and liabilities
- Level 2 – represents fair value measurements that are substantially derived from inputs (other than quoted prices included within level 1) that are observable, either directly or indirectly
- Level 3 – represents fair value measurements that are substantially derived from unobservable inputs.

**Revaluation of property, plant and equipment**

Plant and equipment assets and capital work in progress are measured at cost in accordance with Queensland Treasury's *Non-Current Asset Policies for the Queensland Public Sector*.

Land, buildings, heritage and cultural and infrastructure assets are measured and reported at their revalued amounts, being the fair value at the date of valuation, less any subsequent accumulated depreciation and accumulated impairment.

The cost of items acquired during the financial year materially represent their fair value at the end of the reporting period.

Heritage and cultural assets are independently valued on an annual basis. Road infrastructure assets are valued on an annual basis by suitably qualified departmental officers. Land, building and other infrastructure assets are assessed by qualified valuers at least once every five years with appropriate indices being applied in the intervening years.

Any revaluation increment arising on the revaluation of an asset is credited to the asset revaluation surplus of the appropriate class, except to the extent it reverses a revaluation decrement for the class previously recognised as an expense. A decrease in the carrying amount on revaluation is charged as an expense, to the extent it exceeds the balance, if any, in the revaluation surplus relating to that class.

For assets revalued using a cost valuation approach accumulated depreciation is adjusted to equal the difference between the gross amount and carrying amount.

For assets revalued using a market or income based valuation approach accumulated depreciation is eliminated against the gross amount of the asset prior to restating for the revaluation.

**Land**

Land assets were revalued during 2015–16 based on specific appraisals by registered valuers from the department's Strategic Property Management unit and various external valuers.

The fair value of land assets is based on publicly available data on recent sales of land in nearby localities. In determining the fair values, adjustments were made to sales data to take into account the location of the department's land, its size, shape, street/road frontage and access and any other significant restrictions.

In accordance with AASB13 *Fair Value Measurement*, the department's land assets are categorised as level 2.

Land subject to restrictions due to its size or use, and or ability to be sold, such as land located in areas where there is not an active market, have been classified as level 3.

## **16 Property, plant and equipment (continued)**

### **Buildings**

Building assets were revalued during 2015–16 based on specific appraisal by registered valuers from the department's Strategic Property Management unit and various external valuers.

Where available, data on recent sales of buildings in nearby localities was used to determine fair value. The depreciated replacement cost of the remaining buildings was determined by the valuers using professional judgement and a combination of internal records of the original cost of the specialised fit-outs, adjusted for more contemporary design and construction approaches, and published construction rates for various standard components of buildings.

The department's building assets are therefore categorised as a combination of level 2 and level 3 in accordance with AASB13 *Fair Value Measurement*.

In 2016 the department changed its policy in relation to buildings located on land held for future infrastructure. In previous years these buildings were not reported in the financial statements as they were expected to be consumed as part of road construction activities. As the buildings and related land are often not used in road construction for several years the department has now elected to recognise separate land and building assets. Refer to Note 32.

### **Heritage and cultural**

The department's heritage collection was subject to specific appraisal by Waterhouse Property in 2015–16. As there is no active market for the department's heritage assets, their fair value is determined by estimating the cost to reproduce the items with the features and materials of the original items, with adjustments made to take into account the items' heritage restrictions and characteristics.

The department's artwork was revalued based on specific appraisal by MacAulay Partners in 2015–16. The fair value of the artwork was based on sales data on similar artwork by the respective artists. Factors such as condition, size and medium of artwork were also taken into consideration during this specific appraisal.

In accordance with AASB13 *Fair Value Measurement*, the department's heritage and cultural assets are categorised as level 3.

### **Infrastructure**

A full management valuation of the road infrastructure network asset as at 30 June 2016 was completed by suitably qualified and experienced departmental engineers and staff. The valuation methodology adopted to calculate fair value is based on the cost to acquire the service potential embodied in an asset and adjusted to reflect the asset's present condition, functionality, technological and economic obsolescence. This is the estimated cost to replace an asset with an appropriate modern equivalent using current construction materials and standards, adjusted for changes in utility and production capacity.

The valuation involves a resource-based assessment using a series of road stereotypes that identify road types, terrain, climate, and soil type. These road stereotypes are then priced by a commercial estimating firm for raw materials, cost of construction processes and other construction inputs using current market rates.

These unit rates, including underlying assumptions and specific details contained in the stereotypes, are ratified annually by an expert panel consisting of engineers and staff from a range of disciplines across the department in conjunction with local government and industry.

The department's marine infrastructure was revalued during 2015–16 based on specific appraisal by AssetVal Pty Ltd using a costing database similar to the unit rates process used for road infrastructure.

As there is no active market for the department's infrastructure assets, the valuation approach used is depreciated replacement cost. While the unit rates database consists of market derived component costs which includes raw materials and other costs of construction (level 2 inputs), there are also significant level 3 unobservable inputs such as useful life and asset condition which require extensive professional judgement. Differences in the assessment of these level 3 inputs would not result in material changes in the reported fair value. In accordance with AASB13 *Fair Value Measurement*, the department's infrastructure assets are therefore categorised as level 3.

## Department of Transport and Main Roads

### Notes to and forming part of the financial statements 2015–16 (continued)

	2016 \$'000	2015 \$'000
<b>17 Payables</b>		
<b>Current</b>		
Grants and subsidies payable	32,632	32,504
Trade creditors	395,696	427,473
Other	5,495	8,541
Total	<b>433,823</b>	<b>468,518</b>

Trade creditors are recognised on receipt of the goods or services ordered and are measured at the agreed purchase or contract price, gross of applicable trade and other discounts. Amounts owing are unsecured and are generally settled on 28 day terms, with the exception of payments to bus operators which the department is contractually required to pay by the fifteenth day of the month.

Other payables such as grants and subsidies and property resumptions have varying settlement terms.

### 18 Interest bearing liabilities

<b>Current</b>		
Queensland Treasury Corporation borrowings	84,922	79,691
Lease liabilities	12,910	10,225
Total	<b>97,832</b>	<b>89,916</b>
<b>Non-current</b>		
Queensland Treasury Corporation borrowings	712,489	797,695
Lease liabilities	502,681	338,364
Total	<b>1,215,170</b>	<b>1,136,059</b>

Principal and interest repayments of Queensland Treasury Corporation borrowings are made quarterly in arrears at rates ranging from 2.5% to 9.02% (2015: 4.05% to 9.02%). Repayment dates vary from 15 December 2016 to 15 June 2026.

The department has an overdraft facility with the Commonwealth Bank of Australia with an approved limit of \$200m (2015: \$600m). There is no interest charged on this overdraft facility.

Refer to Note 24 for lease information.

The fair value of borrowings is notified by Queensland Treasury Corporation and is calculated using discounted cash flow analysis and the effective interest rate.

Financial liabilities	Fair value 2016 \$'000	Fair value 2015 \$'000
Queensland Treasury Corporation borrowings	1,378,926	1,306,176

### 19 Provisions

<b>Current</b>		
Demolition costs	-	750
Property resumptions	238,604	199,422
Total	<b>238,604</b>	<b>200,172</b>
<b>Non-current</b>		
Property resumptions	34,872	80,939
Total	<b>34,872</b>	<b>80,939</b>

### Movements in provisions

<b>Current</b>		
Opening balance	200,172	198,568
Restatement of provision	(3,412)	(5,257)
Additional provision recognised	38,570	21,723
Reduction in provision as a result of payments	(50,758)	(50,850)
Reclassification from/(to) non-current provision	54,032	35,988
Closing balance	<b>238,604</b>	<b>200,172</b>

## Department of Transport and Main Roads

### Notes to and forming part of the financial statements 2015–16 (continued)

#### 19 Provisions (continued)

Movements in provisions (continued)	2016 \$'000	2015 \$'000
<b>Non-current</b>		
Opening balance	80,939	94,373
Restatement of provision	(1,258)	2,427
Additional provision recognised	12,941	32,944
Reduction in provision as a result of payments	(3,718)	(12,817)
Reclassification (to)/from current provision	(54,032)	(35,988)
Closing balance	<u>34,872</u>	<u>80,939</u>

#### Provision for property resumptions

The department acquires property through compulsory acquisition in accordance with the *Acquisition of Land Act 1967*, the *Transport Infrastructure Act 1994* and the *Transport Planning and Coordination Act 1994*. The department recognises a provision to account for compensation it expects to pay for all property resumptions, with the exception of hardship resumptions which are recognised immediately as a payable. The department's advisors determine a value for the acquisition amount which, with timing of the settlement, is dependent on the outcome of negotiation between both parties.

Provisions are recorded when the department has a present obligation, either legal or constructive as a result of a past event. They are recognised at the amount expected at reporting date for which the obligation will be settled in a future period. Provisions are reviewed at each reporting date to ensure the amounts accurately reflect the best estimate available.

#### 20 Accrued employee benefits

##### Current

Annual leave levy payable	15,245	15,166
Long service leave levy payable	3,359	3,008
Resignation benefit	321	447
Salaries and wages outstanding	12,485	9,922
Other	1,368	647
Total	<u>32,778</u>	<u>29,190</u>

##### Non-current

Resignation benefit	5,255	4,983
Total	<u>5,255</u>	<u>4,983</u>

#### Sick Leave

Prior history indicates that on average, sick leave taken each reporting period is less than the entitlement accrued. This is expected to continue in future periods.

Accordingly, it is unlikely that existing accumulated entitlements will be used by employees and no liability for unused sick leave entitlements is recognised.

As sick leave is non-vesting, an expense is recognised for this leave as it is taken.

#### Annual leave and long service leave

Under the Queensland Government's Annual Leave Central Scheme and Long Service Leave Central Scheme, a levy is made on the department to cover the cost of employees' annual leave and long service leave entitlements. The levies are expensed in the period in which they are payable. Amounts paid to employees for annual leave and long service leave are claimed from the schemes quarterly in arrears.

No provision for annual leave or long service leave is recognised in these financial statements. The liabilities are held on a whole-of-government basis and are reported by Queensland Treasury.

#### Resignation benefit

Employees employed under the *Civil Construction, Operations and Maintenance General Award - State 2003* are entitled to a pro-rata benefit not exceeding eight weeks of their wage on resignation from the department.

#### Superannuation

Employer superannuation contributions are paid to QSuper, the superannuation plan for Queensland Government employees, at rates determined by the Treasurer on the advice of the State Actuary. Contributions are expensed in the period in which they are paid or payable. The department's obligation is limited to its contribution to QSuper.

No liability is recognised for accruing superannuation benefits in these financial statements. The liability is held on a whole-of-government basis and is reported by Queensland Treasury.

## Department of Transport and Main Roads

### Notes to and forming part of the financial statements 2015–16 (continued)

	2016 \$'000	2015 \$'000
<b>21 Unearned revenue</b>		
<b>Current</b>		
Advance for work on the Moreton Bay Rail Link project	-	5,660
go card stored value *	39,724	35,438
Other	2,785	2,314
Total	<u>42,509</u>	<u>43,412</u>
* Represents unused go card balances which are recognised as revenue as patrons undertake travel.		
<b>22 Other liabilities</b>		
<b>Current</b>		
go card deposits held	33,934	27,806
Lease incentives	89	233
Total	<u>34,023</u>	<u>28,039</u>
<b>Non-current</b>		
Lease incentives	85	106
Total	<u>85</u>	<u>106</u>
<b>23 Income tax equivalents</b>		
<b>(a) Income tax equivalent expense</b>		
Current tax equivalents	9,587	12,819
Deferred tax equivalent expense/(income) relating to temporary differences	185	(865)
Under/(over) provision in previous years	9	(5,169)
Income tax equivalent expense attributable to profit from ordinary activities	<u>9,781</u>	<u>6,785</u>
<b>(b) Numerical reconciliation of income tax equivalent expense to prima facie tax payable</b>		
Accounting profit before tax	32,605	24,908
Prima facie tax at applicable rate of 30%	9,782	7,473
Adjustments for non-temporary differences and excluded temporary differences:		
Deductible expenses	(10)	(56)
Under/(over) provision in previous years	9	(632)
Income tax equivalent expense attributable to profit from ordinary activities	<u>9,781</u>	<u>6,785</u>
<b>(c) Deferred tax equivalent expense/(income) included in income tax equivalent expense comprises:</b>		
Deferred tax assets opening balance	7,165	4,760
Increase/(decrease) in deferred tax assets	(185)	2,405
Deferred tax assets at 30 June	<u>6,980</u>	<u>7,165</u>
<b>(d) Proof of deferred tax assets</b>		
Deferred tax assets:		
Property, plant and equipment	6,882	5,949
Other items	98	1,216
Net deferred tax assets at 30 June	<u>6,980</u>	<u>7,165</u>
<b>(e) Reconciliation of current tax payable/(receivable)</b>		
Opening balance	(572)	1,716
Net movements	1,370	(2,288)
Current tax payable/(receivable) at 30 June	<u>798</u>	<u>(572)</u>

The department is a State body as defined under the *Income Tax Assessment Act 1936* and is generally exempt from Australian Government taxation with the exception of Fringe Benefits Tax (FBT) and Goods and Services Tax (GST).

RoadTek is subject to the requirements of the National Tax Equivalents Regime (NTER). The liability for income tax equivalents under NTER is calculated substantially on the same basis as a corporate tax payer.



**Department of Transport and Main Roads**  
**Notes to and forming part of the financial statements 2015–16 (continued)**

**23 Income tax equivalents (continued)**

The amount of deferred tax provided is based on the expected manner of realisation or settlement of the carrying amount of assets and liabilities.

A deferred tax asset is recognised only to the extent that it is probable that future taxable profits will be available against which the tax asset can be used.

**24 Leases** **2016**  
**\$'000** **2015**  
**\$'000**

**Finance lease – leases as lessee**

**Gold Coast Light Rail – G:link**

The Gold Coast Light Rail service concession arrangement has been recognised as a finance lease in accordance with AASB 117 *Leases* with a lease term of 15 years and an implicit interest rate of 9.22%. Refer to Note 18 and Note 25.

Future minimum lease payments payable under the lease together with their present value are as follows:

**Minimum lease payable**

Not later than one year	43,017	42,035
Later than one year and not later than five years	174,621	173,402
Later than five years	370,377	414,612
Minimum future lease payable	<u>588,015</u>	<u>630,049</u>
Less: future finance charges	(249,651)	(281,460)
Total minimum future lease payable	<u><u>338,364</u></u>	<u><u>348,589</u></u>

**Present value of minimum lease payable**

Not later than one year	12,327	10,225
Later than one year and not later than five years	65,255	58,367
Later than five years	260,782	279,997
Present value of total minimum future lease payable	<u><u>338,364</u></u>	<u><u>348,589</u></u>

**New Generation Rollingstock (NGR)**

The NGR service concession will be recognised in full as a finance lease in accordance with AASB 117 *Leases* with a term of 32 years and an implicit interest rate of 11.99%. In 2016 the Wulkuraka maintenance centre component of the service concession has been accepted by the department, and recognised as a finance lease. The NGR train sets will be recognised as part of the finance lease as they are accepted by the department. Refer to Note 18 and Note 25.

