

# Our Organisation

## Highlights

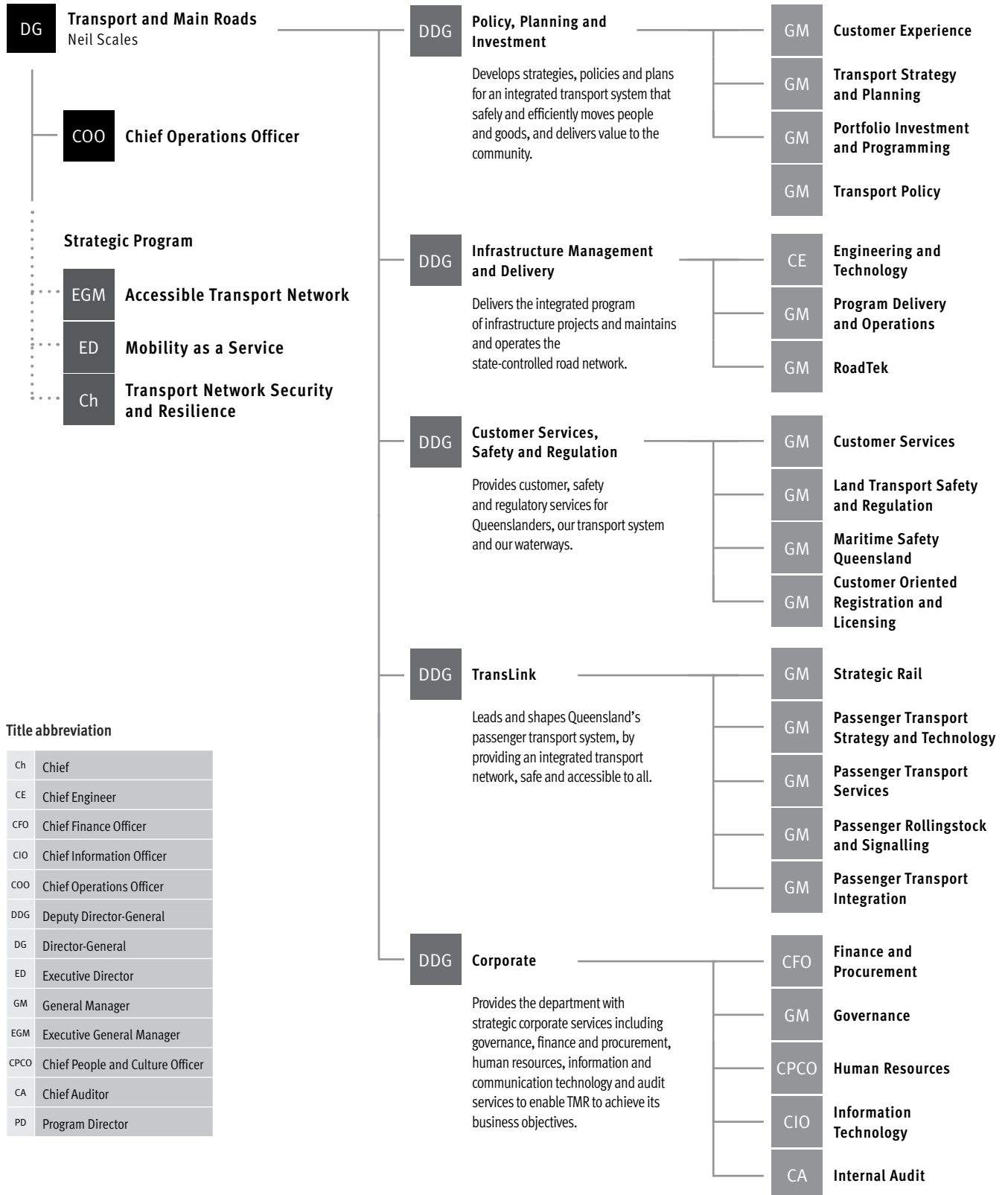
- Provided support and implemented changes in line with the Queensland Government Savings and Debt Plan, including a critical review of the department's rolling program of work.
- Reviewed and updated the Information Privacy Plan to demonstrate how obligations are met under the *Information Privacy Act 2009* and provide guidelines for employees and contractors who deal with personal information.
- Launched the Strategic Procurement Plan (2021–2025) to reflect the strategic direction of the department's procurement function and incorporate Queensland Government Procurement Policy objectives.
- Commenced a project to integrate purchasing and accounts payable systems to achieve greater efficiencies through streamlined and automated processes.
- Completed 40 internal audit reports, covering assurance and improving effectiveness of controls, systems, project management, operations and risk management.
- 701 applications were received under the *Right to Information Act 2009* and the *Information Privacy Act 2009*. 688 were finalised.
- Reassessed the department's Risk Appetite Statement adjusting to accommodate for the changing operating environment brought about by COVID-19.
- Enhanced the portfolio management solution to provide a more effective repository for centrally captured and reported QTRIP project risks.



To read more about the strategies and indicators of success linked to these strategic priorities, see pages 10–13.

