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Letter of compliance

21 September 2021

The Honourable Mark Bailey MP
Minister for Transport and Main Roads
1 William Street, Brisbane, Queensland 4000

Dear Minister

I am pleased to submit for presentation to the Parliament, the Annual Report 2020–21 and financial statements for the Department of Transport and Main Roads.

I certify that this annual report complies with:

- the prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2019*
- the detailed requirements set out in the *Annual Report requirements for Queensland Government agencies*.

A checklist outlining the annual report requirements can be found on **page 188** of this annual report.

Yours sincerely




Neil Scales OBE

Director-General

Department of Transport and Main Roads


ONC (Eng), HNC (EEng), DMS, BSc (Eng), MSc (Control Engineering and Computer Systems), MBA, CEng (UK), RPEQ, FIET, FIMechE, FICE, FIFE Aust, FCILT, FLJMU, FRSA, FSOE, FIRTE, VFF, MAICD

 **For more information**

Phone: +61 7 3066 7247

Email: annual.report@tmr.qld.gov.au

Visit: www.tmr.qld.gov.au

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www.qld.gov.au/annualreportfeedback

About us

Our role

The Department of Transport and Main Roads moves and connects people, places, goods and services safely, efficiently and effectively across Queensland.

The department is responsible for planning, managing and delivering an integrated transport network across road, rail, air and sea for the state. Through this, the department is committed to ensuring Queensland's transport system contributes to people's quality of life, a vibrant economy and a sustainable environment.

In 2020–21, the department administered an operating budget of \$6.702 billion capital budget of \$3.178 billion and managed assets worth \$80.749 billion.

This funding enables the department to deliver public transport and transport infrastructure to connect Queensland and to help ensure the infrastructure built and maintained is efficient, reliable, and safe.

The department operates under the *Administrative Arrangements Order (No.2) 2018* and the *Public Service Departmental Arrangements Notice (No.4) 2017*. It discharges its statutory obligations under 25 acts listed in Appendix 1. Progress on achieving these obligations and further information and links to websites are included throughout the report.

What the report contains

The Department of Transport and Main Roads' Annual Report 2020–21 describes the department's operations for the financial year from 1 July 2020 to 30 June 2021.

The report structure is separated into four main sections to support our vision, creating a single integrated transport network accessible to everyone, which is supported by the department's organisation and delivered by the department's people.

Why we have an Annual Report

As well as meeting the statutory requirements set out in the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2019*, the Annual Report aims to keep our stakeholders informed about our performance and future direction.

Accessing the Annual Report

The Annual Report is available on the Department of Transport and Main Roads website at www.tmr.qld.gov.au/annualreport or in hard copy on request.

Additional annual reporting requirements have been published on the Queensland Government Open Data portal at www.qld.gov.au/data.

This includes:

1. consultancies
2. school transport operator payments
3. Queensland Language Services Policy measures.

An overseas travel expenditure report for the 2020–21 reporting year was not required due to overseas travel not being undertaken by any officers from the Department of Transport and Main Roads.

The Queensland Government is committed to providing accessible services to Queenslanders from all culturally and linguistically diverse backgrounds. If you have difficulty understanding the Annual Report, you can contact us on 13 23 80 and we will arrange an interpreter to effectively communicate the report to you.

Transport and Main Roads Strategic Plan

The department's Strategic Plan 2019–23 (revised for 2020–21) is a four-year direction setting document outlining a strong vision and purpose for the creation of a single integrated transport network accessible to everyone. The plan represents the second year of a strategic planning cycle that commenced on 1 July 2019 following extensive consultation from across the department and with other Queensland Government agencies.

The strategic plan demonstrates how the department contributes to the Queensland Government's objectives for the community, responds to the opportunities and challenges facing the department, and delivers for our customers through our five strategic objectives centred around Accessible, Safe, Responsive, Efficient, and Sustainable transport system.

Business planning

The department's divisional and branch business plans are aligned with the department's strategic plan to deliver the five strategic objectives. These plans are 'living documents' and are reviewed quarterly to respond to performance outcomes and emerging operational risks and opportunities.

In 2020–21 the department's business plans underwent digitisation to maximise value-producing opportunities and create a more accessible, customisable and efficient planning process. This has resulted in better business outcomes and enhanced internal planning activities.

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Director-General Message

Welcome to the 2020–21 Annual Report for the Department of Transport and Main Roads.

Each year, our Annual Report provides a unique opportunity to reflect on and share the department's achievements and progress towards creating a single integrated transport network accessible to everyone. This year was particularly special as we marked the 100-year anniversary of the first Main Roads Board, celebrating our long, rich history of delivering world-class transport services and infrastructure to the people of Queensland.

As you will read in the pages of this report, Queensland's ongoing response to, and recovery from COVID-19, has been at the forefront of our operations and I couldn't be prouder of the work delivered. This was made possible by the hard work, dedication, and enthusiasm of our people.

Keeping Queensland connected and moving

The pipeline of projects outlined in our four-year infrastructure program, the Queensland Transport and Roads Investment Program (QTRIP) 2021–22 to 2024–25 (see page 27), is one of the many tangible examples of how our work is keeping Queensland moving, supporting jobs, and delivering vital transport infrastructure across the state. It outlines a record \$27.5 billion of investment and will continue to provide economic recovery and road safety benefits across Queensland. We continue to deliver priority projects such as the Pacific Motorway, Varsity Lakes to Tugun upgrade (see page 65); and key projects on the Bruce Highway such as the Cooroy to Curra (Section D) (see page 52); Caloundra Road to Sunshine Motorway upgrade (see page 59); Cairns Southern Access Corridor (Stage 3), Edmonton to Gordonvale; and the Haughton River Floodplain upgrade (see page 41).

Of course, transport in Queensland is more than just roads and infrastructure. Active and passenger transport continue to be key focus areas for the department. We're encouraging more Queenslanders to take up walking and bike riding through the Queensland Cycling Action Plan 2020–22 (see page 31), Bike Riding Encouragement Program Community Grants, delivery of new active transport infrastructure, and development of the Action Plan for Walking 2022–24.

On the passenger transport front, we're working to transition TransLink's urban bus fleet in South East Queensland to a zero emission fleet from 2030, partnering with bus operators to trial battery-electric, hydrogen fuel cell, and bio-ethanol fueled buses across the network. We're also providing customers with alternative and more convenient ways to pay for their journey, with a smart ticketing trial on the Gold Coast Light Rail (see page 69). The trial allows adult-fare paying customers the ability to pay for their trip using a smartphone or smart device that's linked to a contactless debit or credit card.

Accessibility and inclusion continue to be important considerations in our operations, and the department's Accessibility and Inclusion Strategy (see page 71) provides a roadmap for embedding accessibility in all aspects of our services, products, information, infrastructure, and workplaces. Recent updates to the criteria for the Disability Parking Permit Scheme (see page 72) is another example of how we continue to deliver accessibility improvements, ensuring the state's transport network is accessible to all Queenslanders.