Future minimum lease payments payable under the lease together with their present value are as follows:

**Minimum lease payable**

Not later than one year	21,814	-
Later than one year and not later than five years	87,308	-
Later than five years	563,792	-
Minimum future lease payable	<u>672,914</u>	-
Less: future finance charges	(495,687)	-
Total minimum future lease payable	<u><u>177,227</u></u>	<u><u>-</u></u>

**Present value of minimum lease payable**

Not later than one year	583	-
Later than one year and not later than five years	3,162	-
Later than five years	173,482	-
Present value of total minimum future lease payable	<u><u>177,227</u></u>	<u><u>-</u></u>

Operating lease commitments are disclosed in Note 26.

A distinction is made in the financial statements between finance leases that effectively transfer from the lessor to the lessee substantially all the risks and benefits incidental to ownership, and operating leases, under which the lessor retains substantially all the risks and benefits.

Where a non-current physical asset is acquired by means of a finance lease, the asset is recognised at the lower of the fair value of the leased property and the present value of the minimum lease payments. Lease payments are allocated between the principal component of the lease liability and the interest expense.

Operating lease payments are representative of the pattern of benefits derived from the leased assets and are expensed in the periods in which they are incurred.

Incentives received on entering into operating leases are recognised as liabilities.

**Department of Transport and Main Roads**  
**Notes to and forming part of the financial statements 2015–16 (continued)**

**25 Service concession arrangements**

**Gold Coast Light Rail – G:link**

In May 2011 the department entered into a contractual arrangement with GoldLinQ Consortium to finance, design, build, operate and maintain a 13 kilometre light rail system linking key activity centres from Griffith University (Gold Coast Campus) and the Gold Coast University Hospital to Broadbeach via Southport.

On 20 July 2014 construction was completed and the G:link commenced operations. During the 15 year operations period, GoldLinQ is paid monthly performance based payments for operations, maintenance and repayment of the debt finance used to construct the system. The state will receive revenue from fare-box and advertising generated by the system.

On 28 April 2016 the department entered into a contractual arrangement with GoldLinQ for stage two of the Gold Coast Light Rail system. Stage two will connect the existing light rail system at Southport to heavy rail at the Helensvale station. The 7.3km route runs from Helensvale heavy rail station on the Gold Coast Line, adjacent to the Smith Street Motorway to connect with stage one at the Gold Coast University Hospital light rail station.

The construction is expected to be completed and operational by April 2018.

The estimated cash flows, excluding GST and inflows from land sales, are detailed below:

<b>Estimated cash flows</b>	<b>2016</b>	<b>2015</b>
	<b>\$'000</b>	<b>\$'000</b>
<i>Inflows:</i>		
Not later than one year	22,353	21,361
Later than one year but not later than five years	108,304	91,024
Later than five years but not later than ten years	194,507	155,165
Later than ten years	148,214	167,129
<i>Outflows: *</i>		
Not later than one year	(202,321)	(88,658)
Later than one year but not later than five years	(662,358)	(365,627)
Later than five years but not later than ten years	(613,949)	(499,678)
Later than ten years	(414,819)	(445,526)
Estimated net cash flow	<u>(1,420,069)</u>	<u>(964,810)</u>

\* Includes \$507.652m in 2016 (2015: \$281.460m) of finance lease commitments.

**New Generation Rollingstock**

In January 2014 the department entered into a contractual arrangement with NGR Project Company Pty Ltd (Bombardier NGR Consortium) for the design, construction and maintenance of seventy-five new six-car train sets for south-east Queensland and a new purpose-built maintenance centre at Wulkuraka in Ipswich over 32 years.

The service concession arrangement involves the department paying the consortium a series of availability payments over the concession period.

In accordance with AASB 117 *Leases*, the arrangement will be recognised in full as a lease asset at fair value which will be depreciated over the life of the asset, and a lease liability, which will be reduced by the repayments representing the capital component of the monthly availability payments following delivery of individual train sets. Maintenance payments will be expensed during the relevant year.

In June 2016 the maintenance centre was accepted by the department and a lease asset and lease liability have been recognised. All trains are expected to be in service by December 2018.

At the expiry of the concession period the department will retain ownership of the trains and maintenance centre.

The estimated cash flows, excluding GST, are detailed below:

<b>Estimated cash flows</b>		
<i>Inflows:</i>		
Not later than one year	-	-
Later than one year but not later than five years	-	-
Later than five years but not later than ten years	-	-
Later than ten years	-	-
<i>Outflows: *</i>		
Not later than one year	(131,815)	(61,686)
Later than one year but not later than five years	(1,015,035)	(1,022,289)
Later than five years but not later than ten years	(688,822)	(652,903)
Later than ten years	(3,690,635)	(3,851,115)
Estimated net cash flow	<u>(5,526,307)</u>	<u>(5,587,993)</u>

\* Includes \$2.571b in 2016 (2015: \$2.808b) of finance lease commitments.

## Department of Transport and Main Roads

### Notes to and forming part of the financial statements 2015–16 (continued)

#### 25 Service concession arrangements (continued)

##### Toowoomba Second Range Crossing

In August 2015 the department entered into a contractual arrangement with Nexus Infrastructure Consortium to finance, design, build, operate and maintain a range crossing connecting the Warrego Highway at Helidon Spa in the east with the Gore Highway at Athol in the west, via Charlton.

The department will provide contributions during the construction stage of the project and ongoing service payments over the 25 year operation and maintenance period.

On commissioning of the tollroad in late 2018, the department will recognise a lease asset at fair value which will be depreciated over the life of the asset, and a corresponding lease liability, which will be reduced by the state contribution and monthly repayments. Maintenance payments will be expensed during the relevant year. Contributions made prior to the road commissioning are recognised as prepayments.

The Toowoomba Second Range Crossing will be a tollroad. Tolls will not be finalised until closer to the opening of the road.

At the expiry of the concession period the department will retain ownership of the range crossing.

The estimated cash flows, excluding GST, are detailed below:

	2016 \$'000	2015 \$'000
<b>Estimated cash flows</b>		
<i>Inflows:</i>		
Not later than one year	-	-
Later than one year but not later than five years	-	-
Later than five years but not later than ten years	-	-
Later than ten years	-	-
<i>Outflows: *</i>		
Not later than one year	(342,655)	-
Later than one year but not later than five years	(419,820)	-
Later than five years but not later than ten years	(260,184)	-
Later than ten years	(1,172,622)	-
Estimated net cash flow	<u>(2,195,281)</u>	<u>-</u>

\* Includes \$1.402b in 2016 (2015: Nil) of finance lease commitments.

##### Airportlink

In 2008 the state entered into a 45 year service concession arrangement with BrisConnections to design, construct and maintain Airportlink, a 6.7km toll road, connecting the Clem 7 Tunnel, Inner City Bypass and local road network at Bowen Hills, to the northern arterials of Gympie Road and Stafford Road at Kedron, Sandgate Road and the East West Arterial leading to the airport. In April 2016 Transurban Queensland assumed responsibility for Airportlink and now operates Airportlink under the service concession arrangement.

In return for collecting the tolls, Transurban Queensland must maintain, operate and manage the toll road for the concession period and also assume the demand and patronage risk.

The department does not recognise any assets associated with this arrangement. Assets will be recognised when control transfers to the department at the end of the service concession arrangement.

##### Gateway and Logan motorways

A Road Franchise Agreement (RFA) was established between the state and Queensland Motorways Limited (QML) in 2011 to operate, maintain and manage the Gateway and Logan motorways for a period of 40 years. In 2014, Transurban Queensland acquired QML and now operates the Gateway Motorway and Logan Motorway toll roads under the RFA with the state.

In return for collecting the tolls, Transurban Queensland must maintain, operate and manage the toll roads for the period of the franchise and also assume the demand and patronage risk for the franchise period.

The department does not recognise any assets associated with this arrangement. Assets will be recognised when control transfers to the department at the end of the RFA concession period.

**Department of Transport and Main Roads**  
**Notes to and forming part of the financial statements 2015–16 (continued)**

**25 Service concession arrangements (continued)**

**Brisbane Airport Rail Link**

In 1998, the state entered into a 35 year concession arrangement with Airtrain Citylink Limited (Airtrain) to design, construct, maintain and operate the Brisbane Airport Rail Link (BARL), a public passenger rail system connecting the Queensland Rail City network to the Brisbane Domestic and International Airports. The BARL is currently in the maintain and operation phase of the agreement after commencement of operations on 7 May 2001.

The department does not recognise any assets associated with this arrangement. Assets will be recognised when control transfers to the department at the end of the service concession arrangement.

**26 Commitments for expenditure**

Commitments inclusive of non-recoverable GST input tax credits but not recognised in the financial statements are payable as follows:

**(a) Finance lease liability commitments**

Refer to Note 25 for finance lease liability commitments.

	<b>2016</b>	<b>2015</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>(b) Non-cancellable operating lease commitments</b>		
Not later than one year	40,422	44,459
Later than one year and not later than five years	118,596	82,448
Later than five years	280,366	33,279
Total	<u><u>439,384</u></u>	<u><u>160,186</u></u>

Operating leases are mostly entered into for office accommodation and storage facilities. Lease payments are generally fixed, but with inflation and/or fixed percentage escalation clauses on which contingent rentals are determined.

Renewal options exist on some operating leases, generally at the sole discretion of the lessee, and no operating leases contain restrictions on financing or other leasing activities.

**(c) Property, plant and equipment commitments**

Not later than one year	1,049,606	1,600,580
Later than one year and not later than five years	238,677	175,451
Later than five years	-	-
Total	<u><u>1,288,283</u></u>	<u><u>1,776,031</u></u>

**(d) Grants and subsidies commitments**

Not later than one year	429,393	429,368
Later than one year and not later than five years	890,795	756,188
Later than five years	-	-
Total	<u><u>1,320,188</u></u>	<u><u>1,185,556</u></u>

**(e) Other commitments**

Not later than one year	2,760,574	2,492,570
Later than one year and not later than five years	981,943	2,622,541
Later than five years	3,783,648	3,191,843
Total	<u><u>7,526,165</u></u>	<u><u>8,306,954</u></u>

## Department of Transport and Main Roads

### Notes to and forming part of the financial statements 2015–16 (continued)

## 27 Contingencies

### Contingent assets

The department holds securities amounting to \$193.963m (2015: \$164m) provided by contractors in the event of non-performance with the agreed contract terms. These securities are not recognised as assets in the Statement of financial position due to the probability of realisation being remote.

### Contingent liabilities

At balance date the department has been named as defendant in six cases and 112 other claims not yet subject to court action. The department's legal advisers and management believe it would be misleading to estimate the final amounts payable for litigation filed in the courts.

The Queensland Government Insurance Fund limits the department's liability in each of these cases to \$10,000.

## 28 Controlled entities

### Transmax Pty Ltd

Transmax Pty Ltd (Transmax) was established in order to enhance and market the STREAMS traffic management system. STREAMS is a multifunctional intelligent transport system that provides freeway, traffic signal and incident management as well as driver and passenger information capabilities.

The department exercises control over Transmax through 100 percent ownership of all issued shares recognised at a cost of \$0.601m. The amount of the investment and transactions relating to Transmax are not material, and therefore the entity is not consolidated within the department's financial statements.

Transmax prepares separate financial statements which are audited by the Queensland Audit Office and tabled in parliament in accordance with government policy.

## 29 Financial instruments

Financial assets and financial liabilities are recognised in the Statement of financial position when the department becomes party to the contractual provisions of the financial instrument.

Borrowings are initially recognised at fair value, plus any transaction costs directly attributable to the borrowings, and then subsequently held at amortised cost using the effective interest rate.

### (a) Categorisation of financial instruments

The department has the following categories of financial assets and financial liabilities:

	Note	2016 \$'000	2015 \$'000
<b>Financial assets</b>			
Cash		191,807	224,109
Receivables	13	323,209	200,802
Other financial assets		601	601
Total		<u>515,617</u>	<u>425,512</u>
<b>Financial liabilities</b>			
Financial liabilities measured at amortised cost:			
Payables	17	433,823	468,518
Interest bearing liabilities	18	1,313,002	1,225,975
Accrued employee benefits	20	38,033	34,173
Total		<u>1,784,858</u>	<u>1,728,666</u>

### (b) Financial risk management

The department's activities expose it to a variety of financial risks such as interest rate risk, credit risk, liquidity risk and market risk. Financial risk management is implemented pursuant to government and departmental policy. These policies focus on the unpredictability of financial markets and seek to minimise potential adverse effects on the financial performance of the department.

All financial risk is managed by each division under policy established by the Finance and Procurement Branch.

## Department of Transport and Main Roads

### Notes to and forming part of the financial statements 2015–16 (continued)

#### 29 Financial instruments (continued)

##### (c) Credit risk exposure

Credit risk exposure refers to the situation where the department may incur financial loss as a result of another party to a financial instrument failing to discharge their obligation.

The maximum exposure to credit risk at balance date in relation to each class of recognised financial asset is the gross carrying amount of those assets inclusive of any provision for impairment less any collateral held as security, such as deposits.

The department manages credit risk through the use of a credit management strategy. This strategy aims to reduce the exposure to credit default by ensuring the department invests in secure assets and monitors all funds owed on a timely basis. Exposure to credit risk is monitored on an ongoing basis.

##### (d) Liquidity risk

The department manages liquidity risk through a combination of regular fortnightly appropriation payments from the Consolidated Fund, and when required, loan drawdowns for major projects based on an already agreed borrowings program with Queensland Treasury. This strategy reduces the exposure to liquidity risk by ensuring the department has sufficient funds available to meet its obligations when they fall due.

The following maturity analysis measures the liquidity risk of financial liabilities held by the department:

Financial liabilities	Note	Payable in			
		<1 year \$'000	1-5 years \$'000	>5 years \$'000	Total \$'000
<b>2016</b>					
Payables	17	433,823	-	-	433,823
Interest bearing liabilities		404,944	413,155	604,629	1,422,728
Accrued employee benefits	20	32,778	5,255	-	38,033
<b>Total</b>		<b>871,545</b>	<b>418,410</b>	<b>604,629</b>	<b>1,894,584</b>
<b>2015</b>					
Payables	17	468,518	-	-	468,518
Interest bearing liabilities		147,993	766,358	474,650	1,389,001
Accrued employee benefits	20	29,190	4,983	-	34,173
<b>Total</b>		<b>645,701</b>	<b>771,341</b>	<b>474,650</b>	<b>1,891,692</b>

##### (e) Market risk

The department does not trade in foreign currency and is not materially exposed to commodity price changes.

##### (f) Interest rate sensitivity analysis

As of 1 April 2016 all borrowings from Queensland Treasury Corporation are held at fixed rates. The department is not exposed to interest rate sensitivity.

##### (g) Fair value

The department does not recognise any financial assets or financial liabilities at fair value.

The fair value of trade receivables and payables is assumed to approximate the value of the original transaction, less any allowance for impairment.

The department's held-to-maturity financial asset is measured at cost. As fair value cannot be reliably measured, fair value is not disclosed.