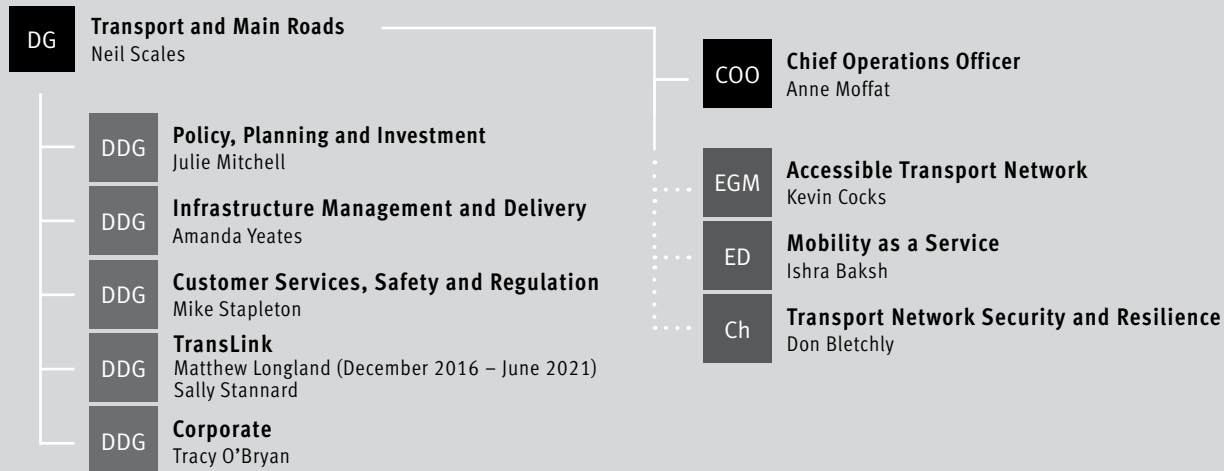
# Management and structure

Organisation Chart as at 30 June 2021



### Title abbreviation

Ch	Chief
CE	Chief Engineer
CFO	Chief Finance Officer
CIO	Chief Information Officer
COO	Chief Operations Officer
DDG	Deputy Director-General
DG	Director-General
ED	Executive Director
GM	General Manager
EGM	Executive General Manager
CPCO	Chief People and Culture Officer
CA	Chief Auditor
PD	Program Director



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

*ONC (Eng), HNC (EEng), BSc (Eng), C.Eng (UK), MSc (ContEng&CompSys), DMS, MBA, FIEAust CPEng, EngExec, NER APEC Engineer Int PE (Aus), Hon FLJMU, FIMechE, FIET, FICE, FCIT, FILT, FRSA, FIRTE, FSOE, RPEQ, MAICD, VFF*

- Appointed as Director-General in January 2013
- Champion for Persons with Disability
- Champion for Domestic and Family Violence Awareness

Under the *Financial Accountability Act 2009*, the Director-General is accountable to the Minister for Transport and Main Roads and the Premier of Queensland for the efficient, effective and financially responsible performance of the Department of Transport and Main Roads. He leads the department with an operating budget of almost \$10 billion, capital budget of \$3.7 billion and managed assets worth \$86 billion.

Former positions:

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

Along with over 40 years' experience in the transport industry, Neil received the Order of the British Empire for services to public transport in 2005 and in 2011 was awarded an honorary Fellowship from Liverpool John Moores University for his services to the region. He is a Vincent Fairfax Fellow after successfully completing a course in Ethical Leadership. In 2021, Neil was awarded the Roads Australia John Shaw Medal in recognition of his outstanding contribution to roads in Australia.

## Anne Moffat Chief Operations Officer

*BBus*

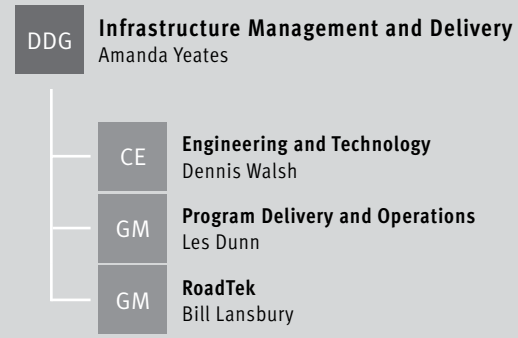
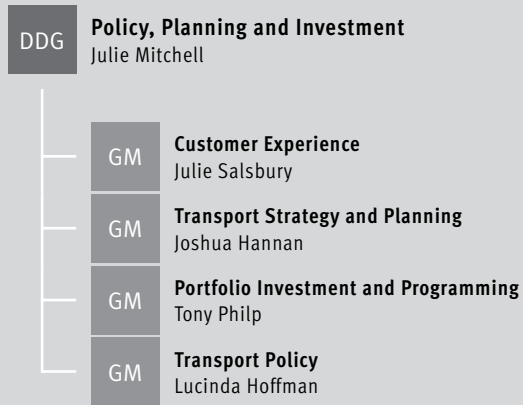
- Appointed as Chief Operations Officer in December 2018
- Gender Equity Champion

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

Former positions:

- Project Director South East Queensland Asset Management (Infrastructure Management and Delivery)
- Executive Director, State Services (Department of the Premier and Cabinet)
- Executive Director (Planning Management, Planning and Investment)
- Executive Director, Strategy and Policy (Passenger Transport)

Anne has more than 20 years' experience across both state and local government in Queensland. She has held a number of senior roles across the infrastructure programming and delivery areas, as well as urban and regional planning. She has delivered a number of large policy and engagement projects, plus reform agendas.



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

*BE, MBA, MEnvMan, FIEAust, RPEQ, GAICD, PSM*

- Appointed as Deputy Director-General (Policy, Planning and Investment) in March 2018
- Champion for Innovation
- Registered Professional Engineer, Fellow of Engineers Australia
- Public Service Medal Recipient 2018

Julie sets the future direction of the transport system in Queensland. She defines and shapes key strategies, policies and plans for an integrated transport system that supports the safe and efficient movement of people and goods, while driving value for the community. She ensures the investment across road, rail and public transport, active transport, and freight networks is balanced as part of a single integrated transport network.

Julie is a highly respected leader with over 30 years’ civil engineering experience which covers a broad range of transport related engineering and leadership roles including Chief Engineer for eight years.

**Amanda Yeates**  
**Deputy Director-General (Infrastructure Management and Delivery)**

*BE (Civil), RPEQ, FIEAust, CPEng, EngExec, NER, APEC Engineer, IntPE(Aus), MAICD*

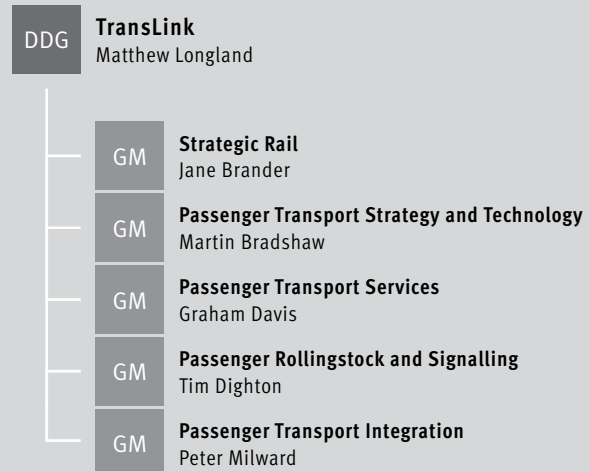
- Appointed Deputy Director-General in July 2018
- Registered Professional Engineer, Fellow of Engineers Australia
- Champion for Health, Safety and Wellbeing

Amanda oversees the delivery of the integrated program of infrastructure projects and the maintenance and operation of the state-controlled road network. This includes delivery of the majority of the department’s \$27.5 billion program of works over four years (QTRIP 2021–22 to 2024–25).