Our work is underpinned by our Strategic Plan 2019–23 (see page 10), recently updated to reflect our alignment to the Queensland Government's new objectives for the community (see page 12), and our partnerships with industry remain as strong as ever, ensuring we deliver services and infrastructure based on best practice, customer needs, and emerging trends.

Preparing our transport network for the future

COVID-19 saw a significant shift in the needs, expectations, and travel behaviours of our customers, highlighting the need to consider these factors when preparing Queensland's transport network for the future. Harnessing new, innovative, and emerging technologies has remained a key focus for the department, guided by the Queensland Transport Strategy 2019–23, and exciting progress has been made on our future-focused programs of work.

Consultation with customers is critical when planning for the future. Throughout the year we worked with customers to trial our Digital Licence App (see page 74) on the Fraser Coast, TransLink's world-class smart ticketing system (see page 69) on the Gold Coast Light Rail, as well as the safety and viability of connected and automated vehicles (see page 87) on Queensland roads. Our newly established Transport Data Exchange (see page 113) is helping us progress these projects and identify new opportunities, using data science and artificial intelligence to predict future trends and test the impact of decisions on the state's transport network.

We continue to maintain a strong focus on sustainability and remain committed to reducing greenhouse gas emissions on the network. The Queensland Electric Super Highway (QESH) reached an important milestone, with 13 fast charging locations added to the existing 18 locations, supporting the use and uptake of electric vehicles across the state.

Steering Queensland to safer roads

Like many Queenslanders, I've been deeply saddened by the number of lives lost on our roads during the past 12 months—every life lost is one too many. We continue to work collaboratively with other government departments and stakeholders to change the picture of road safety in Queensland through infrastructure, systems, enforcement, and targeted marketing. We recently made changes to strengthen the graduated licensing

system, updating the hazard perception test (see page 70) to include high quality, 3D computer generated clips of road situations which test the hazard perception skills of learner drivers and motorcycle riders. Together with the Queensland Police Service, we implemented a state-wide camera trial (see page 83) to detect drivers illegally using their mobile phone and failing to wear a seatbelt, and the cameras are set to be rolled out across Queensland from mid-2021. Our Community Road Safety Grants (see page 81) continue to see important engagement in road safety from community organisations, councils, and Queenslanders, and our partnerships with leading sporting organisations like AFL Queensland (see page 82) are helping us engage the next generation of road users in road safety.

Communication is an important part of our road safety agenda, and we have delivered several behaviour change campaigns aimed at tackling the fatal five (see page 82). These include *All Good, All Bad* which targets drink driving; *Speeding Kills* which addresses speeding; our *Co-Lab Youth Road Safety* campaign; and *Regional Roads aren't a game* which encourages drivers to drive to the conditions in regional areas. Promotion of state-wide road safety initiatives such as *Fatality Free Friday* and Queensland Road Safety Week also continue to be an important part of our road safety communications.

Working with First Nations peoples and communities

I am privileged in my role as Director-General to work with many First Nations peoples and communities across Queensland and have deep respect for the knowledge, culture, and wisdom they bring to the department's operations. This year saw several important initiatives progressed and completed, each aimed at improving economic, social, and health outcomes for Aboriginal and Torres Strait Islander communities. I was proud to celebrate these, along with TMR's long, rich history working with First Nations peoples, in the department's First Nations Partnerships Gallery (see page 96).

TMR's partnership with the central Queensland Aboriginal community of Woorabinda continues to go from strength to strength, and I was honoured to recently be extended in my role as Government Champion for this community (see page 81). The department continues to support Woorabinda's Gumbi Gunyah Women and Children's Wellbeing Centre (see page 96), aimed at supporting women and families escaping domestic and family violence, and this year raised \$1652 to help furnish the centre's new building and outdoor kitchen area.

We also partnered with Gallang Place and their Indigenous Wellbeing Centre to provide culturally appropriate counselling and support services to our people, as part of our Employee Assistance Program. This year also saw a new Aboriginal and Torres Strait Islander Scholarship (see page 95) launched, providing financial assistance to eligible students undertaking an undergraduate degree or diploma in Engineering or Engineering-related qualifications.

Preparing our people for the future

To say I am proud of how our TMR family has united to support Queensland's ongoing recovery from COVID-19 is an understatement. Looking after our people and preparing the department for the next generation of our TMR family is very important to me, and I was pleased to see a number of initiatives delivered this year focused on enhancing the wellbeing, development, and digital capability of our workforce.

As the department's Safety Champion, I signed and launched a Safety Charter for TMR, pledging our commitment to driving safety as a core value in the way we do business. We also celebrated a range of important wellbeing, inclusion, diversity, and social initiatives (see page 99), led by our Executive Leadership Team.

Learning and development was a strong focus area for TMR this year, and I am passionate about providing lifelong learning opportunities to our people and facilitating a learning culture across the department. To support this, we launched the TMR Learning Strategy (see page 98) and rolled out LinkedIn Learning (see page 98), providing our people access to more than 8000 online courses.

These activities are underpinned by our Strategic Workforce Plan 2020–24 (see page 94), recently revised to outline our commitment to a healthy, purpose driven, capable, and mobile workforce. Our Digital Strategic Plan 2021–25 (see page 94) supports this commitment, helping us become a digital organisation so we can deliver a digitally-enabled, integrated, and inclusive transport network for all Queenslanders.

The talent of our people never ceases to amaze me, and I was proud to see our people and teams recognised at various award ceremonies during the past 12 months. Some of these include; the Australian Engineering Excellence Achievement Awards; Australian Government Digital Awards; Australian Service Excellence Awards; Intelligent Transport System Australia Awards; Australian Business Awards; and the Australian Shipping and Maritime Industry Awards. We also continue to celebrate our people internally through the department's CUBIE Awards, Australia Day Achievement Awards, Wonder Women program, and our annual P4P Week.

With new projects, initiatives, and technologies emerging at a rapid rate, it's an exciting time to be in the transport sector and I look forward to seeing all we deliver and achieve for Queenslanders in the year ahead.



Neil Scales OBE

Director-General

Department of Transport and Main Roads

ONC (Eng), HNC (EEng), DMS, BSc (Eng), MSc (Control Engineering and Computer Systems), MBA, CEng (UK), RPEQ, FIET, FIMechE, FICE, FIFEAust, FCILT, FLJMU, FRSA, FSOE, FIRTE, VFF, MAICD

Chief Finance Officer's Report

Summary

As the department's Corporate experts, we work with our business partners to deliver an integrated transport network accessible for everyone. The department's financial sustainability plan supports the department's strategic priorities through maintaining a strong financial framework, investing in priorities, providing revenue assurance and achieving value for money. Working as a united department, our priorities include delivering innovative services and solutions, investing in our capability and developing our people.

The department's strong fiscal discipline resulted in an operating surplus of \$37.21 million in 2020–21. COVID-19 continued to have a significant impact on the department's operating position, with reduction in fare revenue in South East Queensland and costs relating to increased sanitisation on public transport services of approximately \$186 million.

The department successfully delivered its \$3.388 billion capital program ahead of schedule for a fourth year in a row, due to accelerated expenditure on a number of projects, including Bruce Highway Upgrades and Targeted Road Safety Program initiatives such as Safer Roads Sooner and the Black Spot Program.