## Department of Transport and Main Roads

### Notes to and forming part of the financial statements 2015–16 (continued)

	2016 \$'000	2015 \$'000
<b>30 Schedule of administered items</b>		
The department administers, but does not control, certain resources on behalf of the government. In doing so, it has responsibility and is accountable for administering related transactions and balances, but does not have the discretion to deploy these resources for the achievement of the department's objectives.		
The following balances are administered by the department on behalf of the state and relate directly to the Transport Safety and Regulation departmental service area:		
<b>Administered revenues</b>		
User charges, fees and fines *	2,351,362	2,249,914
Other	7,492	7,340
<b>Total</b>	<b>2,358,854</b>	<b>2,257,254</b>
<b>Administered expenses</b>		
Impairment losses on trade receivables	9	14
Other	198	73
Transfers of administered revenue to government	2,358,647	2,257,183
<b>Total</b>	<b>2,358,854</b>	<b>2,257,270</b>
<b>Operating surplus/(deficit)</b>	<b>-</b>	<b>(16)</b>
* User charges, fees and fines includes:		
Fines and forfeiture	183,043	161,278
Motor vehicle registration	1,641,345	1,579,209
Transport and traffic fees	382,506	375,564
Other registration	76,693	72,550
Other regulatory fees	65,793	59,440
Other	1,982	1,873
<b>Total</b>	<b>2,351,362</b>	<b>2,249,914</b>
<b>Administered assets</b>		
<i>Current</i>		
Cash	13,613	20,701
Receivables **	35,767	33,933
<b>Total</b>	<b>49,380</b>	<b>54,634</b>
<i>Non-current</i>		
Land	261,311	80,890
<b>Total</b>	<b>261,311</b>	<b>80,890</b>
<b>Total assets</b>	<b>310,691</b>	<b>135,524</b>
<b>Administered liabilities</b>		
<i>Current</i>		
Payables	43,593	48,717
Unearned revenue	5,553	5,683
<b>Total liabilities</b>	<b>49,146</b>	<b>54,400</b>
<b>Net administered assets</b>	<b>261,545</b>	<b>81,124</b>
<b>Administered equity</b>		
Contributed equity	38,691	38,691
Accumulated surplus/(deficit)	(22)	(22)
Asset revaluation surplus	222,876	42,455
<b>Total</b>	<b>261,545</b>	<b>81,124</b>

\*\* The department recognises an administered receivable for the balance of Penalty Infringement Notices and Traffic Offence Notices outstanding at 30 June. If the notice is not paid within 56 days, the debt is transferred to Queensland Treasury and is not reported in the financial statements.

## Department of Transport and Main Roads

### Notes to and forming part of the financial statements 2015–16 (continued)

#### 31 Budgetary reporting

Statement of comprehensive income	Variance Note	Original budget 2016 \$'000	Actual result 2016 \$'000	Variance \$'000	Variance % of original budget
<b>Income from continuing operations</b>					
Appropriation revenue		4,601,502	4,905,845	304,343	7 %
User charges and fees		832,516	768,792	(63,724)	(8)%
Grants and other contributions	i	219,063	159,173	(59,890)	(27)%
Other revenue		19,928	20,629	701	4 %
<b>Total revenue</b>		<b>5,673,009</b>	<b>5,854,439</b>	<b>181,430</b>	<b>3 %</b>
Gains on disposal and remeasurement of assets	ii	3,045	1,711,555	1,708,510	56109 %
<b>Total income from continuing operations</b>		<b>5,676,054</b>	<b>7,565,994</b>	<b>1,889,940</b>	<b>33 %</b>
<b>Expenses from continuing operations</b>					
Employee expenses		494,366	504,590	10,224	2 %
Supplies and services		3,119,552	3,263,758	144,206	5 %
Grants and subsidies		471,082	456,701	(14,381)	(3)%
Depreciation and amortisation	iii	1,132,845	904,964	(227,881)	(20)%
Decommissioned and disposed assets expense	iv	145,428	161,929	16,501	11 %
Impairment losses		1,720	984	(736)	(43)%
Finance and borrowing costs		85,924	85,888	(36)	-
Other expenses		15,708	12,682	(3,026)	(19)%
<b>Total expenses from continuing operations</b>		<b>5,466,625</b>	<b>5,391,496</b>	<b>(75,129)</b>	<b>(1)%</b>
<b>Operating result from continuing operations before income tax equivalent expense</b>					
		<b>209,429</b>	<b>2,174,498</b>	<b>1,965,069</b>	<b>938 %</b>
Income tax equivalent expense		3,995	9,781	5,786	145 %
<b>Operating result for the year</b>		<b>205,434</b>	<b>2,164,717</b>	<b>1,959,283</b>	<b>954 %</b>
<b>Items not reclassified to operating result</b>					
Increase/(decrease) in asset revaluation surplus	v	-	13,934,015	13,934,015	100 %
<b>Total other comprehensive income</b>		<b>-</b>	<b>13,934,015</b>	<b>13,934,015</b>	<b>100 %</b>
<b>Total comprehensive income</b>		<b>205,434</b>	<b>16,098,732</b>	<b>15,893,298</b>	<b>7736 %</b>

#### Explanation of major variances

- i Variance of (\$59.890m) reflects:
- \$47.732m less than budget received from Queensland Reconstruction Authority (QRA) for Natural Disaster Relief and Recovery Arrangements (NDRRA) expenditure due to savings achieved in the delivery of the program and expenditure deemed ineligible
  - \$22.708m less than budget was received from QIC Limited for the Gateway Upgrade North project. While the construction milestone was reached, the process to enable payment by QIC Limited was not completed by 30 June. Offset by:
  - \$10m higher than budget received from the City of Gold Coast for stage two of the Gold Coast Light Rail project. The funding arrangements for the project had not been determined at the time of budget preparation.
- ii Variance of \$1.709b is due to a revaluation decrement reversal of leased and infrastructure assets. A budget was not allocated due to the unavailability of reliable measures for the future value of such assets.
- iii Variance of (\$227.881m) is due mainly to changes to useful lives in 2015–16 for road infrastructure asset components which were not budgeted for due to the unavailability of reliable measures.
- iv Variance of \$16.501m is due to higher than anticipated decommissioned infrastructure, representing the value of various road network components written off as a result of their renewal, replacement or demolition.
- v Variance of \$13.934b includes a revaluation increment of \$13.906b for infrastructure and land assets following the specific valuation in 2015–16. A budget was not allocated due to the unavailability of reliable measures for future movement in replacement costs of existing and new road infrastructure assets.



## Department of Transport and Main Roads

### Notes to and forming part of the financial statements 2015–16 (continued)

#### 31 Budgetary reporting (continued)

Statement of financial position	Variance Note	Original budget 2016 \$'000	Actual result 2016 \$'000	Variance \$'000	Variance % of original budget
<b>Assets</b>					
<b>Current assets</b>					
Cash	vi	702,296	191,807	(510,489)	(73)%
Receivables	vii	136,702	323,209	186,507	136 %
Inventories		12,736	10,243	(2,493)	(20)%
Prepayments		12,656	16,266	3,610	29 %
Non-current assets classified as held for sale		34,523	1,694	(32,829)	(95)%
<b>Total current assets</b>		<b>898,913</b>	<b>543,219</b>	<b>(355,694)</b>	<b>(40)%</b>
<b>Non-current assets</b>					
Prepayments		1,407	1,783	376	27 %
Other financial assets		601	601	-	-
Intangible assets		84,931	92,312	7,381	9 %
Property, plant and equipment	viii	62,898,515	72,485,098	9,586,583	15 %
Deferred tax assets		4,760	6,980	2,220	47 %
<b>Total non-current assets</b>		<b>62,990,214</b>	<b>72,586,774</b>	<b>9,596,560</b>	<b>15 %</b>
<b>Total assets</b>		<b>63,889,127</b>	<b>73,129,993</b>	<b>9,240,866</b>	<b>14 %</b>
<b>Liabilities</b>					
<b>Current liabilities</b>					
Payables	ix	778,799	433,823	(344,976)	(44)%
Interest bearing liabilities	x	80,001	97,832	17,831	22 %
Provisions	xi	105,374	238,604	133,230	126 %
Accrued employee benefits		35,847	32,778	(3,069)	(9)%
Unearned revenue		38,559	42,509	3,950	10 %
Current tax liabilities		(1,578)	798	2,376	151 %
Other		22,285	34,023	11,738	53 %
<b>Total current liabilities</b>		<b>1,059,287</b>	<b>880,367</b>	<b>(178,920)</b>	<b>(17)%</b>
<b>Non-current liabilities</b>					
Interest bearing liabilities	xii	1,056,269	1,215,170	158,901	15 %
Provisions	xi	187,567	34,872	(152,695)	(81)%
Accrued employee benefits		4,781	5,255	474	10 %
Other		-	85	85	100 %
<b>Total non-current liabilities</b>		<b>1,248,617</b>	<b>1,255,382</b>	<b>6,765</b>	<b>1 %</b>
<b>Total liabilities</b>		<b>2,307,904</b>	<b>2,135,749</b>	<b>(172,155)</b>	<b>(7)%</b>
<b>Net assets</b>		<b>61,581,223</b>	<b>70,994,244</b>	<b>9,413,021</b>	<b>15 %</b>
<b>Equity</b>					
Contributed equity		55,052,923	54,278,923	(774,000)	(1)%
Accumulated surplus/(deficit)	xiii	4,471,469	1,813,825	(2,657,644)	(59)%
Asset revaluation surplus	xiv	2,056,831	14,901,496	12,844,665	624 %
<b>Total equity</b>		<b>61,581,223</b>	<b>70,994,244</b>	<b>9,413,021</b>	<b>15 %</b>

**Department of Transport and Main Roads**  
**Notes to and forming part of the financial statements 2015–16 (continued)**

**31 Budgetary reporting (continued)**

**Statement of financial position (continued)**

**Explanation of major variances**

- vi Variance of (\$510.489m) is due to a reduced cash balance at the beginning of the year as a result of \$505.988m less than budget being received from QRA for NDRRA expenditure in 2014–15 following savings achieved in the delivery of the program and expenditure deemed ineligible.
- vii Variance of \$186.507m mainly reflects an increased appropriation receivable in 2015–16 which includes:
- \$76.791m expenditure exceeding budget on transport infrastructure activities, including maintenance, preservation and operation of the network
  - \$39.640m less than budget received from Queensland Rail for the Lawnton to Petrie rail line project due to a later than anticipated completion date
  - \$13.768m less than budget received for fare revenue due to reduced patronage
  - \$12.524m in unrealised procurement savings.
- viii Variance of \$9.587b is mainly due to a change in accumulated depreciation arising from amended estimated useful lives of road infrastructure asset components. Reliable measures for the changes in estimates were not available at the time of budget development.
- ix Actuals were lower than budget by \$344.976m due to a reduction in the capital program over the last two years and lower than anticipated capital expenditure in 2015–16.
- x Variance of \$17.831m includes \$12.327m higher than budget due to incorrect recognition of the non-current portion of the finance lease liability for Gold Coast Light Rail at the time the budget was published.
- xi Variance reflects a reclassification of the value of land resumptions between current and non-current provisions and an annual re-measurement of the department's land resumptions.
- xii Variance of \$158.901m reflects:
- \$176.644m to record the finance lease liability associated with the New Generation Rollingstock (NGR) project which was not budgeted for as the accounting treatment had not been finalised at the time of budget development.
- Offset by:
- \$12.327m due to the incorrect recognition of the non-current portion of the finance lease liability for Gold Coast Light Rail at the time the budget was published.
- xiii Variance of (\$2.658b) reflects:
- \$2.230b for an unbudgeted adjustment representing recalculated accumulated depreciation on road infrastructure as a result of the Australian Accounting Standards Board clarifying the recognition principles for residual values in May 2015
  - \$1.636b of revaluation decrements for road infrastructure following the application of the department's valuation methodology in 2014–15. A budget was not allocated due to the unavailability of reliable measures for future movement in replacement costs of existing and new road infrastructure assets
  - \$556.712m for actual expenses for work performed on third party assets of the City of Gold Coast and public utility providers and as part of the Gold Coast Light Rail project. The amount expensed was determined by independent expert estimators after budget finalisation when construction of the project was completed in July 2015
  - \$417.446m in prior year adjustments for various road works projects identified as operational in nature after the department conducted a comprehensive review of all road capital projects
  - \$199.841m expensing of decommissioned infrastructure assets
  - \$138.497m less than budget was received from QRA for NDRRA expenditure due to a delay in processing of claims offset by an overspend in NDRRA operating expenses in 2014–15
  - \$28.273m in costs representing eight roads and four structures transferred to local governments that could not be reliably budgeted for.
- Offset by:
- operating result of \$2.165b from the Statement of comprehensive income. Refer notes i to iv.
  - \$127.310m for a prior year adjustment to recognise buildings separately from land. In previous reporting periods land and buildings sites were recorded together in the land asset class prior to demolition of the building. Due to an accounting policy change the department recognised land and buildings acquired for future infrastructure purposes separately.
- xiv Variance of \$12.845b reflects:
- \$13.906b for an increase in the valuation of infrastructure and land assets. Refer Statement of comprehensive income variance note v.
- Offset by:
- \$2.057b for a revaluation decrease in road infrastructure assets in 2014–15.