Former positions:

- General Manager (Program Delivery and Operations)
- General Manager (Integrated Transport Planning)
- Regional Director (North Coast and Wide Bay Burnett)
- Deputy Regional Director (Metropolitan Region)

With over 20 years’ civil engineering experience, Amanda sets and leads the strategic direction for best practice infrastructure management and delivery and the department’s role in driving economic vibrancy and shaping local communities.



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

*BBus, MPA, MANCAP, MNRSS, MAustrroads, MQLCSG*

- Appointed as Deputy Director-General (Customer Services, Safety and Regulation) in January 2016
- Champion for Cultural Diversity and Values and Culture Network

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

Former positions:

- Deputy Director-General (Infrastructure Management and Delivery)
- 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 reoffending drink drivers, and the expansion of the Camera Detected Offence Program.

## Matthew Longland Deputy Director-General (TransLink)

*BBtEnv (URP), GDURP, MBA (Exec), MPIA, GAICD*

- Appointed as Deputy Director-General (TransLink) December 2016 to 11 June 2021
- Champion for Active Transport
- Board member of the International Association of Public Transport (Australia/New Zealand)

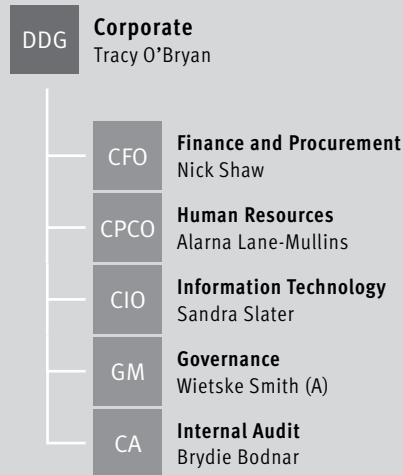
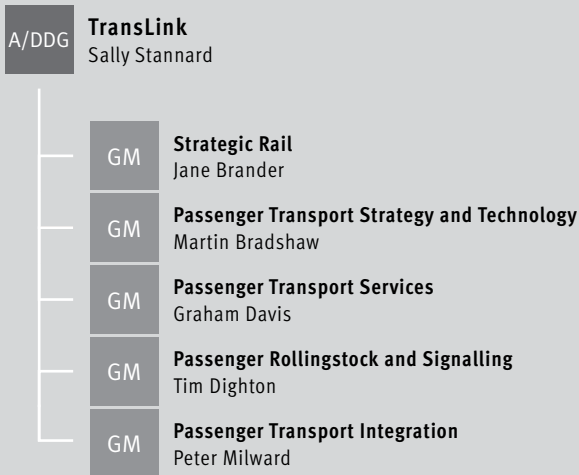
Matt led the delivery of customer-focused passenger transport services across Queensland including policy, planning, ticketing, contract management and customer services.

TransLink Division is responsible for the integrated rail, bus, ferry and tram network in South East Queensland and long-distance rail, coach and aviation services in regional, rural and remote Queensland, in addition to school transport, personalised transport and on demand services.

Former positions:

- Deputy Director-General (Policy, Planning and Investment)
- General Manager (Passenger Transport Integration)

Matt has worked in a range of roles across the department for almost twenty years. He has undergraduate and postgraduate qualifications in Urban and Regional Planning, and completed an Executive Master of Business Administration at the Australian Graduate School of Management. Matt has accepted the role of Chief Executive of Sydney Trains.



**Sally Stannard**  
**A/Deputy Director-General (TransLink)**

*BE/BA Hons, Dip Eng Prac, GAICD*

- Appointed as Acting Deputy Director-General (TransLink) 4 June 2021
- Champion for Active Transport

Sally leads the delivery of customer-focused passenger transport services across Queensland including policy, planning, ticketing, contract management and customer services.

TransLink Division is responsible for the integrated rail, bus, ferry and tram network in South East Queensland and long-distance rail, coach and aviation services in regional, rural and remote Queensland, in addition to school transport, personalised transport and on demand services.

Former positions:

- Executive Director (Service Planning and Infrastructure)
- Director (Strategy and Planning)

Sally is a public transport professional with almost twenty years of experience in both public and private sectors. She is passionate about public transport and developing sustainable communities. Sally has qualifications in Engineering and International Studies and is a Graduate Member of the Australian Institute of Company Directors.

**Tracy O'Bryan**  
**Deputy Director-General (Corporate)**

*LLB, LLM, EMPA (ANZSOG), A member of the ANZSOG Alumni Advisory Council, GAICD, Solicitor of Supreme Court of Queensland and High Court of Australia.*

- Appointed Deputy Director-General in May 2017
- Customer Champion

Tracy leads the department's corporate services, including governance, finance and procurement, ICT, human resources and internal audit to enable TMR to achieve its business objectives.

Former positions:

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

Tracy has over 20 years' experience in the Queensland public sector in the fields of law, policy, governance, major projects and program design and delivery, and stakeholder engagement. She has also led major reform and commissions of inquiry for government and worked in a number of Queensland Government departments including the Department of the Premier and Cabinet. Tracy has also won ministerial awards and been nominated for a Premier's Excellence Award.