We will continue to be a major contributor to Queensland's economic recovery post COVID-19, providing accelerated transport infrastructure and the creation of jobs through the delivery of QTRIP and the provision of frontline services through investment in customer-centric digitally enabled solutions.

In accordance with the requirements of section 77(2)(b) of the *Financial Accountability Act 2009*, I have provided the Director-General with a statement that the financial internal controls of the department are operating efficiently, effectively and economically in compliance with section 54 of the *Financial and Performance Management Standard 2019*.

This financial summary provides an overview of the department's financial results for 2020–21. A comprehensive set of financial statements is provided in this report, which includes an analysis of actual expenditure compared to the published budget with explanations of major variances.

Funding sources

Funding to meet departmental operational requirements, and for capital investment in the transport network, is received from the Queensland Government, the department's own sourced revenue, and allocations from the Australian Government. Funding from government comprises departmental services revenue, equity injections, and allocations from the Australian Government for capital and maintenance works on the National Network.

Key drivers of the department's funding include the delivery of capital investment in the roads and transport infrastructure network and in the provision of our key objectives through operational service delivery. In 2020–21, the budgeted revenue for the department was \$6.681 billion and the capital budget for 2020–21 was \$3.178 billion.

Administered revenue

The department administers, but does not control, certain resources on behalf of the Queensland Government. The main source of administered revenue is from user charges and fees from motor vehicle registrations, traffic fines, and other regulatory fees and fines.

Financial performance

The department recorded an operating surplus of \$37.21 million for 2020–21. Table 1 summarises the financial results of the department's operations for the past five financial years.

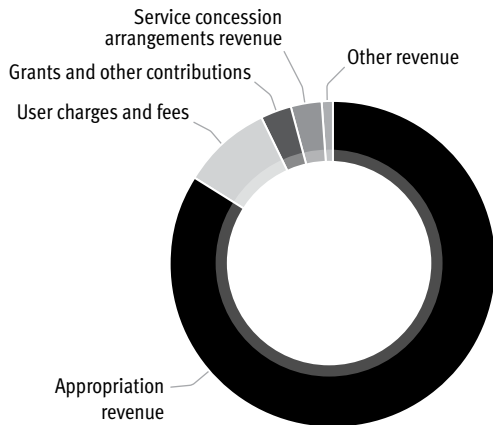
Table 1: Summary of financial results of the department's operations

Financial year	Total income	Total expenses	Operating result for the year
2020–21 \$ '000	6,785,407	6,748,201	37,206
2019–20 \$ '000	6,660,146	6,431,402	228,744
2018–19 \$ '000	6,144,435	6,172,880	(28,445)
2017–18 \$ '000	6,006,492	5,799,630	206,862
2016–17 \$ '000	5,776,159	5,596,725	179,434

Income

The department's total income of \$6.785 billion included appropriation revenue from the Queensland Government of \$5.713 billion, user charges of \$616 million, service concession arrangements revenue of \$232 million and grants and other contributions of \$187 million. In 2020–21 the department's total income has increased by \$125 million, predominantly as a result of increased funding under the transport service contract with Queensland Rail for cost escalation and for operational readiness to support the Cross River Rail project. Queensland Government appropriations are the main source of income and account for 84 per cent of total income earned in the reporting period.

Figure 1: Income by category for the year ended 30 June 2021



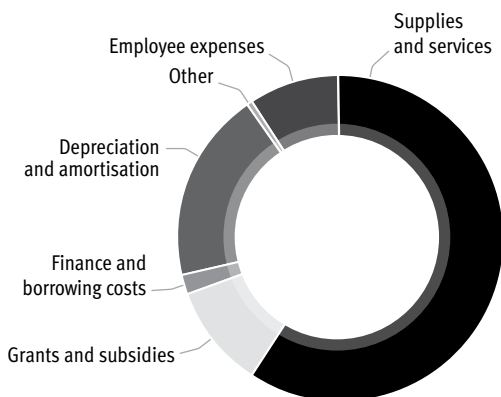
Income	Income %	\$ '000
■ Appropriation revenue	84.20%	5,713,024
■ User charges and fees	9.07%	615,524
■ Grants and other contributions	2.76%	187,184
■ Service concession arrangements revenue	3.42%	232,180
■ Other revenue	0.55%	37,495
Total income		6,785,407

Expenses

Total expenses for the department were \$6.748 billion. Supplies and services was our largest category of expenditure, comprising 59 per cent of total expenditure, followed by depreciation and amortisation of assets, and employee expenses.

Approximately 74 per cent of total supplies and services consists of payments to operators of rail, bus, air and ferry services. Total expenses in 2020–21 has increased by \$317 million.

Figure 2: Expenses by category for the year ended 30 June 2021



Expenses	Expenses %	\$ '000
■ Employee expenses	8.94%	603,083
■ Supplies and services	59.32%	4,003,392
■ Grants and subsidies	10.30%	695,471
■ Finance and borrowing costs	1.75%	117,878
■ Depreciation and amortisation	18.94%	1,277,978
■ Other	0.75%	50,399
Total expenses		6,748,201

Financial position

The net assets position reported in the financial statements shows the net worth of the department. At 30 June 2021, this was \$77.357 billion. Table 2 summarises the department’s financial position for the past five financial years.