## Department of Transport and Main Roads

### Notes to and forming part of the financial statements 2015–16 (continued)

#### 31 Budgetary reporting (continued)

Statement of cash flows	Variance Note	Original budget 2016 \$'000	Actual result 2016 \$'000	Variance \$'000	Variance % of original budget
<b>Cash flows from operating activities</b>					
<i>Inflows:</i>					
Service appropriation receipts		4,601,502	4,802,329	200,827	4 %
User charges and fees		826,139	770,423	(55,716)	(7)%
Grants and other contributions	xv	219,063	153,886	(65,177)	(30)%
GST input tax credits from ATO	xvi	719,656	567,436	(152,220)	(21)%
GST collected from customers	xvi	148,485	85,303	(63,182)	(43)%
Other		19,928	21,591	1,663	8 %
<i>Outflows:</i>					
Employee expenses		(484,459)	(499,734)	(15,275)	(3)%
Supplies and services		(3,130,836)	(3,265,025)	(134,189)	(4)%
Grants and subsidies		(471,082)	(439,653)	31,429	7 %
Finance and borrowing costs		(86,045)	(86,015)	30	-
GST paid to suppliers	xvi	(719,367)	(579,529)	139,838	19 %
GST remitted to ATO	xvi	(142,485)	(98,148)	44,337	31 %
Income tax equivalent paid		(4,550)	(8,226)	(3,676)	(81)%
Other		(15,708)	(12,683)	3,025	19 %
<b>Net cash provided by/(used in) operating activities</b>		<b>1,480,241</b>	<b>1,411,955</b>	<b>(68,286)</b>	<b>(5)%</b>
<b>Cash flows from investing activities</b>					
<i>Inflows:</i>					
Sales of property, plant and equipment	xvii	65,779	27,450	(38,329)	(58)%
<i>Outflows:</i>					
Payments for property, plant and equipment	xviii	(2,689,370)	(1,837,924)	851,446	32 %
Payments for intangibles		(11,402)	(26,065)	(14,663)	(129)%
<b>Net cash provided by/(used in) investing activities</b>		<b>(2,634,993)</b>	<b>(1,836,539)</b>	<b>798,454</b>	<b>30 %</b>
<b>Cash flows from financing activities</b>					
<i>Inflows:</i>					
Equity injections	xix	2,021,143	1,365,464	(655,679)	(32)%
Borrowings		2,000	-	(2,000)	(100)%
<i>Outflows:</i>					
Equity withdrawals		(821,766)	(820,287)	1,479	-
Borrowing redemptions		(81,636)	(79,848)	1,788	2 %
Finance lease payments	xx	(10,225)	(70,046)	(59,821)	(585)%
Machinery-of-Government transfers		(3,001)	(3,001)	-	-
<b>Net cash provided by/(used in) financing activities</b>		<b>1,106,515</b>	<b>392,282</b>	<b>(714,233)</b>	<b>(65)%</b>
Net increase/(decrease) in cash		(48,237)	(32,302)	15,935	33 %
Cash at beginning of financial year		750,533	224,109	(526,424)	(70)%
<b>Cash at end of financial year</b>		<b>702,296</b>	<b>191,807</b>	<b>(510,489)</b>	<b>(73)%</b>

#### Explanation of major variances

- xv Variance of (\$65.177m) is due to the impact on the cash flow of the QRA related transactions outlined in Statement of comprehensive income variance note i.
- xvi Variance is due to variability of the timing, value and payment of invoices issued to and received from external parties.
- xvii Variance of (\$38.329m) is due to a fewer number of properties being sold than was anticipated.
- xviii Variance of \$851.446m mainly reflects:
- \$387.081m for a net realignment of capital funding to reflect project cash flows
  - \$163.362m funding transfer to operating to correctly recognise the operating component of project expenditure that had previously been recognised as capital expenditure
  - \$75.853m less than budget due to savings achieved in the delivery of NDRRA programs and expenditure deemed ineligible
  - \$51.112m reduction in budget due to the capital program overspend in 2014–15
  - \$38.329m in reduced funding due to the lower than anticipated number of properties that are surplus to requirements that were sold.

## Department of Transport and Main Roads

### Notes to and forming part of the financial statements 2015–16 (continued)

#### 31 Budgetary reporting (continued)

##### Statement of cash flows (continued)

##### Explanation of major variances (continued)

- xix Variance of (\$655.679m) reflects:
- \$387.081m being a net realignment of capital funding to reflect project cash flows
  - \$163.362m funding transfer to operating to correctly recognise the operating component of project expenditure that had previously been recognised as capital expenditure
  - \$105.236m transfer to operating following a recalculation of depreciation expense based on a higher value of road infrastructure as a result of clarification by the Australian Accounting Standards Board in May 2015 of the residual values that apply to these assets.
- xx Variance of (\$59.821m) reflects a \$60m finance lease payment for the NGR project which was not budgeted for as the accounting treatment had not been finalised at the time of budget development.

Schedule of administered items	Variance Note	Original budget 2016 \$'000	Actual result 2016 \$'000	Variance \$'000	Variance % of original budget
<b>Administered revenues</b>					
User charges, fees and fines		2,358,521	2,351,362	(7,159)	-
Other		7,684	7,492	(192)	(2)%
<b>Total</b>		<b>2,366,205</b>	<b>2,358,854</b>	<b>(7,351)</b>	<b>-</b>
<b>Administered expenses</b>					
Impairment losses on trade receivables		-	9	9	100%
Other		-	198	198	100%
Transfers of administered revenue to government		2,366,205	2,358,647	(7,558)	-
<b>Total</b>		<b>2,366,205</b>	<b>2,358,854</b>	<b>(7,351)</b>	<b>-</b>
<b>Operating surplus/(deficit)</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Administered assets</b>					
<i>Current</i>					
Cash		14,074	13,613	(461)	(3)%
Receivables	xxi	52,910	35,767	(17,143)	(32)%
<b>Total</b>		<b>66,984</b>	<b>49,380</b>	<b>(17,604)</b>	<b>(26)%</b>
<i>Non-current</i>					
Land	xxii	81,135	261,311	180,176	222%
<b>Total</b>		<b>81,135</b>	<b>261,311</b>	<b>180,176</b>	<b>222%</b>
<b>Total assets</b>		<b>148,119</b>	<b>310,691</b>	<b>162,572</b>	<b>110%</b>
<b>Administered liabilities</b>					
<i>Current</i>					
Payables	xxi	61,253	43,593	(17,660)	(29)%
Unearned revenue		5,498	5,553	55	1 %
<b>Total liabilities</b>		<b>66,751</b>	<b>49,146</b>	<b>(17,605)</b>	<b>(26)%</b>
<b>Net administered assets</b>		<b>81,368</b>	<b>261,545</b>	<b>180,177</b>	<b>221 %</b>
<b>Administered equity</b>					
Contributed equity		38,691	38,691	-	-
Accumulated surplus/(deficit)		(7)	(22)	(15)	(214)%
Asset revaluation surplus	xxii	42,684	222,876	180,192	422 %
<b>Total</b>		<b>81,368</b>	<b>261,545</b>	<b>180,177</b>	<b>221 %</b>

##### Explanation of major variances

- xxi Variance reflects a lower year end accrual for revenue due to be received from unpaid infringement and offence notices. The accrual has been calculated to exclude those amounts which will be collected by the State Penalties Enforcement Registry as reported by Queensland Treasury.
- xxii Variance includes the comprehensive revaluation of \$180.421m for non-rail corridor land which was not budgeted for due to the unavailability of reliable measures.

**Department of Transport and Main Roads**  
**Notes to and forming part of the financial statements 2015–16 (continued)**

**32 Significant restated balances and changes in estimates**

**Buildings located on future infrastructure land**

In 2016 a specific revaluation of the department's land and buildings was carried out. A significant component of the 2016 revaluation process involved the recognition and valuation for the first time of buildings located on land resumed by the department over a number of years for future infrastructure purposes. In all years prior to and including 2015 the department's practise was to recognise the full acquisition costs for sites with land and buildings, as a single asset classified as land.

An assessment of the department's future infrastructure land has determined that these buildings are often maintained for several years before being consumed as part of road construction activities. Accordingly the department has chosen to recognise these buildings as separate assets and treat this change as a change in accounting policy in accordance with AASB 108 *Accounting Policies, Changes in Accounting Estimates and Errors*.

The change has resulted in a restatement of property, plant and equipment and equity of \$131.651m in 2014, and a restatement of the 2015 depreciation expense by \$4.341m.

**Capital work in progress restatement**

In 2016 a review of project expenditure was undertaken on multiple large infrastructure projects. The review identified \$143.787m of prior year expenditure that did not qualify for capitalisation.

This review has resulted in a restatement of property, plant and equipment and supplies and services (contractors) in 2015 of \$143.787m.

**Road infrastructure asset valuation and useful lives**

During 2015–16 the road infrastructure asset valuation methodology was comprehensively reviewed. The review has resulted in changes to the unit rates and road stereotypes to better reflect the inputs to road construction, road types and conditions. As a result of the majority of the department's road infrastructure works occurring on existing road alignments, a reconstruction approach is now applied in deriving replacement cost. The reconstruction approach utilises resealing/resurfacing, pavement rehabilitation and road reconstruction project types to inform the estimates of input quantities within a work breakdown structure. This approach provides a valuation estimate greater than a 'greenfield' approach due to the extra resources (inputs) required when working within a constrained environment, including the need to work around and remodel existing infrastructure, work in tight conditions, work at night and within additional safety requirements.

The reconstruction approach produces a valuation that better represents the current replacement cost of the department's infrastructure assets. The valuation uses both short-life and long-life components to determine gross replacement value and the full replacement components' costs are determined directly from the most frequent project type undertaken in which that component is fully replaced.

The change to the infrastructure valuation approach has been recognised as a change in estimate in accordance with AASB 108 *Accounting Policies, Changes in Accounting Estimates and Errors* and has resulted in an approximate increase in gross value and net book value/net revaluation increment of \$15b and \$6b respectively in 2016.

The estimated useful lives of the road infrastructure asset components of surfaces and pavements were comprehensively reviewed in 2015–16. This review assessed the likely replacement program due to the available fiscal provision and considered this against the optimal replacement program. As a result the estimated useful life of a range of surfaces and pavements has been revised to ensure the useful life to the department reflects a replacement timeframe which considers fiscal capacity, and which is informed by the department's published infrastructure plans and forecasts, as well as the prior history of funding allocations.

The extended useful lives of surfacings and pavements has been recognised as a change in estimate in accordance with AASB 108 *Accounting Policies, Changes in Accounting Estimates and Errors* and has reduced depreciation expense in 2016 by approximately \$314m. The change also resulted in a reduction to accumulated depreciation and a corresponding increase to the asset revaluation surplus of \$8.885b.

**Land revaluations**

As part of the specific appraisal of land in 2016 the department undertook a significant review and cleansing of land holdings data. The improved data was provided to the department's external valuers for assessing certain land valuations, resulting in a more accurate estimate of fair value than that determined in 2011 when the last specific appraisal was undertaken.

The department has assessed these revised land values and determined that a number of specific appraisals conducted in 2011 did not sufficiently reflect fair value. Accordingly the department has restated property, plant and equipment and equity in 2014 by \$1.454b in accordance with AASB 108 *Accounting Policies, Changes in Accounting Estimates and Errors*.

## Certificate of the Department of Transport and Main Roads

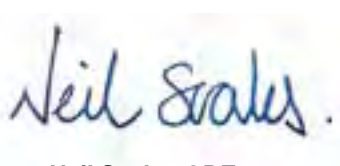
These general purpose financial statements have been prepared pursuant to section 62(1) of the *Financial Accountability Act 2009* (the Act), section 42 of the *Financial and Performance Management Standard 2009* and other prescribed requirements. In accordance with section 62(1)(b) of the Act we certify that in our opinion:

- a) the prescribed requirements for establishing and keeping the accounts have been complied with in all material respects;
- b) the financial statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of the Department of Transport and Main Roads for the financial year ended 30 June 2016 and of the financial position of the department at the end of that year; and
- c) these assertions are based on an appropriate system of internal controls and risk management processes being effective, in all material respects, with respect to financial reporting throughout the reporting period.



**Chris Mead FCPA**  
Bachelor of Business – Accountancy  
Deputy Director-General (Corporate)

31 August 2016



**Neil Scales OBE**  
Director-General

31 August 2016

## INDEPENDENT AUDITOR'S REPORT

To the Accountable Officer of Department of Transport and Main Roads

### Report on the Financial Report

I have audited the accompanying financial report of Department of Transport and Main Roads, which comprises the statement of financial position and statement of assets and liabilities by major departmental services, as at 30 June 2016, the statement of comprehensive income, statement of changes in equity, statement of cash flows and statement of comprehensive income by major departmental services, for the year then ended, notes to the financial statements including significant accounting policies and other explanatory information, and the certificates given by the Director-General and the Chief Finance Officer.

#### *The Accountable Officer's Responsibility for the Financial Report*

The Accountable Officer is responsible for the preparation of the financial report that gives a true and fair view in accordance with prescribed accounting requirements identified in the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*, including compliance with Australian Accounting Standards. The Accountable Officer's responsibility also includes such internal control as the Accountable Officer determines is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

#### *Auditor's Responsibility*

My responsibility is to express an opinion on the financial report based on the audit. The audit was conducted in accordance with the *Auditor-General of Queensland Auditing Standards*, which incorporate the Australian Auditing Standards. Those standards require compliance with relevant ethical requirements relating to audit engagements and that the audit is planned and performed to obtain reasonable assurance about whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the financial report that gives a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control, other than in expressing an opinion on compliance with prescribed requirements. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Accountable Officer, as well as evaluating the overall presentation of the financial report including any mandatory financial reporting requirements approved by the Treasurer for application in Queensland.

I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my audit opinion.

## Independence

The *Auditor-General Act 2009* promotes the independence of the Auditor-General and all authorised auditors. The Auditor-General is the auditor of all Queensland public sector entities and can be removed only by Parliament.

The Auditor-General may conduct an audit in any way considered appropriate and is not subject to direction by any person about the way in which audit powers are to be exercised. The Auditor-General has for the purposes of conducting an audit, access to all documents and property and can report to Parliament matters which in the Auditor-General's opinion are significant.

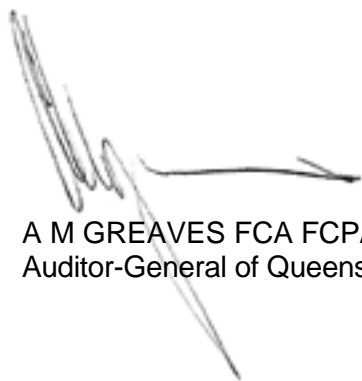
## Opinion

In accordance with s.40 of the *Auditor-General Act 2009* –

- (a) I have received all the information and explanations which I have required; and
- (b) in my opinion –
  - (i) the prescribed requirements in relation to the establishment and keeping of accounts have been complied with in all material respects; and
  - (ii) the financial report presents a true and fair view, in accordance with the prescribed accounting standards, of the transactions of the Department of Transport and Main Roads for the financial year 1 July 2015 to 30 June 2016 and of the financial position as at the end of that year.

## Other Matters - Electronic Presentation of the Audited Financial Report

Those viewing an electronic presentation of these financial statements should note that audit does not provide assurance on the integrity of the information presented electronically and does not provide an opinion on any information which may be hyperlinked to or from the financial statements. If users of the financial statements are concerned with the inherent risks arising from electronic presentation of information, they are advised to refer to the printed copy of the audited financial statements to confirm the accuracy of this electronically presented information.