## Key organisational changes

The following structural changes occurred within the department during the 2020–21 period:

- September 2020: Customer Services, Safety and Regulation Division, MSQ Branch realigned maritime functions to correctly reflect the roles and responsibilities of MSQ
- October 2020: Corporate Division created the Corporate Hub
- December 2020: TransLink Division realignment of five units to reflect the synergies of network events, busway operations and revenue protection team
- January 2021: TransLink Division realignment to accurately reflect Gold Coast Light Rail as section rather than a team
- February 2021: Corporate Division, Finance and Procurement Branch, created a new temporary project team, Source 2 Pay, to use contemporary cloud-based digital solutions and to streamline and standardise procurement and payment processes and improved experience for customers and suppliers
- April 2021: TransLink Division realigned functions to position the department to lead the rail agenda in a time of significant network transformation
- May 2021: Policy, Planning and Investment Division realigned the roles and responsibilities of Transport Analysis to now sit under Transport Planning Projects.

## Audit and Risk Committee

The Audit and Risk Committee (ARC) plays a key advisory role by ensuring the department's risk systems and processes are effective. The committee monitors the effectiveness of the department's risk management and internal frameworks and compliance with legislative and regulatory requirements and control.

ARC members are appointed based on their skills and experience, and not by their position in the department. They are nominated by the Director-General to provide 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
- process relating to internal audit risk management and control systems
- performance of the internal audit function.

Committee Members as at 30 June 2021:

Chair: Julie-Anne Schafer LLB (Honours) FAICD

Members:

- Ian Webb BA (Honours), Post graduate development program AGSM
- Abi Cheadle BBus, CA
- Ms Tracy O'Bryan (see page 107)
- Michelle Connolly, Executive Director (Government Partnerships), BSocSc
- William Lansbury, General Manager (RoadTek) - FIEAust, MAICD, RPEQ, EMPA, MTech (Pavements), BTech (Civil), AdvDipPM, JP(Qual)
- Andrew Mahon, General Manager (Land Transport, Safety and Regulation) BJus (Justice Policy), GAICD
- Graham Davis, General Manager (Passenger Transport Services) - GAICD, FCIL.

During 2021–21, the committee reviewed its charter with updated roles and responsibilities to align with the oversight and coordination of assurance activities under the department's internal control framework. The committee continued a review 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 performance management, internal risk management and control systems
- the performance of the internal audit function.

The committee convened six times in 2020–21 and had due regard to Queensland Treasury's Audit Committee Guidelines. All costs associated with external members' fees as at 30 June 2021 totalled \$63,915.28 (including GST).

## Governance Committees

### Finance and Procurement Committee

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

A key role of the committee is to ensure the department's resources are directed towards delivering on the government's Unite and Recover - Queensland's Economic Recovery Plan through Building Queensland; Growing our Regions; and Backing our frontline services through responsible fiscal management.

The committee also ensures that Transport and Infrastructure Services Category spend is aligned with the Queensland Procurement Policy, which is aimed at prioritising Queensland business by focussing on local economic and employment

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

The key role of the committee is to:

- ensure all financial resources are allocated consistently with approved strategic direction, priorities and ongoing commitments
- identify reform initiatives and associated savings
- realise savings in line with government savings targets
- ensure cost control and longer-term funding sustainability
- approve procurement strategic direction, priorities, and ongoing commitments
- provide strategic oversight of the procurement policy environment
- monitor functional performance and category benefits realisation.

Chair: Deputy Director-General (Corporate).

Members:

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

In 2020–21, the committee provided:

- oversight of the development of the 2021–22 budget ensuring the overall budget aligns to agreed business plans to contribute towards creating a single integrated transport network accessible to everyone
- monthly monitoring of the department's financial position and workforce, ensuring that cost pressures, trends and future opportunities are well understood
- continual review of the department's key financial related risks and taken necessary action to mitigate these risks where required
- monitoring of progress in implementing the department's Financial Sustainability Plan
- oversight in the continued implementation of the Queensland Procurement Policy
- approval of the TMR Strategic Procurement Plan (2021–2025)

- the approved Transport Infrastructure and Services (TIS) Category Strategy (2020–23) proposal, designed to support the department in maturing category management across all procurement categories of spend. The strategy maximises value from its procurement activities and ensures alignment with the Queensland Procurement Policy objectives and outcomes.

## Information and Systems Committee

The Information and Systems Committee (ISC) meets monthly and is formed by members of the Executive Leadership Team, the Chief Finance Officer and the Chief Information Officer. As the peak Information and Communication Technology (ICT) governance board for all business-led ICT and ICT-enabled investments, the committee helps ensure the department achieves maximum value for investments.

The committee also acts as the information security governance body, ensuring the information security strategy and related policies are established and compatible with the department's strategic direction, and effective governance is in place to ensure information security objectives are achieved.

The Chair is rotated annually at the start of each calendar year between the Deputy Director-General, (Customer Services, Safety and Regulation) and Deputy Director-General, (TransLink).

Members:

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

In 2020–21, key achievements included:

- continued to strengthen and mature ICT delivery through improved governance, practices, methods and tools
- continued to embed project assurance processes in line with whole-of-government gated assurance practices, working closely with the Queensland Government Customer and Digital Group
- provided support and implemented changes in line with the Queensland Government Savings and Debt Plan, taking a critical review of the rolling program of work with some initiatives paused and stopped across the portfolio



- continued to focus on improving capability across the ICT portfolio, program and project environments with board members participating in executive overview training opportunities and the digital project board governance masterclass during the year
- digital project board benefits management processes embedded across the portfolio including tracking of ICT benefits
- deeper oversight and management of divisional and portfolio risks including oversight of the performance of critical department ICT systems
- board induction packs and inductions, standardised project highlight reporting, enhanced dashboard reporting for better decision making
- continued its focus on strategic governance of the department's ICT information security, supported by the information security management board and information security reference and working groups.

### RoadTek Performance Committee

The RoadTek Performance Committee meets twice a year and provides strategic guidance and assessment while reviewing RoadTek's performance against the annual performance contract, strategic and business plans and performance indicators.