Table 2: Summary of financial position – Assets and liabilities

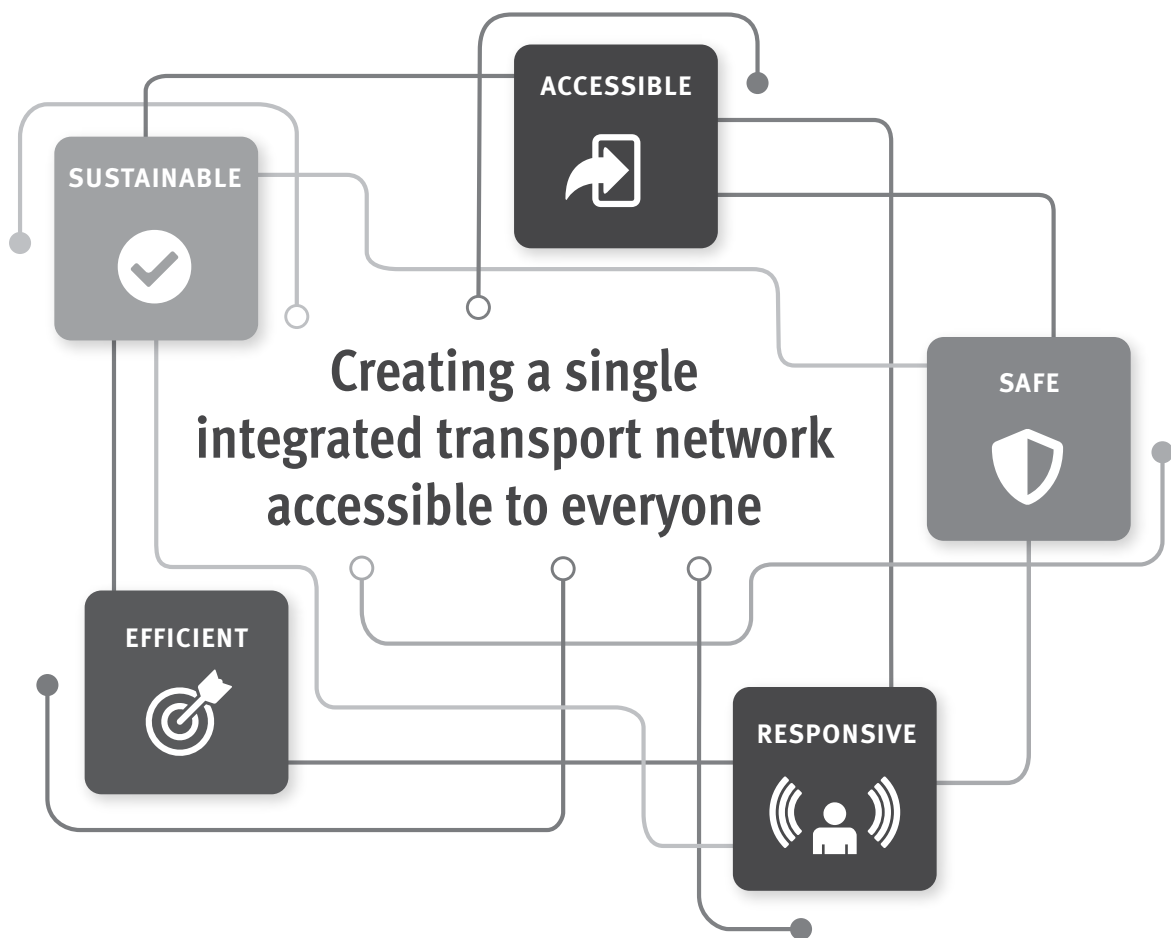
Financial year	Total assets	Total liabilities	Total equity
2020–21 \$ '000	87,575,717	10,218,610	77,357,107
2019–20 \$ '000	82,417,092	10,413,403	72,003,689
2018–19 \$ '000	67,262,349	2,508,073	64,754,276
2017–18 \$ '000	63,712,233	2,372,514	61,339,719
2016–17 \$ '000	67,731,350	2,191,415	65,539,935

At 30 June 2021 the department held assets totalling \$87.576 billion representing an increase of 6 per cent compared to the previous year. The variance between the years is primarily due to acquisitions of \$3.32 billion and \$2.75 billion of assets revaluation offset by depreciation of \$1.08 billion. The department’s transport infrastructure network makes up 70 per cent of total assets and is valued at \$61.11 billion. The department’s infrastructure assets consist of \$49.262 billion in roads, \$11.410 billion in structures and \$0.434 billion in other assets.

Australian Accounting Standard AASB 1059 *Service Concession Arrangements: Grantors* has been implemented for the first time in 2020–21. This new accounting standard requires the department to recognise for the first time, additional assets in its financial statements where the department has entered into arrangements with private sector entities (operators) to deliver to the public major economic and social assets and related services. Included is the Gateway and Logan Motorways, Port Drive and Airportlink M7 and Brisbane Airport Rail Link (Airtrain). This change has resulted in an increase in non-current assets by \$9.808 billion, and liabilities by \$8.084 billion at 1 July 2019. Offsetting the recognition of these assets is a service concession liability, representing the value of the department’s ‘foregone’ revenue where operators have the right to collect revenue from the users of the assets such as tolls or fares. The liability is reduced, and revenue is recognised progressively as access to the service concession asset is provided to the operator over the term of the agreement. These arrangements are outlined in Note 15 of the financial statements.

Strategic Plan






2019–2023 (revised for 2020–21)



Our vision and purpose

Creating a single integrated transport network accessible to everyone

To deliver to our customers, the Department of Transport and Main Roads (TMR) will value and support our workforce as our greatest strength, and in our decision-making and actions, we will respect, protect and promote human rights.

	Objectives	Success looks like	Strategies to get there	Our objectives and strategies contribute to the Queensland Government's objectives for the community as follows:
 Accessible	Tailored connections for our customers and workforce to create an integrated and inclusive network	<ul style="list-style-type: none"> Improved access to the network Improved customer experience Improved inclusivity and diversity in the workforce 	<ul style="list-style-type: none"> Support Queensland communities through inclusive connections Facilitate solutions to improve accessibility and customer experience Build collaborative networks to strengthen knowledge and information flow across TMR Deliver more effective outcomes through a diverse and inclusive workforce 	<ul style="list-style-type: none"> Safeguarding our health Supporting jobs Backing small business Making it for Queensland Building Queensland Growing our regions Investing in skills Backing our frontline services
 Safe	Safe and secure customer journeys and TMR workplaces	<ul style="list-style-type: none"> Improved safety and security of the transport network Improved safety and wellbeing of our workforce Improved safety of our customers on the network Improved resilience of TMR systems 	<ul style="list-style-type: none"> Enable the safe introduction of new technologies and services onto the network Prioritise safety in all the work we do Design, operate and maintain a secure, safe, and resilient transport system 	<ul style="list-style-type: none"> Safeguarding our health Building Queensland Backing our frontline services
 Responsive	Our network, services and workforce respond to current and emerging customer expectations	<ul style="list-style-type: none"> Improved customer satisfaction Improved workforce satisfaction Improved digital engagement 	<ul style="list-style-type: none"> Enable adaptive solutions that respond to emerging transport technologies, customer expectations and government priorities Provide easy-to-use services Provide continuous learning opportunities to support an innovative and future-ready workforce 	<ul style="list-style-type: none"> Safeguarding our health Supporting jobs Backing small business Making it for Queensland Building Queensland Growing our regions Investing in skills Backing our frontline services Protecting the environment
 Efficient	Partnerships, integration, innovation and technology advance the movement of people and goods	<ul style="list-style-type: none"> Improved reliability of the transport network Value-for-money Improved partnerships with industry, government and the community 	<ul style="list-style-type: none"> Effectively utilise assets to deliver the best network outcome Work more effectively with internal and external stakeholders to create benefits for our customers Ensure best value-for-money approach to delivery Leverage technology, data and information to enhance network and organisational performance 	<ul style="list-style-type: none"> Supporting jobs Backing small business Making it for Queensland Building Queensland Growing our regions Investing in skills
 Sustainable	Planning, investment and delivery outcomes support a more liveable and prosperous Queensland	<ul style="list-style-type: none"> Reduced waste, infrastructure and transport emissions Increased uptake of active and shared transport modes Increased fiscal sustainability of investments and services 	<ul style="list-style-type: none"> Encourage active and shared transport modes Enhance network resilience to minimise the impacts of climate change and incidents Prioritise planning and investment decisions that enhance benefits realisation Support low and zero emission transport technologies, modes and materials 	<ul style="list-style-type: none"> Safeguarding our health Supporting jobs Backing small business Making it for Queensland Building Queensland Growing our regions Investing in skills Backing our frontline services Protecting the environment

Our opportunities and challenges

The following are external factors that form the sources of TMR's strategic opportunities and risks which may impact our ability to achieve our objectives. In such a large and diverse department, it should be noted what is an opportunity to some areas may be a challenge to others.