A M GREAVES FCA FCPA  
Auditor-General of Queensland



Queensland Audit Office  
Brisbane



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# THE SECRET

# MISSION

## Appendices

- Legislation administered by the department
- Performance statements
- Camera detected offence program
- Transport operator payments

## Glossary

## Acronyms

## Index

## Compliance checklist

## Appendix 1 – Legislation administered by the department

The Department Of Transport and Main Roads administers a range of Acts for transport related purposes and are listed below:

### Minister for Transport and the Commonwealth Games

- *Adult Proof of Age Card Act 2008*
- *Air Navigation Act 1937*
- *Civil Aviation (Carriers' Liability) Act 1964*
- *Heavy Vehicle National Law Act 2012*
- *Queensland Nickel Agreement Act 1970 (Schedule pts IV-V)*
- *Queensland Rail Transit Authority Act 2013*
- *State Transport Act 1938*
- *State Transport (People Movers) Act 1989*
- *Thiess Peabody Mitsui Coal Pty. Ltd. Agreements Act 1965* \*Except to the extent administered by the Treasurer, Minister for Aboriginal and Torres Strait Islander Partnerships; Minister for Sport, and the Minister for State Development and Minister for Natural Resources and Mines
- *Tow Truck Act 1973*
- *Transport Infrastructure Act 1994*  
\*Jointly administered with the Minister for Main Roads, Road Safety and Ports and Minister for Energy, Biofuels and Water Supply
- *Transport Operations (Passenger Transport) Act 1994*
- *Transport Operations (Road Use Management) Act 1995* \*Jointly administered with the Minister for Main Roads, Road Safety and Ports and Minister for Energy, Biofuels and Water Supply
- *Transport Planning and Coordination Act 1994*  
\*Jointly administered with the Minister for Main Roads, Road Safety and Ports and Minister for Energy, Biofuels and Water Supply
- *Transport (Rail Safety) Act 2010*
- *Transport (South Bank Corporation Area Land) Act 1999*
- *Transport Security (Counter-Terrorism) Act 2008*

### Minister for Main Roads, Road Safety and Ports and Minister for Energy, Biofuels and Water Supply

- *Central Queensland Coal Associates Agreement Act 1968 (Schedule parts IV to IVC)*
- *Century Zinc Project Act 1997 (Sections 5(2) to (7), 11, 12, 13 and 21)*
- *Gold Coast Waterways Authority Act 2012*
- *Maritime Safety Queensland Act 2002*
- *Transport Infrastructure Act 1994*  
\*Jointly administered with the Minister for Transport and the Commonwealth Games
- *Transport Operations (Marine Pollution) Act 1995*
- *Transport Operations (Marine Safety) Act 1994*
- *Transport Operations (Road Use Management) Act 1995* \*Jointly administered with the Minister for Transport and the Commonwealth Games
- *Transport Planning and Coordination Act 1994*  
\*Jointly administered with the Minister for Transport and the Commonwealth Games

## Appendix 2 – Performance statements 2015–16

### Service Area: Transport System Investment Planning and Programming

**Service Area Objective:** To develop long term transport policies and plans for the future development of the integrated transport system and to plan and priorities strategic investment in effective, efficient and sustainable transport infrastructure, systems and services.

Transport system planning ensures that Queensland’s long-term transport needs are met in the most cost-effective way and that other development impacts are managed effectively. This is achieved through developing and managing:

- Queensland long-term transport strategy is the Transport System Planning Program to coordinate and prioritise planning across all modes of transport
- the Queensland Transport and Roads Investment Program (QTRIP)
- asset management plans for maintenance, preservation and operation of state-controlled transport infrastructure
- funding submissions to the federal government for nationally-significant transport infrastructure and investment strategies for key priority routes that support resource development areas
- major transport infrastructure project evaluation and assurance to ensure projects are delivered on a value-for-money basis.

Details on achievements under this service standard are listed on [pages 33–47](#).

Service standards	Notes	2015–16 Target / Estimate	2015–16 Actual	Status
<b>Effectiveness measures</b>				
Percentage of projects in the State Planning Program:	T			
commencing no later than four months after the programmed commencement date		90	95	▲
completed no more than four months after the programmed commencement date		80	84	▲
costing less than 10% over the programmed estimate		80	90	▲
Road system seal age (percentage of the state-controlled road network exceeding the optimal seal age)	M, 1	30.4	29.0	▼
Road system condition (the percentage of urban and rural state-controlled roads with condition better than the specified benchmark)	M			
Urban		97-99	97-99	▲
Rural		95-97	95-97	▲
<b>Efficiency measures</b>				
	2			

▲ On track ● Slight variance ▼ Major issues

**Notes:**

- M Denotes service standards for which accountability rests with the Minister for Main Roads, Road Safety and Ports and Minister for Energy, Biofuels and Water Supply.
- T Denotes services standards for which accountability rests with the Minister for Transport and the Commonwealth Games
- 1 As at 30 June 2016, 28.5% of the state-controlled road network (8,300km) exceeded the optimal point in time for resurfacing to ensure waterproofing of the underlying pavement structure. This was slightly worse than the 2014-15 result of 27.7% (8,036km). Sections with old surfaces are at an increased risk of pavement damage during wet weather events. Within available funding, TMR proactively targets investment in pavement surfaces, and it is expected that the length of old seals will decrease from 28.5 per cent to approximately 23 per cent over the next four years.
2. An efficiency measure is being developed for this service area and will be included in a future Service Delivery Statement.

## Service Area: Transport Infrastructure Management and Delivery

**Service Area Objective:** To construct, maintain and operate an integrated transport network accessible to all.

Activities undertaken in this service area relate to stewardship of the State road network and include:

- delivering, managing and maintaining transport infrastructure
  - leading innovation in transport infrastructure delivery
  - setting value for money standards for transport infrastructure
- managing road operations, including traffic incidents, heavy vehicle operations and traveller and traffic information
- managing use of the road corridor, including environmental preservation and third party road access
- controlling access to and recovering the road network during and following emergency events.

Details on achievements under this service standard are listed on [pages 48–101](#).

Service standards	Notes	2015–16 Target / Estimate	2015–16 Actual	Status
<b>Service: Transport Infrastructure Management</b>				
Effectiveness measures				
Road network efficiency – Average travel time per 10km	M			
AM peak		11.1	11.1	▲
Off peak		9.9	10	▲
PM peak		11.3	11.6	▲
Road network reliability – Percentage of the road network with reliable travel times	M			
AM peak		79	80	▲
Off peak		91	89	▲
PM peak		75	74	▲
Road network productivity – Percentage of the road network with good productivity	M			
AM peak		72	71	▲
Off peak		76	74	▲
PM peak		71	68	▲
Arterial intersection performance – Percentage of intersections congested less than 20 minutes per hour	M			
AM peak		87	85	▲
Off peak		94	93	▲
PM peak		82	78	▲

Service standards	Notes	2015–16 Target / Estimate	2015–16 Actual	Status
Number of fatal crashes on state-controlled roads per 100 million vehicle kilometres travelled where the road condition was likely to be a contributing factor	M	0.05	0.05	▲
Efficiency measures	4			
<b>Service: Transport Infrastructure Delivery</b>				
Effectiveness measures				
Percentage of QTRIP projects > 5 million:	M, 1			
commencing no later than four months after the programmed commencement date	2	90	85	●
completed no more than four months after the programmed construction period	3	90	93	▲
costing less than 10% over the published QTRIP figure		90	90	▲

▲ On track ● Slight variance ▼ Major issues

**Notes:**

- M Denotes service standards for which accountability rests with the Minister for Main Roads, Road Safety and Ports and Minister for Energy and Water Supply.
- T Denotes services standards for which accountability rests with the Minister for Transport and Commonwealth Games.
- 1 QTRIP stands for Queensland Transport and Roads Investment Program.
- 2 Delays in the commencement of projects can be attributed primarily to procurement delays, design issues, the diversion of resources to higher priority Accelerated Works Projects and wet weather.
- 3 This is a new service standard replacing the 2014–15 measure Percentage of of QTRIP projects > 5 million completed no more than four months after the programmed construction period.
- 4 An efficiency measure is being developed for this service and will be included in a future Service Delivery Statement.

## Service Area: Transport Safety and Regulation

**Service Area Objective:** To regulate the transport system safely, economically and sustainably without imposing unnecessary red tape.

Safety of transport networks is critical to supporting Queensland’s future growth. A safe, secure and resilient transport system aims to protect the lives and property of everyone who interacts with the network for business, employment and leisure.

Regulatory and safety related activities undertaken in this service area include:

- managing the movement of vessels using Queensland’s waterways as well as the Great Barrier Reef and Torres Strait
- maritime safety activities for commercial and recreational vessels, pilotage and hydrographic services, and support safety port development
- maintain effective maritime emergency preparedness, response, and recovery capability and capacity
- developing and implementing rail safety initiatives and legislation
- conducting regulatory activities including audits, inspection, accreditation, investigation and education programs
- regulating vehicle safety in accordance with best practice and national vehicle standards
- delivering vehicle and vessel registration, driver and marine licensing and accreditation services.

Details on achievements under this service standard are listed on [pages 109–131](#).

Service standards	Notes	2015-16 Target / Estimate	2015-16 Actual	Status
<b>Service: Transport Safety</b>				
Effectiveness measures				
Marine fatalities per 100,000 registered vessels	M, 1	4.80	-	-
Rail fatalities per 100,000 population	T	0.10	0.00	▲
Hospitalised rail casualties per 100,000 population	T	0.40	0.19	▲
Number of level crossing collision occurrences per 1,000,000 train kilometres travelled	T	0.45	0.09	▲
Fatalities per 100,000 population on state-controlled roads	M	3.24	3.12	▲
Road fatalities per 100,000 population	M	5.40	5.05	▲
Hospitalised road casualties per 100,000 population	M, 2	145	-	-
Percentage of vessel movements without serious incidents	M			
Pilotage areas		100	100	▲
ReefVTS area		100	100	▲
Efficiency measures	3			
<b>Service: Transport Regulation</b>				
Effectiveness measures	4			
Efficiency measures				
Cost of rail regulation per 100 Kilometres of rail infrastructure	T, 5	20,047	18,784	▲
Cost of rail regulation per 1,000,000 kilometres of rail operations	T, 6	43,350	39,381	▲

▲ On track   ● Slight variance   ▼ Major issues

**Notes:**

- M Denotes service standards for which accountability rests with the Minister for Main Roads, Road Safety and Ports and Minister for Energy, Biofuels and Water Supply.
- T Denotes services standards for which accountability rests with the Minister for Transport and the Commonwealth Games.
- 1 The number of registered vessels has been impacted by changes to domestic commercial vessel registration practices under National law. Thus this reporting measure can no longer be validly calculated.
- 2 Delays in receiving data sets from reporting systems have impacted on the ability to report against this performance measure on a timely basis.
- 3 An efficiency measure is being developed for this service and will be included in a future Service Delivery Statements.
- 4 An effectiveness measure is being developed for this service and will be included in a future Service Delivery Statements.
- 5 The calculation for this service standard is based on the total number of kilometres of railway track (rail infrastructure) across Queensland in the financial year. Regulation refers to TMR's accreditation and compliance role in relation to the activities of rail transport operators including the construction of a railway, railway tracks and associated track structures and the management, commissioning, maintenance, repair, modification, installation, operation or decommissioning of rail infrastructure.
- 6 The calculation for this service standard is based on the total number of kilometres travelled by rolling stock in the transportation of passengers and freight across Queensland in the financial year. Regulation refers to TMR's accreditation and compliance role in relation to the activities of rail transport operators including the commissioning/decommissioning, maintenance, repair, modification and operation of rolling stock or operating a railway service.



## Service Area: Customer Experience

**Service Area Objective:** To deliver and improve the experience for customers who access TMR products, services and infrastructure including licensing and registration, public transport and roads.

This service delivers products and services to the community via self-service and assisted channels. TMR is delivering services with a 'customers first' approach, engaging with customers to better understand their needs and behaviours with regard to:

- licensing services
- registration services
- passenger transport services
- roads usage
- maritime safety information.

Details on achievements under this service standard are listed on [pages 105–108](#).

Service standards	Notes	2015–16 Target / Estimate	2015–16 Actual	Status
Average wait time in Customer Service Centres (minutes)	T	8	6.51	▲
Percentage of call centre calls answered within three minutes	T, 1	80	63.04	▼
Overall customer satisfaction with transactional services (on a scale of 1–10)	T	8	8.2	▲
<b>Customer satisfaction ratings of public transport by service type (using a 0–100 index – 100 being excellent)</b>				
Whole of Queensland				
Taxi	2	≥69	66	●
South-east Queensland				
Bus		≥70	70	▲
Rail		≥70	70	▲
Ferry		≥70	79	▲
Rest of Queensland				
Regional urban bus		≥70	72	▲
Customer service complaints in SEQ per 10,000 trips		<4	1.91	▲
Efficiency measures				
Average unit cost per transaction in a Customer Service Centre	T, 3, 4	19.30	19.30	▲

▲ On track ● Slight variance ▼ Major issues

### Notes:

- M Denotes service standards for which accountability rests with the Minister for Main Roads, Road Safety and Ports and Minister for Energy, Biofuels and Water Supply.
- T Denotes services standards for which accountability rests with the Minister for Transport and the Commonwealth Games.
- 1 Remedial action has now been completed including implementation of Call Steering, ahead of the 30 June deadline. Early indications are positive and on track to meet project commitments.
- 2 Overall satisfaction with Queensland taxis remains stable. However, satisfaction with affordability, information and proximity remain comparatively low and impact on overall satisfaction.
- 3 Reporting cycle is every two years in alignment with Corporate Finance ABC Costing Schedule. The next fully calculated average unit cost will not be available until early 2016–17.
- 4 Costs include training, travel, administration expenses and nominal cost for information technology, accommodation, Shared Services Provider and labour (salaries and wages).

## Service Area: Passenger transport services

**Service area objective:** To lead and shape Queensland's passenger transport system, by providing an integrated transport network, safe and accessible to all.

This service area facilitates passenger transport systems across the State and aims to provide a single integrated transport system allowing fair access to everyone. Key passenger transport activities managed by this service area include:

- providing funding for fair access to public transport to deliver economic, social and community benefits for Queenslanders
- effectively managing and regulating the passenger transport industry
- enhancing customer experience by improving service integration, passenger information and ticketing products
- driving efficiencies through network optimisation and next generation service contracts
- supporting public transport patronage increases by maximising our service offering, extending the network and delivering innovative ticketing products
- overseeing and funding the School Transport Assistance Scheme.

Details on achievements under this service standard are listed on [pages 133–143](#).

Service standards	Notes	2015–16 Target / Estimate	2015–16 Actual	Status
Wheelchair accessible taxi response times compared to conventional taxi fleet response times	T			
<b>Peak</b>				
Percentage within 18 minutes				
Conventional		85	96	▲
Wheelchair		85	88	▲
Percentage within 30 minutes				
Conventional		95	99	▲
Wheelchair		95	96	▲
<b>Off peak</b>				
Percentage within 10 minutes				
Conventional		85	87	▲
Wheelchair	1	85	72	▼
Percentage within 20 minutes				
Conventional		95	97	▲
Wheelchair		95	91	▲
Patronage on Government contracted services (millions)				
T				
South-east Queensland				
Bus		179.74	179.85	▲
Bus		115.81	114.11	▲
Rail		51.10	51.10	▲

Service standards	Notes	2015–16 Target / Estimate	2015–16 Actual	Status
Light Rail		6.81	7.68	▲
Ferry		6.02	6.96	▲
Rest of Queensland		12.09	12.16	▲
Regional air	2	0.27	0.18	▼
Long distance bus		0.06	0.06	▲
Regional urban bus		11.45	11.60	▲
TravelTrain		0.31	0.32	▲
Average on-time running performance in peak times – CityTrain	T	95%	97.88%	▲
Percentage of scheduled services delivered – CityTrain	T	99.50	99.74	▲
Efficiency measures				
Average subsidy per trip provided through the Taxi Subsidy Scheme	T	\$8.05	\$7.89	▲
Average subsidy per passenger on Government contracted services	T			
Regional air	3	\$18.30	\$27.84	▼
Long distance bus	4	\$78.77	\$92.32	▼
Regional urban bus		\$3.22	\$3.16	▲
TravelTrain	5	\$ 541.28	\$543.13	▲
Average cost of subsidy per passenger trip in SEQ – bus, rail, light rail and ferry	T	\$6.82	\$6.60	▲

▲ On track   ● Slight variance   ▼ Major issues

**Notes:**

- M Denotes service standards for which accountability rests with the Minister for Main Roads, Road Safety and Ports and Minister for Energy, Biofuels and Water Supply.
- T Denotes services standards for which accountability rests with the Minister for Transport and the Commonwealth Games.
- Response times for wheelchair accessible jobs are longer than response times for conventional taxis. This may be due to drivers not prioritising wheelchair work or because they are engaged in providing other services under a contract with other entities such as Department of Veterans' Affairs.
  - Patronage on regional air services has decreased due to the decline in the resource sector and a decline in overall economic conditions.
  - The average subsidy for regional air services has increased due to the reduced patronage related to the decline in the resource sector and a decline in overall economic conditions. The reduction in passenger numbers has led to the flight schedules being reduced. Revenue share payments contribute to the average subsidy per passenger for regional air services.
  - The average subsidy for long distance bus services has increased due to additional revenue share payments to operators relating to increased competition by commercial operators on contracted routes.
  - The higher '2015–16 estimated actual' subsidy figure published in the 2016–17 Service Delivery Statement, was calculated based on TravelTrain patronage and the total Transport Service Contact (TSC) payment. Queensland Rail has since advised it now allocates this TSC payment across its TravelTrain, Tourist and Heritage business segments. TSC payments apportioned to Tourist and Heritage services have now been (and will continue to be) excluded from the calculation of TravelTrain subsidy figures, consistent with the established measure calculation methodology.