Chaired by the Director-General, members include:

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

In 2020–21, key achievements included:

- considered the performance of RoadTek against the Service Delivery Statement measures and forecast end of year results
- reflected on the safety incidents, notifications, and improvement notices and the drive for improving the overall safety of the roadworker workforce
- recognised the success of the many entry pathway programs such as the Women in Construction program
- facilitated the reprised Transport and Main Roads Commercialisation Framework
- ensured ambitious environmental targets and regular wildlife rescues that are featured.

### TMR Safety Board (TSafe)

The department's Safety Board (TSafe) is a governance board of the Executive Leadership Team (ELT) and meets bi-monthly. It is responsible for setting and enabling clear strategic direction and priorities that will build and maintain an effective safety culture and systems across the department, and includes:

- monthly monitoring of the department's financial position and workforce, ensuring that cost pressures, trends and future
- compliance with the *Work Health and Safety Act 2011* (the Act) and associated regulations, codes of practice and advisory standards
- the exercising of due diligence by Transport and Main Roads officers, as defined by the Act
- that meaningful safety performance objectives and targets are developed and published at an organisational level
- the department's safety performance including the achievement of safety, health and wellbeing objectives and targets
- strategic monitoring of the department's safety, health and wellbeing risk profile
- the identification, discussion and implementation of strategies to reduce the incidence of work-related death, injury and illness at an organisational level
- appropriate policies, procedures, systems and accountabilities to meet its safety, health and wellbeing responsibilities and objectives
- communication of safety, health and wellbeing information, consultation with workers on the impact of safety in their workplace.

Chair: Director-General (TMR)

Members:

- Chief Operations Officer
- Deputy Director-General (Corporate)
- Deputy Director-General (Policy, Planning and Investment)
- Deputy Director-General (Infrastructure Management and Delivery)
- Deputy Director-General (Customer Service, Safety and Regulation)
- Deputy Director-General (TransLink)
- Chief People and Culture Officer (Corporate) - Deputy Chair.

In 2020–21, key achievements included:

- endorsement of the Transforming Safety Plan, a suite of 17 business improvement initiatives that collectively are designed to move the department towards becoming an innovative and leading safety organisation
- approval of the Safety Audit Plan 2021, developed to provide assurance to leaders in meeting Workplace Health and Safety obligations

- endorsement of the Safety Reporting Framework which outlines strategic performance measures, operational performance measures and baseline datasets to provide opportunities for improvement and ensure alignment to the department's safety management system
- championed the Safety Leadership Charter which outlines the department's Senior Leadership Team (SLT) and a commitment to putting people first and driving safety as a core value across the business.

## People and Capability Board

The department's Transport People and Capability Board (TPaC) provides governance to the Executive Leadership Team on the attraction, development, engagement and wellbeing of people. TPaC seeks to ensure a strategic, coordinated approach to setting and driving people strategies and ensuring the success of strategic workforce capability, culture and wellbeing objectives, that will foster the department as an employer of choice.

Chair: Director-General (TMR)

Members:

- Chief Operations Officer
- Deputy Director-General (Corporate)
- 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 (TransLink)
- Chief People and Culture Officer (Human Resources Branch).

In 2020–21, key achievements included:

- approval for Working for Queensland enterprise-wide action plan focus areas, including workload and work life balance, wellbeing, learning and development, performance and development
- considered the department's rapidly changing operating context due to COVID-19, and revised Strategic Plan 2019–2023 for 2020–21. The themes included COVID-19 impacts, department successes to embed and changing employee expectations
- supported the 2021 Wellbeing program with a focus on self-care, including sleep hygiene and psychosocial risk.

## Robust management standards

### Information management

The department recognises the importance and value of information in the digital information economy and is committed to protecting the information assets in its custody in accordance with its obligations under the *Public Records Act 2002*.

The Information Management 2020–22 Strategy is continuing to successfully drive business benefits, inform decision-making, improve operational efficiency and build organisational knowledge through the following four objectives:

- information governance by design—value based, standardised, compliant and future focussed controls
- information Asset Register as the single source of truth
- corporate knowledge building improving the capability of custodians, managers and operations resources
- further embedding the paper-lite culture.

### Information privacy

The department is committed to protecting the personal information it holds in accordance with its obligations under the *Information Privacy Act 2009* (IP Act). The IP Act regulates how personal information is collected, stored, used and disclosed by all Queensland Government agencies and their contracted service providers. The department remains committed to continually improving its guidelines, policies and procedures to support the effective management of personal information, to meet community expectations and compliance obligations.

In 2020–21, the department reviewed and updated the Information Privacy Plan to demonstrate how obligations are met under the IP Act, provide a guideline for employees and contractors who deal with personal information, and to illustrate the department's commitment to respecting the privacy rights of employees and members of the public.

The department is increasingly turning to emerging technologies to carry out functions, inform policy and deliver services. With the adoption of new technologies comes the emergence of new challenges. To ensure compliance with the Information Privacy Principles, the department actively conducts Privacy Impact Assessments to factor in privacy when planning and delivering projects and programs which involve the management of personal information.

The Director-General is the dedicated Privacy Champion and continues to provide and support mandatory awareness campaigns and resources to employees to assist in promoting a culture that respects the personal information of staff and customers.



#### For more information

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

## Information security management system

The department is heavily reliant on digital technologies, devices, applications and business systems to deliver a range of core and critical services to our customers. Organisations are becoming increasingly exposed to information security breaches and cyber threats.

The department has a responsibility to comply with the Queensland Government Information Security Policy (IS18:2018) by ensuring security by design, appropriate controls and having an Information Security Management System (ISMS) in place to manage and protect information, application, technology and critical infrastructure assets. The department is continuing to mature its ISMS that conforms with the International information security Standard ISO/IEC 27001:2013. The ISMS forms the basis of the governance, processes, and controls necessary to ensure risks to systems and information are understood and effectively managed.

In 2020–21, significant progress and improvements included:

- ongoing cyber security education and awareness campaigns supported by mandatory annual training for all staff
- effective governance responsible for the implementation of strategy, policy, standards and processes
- actively reporting, monitoring, mitigating and ongoing management of information security and cyber risks.