- Increasing pace of technological and social change
- Disasters and network incidents
- Changing customer and stakeholder expectations
- Unplanned economic conditions within a constrained fiscal environment
- Analysis and effective use of the increasing volume of data
- Regulatory frameworks and process limitations
- Diverse and geographically dispersed population
- Changing workforce demands



Queensland Government's objectives for the community

The Queensland Government's objectives for the community are the government's long-term objectives and supports Queensland economic recovery from COVID-19. The objectives are built around *Unite and Recover - Queensland's Economic Recovery Plan*.

The department has delivered significant projects and initiatives that contribute to the wider government objectives and remains committed to ensuring Queensland's transport system contributes to a vibrant economy, a sustainable environment and growth of the regions and industries. The department continued to connect Queenslanders by delivering clean, high-quality public transport and building and maintaining efficient, reliable and safe transport infrastructure.

Some of the department's achievements in 2020–21 are noted under each government objective.



Safeguarding our health

- An extra 105 weekly train services were added to the South East Queensland Citytrain network and provided more service options and assisted with social distancing.
- Tailored campaigns were executed to address changes in domestic travel trends, including *Regional Road Safety*, and *Stay safe this Road Trip*.
- New technology and upgrades made to Heavy Vehicle Rest Areas along the Bruce Highway.



Supporting jobs

- Additional Senior Network Officers were engaged for safety and security, customer service and revenue protection across the public transport network.



Backing small business

- Launched the Strategic Procurement Plan (2021–2025) which positions the department's procurement function to provide clear procurement outcomes that support social, regional, and environmental initiatives.
- Upgrade works on the Ipswich Motorway (from Rocklea to Darra) were completed and engaged 97 per cent of local businesses in South East Queensland throughout the project.



Making it for Queensland

- Negotiated and commenced a data sharing agreement with Geosciences Australia to better enable global positioning services across Queensland and enhance ongoing operation and maintenance.



Building Queensland

- The Roads of Strategic Importance early works package invested an additional \$185 million to upgrade 22 key inland freight routes across the state.
- Hosted the Project Pipeline Industry Briefing, highlighting upcoming construction works, maintenance works, and material demand across the state.



Growing our regions

- Jointly-funded by the Roads and Transport Alliance, \$120 million was invested to complete 242 projects on local roads, safer school drop-off areas, and active transport infrastructure across all regions.
- Commenced works on a five-year, \$276 million Cape York Roads Package in partnership with Traditional Owners, Cape York Land Council, and Torres Cape Indigenous Council Alliance.



Investing in skills

- Stage 3 of the Gold Coast Light Rail project commenced planning of a local industry participation plan to engage local workers, support local suppliers, and provide skills and training for apprentices.
- OneTMR Graduate Program welcomed the largest cohort of 46 graduates since the program launched in 2016.
- Women in Leadership Mentoring Program is a key initiative within the department's Gender Equity Plan 2019–21 and continued to support an increase in women in leadership positions.
- Maritime Safety Queensland (MSQ) co-hosted 'Exercise - Fortitude II' to identify the issues, barriers, and potential solutions required to safely respond to a maritime emergency in the context of COVID-19.



Backing our frontline services

- \$5.47 million invested to improve bus driver safety with barrier screens, anti-shatter windows, and de-escalation courses.
- A range of online service improvements were made allowing 55,000 customers to transact online rather than visiting a TMR Service Centre.



Protecting the environment

- Developed a *Climate Change Risk Assessment Framework and Engineering Policy* to provide a consistent and effective methodology for infrastructure projects to assess and address climate change related hazards.
- Developed an industry-first Waste 2 Resource calculator, allowing designers and constructors of transport infrastructure to estimate and report on waste and recycling performance.
- Koala shields designed for Pacific Motorway Upgrade – Varsity Lakes to Tugun project and planting of 10,000 habitat plants for threatened butterfly species.

Key priorities and outcomes

Below is a summary of how the department delivers on its strategic objectives contributing to the Queensland Government's objectives for the community.

Table 3: Key priorities and outcomes for 2020–21

Queensland Government's objectives for the community	Strategic objective	Key priorities	Status
Safeguarding our health	Accessible	Providing safe marine infrastructure including increasing boat launching capacity to Queensland's waterways to support healthy lifestyles.	Ongoing
	Safe	Investing \$45.9 million to support road works around schools as part of the Flashing School Zone Signs program at 300 schools to improve safety.	In progress
	Safe	Implemented the School Transport Infrastructure programs which benefitted 59 schools across Queensland in 2020–21, which included the construction of 'stop, drop and go' zones, bus stops and foot paths.	Completed
	Safe	Delivering the Queensland Road Safety Action Plan 2020–21, including work on driver distraction, drink driving reforms, public education campaigns, infrastructure design, licensing reforms and preparing for new vehicle technologies to improve road safety.	In progress
	Safe	Continued to deliver marine related education and safety messaging, including campaigns that influenced and increased safe behaviours within the recreational boating community.	Ongoing
	Safe	Contributed to the Heavy Vehicle National Law (HVNL) Review, resulting in a two-year HVNL Safety and Productivity Program approved in May 2021.	Completed
	Safe	Inducted into the Domestic and Family Violence Prevention Honour Roll in recognition of actions taken to prevent domestic and family violence (DFV), raise awareness and support people impacted by DFV.	Completed
	Sustainable	Continued implementation of the <i>Queensland Walking Strategy 2019–2029</i> via completion of 29 of 44 actions in the Action Plan for Walking 2019–2021 to encourage more walking in Queensland.	In progress
	Sustainable	Continued implementation of the <i>Queensland Cycling Strategy 2017–2027</i> via completion of five out of 66 actions in the new Queensland Cycling Action Plan 2020–2022 to encourage more cycling more often.	In progress
	Supporting jobs	Accessible	Released the record \$27.5 billion QTRIP 2021–22 to 2024–25—a pipeline of transport and road infrastructure investment estimated to support an average of 24,000 direct jobs over the life of the program.
Sustainable		Investing \$21 million to support the establishment of a new coastal shipping service in regional Queensland to back maritime jobs and skills.	In progress
Backing small business	Accessible	Administered the Local Fare Scheme, an airfare subsidy program for the Gulf, Cape York and Torres Strait communities to support access to local health, education, employment services, and social opportunities.	Ongoing
	Sustainable	In 2020–21, the department awarded 925 contracts to Queensland suppliers that injected \$7.1 billion directly to local economies. This included \$2.1 billion to 2827 regional suppliers and \$32 million directly to First Nations businesses.	Ongoing
Making it for Queensland	Accessible	Delivering the \$335.7 million New Generation Rollingstock accessibility upgrades on 75 trains at Maryborough in the Fraser Coast Region.	In progress
	Responsive	Delivering the Ipswich Connected Vehicle Pilot, involving retrofitting 350 Queensland vehicles with connected vehicle technology that generates safety warnings to the driver.	In progress
	Efficient	Delivering the Cooperative and Highly Automated Driving pilot to research the potential impacts of introducing connected and automated vehicles on Queensland roads, focusing on safety.	In progress
Building Queensland	Accessible	Launched the Queensland Freight Action Plan 2020–22 in September 2020 to contribute to the <i>National Freight and Supply Chain Strategy</i> and deliver the <i>Queensland Freight Strategy – Advancing Freight in Queensland</i> which sets a shared vision for the state's freight system.	In progress
	Accessible	Continued partnership with Queensland Rail to deliver key infrastructure improvements across the network. Upgrades completed in 2020–21 include park 'n' rides at Lawnton, Geebung, Darra, Varsity Lakes and Virginia.	In progress
	Responsive	Provided input into the 2032 Olympic and Paralympic Games feasibility planning to support Brisbane's bid to host the 2032 Games.	Completed
	Responsive	Continued delivering a joint Australian and Queensland government \$415 million program of construction-ready road upgrade projects, consisting of \$265 million in capital upgrade projects (including \$158 million for a Regional Economic Enabling Fund, to deliver upgrades to regional roads that support economic and regional growth and sustain local employment) and \$150 million in targeted road safety upgrades.	In progress
	Efficient	Delivering the \$13 billion Queensland and Australian government funded program to upgrade the Bruce Highway (2013–14 to 2027–28) as part of QTRIP.	In progress
	Efficient	Continued delivering \$400 million towards a \$440.25 million program across 42 projects of road upgrades.	In progress