## Service Area: RoadTek

**Service area objective:** For RoadTek to provide transport infrastructure solutions, including construction and maintenance services to enable Transport and Main Roads to deliver on Government priorities and outcomes for the community.

As a commercial business unit within the Department of Transport and Main Roads, RoadTek is instrumental in the delivery of numerous projects on the State's extensive road and bridge network. This includes emergency response and related activities as well as the delivery of projects that restore infrastructure and services after natural disasters.

Details on achievements under this service standard are listed throughout the report.

Service standards	Notes	2015–16 Target / Estimate	2015–16 Actual	Status
Lost time injury frequency rate	1	<10	16.5	▼
Long term debt / equity		13.1%	11.4%	▲
Long term debt / total assets		9.6%	8.3%	▲
Return on equity		6.4%	13.6%	▲
Return on revenue (after tax)		2.5%	5.0%	▲
Profit margin (earnings before income tax / user charges)		3.5%	7.1%	▲
Customers' and stakeholders' value of RoadTek (on a scale of 1 to 5)		>4	4.5	▲

▲ On track   ● Slight variance   ▼ Major issues

### Notes:

- 1 The Lost Time Injury Frequency Rate has spiked in 2016 compared to recent years, however the long term trend is still on a downward trajectory. This measure is normalised per million man hours so is sensitive to a small rise in lost time injuries.

## Discontinued measures 2016–17

Service Area	Notes	2015–16 Target / Estimate	2015–16 Actual
Transport Safety and Regulation			
Marine fatalities per 100,000 registered vessels	M, 1	4.8	–

### Notes:

- M Denotes service standards for which accountability rests with the Minister for Main Roads, Road Safety and Ports and Minister for Energy and Water Supply.
- 1 The number of registered vessels has been impacted by changes to domestic commercial vessel registration practices under National law. Thus this reporting measure can no longer be validly calculated.

## Appendix 3 – Camera Detected Offence Program

**Figure 21: Camera Detected Offence Program financial overview for 2015–16**

Revenue	\$,000
Department of Transport and Main Roads	118,951
Department of Treasury and Trade (State Penalties Enforcement Registry)	42,482
<b>Total revenue</b>	<b>161,433</b>
<b>Administrative/operational costs</b>	
Department of Transport and Main Roads – operating	5,189
Department of Transport and Main Roads – equity	59
Queensland Police Services – operating (including road safety enforcement initiatives)	40,744
Queensland Police Services – equity	5,865
Department of Treasury and Trade (State Penalties Enforcement Registry)	8,348
<b>Total administrative/operational costs</b>	<b>60,025</b>
<b>Expenditure from remaining funds</b>	
<b>Road safety education and awareness</b>	
Department of Transport and Main Roads	11,512
Public Safety Business Agency	4,437
Queensland Police Service – equity (Motorcycle Safety Initiative)	200
<b>Road accident injury rehabilitation programs</b>	
Queensland Health – to support the purchase of blood and blood products used in the treatment of victims of road trauma	4,500
<b>Improvement to the safety of state-controlled roads</b>	
Department of Transport and Main Roads – operating	159
Department of Transport and Main Roads – equity	100,141
<b>Royal Brisbane and Women’s Hospital – Prevent Alcohol and Risk-related Trauma in Youth</b>	
Department of Transport and Main Roads	1,080
<b>RACQ (Docudrama)</b>	
Department of Transport and Main Roads	240
<b>Total Expenditure from remaining funds</b>	<b>122,269</b>
<b>Total Expenditure 2015–16</b>	<b>182,474</b>
<b>Total Revenue less Total Expenditure</b>	<b>21,041</b>

**Note:** Total 2015–16 expenditure on CDOP related activities, including expenditure from prior year surpluses.

## Community attitudes

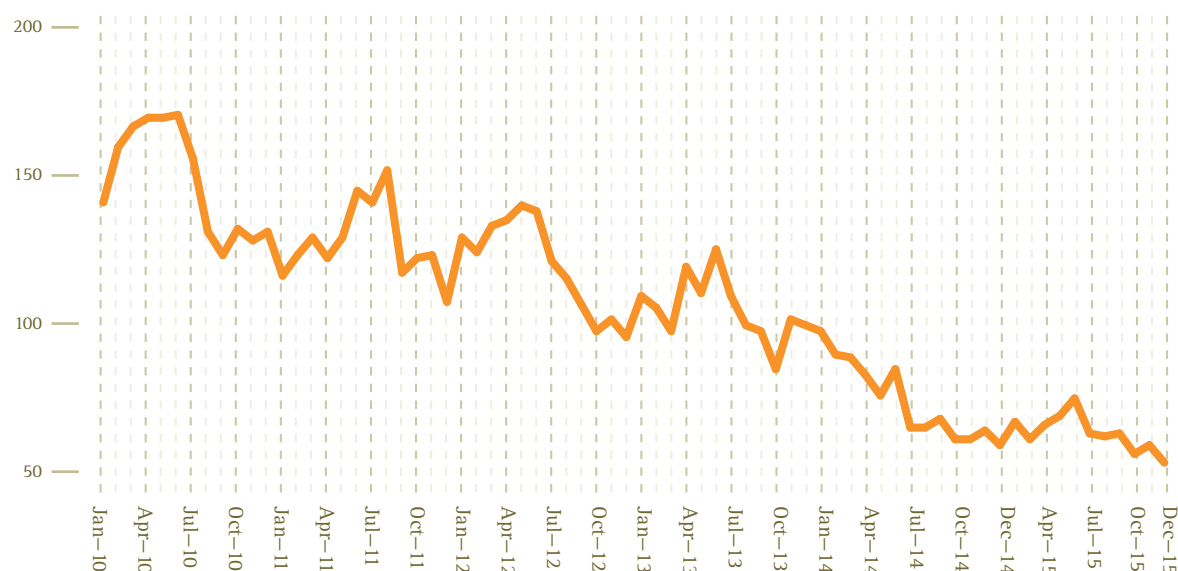
The following results from recent research\* indicate the community regards speeding as a dangerous and unacceptable behaviour. Of those drivers surveyed:

- 86% agreed with the statement ‘I think speeding is a major contributor to crashes’.
- 75% Agreed with the statement ‘it’s time the community took a stand against speeding’.
- 62% felt that speeding is as dangerous as drink driving.
- 69% agreed with the statement ‘No matter what, I always drive under or at the speed limit’.
- 78% agreed that driving/riding 10km/h over the speed limit increases crash risk.

\*Each year, Transport and Main Roads commissions a Road Safety Attitudes Tracking Study by an independent market research company, Marketing and Communications Research. The most recent survey (2015) asked transport-related questions of a sample of 600 Queensland drivers/riders. A number of the questions were specific to the Camera Detected Offence Program.

Figure 22 shows the average number of vehicles that were monitored for every mobile speed camera notice that was issued between January 2010 and December 2015.

**Figure 22: Mobile speed cameras - Vehicles monitored per notice issued**



[Data source: Queensland Police Service]

**Table 15: Number of mobile speed camera infringements per penalty bracket for 2015**

Penalty bracket	< 13 km/h	13–20 km/h	21–30 km/h	31–40 km/h	< 40 km/h	Total
Number of mobile speed camera infringements	521,871	123,341	16,780	1,794	512	<b>664,298</b>
Percentage	78.56%	18.57%	2.53%	0.27%	0.08%	<b>100%</b>

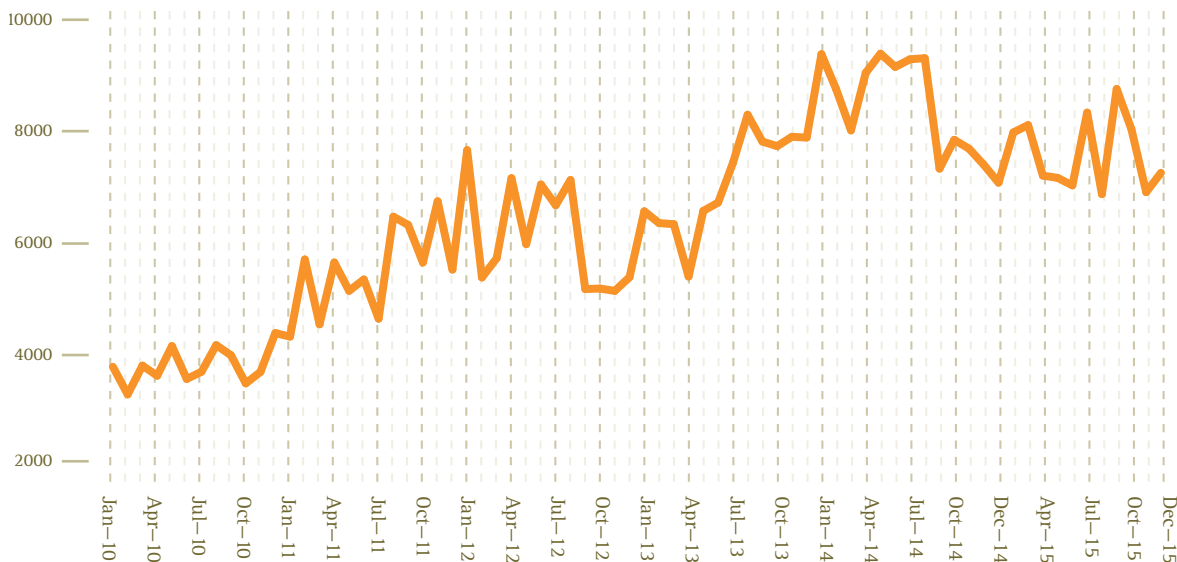
[Data source: Transport and Main Roads Data Analysis Team]

**Note:** Penalty bracket is vehicle exceeding the speed limit by this amount

In the 2015 calendar year, 30,379 red light camera infringement notices were issued. This includes red light camera notices detected by combined red light/speed cameras.

**Figure 23** shows the average number of vehicles that were monitored for every red light camera notice that was issued between January 2010 and December 2015.

**Figure 23: Red light cameras – Vehicles monitored per notice issued**

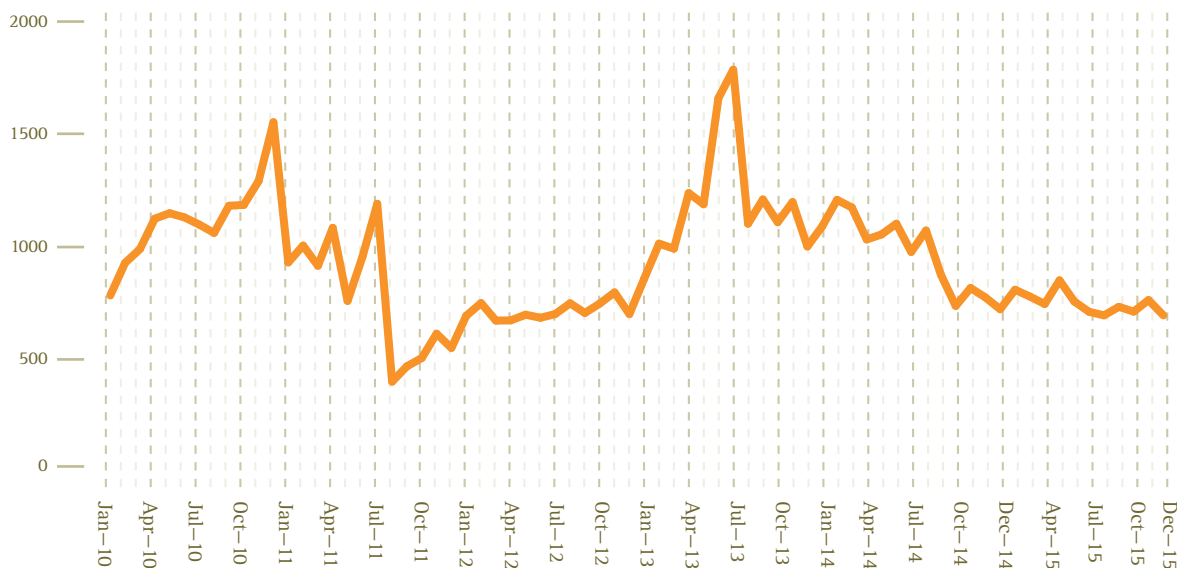


[Data source: Queensland Policy Service]

**Note:** This graph does not include red light camera notices issued by combined red light/speed cameras. See Figure xx (Combine red light/speed cameras – vehicles monitored per notice issued)

**Figure 24** shows the average number of vehicles that were monitored for every fixed speed camera notice that was issued between January 2010 and December 2015.

**Figure 24: Fixed speed cameras – Vehicles monitored per notice issued**



[Data source: Queensland Police Service]

**Note:** This graph does not include fixed speed camera notices issued by combined red light/speed cameras. See Figure xx.