## Internal accountability

### Strategic Procurement Plan

In 2020–21, the department launched the Strategic Procurement Plan (2021–25). The plan reflects the strategic direction of the department's procurement function and incorporates Queensland Government Procurement Policy objectives.

The plan positions the department's procurement function to provide clear procurement outcomes that support social, regional and environmental initiatives and deliver value for money. It provides the vision for high quality, responsive and innovative procurement solutions driven by a highly capable and committed workforce.

The plan also demonstrates achieving value goes beyond financial savings and provides procurement delegates and buyers with a clear vision on how to deliver value for Queensland.

### Procurement plan for significant procurement

The department is committed to delivering social, environmental, and economic outcomes to support Queensland industries and suppliers through our \$7.571 billion procurement spend.

Putting Queenslanders first, the department leverages the Queensland Procurement Policy (QPP) to incorporate a range

of local, social and innovative procurement objectives that create opportunities for local, regional and Queensland suppliers. Since 2016, the department has awarded 90 per cent of contracts to Queensland suppliers. In 2020–21, the department awarded 925 contracts to Queensland suppliers and injected \$7.1 billion directly to local economies. This included \$2.1 billion to 2827 regional suppliers and \$32 million directly to Indigenous businesses.

In addition, to further support the department's commitment to deliver sustainable social, economic and environmental outcomes, the department's Indigenous (Aboriginal and Torres Strait Islander) Procurement Guide was launched to support buyers applying best practice when engaging Indigenous businesses across each of the procurement frameworks.

**Table 10: Transport and Main Roads addressable spend with Aboriginal and Torres Strait Islander, Regional and Queensland vendors by financial year**

	2018–19	2019–20	2020–21
<b>ATSI</b>	\$37,426,322	\$33,574,379	\$32,257,234
<b>Regional</b>	\$1,737,229,367	\$1,818,628,488	\$2,121,476,520
<b>Qld</b>	\$5,708,850,556	\$6,154,066,846	\$7,122,693,376
<b>Total Spend</b>	\$6,933,960,900	\$7,176,219,465	\$7,571,206,324
<b>Regional spend as %</b>	25.05%	25.34%	28.02%

*Data source: Aboriginal and Torres Strait Islander vendor list supplied by the Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships. Regional and Queensland vendors identified by applying SAP Vendor Master Data. Spend data sourced from TMR Spend Cube.*

### Aboriginal and Torres Strait Islander Employee Assistant Program Pilot

The department identified a need for culturally sensitive and gender specific counselling services and support for Aboriginal and Torres Strait Islander staff, including the need for therapeutic counselling support. Leveraging the Queensland Indigenous Procurement Policy, the department developed a procurement strategy and significant market research to identify Indigenous Businesses to tender.

The department supported businesses through the tender process which included:

- contact with each business directly (where possible) to advise them of the opportunity
- held an online Industry Briefing in partnership with the former Department of Aboriginal and Torres Strait Islander Partnerships (DATSIP) to share insight into the intent of the pilot program and present the benefits it will offer to identified staff and the broader community
- arranged for DATSIP to support, review and provide feedback to businesses on their draft response (excluding price) prior to the tender closing.

The procurement process led to the execution of contracts with two Indigenous business that deliver an employee assistance program that offers gender-based, culturally sensitive services across the whole of Queensland for staff and their families who are seeking support in a safe environment.

**Strategic sourcing solution**

The department commenced a transformational project that will integrate the department’s purchasing and accounts payable systems using SAP Ariba to achieve greater efficiencies through streamlined and automated processes. The project will transform the way goods and services are procured by moving away from current manual, paper based and complex procurement processes toward a more contemporary, online, streamlined and customer-focused solution.

**Best Practice Industry Conditions**

In 2020–21, best practice industry conditions were applied to relevant contracts valued greater than \$100 million by ensuring workplace health and safety standards, a commitment to apprentices and trainees, best practice industrial relations and compliance with procurement tendering and other government policy are considered as part of the value for money evaluation.

**Performance management and monitoring**

The department monitors performance against service standards in the Service Delivery Statements (SDS) (see Appendix 3) and progress of strategic initiatives through quarterly performance reports to the Executive Leadership Team.

The internal quarterly performance reports inform strategic decisions, drive improvements and allow course correction or re-evaluation of objectives, to ensure value is continually delivered to our customers, stakeholders, and the community. These report also fulfil the requirements of the Queensland Government’s *Financial and Performance Management Standard 2019* and *Financial Accountability Act 2009*. The department’s commitment to continuous improvement is affirmed through the Planning and Performance Network, which connects regularly to strengthen planning and performance capability and to champion a performance culture across the department.


**Data and Business Analytics Strategy**

The department’s Data and Business Analytics Strategy details the approach to becoming an insight driven organisation, utilising the rapidly expanding availability of data to develop new and improved customer services, improve service delivery and better connect Queenslanders through our transport network.

Underpinned by the Transport Data Exchange (TDx), a strategic data analytics framework, the department continued to implement

cloud-based analytics solutions to solve complex business and customer challenges. Examples included:

- a Service Capacity Tracker that predicts space available on urban public transport services, empowering customers to make decisions about how and when they travel
- a pavement layer analytics enabling road inspectors to access pavement depth data when onsite to save time and effort
- a TDx Data Catalogue a central repository to discover and manage access to TMR cloud-based data assets.

 **For more information**  
<https://www.tmr.qld.gov.au/About-us/Corporate-information/Publications>

**Complaints management**

Feedback from our customers is central to providing Queenslanders with responsive government services. The department remains committed to learning from customer feedback to innovate and enhance services, improve decision-making, and increase government accountability.

The department’s complaints management system complies with the *Public Service Act 2008* (Section 219A), is compatible with the *Human Rights Act 2019* and meets the guiding principles of the Australian/New Zealand Standard AS/NZS 10002:2014 Guidelines for complaint management in organisations.

In 2020–21, the department reported 25,853 customer complaints of which 11,243 were substantiated. The nature of these complaints related to servicing, transport network and facilities. The department remained committed to learning from customer feedback to innovate and enhance services, improve decision-making, and increase government accountability.