Queensland Government's objectives for the community			
Strategic objective	Key priorities		Status
Growing our Regions	Efficient	Continued implementation of the Transport System Planning Program to coordinate and prioritise planning across all modes of transport.	Ongoing
	Efficient	Supporting North Queensland by publishing travel times on road condition information signs, alerting travellers of network delays.	Completed
	Sustainable	Released the South East Queensland Regional Transport Plan in March 2021, with implementation in progress. Each region has a complete regional transport plan to guide future planning and land use integration.	Completed
Investing in skills	Accessible	Delivered remote training and simulation services to mariners including the Advanced Marine Pilot Training as part of Smartship Australia's services. In 2020–21, more than \$400,000 worth of services were delivered remotely.	Completed
	Responsive	In 2020–21, ten new Indigenous trainees were welcomed, bringing the department's total Indigenous Employee Network to 60 members.	Ongoing
	Responsive	Works that formed part of the Cape York Regional Package project that ran from July to November 2020 provided capability upskilling opportunities for local and First Nation contractors.	Completed
	Responsive	Welcomed four MSQ trainees based in Cairns, Townsville, Mackay, and Hervey Bay, supporting employment and training opportunities for young Queenslanders.	Ongoing
Backing our frontline services	Accessible	Investing \$371.1 million in the Smart Ticketing project to provide customers inclusive and accessible ticketing solutions. In 2020–21, the project installed new contactless payment options across the Gold Coast Light Rail network and progressed a series of regional bus trials.	In progress
	Safe	Launched a public transport service capacity tracker to inform customers about the space available on their service, to support travel decisions.	Completed
	Responsive	Provided \$5.47 million in grant funding to fit more than 80 per cent of Queensland's contracted urban bus fleet with a driver barrier.	Completed
	Responsive	Supported delivery of frontline services by keeping open all TMR Customer Service Centres with COVID-safe measures in place.	Completed
	Responsive	Processed more than 50,995 Learner Logbooks for customers via an application of Robotics Process Automation technology, resulting in efficiency gains for frontline services and improved customer experience.	Ongoing
	Responsive	Released the Online Services Customer Experience Refresh into production in September 2020 to support increased online transactions.	Completed
Protecting the environment	Responsive	Continued the War on Wrecks program to work with owners to remove derelict vessels and promote responsible boat ownership. The program contributed to 816 fewer derelict vessels in Queensland waterways.	In progress
	Sustainable	Implementing <i>The Future is Electric: Queensland Electric Vehicle Strategy</i> , including delivering the Queensland Electric Super Highway (QESH) Phase 2 with a current total of 31 fast charging locations. A further \$2.8 million is invested to roll out QESH Phase 3.	In progress
	Sustainable	Developing the new <i>Zero Emission Vehicle Strategy</i> to support the government's commitment to zero net emissions by 2050.	In progress
	Sustainable	Implementing the RoadTek Resource Efficiency Plan 2032 to deliver infrastructure projects in accordance with ecological sustainable development principles.	In progress
	Sustainable	Continued innovations in engineering material to reduce carbon emissions and sediment loss to reef, including use of recycled materials in the construction and maintenance of state-controlled roads.	In progress
	Sustainable	Continued to meet commitments set out in the Reef 2050 Long-Term Sustainability Plan by leading master planning for priority ports at Gladstone, Townsville, Hay Point/Mackay, and Abbot Point.	Ongoing
	Sustainable	Continued replacing existing road lighting luminaries with Smart LED Road Lighting to reduce energy consumption by up to 40 per cent.	In progress
	Sustainable	Implemented a Vessel Traffic Service Decision Support Tool system in December 2020 that protect the Great Barrier Reef, Torres Strait, and Queensland trading ports from shipping incidents.	Completed
	Sustainable	Operated electric buses in Logan and Redlands, with more electric buses to be rolled out in these areas, Sunshine Coast and Cairns.	In progress

Strategic opportunities and challenges

COVID-19 will continue to present challenges and opportunities for the department as the government navigates its way through response and recovery. The impacts of COVID-19 on Queensland's transport sector have been varied and wide ranging, requiring innovative approaches to ensure communities and industries stay connected and safe. While dealing with COVID-19 has had its challenges, shifts in social trends and customer expectations also present opportunities, from encouraging active transport solutions through to improved sustainability and climate change actions.

While advances in technology and commercial models have the potential to profoundly transform Queensland's transport system, these developments present challenges and opportunities that will test the department's ability to satisfy customer expectations and the needs of a diverse and growing population, now and into the future.

Climate change

Queensland, like the rest of the world, faces significant environmental and economic challenges as a result of climate change. With increased frequency and intensity of extreme weather events, the transition required to move to a low carbon economy presents risks to the department, its programs and the transport network. Climate change also presents opportunities for the department to focus on enhancing the resilience of Queensland's transport system into the future.

Given the emission intensive nature of the transport sector, the department is working towards being at the forefront of climate change mitigation while ensuring our transport system remains accessible, connected, and economically efficient. To be a leader in addressing emissions, the department is developing a Zero Net Transport Emissions Roadmap (Transport Roadmap) which will guide the transport system to low emission future modes (including investing in new and upgraded active and shared transport), in line with the Queensland Government's climate change targets.

Complementing the Transport Roadmap, the department is also developing a new Zero Emissions Vehicle (ZEV) Strategy which will take a fuel and technology agnostic approach to contribute to reduced greenhouse gas emissions from the transport sector. The ZEV Strategy development will build on the successes achieved under Queensland's first electric vehicle strategy: The future is Electric, including the Queensland Electric Super Highway. The department is also increasing trials of zero emission buses to support decarbonising Queensland's public transport bus fleet.