**Table 16: Number of fixed speed camera infringements per penalty bracket for 2015**

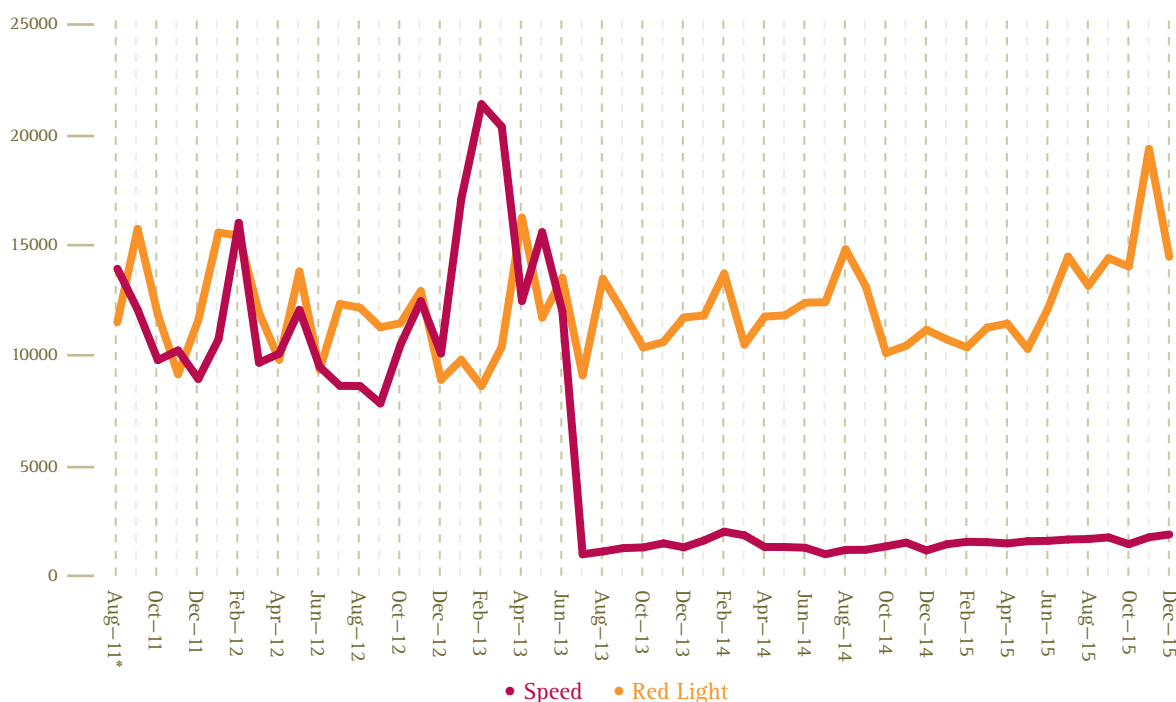
Penalty bracket	< 13 km/h	13–20 km/h	21–30 km/h	31–40 km/h	< 40 km/h	Total
Number of fixed speed camera infringements	134,000	39,014	4,560	689	346	<b>178,609</b>
Percentage	75.02%	21.84%	2.55%	0.39%	0.19%	<b>100%</b>

[Data source: Transport and Main Roads Data Analysis Team]

**Notes:**

- Penalty bracket is vehicle exceeding the speed limit by this amount.
- This data includes fixed speed camera notices detected by combined red light/speed cameras.
- A combined red light/speed camera is placed at a signalled intersection and is able to detect both/either failure to obey the red signal and/or speeding. The speed detection component of the camera can operate on the red, yellow and green signal. Figure xx shows the average number of vehicles that were monitored for every red light or speed camera notice issued from combined red light/speed cameras since August 2011.

**Figure 25: Combined red light/speed cameras – Vehicles monitored per notice issued**



[Data source: Queensland Police Service]

**Notes:**

- \*Combined red light/speed cameras were introduced on 2 August 2011.
- Between 2 August 2011 and 31 December 2013, data was captured from two combined red light/speed cameras.
- The very large drop observed in July 2013 coincides with the addition of 5 extra combined cameras that are issuing a much lower rate of notices/vehicle than the original 2 combined cameras that were installed in 2011.
- August 2011 to December 2012 data relating to 'vehicles monitored per speed notice issued' has been updated. Previously, the 'speed' data series displayed vehicles monitored per speed plus red light notice. It now shows vehicles monitored per speed notice only.
- The Transport and Main Roads Annual Report 2012–13 referred to 'speed camera notices detected by combined red light/speed cameras'. This terminology has now been updated to 'speed camera notices issued by combined red light/speed cameras'. This change reflects the fact that some camera detections are not progressed to an infringement notice.

**Number of point-to-point speed camera infringements per penalty bracket for 2015**

- For 2015, the point-to-point camera system was not in operation due to roadworks on that section of road.



## Appendix 4 – Transport Operator Payments

The department provides funding assistance for private operators to deliver scheduled passenger services across Queensland as part of its purpose – to provide a safe, integrated, reliable and efficient transport system accessible to everyone.

**Figure 26: Passenger transport operator payments: South-east Queensland**

Payments are for the period of 1 July 2015 to 30 June 2016 and are GST exclusive.

Operator	\$ Amount
<b>Bus</b>	
BIC Coaches Pty Ltd ACN 134 809 617	5,254,832
Brisbane Bus Lines Pty Ltd ACN 009 739 593	104,832
Brisbane City Council (Brisbane Transport)	297,532,178
Bus Queensland Pty Ltd ACN 010 516 757 t/a Park Ridge Transit	13,085,070
Buslink Queensland Pty Ltd ACN 085 000 693	13,464,254
Caboolture Bus Lines Pty Ltd ACN 010 974 599	6,594,572
Cavglass Pty Ltd ACN 124 444 711 t/a Glasshouse Country Coaches	171,611
Clark's Logan City Bus Service (qld) Pty Ltd ACN 081 364 776	27,270,899
G.K. & J.M. Thompson Pty Ltd ACN 064 465 176 t/a Thompson Bus Services	7,984,982
Hornbrook Bus Lines Pty Ltd ACN 010 013 224	14,588,641
Mt Gravatt Bus Service Pty Ltd ACN 010 232 827 ATF the L G Cole Family Trust	4,501,111
S & S Webster Investments Pty Ltd ACN 004 804 497 t/a Kangaroo Bus Lines	12,749,354
Southern Cross Transit (QLD) Pty Ltd ACN 097 130 615	154,628
Surfside Buslines Pty Ltd ACN 010 957 552	83,223,754
Transdev Queensland Pty Ltd ACN 087 046 044	26,489,868
Transit Australia Pty Ltd ACN 065 794 943 t/a Sunshine Coast Sunbus	32,666,027
Westside Bus Co Pty Ltd ACN 083 497 312 ATF Westside Unit Trust	18,709,574
<b>Ferry</b>	
Brisbane City Council (Ferry services)	17,660,454
Coochiemudlo Island Ferry Service Pty Ltd ACN 109 277 376	198,187
Kellstar Pty Ltd ACN 073 449 439 t/a Stradbroke Flyer	912,863
Stradbroke Ferries Pty Ltd ACN 009 725 713	1,019,039
TSA Ferry Group Pty Ltd ACN 108 664 848 t/a Bay Islands Transit System	6,329,651
<b>CityTrain</b>	
Queensland Rail Limited ACN 132 181 090	1,183,121,715
<b>Rail Bus Replacement Services</b>	
Brisbane Bus Lines Pty Ltd ACN 009 739 593	3,063,648

Operator	\$ Amount
Cav Queensland Pty Ltd ACN 115 410 725	1,847,912
G.K. & J.M. Thompson Pty Ltd ACN 064 465 176 t/a Thompson Bus Services	2,297,654
S & S Webster Investments Pty Ltd ACN 004 804 497 t/a Kangaroo Bus Lines	5,005,909
Get Directed Traffic Control ACN 139 521 494	35,787
Regent Taxis Limited ACN 009 705 113 t/a Gold Coast Cabs	392
Yellow Cabs (Queensland) Pty Ltd ACN 009 662 408 ATF The Monburn Trust	1,162
<b>Light Rail</b>	
GoldLinQ Pty Ltd ABN 88 147 815 441	45,093,878
<b>Railbus</b>	
Bus Queensland (Lockyer Valley) Pty Ltd ACN 140 535 888	1,095,996
S & S Webster Investments Pty Ltd ACN 004 804 497 t/a Kangaroo Bus Lines	1,480,672
Westside Bus Co Pty Ltd ACN 083 497 312 ATF Westside Unit Trust	271,804
<b>Flexilink Taxi Service</b>	
Yellow Cabs (Queensland) Pty. Ltd. ACN 009 662 408 ATF The Monburn Trust	120,135

## Figure 27: Passenger transport operator payments: Rest of Queensland

Payments are for the period of 1 July 2015 to 30 June 2016 and are GST exclusive.

Operator	\$ Amount
<b>Regional Urban Bus</b>	
Astronomical Chillagoe Pty Ltd ACN 107 487 972 ATF Seven Bridges Unit Trust	7,590
Bowen Transit Pty Ltd ACN 105 749 602	136,302
Buslink Queensland Pty Ltd ACN 085 000 693	1,297,302
Campsie Bus Co Pty Ltd ACN 000 953 328 t/a Whitsunday Transit	829,203
Cavbus Pty Ltd ACN 096 924 677	20,180
Cavglass Pty Ltd ACN 124 444 711 t/a Glasshouse Country Coaches	312,265
Complete Golf Coaching Pty Ltd ACN 101 380 116 t/a Kerry's Bus Service	15,836
D.G. Young & P.J Young & P.J Young t/a Youngs Bus Service	1,710,323
Duffy's City Buses Pty Ltd ACN 053 761 023 ATF The Duffy Trust	1,394,286
Fultonlawn Pty Ltd ACN 010 489 068 ATF NHPriebbenow Family Trust t/a Wide Bay Transit	2,457,225
GJ & LE Christensen t/a Christensens Bus and Coach	344,635
Haidley, Donald Joseph t/a Haidley's Panoramic Coaches & Motors	207,147
Hubbards Coaches Pty Ltd ACN 076 988 120 ATF Hubbard Family Trust	6,509
Kuhle Pty Ltd ACN 093 136 317 ATF The Khlewein Family Trust t/a Coast & Country Buses	9,426
L.G. Stewart Family Co. Pty Ltd ACN 009 971 617 ATF LG Stewart Family Trust	77,354
Mackay Transit Coaches Pty Ltd ACN 050 416 227	2,037,733
Polleys Coaches Pty Ltd ACN 134 694 992	507,730
Stradbroke Island Buses Pty Ltd ACN 151 219 420	478,088
Toowoomba Transit Pty Ltd ACN 135 249 062 t/a Bus Queensland Toowoomba	4,153,543
Trans North Pty Ltd ACN 074 538 159 t/a Trans North Bus and Coach Service	224,315
Transit Australia Pty Ltd ACN 065 794 943 t/a Marlin Coast Sunbus	10,191,398
Transit Australia Pty Ltd ACN 065 794 943 t/a Capricorn Sunbus	2,154,943
Transit Australia Pty Ltd ACN 065 794 943 t/a Townsville Sunbus	8,519,409
Yellow Cabs (Queensland) Pty Ltd ACN 009 662 408 ATF The Monburn Trust	40,226
<b>Ferry</b>	
Sea-Cat Charters Pty Ltd ACN 010 551 925 t/a Peddells Thursday Island Tours	175,345
Sealink Queensland Pty Ltd ACN 148 811 170	1,666,216
<b>Long Distance Rail</b>	
Cairns - Kuranda Rail Pty Ltd ACN 084 801 212	1,785,105
Queensland Rail Limited ACN 132 181 090	423,264,164

Operator	\$ Amount
Rail Corporation New South Wales	4,070,091
<b>Regional Air</b>	
Qantas Airways Ltd ACN 009 661 901*	2,290,592
Regional Express Pty Ltd ACN 101 325 642	10,478,401
Skytrans Pty Ltd ACN 100 751 139	652,909
Hinterland Aviation Pty Ltd ACN 010 617 893	147,818
West Wing Aviation Pty Ltd ACN 092 553 467	612,482
<b>Long Distance Coach</b>	
Bowen Transit Pty Ltd ACN 105 749 602	99,584
G.A Shultz & S.G Shultz	649
Greyhound Australia Pty Ltd ACN 104 326 383	657,168
Mackay Transit Coaches Pty Ltd ACN 050 416 227	429,208
North Burnett Regional Council	329,960
Toowoomba Transit Pty Ltd ACN 135 249 062 t/a Bus Queensland Toowoomba	3,749,310
Trans North Pty Ltd ACN 074 538 159 t/a Trans North Bus and Coach Service	381,730

ATF – As trustee for

\* Expenditure only – does not include QANTAS Central 1 contract revenue of 6.569 million.

### School Transport Operator payments

TMR contracts 554 school transport operators. Total payments (subsidy) for the period were 164,145,457 (GST exclusive). The tables above exclude school transport operator payments for the period of 1 July 2015 to 30 June 2016.

A full list of operators and payments is available on the Open Data portal: [www.data.qld.gov.au](http://www.data.qld.gov.au)

# Glossary

Term	Definition
<b>Advance Queensland</b>	Advance Queensland is a comprehensive suite of programs, based on international evidence of 'what works', designed to create the knowledge-based jobs of the future.
<b>App / Application</b>	An application (application software) is a set of computer programs designed to permit the user to perform a group of coordinated functions, tasks or activities.
<b>Austroroads</b>	The association of Australasian road transport and traffic agencies. Austroroads members are collectively responsible for the management of more than 900,000km of roads valued at more than 200 billion representing the single largest community asset in Australia and New Zealand.
<b>Australian Roads Research Board (ARRB)</b>	Provides research, consulting and information services to the road and transport industry.
<b>Black Spot Programme</b>	Black spots are locations where high-severity crashes occur. The federal government-funded Black Spot Programme targets known crash sites through cost-effective, high-benefit engineering works to reduce accidents on Australian roads.
<b>Bridges Renewal Programme</b>	A federal government initiative to contribute to the productivity of bridges serving local communities, and facilitate higher productivity vehicle access.
<b>Building our Regions Program</b>	A regional infrastructure funding program focused on building regional infrastructure. Infrastructure initiatives may be funded from the Regional Capital Fund, Royalties for Resource Producing Communities Fund, Remote Communities Infrastructure Fund and Transport and Infrastructure Development Scheme.
<b>Busway</b>	A dedicated roadway that separates buses from general traffic.
<b>Camera Detected Offence Program (CDOP)</b>	The CDOP consists of mobile speed cameras, fixed speed cameras, red light cameras, combined red light/speed cameras and point-to-point speed camera systems. Used to improve road safety by reducing vehicle travel speeds to reduce the likelihood of road crashes occurring on Queensland roads.
<b>Cycling infrastructure</b>	Facilities such as on-road and off-road cycling networks, and end-of-trip facilities to promote increased use of cycling through safe direct and connected routes and increased transport choices.
<b>Disability Discrimination Act 1992</b>	The <i>Disability Discrimination Act 1992</i> (Commonwealth) protects individuals from direct and indirect discrimination in areas such as employment, education and access to premises and public transport.
<b>Enhanced (Flashing Light) School Zone program</b>	A state government-funded 10 million program over four years for the installation of approximately 330 school zones, covering 300 schools, to improve safety around school zones for students.
<b>Full-time equivalent</b>	Calculated by the number of hours worked in a period divided by the full-time hours prescribed by the award or industrial instrument for the person's position.
<b>go card</b>	TransLink's smartcard (a thin, compact card about the size of a credit card) which stores up to 250 of electronic credit.