**Table 11: Complaints received**

Year	Customer Complaints Volume	Customer Interactions Volume
2016–17	48,642	11840000
2017–18	45,820	12600000
2018–19	45,057	16000000
2019–20	35,159	15500000
2020–21	18,850	17500000

Data source: TMR Complaints Management System

**Internal Audit**

Internal Audit is a key component of the department’s corporate governance. The function operates under a charter consistent with the Institute of Internal Auditors’ international standards and approved by the 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 the objectives and adds value to the department. This includes the implementation of risk-based strategic and annual internal audit plans, and coordinating internal audit activities with the external auditors, Queensland Audit Office (QAO), to best achieve appropriate objectives for the department.

The Chief Auditor reports regularly to the Audit and Risk Committee (**see page 108**), 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 the 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 the risk and internal control environments
- bringing a broad range of issues to management's attention, including performance, efficiency and economy
- monitoring whether agreed remedial actions are undertaken.

In 2020–21, key achievements included:

- developed and delivered an annual plan of internal audits approved by the Director-General and completed 40 internal audit reports, covering assurance and improving effectiveness of controls, systems, project management, operations and risk management
- engaged with the Audit and Risk Committee about proposed internal 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.

## External accountability

The department's operations are subject to regular scrutiny from external oversight bodies.

### Integrity Commissioner

The Queensland Integrity Commissioner, who administers the *Integrity Act 2009* (the Act), is a statutory office holder and officer of Queensland Parliament.

The role of Integrity Commissioner includes:

- providing confidential advice on ethics and integrity matters to Ministers, members of the Legislative Assembly, ministerial employees, senior public servants, and other persons or classes of persons nominated by a Minister
- regulating lobbyist activity and maintaining the lobbyists register
- raising public awareness of ethics and integrity matters
- standard-setting on ethics and integrity matters at the request of the Premier.

In accordance with the provisions under the Act, the department maintains a lobbyist contact register, and upon request, reports lobbyist contact with employees to the Integrity Commissioner. In order to encourage integrity principles within the workplace, the department provides advice, training and awareness to the department and manages conduct matters pertaining to conflicts of interest.

### Auditor-General reports

In addition to the audit of the department's financial statements, during 2020–21 the Auditor-General conducted audits where recommendations were either specifically addressed to the department, were for agencies to consider, or included learnings potentially applicable to the department.

These audits included:

- Report 7: 2020–21 Delivering successful technology projects
- Report 10: 2020–21 Transport 2020
- Report 13: 2020–21 State entities 2020.



**For more information**

[www.qao.qld.gov.au](http://www.qao.qld.gov.au)

### Protecting the public interest: Queensland Ombudsman

The Queensland Ombudsman plays a pivotal role in ensuring public agencies make fair and accountable decisions in the delivery of services—a critical element of open and transparent public administration. The Ombudsman has wide powers and authorities outlined within the *Ombudsman Act 2001* which facilitate the investigation of administrative actions with the view to improving the quality of decision making and administrative practices in agencies. The Ombudsman also has oversight of the *Public Interest Disclosure Act 2010*.

During 2020–21, the department responded to 31 Ombudsman matters referred to the Director-General for administrative review or investigation. Of these matters, 29 were concluded following review, while two matters remained active and continued to be addressed by the department. The department works closely with the Queensland Ombudsman to enhance agency decision-making and administrative

practices and readily implements appropriate recommendations based on Queensland Ombudsman advice to advance the shared commitment to continuous improvement in public administration. The outcomes of investigations or reviews can identify significant opportunities for organisational improvement.

## Transparency and the right to information

Queensland Government remains committed to open and transparent government through compliance with the information access provisions under the *Right to Information Act 2009* (the RTI Act) and the *Information Privacy Act 2009* (the IP Act).

The department's website contains various publications and pages detailing services and business operations. Applications for documents not containing an applicant's personal information are processed under the RTI Act, and requests for documents for an applicant's personal information being processed under the IP Act.

In 2020–21, the department received 701 applications under the RTI and IP Acts. 688 applications were completed, with the remaining applications to be finalised in 2020–21. Details of the applications received under the RTI Act are published on department's disclosure log together with a copy of the released documents.



### For more information

<https://www.tmr.qld.gov.au/About-us/Right-to-Information>

## Human Rights Act

The department is committed to ensuring all actions and decisions compatible with the *Human Rights Act 2019* (the Act), and fosters a human rights culture, providing internal resources and training to build workforce capability. Human rights resources are updated quarterly from learnings gained from customer interactions. From 1 July 2020, 2030 employees completed the mandatory online *Human Rights Act 2019* training, and another 39 completed the human rights complaints training.

The department continues to play a vital role in protecting Queenslanders human rights by reviewing portfolio legislation, services, policies, and procedures to ensure our regulatory framework, service delivery, and operations align with the government's human rights obligations. In addition, our commitment to furthering the objectives of the Act is demonstrated through continued education and training, system enhancements, and stakeholder engagement processes, evident across various divisions.

The department's future direction is inclusive of remaining compatible with the Act, and seeking continuous improvement to its processes, policies, and procedures. Accordingly, the Ethical Standards Unit has commenced an extensive review of all its policies and procedures relevant to the work of the Ethical Standards Unit, which supports the department's direction of continuous improvement in its compatibility with the *Human Rights Act 2019*.

TransLink continued to embed human rights in all work undertaken, evident through discussions and continued education of third-party providers through the provision of information concerning responsibilities under the Act. In addition, the implementation of CustomerLink system enhancements has provided mechanisms to identify potential breaches or engagement of customers' human rights, guiding discussions and training of third-party providers.

The continuation of staff development in respective Customer Services Branch teams' is guided by recent customer interactions and communications. Customer Services Branch's workforce capability is driven by assessing and recognising human rights impacts to all escalated customer issues not covered under specific policy.

The Program Delivery and Operations Branch utilised the opportunity to engage in meaningful discussion and tailored staff education at their Cultural Heritage Forum. Compatibility under the *Human Rights Act 2019* was closely examined, focusing on applying the rights to Indigenous Cultural Heritage.