In addition to emission mitigation initiatives, the department is addressing and adapting to climate change risks through its involvement in the Queensland Climate Ready program and reviewing our climate change risk readiness and transport infrastructure climate change risk assessments. As a result, the

department requires all major departmental infrastructure projects more than \$100 million achieve a minimum rating of 'excellent' under the Infrastructure Sustainability Council of Australia's rating system and is investigating options to lower this project value threshold. To ensure roads are more resilient the department forecasts use of approximately 1.1 million recycled tyres (as at June 2021) to make crumb rubber which is blended into bitumen and used across the department's extensive road network.

Technology

The increasing pace of technological change will shape the delivery of transport services. The issue of digital technology enabled by cloud technology, big data and its analysis, presents significant opportunities for customer centric transport services. In 2019–20, the department strengthened its focus on customer-centric and digitally-enabled transport solutions which include real-time information that provide accurate predictions of passenger services and traffic conditions; Smart Ticketing delivering a new seamless and integrated ticketing experience; and reliable smart phone apps that will offer enhanced information services.

The department recognises that the increasing pace of technological, social and environmental change presents an opportunity to improve transport outcomes. This has assisted in the pursuit of several strategic projects, including the Cooperative and Automated Vehicle Initiative (CAVI) and the exploration of Mobility as a Service. However, these projects have highlighted that uncertainty within the transport system is on the rise, impacting the department's ability to predict and respond to these changes. The Department is exploring methods to make sound decisions and robustly plan for a future under these uncertain conditions.

The department has seen a rise in digitally enabled business models such as ride sharing, Mobility as a Service and car sharing. These business models reflect an important shift in consumer behaviour—from "you are what you own" to "you are what you can access". While not a new phenomenon, car sharing allows users to rent vehicles, that are parked in a network of convenient locations, for a defined period. Car sharing extends the benefits of private car use, without the costs and responsibilities of ownership. By reducing private car ownership, car sharing has the potential to deliver a range of broader benefits, including improved fleet utilisation (the average privately owned car is unused for 95 per cent of the time), reduced congestion and lower vehicle emissions.

Customers

The department is committed to providing safe, accessible, and integrated transport solutions to meet changing customer and stakeholder expectations.

To understand evolving and changing customer needs the department assessed the impact of COVID-19 on traffic and public transport usage, providing useful insights into post-COVID-19

travel movement. Smart Ticketing trials continue to build better payment choices for public transport customers, such as credit or debit card or smart devices.

During 2020, the Digital Licence App was trialled by residents in the Fraser Coast region. The app was used at over 100 local participating businesses and organisations. As part of the trial, participants provided feedback about improvements and new functions for the app which will be considered by TMR to inform any future rollout in Queensland.

The implementation of TMR's Customer Research Blueprint supports customer research capability and knowledge sharing across the department. This ensures the department creates a shared understanding of customers that provides insights for future planning and delivery across the department.

Through the rapid increase in the use of digital applications, access to passenger services is becoming increasingly dependent on access to the internet and mobile devices. However, not every customer has access to this technology, or the willingness or capability to adapt to these new requirements.

It is becoming evident that, through digital inequality, the digitalisation of the passenger transport system may result in exclusionary effects and change the structural composition of transport disadvantage. This structural shift is likely to further inform our understanding of vulnerable customers, and subsequently how the department's policy settings should respond to cater for the needs of all Queenslanders.

This is critically important to enhance TMR's responsibility to the community to provide a transport network that is accessible and inclusive of everyone as people connect to work, places, goods and services across Queensland every day.

Population

By 2050, it is expected that Queensland's population will have grown to 8 million people placing significant stress on the transport system. The department is committed to planning and prioritising integrated transport solutions to support Queensland's diverse and geographically dispersed population.

Designing a transport network for the future requires the development and implementation of long and medium-term strategies and integrated plans, which prioritise investments that ensure Queensland's long-term transport needs can be met. The department continues to deliver transport projects with the Queensland Transport and Road Investment Program (QTRIP) 2021–22 to 2024–25, while implementing Regional Transport Plans that define the strategic direction of regional transport systems over the next 15 years.

Transport for the future

The department's 30-year vision detailed in the Queensland Transport Strategy shows how the department plans to harness

emerging transport trends to continue to move people and products safely and efficiently into the future. The convergence of new communication technology, new sources of energy and new modes of mobility are altering the way people demand services and utilise transport. The department is exploring opportunities to harness these trends to improve the use of existing roads and transport systems to meet future needs — creating a single integrated transport system that anticipates, rather than just responds to, customer needs.

The year ahead

Key programs continuing in 2021–22 and beyond include:

- continuing construction for the widening of the Pacific Motorway between Varsity Lakes and Tugun*
- continuing construction of additional northbound and southbound lanes, widening and busway extensions on the Pacific Motorway, as part of the Eight Mile Plains to Daisy Hill upgrade*
- commencing construction of the Coomera Connector Stage 1 between Coomera to Nerang
- completing construction to deliver around 600 new car spaces at Greenbank RSL bus park 'n' ride
- continuing construction of safety and capacity upgrades at Exit 41 interchange on the Pacific Motorway*
- commencing construction for the Exit 49 interchange upgrade project on the Pacific Motorway*
- commencing construction to deliver the Gold Coast Light Rail Stage 3 between Broadbeach South and Burleigh Heads, jointly funded by the Australian and Queensland governments and City of Gold Coast
- commencing construction for the Exit 45 southbound off-ramp interchange upgrade on the Pacific Motorway*
- commencing construction activities for the four-lane upgrade of Mount Lindesay Highway at Jimboomba
- completing safety improvements on Beenleigh – Redland Bay Road and Beaudesert – Beenleigh Road**
- completing construction of the Howard Creek upgrade on Tamborine – Oxenford Road at Wongawallan**
- continuing construction of a four-lane duplication of Mount Lindesay Highway, between Stoney Camp Road and Chambers Flat Road interchanges at Munruben**
- completing construction of the upgrade of the Gold Coast Highway intersection with Toolona Street at Tugun, as part of the Queensland Government's COVID-19 economic recovery response
- commencing construction of Coomera train station park 'n' ride upgrade
- continuing design and construction of the Salisbury train station park 'n' ride upgrade
- completing construction of the Carseldine train station park 'n' ride upgrade
- commencing construction for the upgrade of Cleveland – Redland Bay Road between Anita Street and Magnolia Parade, as part of the Queensland Government's COVID-19 economic recovery response
- continuing planning for the upgrade of the Centenary Motorway and Logan Motorway interchange, as part of the Queensland Government's COVID-19 economic recovery response
- continuing planning for the upgrade of the Brisbane Road, Chermiside Road and Glebe Road intersection, as part of the Queensland Government's COVID-19 economic recovery response
- continuing planning for the upgrade of the Beaudesert Road and Illaweena Street intersection, as part of the Queensland Government's COVID-19 economic recovery response
- commencing construction for the Centenary Bridge upgrade on the Centenary Motorway at Jindalee
- continuing construction of the Northern Transitway project to deliver bus priority measures along Gympie Arterial Road between Sadlier Street and Hamilton Road
- continuing construction of the Eastern Transitway Stage 1 along Old Cleveland Road
- continuing construction of Stage 1 of the new Springfield Central train station multi-storey park 'n' ride facility
- completing widening the Bruce Highway between Caloundra Road and the Sunshine Motorway, and upgrading interchanges at Caloundra Road and Sunshine Motorway*
- continuing construction of the Maroochydore Road and Mons Road Interchanges Upgrade*
- continuing construction on the Deception Bay Interchange Upgrade on the Bruce Highway*
- continuing construction on the widening of the Bruce Highway between Caboolture – Bribie Island Road and Steve Irwin Way (Exit 163)*
- commencing upgrading the North Coast Line between Beerburum train station and Nambour train station (Stage 1)*
- completing construction of the Morayfield bus station
- commencing construction of the Strathpine bus station upgrade
- completing design of Six Mile Creek bridge replacement on Kin Kin Road, as part of the Queensland Government's COVID-19 economic recovery response
- commencing construction of Brisbane Valley Highway pavement rehabilitation at Esk**
- commencing construction of targeted road safety improvements on the D'Aguiar Highway near Kilcoy, and along Steve Irwin Way near Landsborough**
- completing design to expand the park 'n' ride facility at Mango Hill train station
- continuing design of Beerburum to Landsborough active transport facilities
- continuing construction of a new bridge over Saltwater Creek and Deadmans Gully north of Maryborough and associated flood immunity upgrades*