Term	Definition
<b>Intelligent Transport System (ITS)</b>	Intelligent Transport Systems (ITS) describe technology applied to transport and infrastructure to transfer information between systems for improved safety, productivity and environmental performance.
<b>Local Government Association of Queensland (LGAQ)</b>	The peak body representing local government in Queensland in its dealing with other governments, unions, business and the community.
<b>Marine infrastructure</b>	Includes boat ramps, pontoons, jetties, floating walkways, dredging works and navigation aids, which are managed and operated by the Department of Transport and Main Roads.
<b>Maritime Safety Queensland (MSQ)</b>	A branch of the department responsible for: improving maritime safety for shipping and small craft through regulation and education; minimising vessel-sourced waste and responding to marine pollution; providing essential maritime services such as aids to navigation and Vessel Traffic Services; and encouraging and supporting innovation in the Queensland maritime industry.
<b>National Highway Upgrade Programme (NHUP)</b>	A federal government initiative to provide jurisdictions with funding for priority improvements to Australia's key national highway networks through works such as shoulder and centreline widening, ripple strips and wire rope barriers, overtaking lanes, turning lanes and pavement improvements.
<b>Natural Disaster Relief and Recovery Arrangements (NDRRA)</b>	Funds provided to districts to reinstate parts of the road network which have been subject to weather damage under declared emergency conditions. NDRRA is funded by both the federal and state governments.
<b>New Generation Rollingstock (NGR) project</b>	The NGR project involves the delivery of 75 6-car trains and the construction of a new purpose-built Maintenance Centre to maintain the new trains for the next 30 years. The new trains will replace an aging fleet and increase the current fleet by 30%.
<b>Open Data</b>	A Queensland Government searchable portal that allows visitors to view datasets on a range of government activities and responsibilities.
<b>OneTMR</b>	A Department of Transport and Main Roads-wide culture and way of operating.
<b>Online Customer Experience Transformation Project</b>	Established by the Department of Transport and Main Roads in mid-2013, the project facilitates a 'customer first' vision and way of operating.
<b>Park 'n' ride</b>	A dedicated car park located at bus and train stations for customers to park their car and then catch public transport to their destination.
<b>Public sector values</b>	A set of five organisational value statements and associated behaviours developed by the Public Service Commission in 2013 to support a renewed customer service-focused public sector culture.
<b>Q-Ride</b>	Queensland's primary motorbike licensing practical test.
<b>Q-SAFE</b>	Queensland's current practical driving test, designed to evaluate a person's ability to drive safely and correctly in different driving situations.
<b>Queensland Plan</b>	A 30-year vision for the future of Queensland developed by Queenslanders. The plan focuses on nine foundations: Education; Community; Regions; Economy; Health and wellbeing; Environment; People; and Infrastructure and Governance.
<b>Queensland Transport and Roads Investment Program (QTRIP)</b>	An annually published program of works the department plans to deliver over the next four-year period.

Term	Definition
<b>Rail infrastructure</b>	All physical rail-related assets, including tracks, trains (often referred to as rollingstock), tracks, stations and associated infrastructure.
<b>Road Corridor</b>	The road corridor comprises the space alongside, under and over the travelled way.
<b>Rollingstock</b>	Rail locomotives and wagons.
<b>Regional Roads and Transport Group (RRTG)</b>	The primary decision-making bodies of the Roads and Transport Alliance. RRTGs regionally prioritise investments in their communities' transport infrastructure. Each RRTG comprises representatives from the Department of Transport and Main Roads, and local governments.
<b>Roads Australia</b>	A not-for-profit, non-political industry association with membership drawn from the Australian road sector.
<b>Road infrastructure</b>	All physical road-related assets, including roads/ pavements, bus and cycling facilities, tunnels, complex bridges, rest areas, signage, landscaping, animal crossings under and over roads, noise barriers, traffic signals and lighting.
<b>RoadTek</b>	A commercial business unit of the department and a major provider of transport infrastructure solutions, providing construction and maintenance services across Queensland.
<b>Roads and Transport Alliance</b>	A cooperative governance arrangement between the Department of Transport and Main Roads, the Local Government Association of Queensland (LGAQ) and local governments to invest in and regionally manage the Queensland transport network.
<b>Royalties for the Regions</b>	A state government initiative to invest in regional community infrastructure projects. This initiative helps regions hosting major resource developments receive genuine long-term royalty benefits through better planning and targeted infrastructure investment. The program will help resource communities better manage the consequences of resource sector development, seize economic opportunities and encourage growth.
<b>Safer Roads Sooner</b>	The Queensland Government's targeted program to improve the road safety performance of state-controlled and national road networks. It is funded by revenue from camera-detected offences, and delivers projects to address the road toll and reduce the number of people who sustain serious injuries in road crashes.
<b>Service Delivery Statements (SDS)</b>	Budgeted financial and non-financial information for the Budget year. In addition to financial statements, the SDS includes the department's achievements, highlights for the forthcoming year and performance statements.
<b>Smartcard</b>	A plastic card about the size of a credit card with an embedded integrated circuit, which connects to a reader either through direct physical contact or with a remote contactless radio frequency interface.
<b>Stakeholder</b>	Anyone or any group that either influences or is affected by our business.
<b>State-controlled roads</b>	Roads controlled and managed by the state government. They include the AusLink national road network, state strategic roads, regional roads and district roads (but not local roads).
<b>Transport System Planning Program</b>	Aimed at funding transport planning, modelling and investment proposal activities for all modes of transport across all regions of Queensland. The program plans an integrated transport system that promotes the right investment at the right time and drives better transport outcomes for Queensland.
<b>Strategic plan</b>	A high-level planning document that links long-term planning with operational delivery.
<b>STREAMS</b>	Intelligent transport systems product which enables holistic road network management and integrates with other ITS devices

Term	Definition
<b>Taxi Subsidy Scheme</b>	A subsidised transport option for people with a disability who experience profound difficulties using other modes of public passenger transport.
<b>Transit node</b>	A transit node generally means a busway, rail or light rail station.
<b>Transport Infrastructure Development Scheme (TIDS)</b>	The grants program through which the Department of Transport and Main Roads provides funding to local governments for the development of transport related infrastructure.
<b>TransLink</b>	TransLink is the brand name for passenger transport services in Queensland, including TransLink buses, trains, ferries and trams.
<b>Transport and Infrastructure Council</b>	The Transport and Infrastructure Council comprises ministers from the Commonwealth, State, Territory and New Zealand with transport and infrastructure responsibilities, plus the Australian Local Government Association who consider and recommend key national reform agendas, such as surface transport, transport safety and security, infrastructure policy and investment and related land use planning.
<b>Transport and Infrastructure Senior Officials Committee (TISOC)</b>	TISOC comprises of Chief Executive Officers and equivalent Senior Officials from each transport and infrastructure jurisdiction (Commonwealth, State, Territory and New Zealand) who consider key national reform agendas, assist in resolving issues, and advise on recommended approaches to Ministers prior to Transport and Infrastructure Council meetings.
<b>Twitter</b>	Twitter is an online social networking service that enables users to send and read short 140-character messages called 'tweets'.
<b>Vulnerability scanning</b>	A typically automated scan of information systems and data to identify known vulnerabilities or potential exposures.
<b>Wide centre line treatments</b>	Painting two white lines one metre apart in the centre of the road to provide greater separation for opposing traffic.
<b>YamJam</b>	A focused online discussion where a group of people share ideas, questions and views usually on a single topic.
<b>Yammer</b>	A private social network used within organisations for internal communication and collaboration.



# Acronyms

Acronym	Definition
<b>ABS</b>	Australian Bureau of Statistics
<b>AMSA</b>	Australian Maritime Safety Authority
<b>ANPR</b>	Automated Number Plate Recognition
<b>ARC</b>	Audit and Risk Committee
<b>ARTC</b>	Australian Rail Track Corporation
<b>ARRB</b>	Australian Roads Research Board
<b>ASIO</b>	Australian Security Intelligence Organisation
<b>ATSI</b>	Aboriginal and Torres Strait Islander
<b>AWP</b>	Accelerated Works Program
<b>BIM</b>	Building Information Modelling
<b>BCM</b>	Business Continuity Management
<b>CARRS-Q</b>	Centre for Accident Research and Road Safety
<b>CBD</b>	Central Business District
<b>CCC</b>	Crime and Corruption Commission
<b>CGF</b>	Commonwealth Games Federation
<b>COAG</b>	Council of Australian Governments
<b>CP</b>	Continuity Process
<b>CSC</b>	Customer Service Centre
<b>dECI</b>	double Early Contractor Involvement
<b>ELT</b>	Executive Leadership Team
<b>EVP</b>	Emergency Vehicle Priority
<b>FEIMS</b>	Fare Evasion Infringement Management System
<b>FTE</b>	Full-time Equivalent
<b>GC2018</b>	Gold Coast 2018 Commonwealth Games™
<b>GOLDOC</b>	Gold Coast 2018 Commonwealth Games Corporation (GOLDOC),
<b>GRDS</b>	General Retention and Disposal Schedule
<b>GST</b>	Goods and Services Tax

Acronym	Definition
<b>HR</b>	Human Resources
<b>HVASC</b>	Hope Value Aboriginal Shire Council
<b>ICT / IT</b>	Information and Communication Technology / Information Technology
<b>IIC</b>	Information Investment Committee
<b>ISC</b>	Information and Systems Committee
<b>ISSN</b>	International Standard Serial Number
<b>ITS</b>	Intelligent Transport Systems
<b>LGAQ</b>	Local Government Association of Queensland
<b>LNG</b>	Liquefied Natural Gas
<b>LTI</b>	Lost Time Injury
<b>LTIFR</b>	Lost Time Injury Frequency Rate
<b>MOU</b>	Memorandum of Understanding
<b>MSQ</b>	Maritime Safety Queensland
<b>NDRRA</b>	Natural Disaster Relief and Recovery Arrangements
<b>NHVR</b>	National Heavy Vehicle Regulator
<b>NQBP</b>	North Queensland Bulk Ports Corporation Limited
<b>PBS</b>	Performance Based Standards
<b>PCNP</b>	Principal Cycle Network Plan
<b>PTFP</b>	Passenger Transport Facilities Program
<b>QAO</b>	Queensland Audit Office
<b>QDAN</b>	Queensland Disposal Authority Number
<b>QPS</b>	Queensland Police Service
<b>QRA</b>	Queensland Reconstruction Authority
<b>QSA</b>	Queensland State Archives
<b>QRSAP</b>	Queensland Road Safety Action Plan
<b>QRSPP</b>	Queensland Road System Performance Plan

## Acronym Definition

<b>QTP</b>	Queensland Transport Policy
<b>QTRIP</b>	Queensland Transport and Roads Investment Program
<b>R4R</b>	Royalties for the Regions
<b>RACQ</b>	Royal Automobile Club of Queensland
<b>ReefVTS</b>	Great Barrier Reef and Torres Strait Vessel Traffic Service
<b>RRTG</b>	Regional Roads and Transport Groups
<b>SAP</b>	Systems, Applications and Products
<b>SBEnc</b>	Sustainable Built Environment National Research Centre
<b>SCSS</b>	School Crossing Supervisor Scheme
<b>SDS</b>	Service Delivery Statements
<b>SEQ</b>	South-east Queensland
<b>SES/SO</b>	Senior Executive Service/Senior Officer
<b>SIP</b>	Safety Improvement Plan
<b>SLT</b>	Senior Leadership Team
<b>TIPPS</b>	Transport Infrastructure Portfolio Plan and Schedule
<b>TISOC</b>	Transport and Infrastructure Senior Officials Committee
<b>TMR</b>	Transport and Main Roads
<b>TOD</b>	Transit Oriented Development
<b>TSCR</b>	Toowoomba Second Range Crossing
<b>TSPP</b>	Transport System Planning Program
<b>UNESCO</b>	The United Nations Educational, Scientific and Cultural Organisation
<b>VAS</b>	Vehicle Activated Sign
<b>VSL</b>	Variable speed limits
<b>VCD</b>	Virtual Corporate Desktop
<b>VITP</b>	Vision Impairment Travel Pass
<b>WfQ</b>	Working for Queensland
<b>WHS</b>	Workplace Health and Safety

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# Compliance checklist

Summary of requirement	Basis for requirement	Annual report reference
<b>Letter of compliance</b>	A letter of compliance from the accountable officer or statutory body to the relevant Minister/s	ARRs – section 8 Page 3
<b>Accessibility</b>	Table of contents	ARRs – section 10.1 Pages 4–5
	Glossary	ARRs – section 10.1 Pages 265–268
	Public availability	ARRAs – section 10.2 Page 2
	Interpreter services statement	<i>Queensland Government Language Service Policy</i> ARRs – section 10.3 Page 2
	Copyright notice	<i>Copyright Act 1968</i> ARRs – section 10.4 Page 2
	Information Licensing	<i>QGEA – Information Licensing</i> ARRs – section 10.5 Page 2
<b>General Information</b>	Introductory Information	ARRs – section 11.1 Page 16
	Agency role and main function	ARRS – section 11.2 Page 16
	Operating environment	ARRs – section 11.3 Pages 19–20
<b>Non-financial performance</b>	Governments objectives for the community	ARRs – section 12.1 Pages 17–18
	Other whole-of-government plans / specific initiatives	ARRs – section 12.2 Pages 32–199
	Agency objectives and performance indicators	ARRs – section 12.3 Pages 32–199
	Agency service areas and services standards	ARRs – section 12.4 Pages 251–258
<b>Financial performance</b>	Summary of financial performance	ARRs – section 13.1 Page 31

Summary of requirement	Basis for requirement	Annual report reference
<b>Governance – management and structure</b>	Organisational structure	ARRs – section 14.1 Pages 176–177
	Executive management	ARRs – section 14.2 Pages 178–181
	Government bodies (statutory bodies and other entities)	ARRs – section 14.3 Pages 173–174
	Public Sector Ethics Act 1994	<i>Public Sector Ethics Act 1994</i> ARRs – section 14.4 Page 194
	Queensland public services values	ARRs – section 14.5 Pages 155–156
	Risk management	ARRs – section 15.1 Page 188
	Audit committee	ARRs – section 15.2 Page 183
	Internal audit	ARRs – section 15.3 Page 191
	External scrutiny	ARRs – section 15.4 Page 192
	Information systems and recordkeeping	ARRs – section 15.5 Pages 195–196
<b>Governance – human resources</b>	Workforce planning and performance	ARRs – section 16.1 Page 150
	Early retirement, redundancy and retrenchment	<i>Directive No. 11/12 Early Retirement, Redundancy and Retrenchment</i> ARRs – section 16.2 Page 165
<b>Open Data</b>	Consultancies	ARRs – section 17 ARRs – section 34.1 Page 2 <a href="http://www.qld.gov.au/data">www.qld.gov.au/data</a>
	Overseas travel	ARRs – section 17 ARRs – section 34.2 Page 2 <a href="http://www.qld.gov.au/data">www.qld.gov.au/data</a>
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<b>Financial statements</b>	Certification of financial statements	FAA – section 62 FPMS – sections 42, 43 and 50 ARRs – section 18.1 Page 244
	Independent Auditor’s Report	FAA – section 62 FPMS – section 50 ARRs – section 18.2 Page 245–246

FAA Financial Accountability Act 2009

FPMS Financial and Performance Management Standard 2009

ARRs Annual report requirements for Queensland Government agencies