The department actively contributed to various external agencies human rights Statements of Compatibility, supporting the Queensland Government's direction in protecting Queenslanders human rights. Since 1 July 2020, the department managed 51 customer-related human rights complaints and one employee-related human rights complaints. Of the 51 complaints, 21 were substantiated based on actions or decisions deemed incompatible with the Act. These complaints were predominantly related to seeking improvements to service delivery, performance relating to access concerns, and allegations of discrimination relating to race, religion and/or disability. The complaints provided the department with an opportunity to review, reflect and improve on decision-making processes.



### For more information

<https://www.qld.gov.au/law/your-rights/human-rights>

## Open data

The department is one of the largest contributors to the Queensland Government's open data portal, with a collection of 279 published datasets in 2020–21, up from 270 in 2019–20. Datasets empower Queenslanders to make informed decisions about how and when they travel and enable business partners and industry to help deliver better traffic and transport services for the community.



### For more information

[www.data.qld.gov.au/dataset?organization=transport-and-main-roads](http://www.data.qld.gov.au/dataset?organization=transport-and-main-roads)

## Coronial inquests and recommendations

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.

Where recommendations are directed to more than one department, the government is required to produce a single, coordinated response to the recommendation. These responses are published on the coroner's website by the Department of Justice and Attorney-General.

The department's response for the period January–June 2021 is required to be provided to the Attorney-General by 30 September 2021. Five new recommendations were directed to the department in 2020–21. The department's report for the period January–June 2021 will provide an update on 22 recommendations in total.



### For more information

[www.courts.qld.gov.au/courts/coroners-court/findings](http://www.courts.qld.gov.au/courts/coroners-court/findings)

## Crime and Corruption Commission

The Crime and Corruption Commission (CCC) is a statutory oversight body accountable to the Parliamentary Crime and Corruption Committee, set up to combat and reduce the incidence of major crime and corruption in the public sector. Its functions and powers are set out in the *Crime and Corruption Act 2001*.

In discharging the statutory obligations contained in the *Crime and Corruption Act 2001*, the Director-General has a duty to notify the CCC when there is a reasonable suspicion of suspected corrupt conduct and an obligation to thoroughly investigate allegations of suspected corrupt conduct, afford any person involved in a corruption investigation natural justice and provide timely outcome advice to the complainant.

The department has a zero tolerance to corrupt conduct. To support this, a robust Integrity framework and investigative capacity is in place which underpins a holistic approach to ethical culture. Dedicated policies for dealing with suspected corrupt conduct and serious misconduct are in place to ensure consistent application of open and honest investigations. In addition to reacting to any allegation of wrongdoing via investigation, the department provides all employees with mandatory ethical awareness training, both on-line and in face to face presentations in order to maintain a strong prevention focus.

## Parliamentary Committees

Parliamentary committees are responsible for the review of legislation, investigating specific issues, and reporting to the Parliament and can have continuing roles to monitor and review public sector organisations or keep areas of the law or activity under review. The committee which relates to the department's portfolio is the Transport and Resources Committee.

The committee was responsible for:

- examining bills and subordinate legislation to consider the policy to be enacted and the application of the fundamental legislative principles set out in section 4 of the *Legislative Standards Act 1992* and compatibility with the *Human Rights Act 2019*
- examining the budget estimates of the department
- assessing public accounts in its portfolio area regarding integrity, economy, efficiency and effectiveness of financial management and
- assessing the public works of each department in regard to the suitability of the works for the purpose.

The committee may initiate an inquiry into any matter it considers appropriate within its portfolio area. In 2020–21, the committee either conducted or commenced the following parliamentary inquiries relating to the department's portfolio:

- Inquiry into Vehicle Safety, Standards and Technology, including Engine Immobiliser Technology
- Inquiry into Motor Recreational Activities
- Inquiry into Transport Technology.

## Risk Management

Risk management is a key element of good corporate governance and is a fundamental component of managing the department's business operations. In accordance with the *Financial Accountability Act 2009*, overall accountability for risk management resides with the Director-General, is exercised through the Executive Leadership Team (ELT), and is the responsibility of everyone throughout the department. The department's Audit and Risk Committee (ARC) assists the Director-General in oversight of the effective performance of the department's risk management framework and practices. The risk management policy and framework, based on the international standard ISO 31000:2018 Risk management—guideline, ensure risks are managed effectively and consistently across the department and minimised through a robust system of internal controls.

## Strategic risk and risk appetite

Strategic risks are those that could affect the department's ability to deliver its vision and purpose outlined in the department's strategic plan, requiring executive oversight and sponsorship. Strategic risks have the potential to materially impact our strategic objectives and require management at the departmental,

cross-agency or state levels. Strategic risks are considered in our strategic planning process with review workshops held regularly to validate the risks against strategic objectives, suitability of treatment strategies, and assessment of the risk exposure.

In 2020–21 the ELT reframed some of the department's strategic risks to better align with the revised Strategic Plan 2019–23 (revised for 2020–21). It also took the opportunity to reassess the department's Risk Appetite Statement (RAS), adjusting the risk statement to accommodate the changing operating environment brought about by COVID-19. The ELT also continued to develop and implement the enterprise operating risks, which are the core operational risks considered worthy of regular executive attention and having the lowest risk appetite.

## Risk achievements

In 2020–21, key achievements included:

- ELT focused on strengthening its strategic risk management through commitment to regular strategic risk review workshops and meetings
- ELT's strategic risks were reframed to better align with TMR's Strategic Plan
- risk owners and subject matter experts implemented several Enterprise Operating Risks (EOR)
- Risk Management System (RMS) was re-configured to reflect the inclusion of EOR within the hierarchy of risk categories
- the department's RAS was revised to reflect ELT's changing attitude towards risk, proactively responding to COVID-19
- developed risk dashboard reporting for presentation to the ELT and ARC, providing interactive graphical and statistical information, including the provision of risk insights
- revised and updated various risk management guides for use across the department
- enhanced the portfolio, program, project, and contract management (3PCM) solution to provide a more effective repository for centrally captured and reported QTRIP project risks.