- continuing design and construction activities for widening and intersection upgrades on the D'Aguilar Highway between Yarraman and Kingaroy
- commencing construction to widen priority sections of the D'Aguilar Highway between Yarraman and Kingaroy
- continuing construction of the final stage of the Bruce Highway (Cooroy – Curra) (Section D) upgrade between Woondum and Curra*
- commencing construction of overtaking lanes on the Bruce Highway north of Booyal and Currajong Creek north of Gin Gin*
- completing design of the Bundaberg bus station at the Stockland Shopping Centre on Takalvan Street
- commencing construction of a new concrete bridge over Beelbi Creek and upgrading of intersections to improve flood immunity on the Torbanlea – Pialba Road near Hervey Bay*
- commencing construction of the John Peterson Bridge on the Mundubbera – Durong Road at Derri Derra*
- completing construction of dual overtaking lanes on the Bruce Highway at Tinana, near Maryborough, funded by the Australian Government
- completing various intersection upgrades and widening of the Bruce Highway north of Childers*
- completing construction of a roundabout at the Wide Bay Highway intersection, south of Curra*
- completing design of the progressive paving and sealing of Monto – Mount Perry Road, as part of the Queensland Government's COVID-19 economic recovery response
- continuing the development of the *Bundaberg Integrated Transport Strategy* to identify the strategic needs of Bundaberg's transport system
- continuing construction of the Eight Mile intersection overpass upgrade on the Cunningham Highway north of Warwick*
- continuing construction to replace the Tchanning Creek bridge on Roma – Condamine Road*
- continuing pavement rehabilitation on the Gore Highway between Toowoomba and Millmerran*
- continuing bridge replacement on the Rocky Creek Bridge on Murphy's Creek Road, as part of the Queensland Government's COVID-19 economic recovery response
- continuing pavement strengthening and widening on the New England Highway between Yarraman and Toowoomba, as part of the Queensland Government's COVID-19 economic recovery response
- completing pavement widening on the New England Highway between Warwick and Wallangara, as part of the Queensland Government's High Risk Roads Safety Upgrades
- commencing pavement widening on the New England Highway between Yarraman and Toowoomba
- undertaking rehabilitation and stabilisation on a section of the Balonne Highway between St George and Bollon
- constructing the St George heavy vehicle breakdown pad on the Balonne Highway between St George and Bollon*
- completing improvements to the Carnarvon Highway intersection with Arcadia Valley Road*
- completing widening and safety improvements on the Carnarvon Highway between Roma and Injune, including an upgrade of Lalors Lane intersection at Orange Hill*
- completing replacement of steel culvert on the Carnarvon Highway between Surat and Roma, as part of the Queensland Government's COVID-19 economic recovery response
- undertaking widening and sealing of priority sections on the Mitchell Highway between Cunnamulla and Charleville *
- undertaking widening and sealing of priority sections on the Diamantina Developmental Road between Charleville and Quilpie in the Quilpie Shire**
- undertaking widening and sealing of priority sections on the Bulloo Developmental Road between Cunnamulla and Thargomindah**
- undertaking widening and sealing of priority sections on the Carnarvon Highway between Mungindi and St George**
- undertaking widening and strengthening of priority sections on Roma – Condamine Road**
- completing duplication of a section of the Capricorn Highway between Rockhampton and Gracemere*
- completing duplication of the Bruce Highway Rockhampton Northern Access between Rockhampton – Yeppoon Road and Parkhurst *
- completing safety works on the Bruce Highway between Nielsen Avenue and Plentiful Creek, north of Rockhampton *
- continuing widening and upgrading intersections along Gavial – Gracemere Road (Lawrie Street), as part of the Queensland Government's COVID-19 economic recovery response
- completing pavement strengthening of Rockhampton – Yeppoon Road **
- completing the upgrade of three floodways on Gladstone – Monto Road **
- commencing construction for the upgrade of Rockhampton – Yeppoon Road **
- commencing construction on the Bruce Highway for the upgrade of Station Creek and Boyne River bridges
- completing construction of the bridge and overflow replacement on Dawson Highway at Roundstone Creek
- completing replacement of Banana Creek bridge on the Leichhardt Highway

- completing widening of Callide Creek bridge on the Burnett Highway
- completing pavement strengthening on the Carnarvon Highway as part of the Queensland Government's COVID-19 economic recovery response
- completing pavement rehabilitation works on Barcaldine – Aramac Road
- completing the replacement of the timber bridge across the Barcoo River on the Dawson Developmental Road (Springsure – Tambo)*
- completing pavement widening of the Capricorn Highway (Emerald – Alpha), as part of the Queensland Government's COVID-19 economic recovery response
- completing paving and sealing of sections of the Eyre Developmental Road (Bedourie – Birdsville) **
- completing paving and sealing of sections of the Cramsie – Muttaborra Road **
- completing paving and sealing of a section of the Blackall – Jericho Road, as part of the Queensland Government's COVID-19 economic recovery response
- completing paving and sealing of 5.3 kilometres of Birdsville Developmental Road between Morney and Birdsville, jointly funded by the Australian and Queensland governments as part of the COVID-19 economic recovery response
- commencing pavement rehabilitation and widening of a section of the Diamantina Developmental Road between Boulia and Dajarra
- commencing pavement rehabilitation and widening of a section of the Kennedy Developmental Road (Hughenden – Winton)
- continuing construction of additional lanes of the Bruce Highway, between Ron Camm Bridge and Mackay Ring Road (Stage 1), as part of the Mackay Northern Access Upgrade project *
- commencing construction of the Walkerston Bypass on the Peak Downs Highway west of Mackay *
- commencing construction of the connection between Mackay Ring Road to Bald Hill Road, part of the Mackay Ring Road (Stage 1) project *
- continuing pavement widening and strengthening of sections of the Peak Downs Highway, between Wuthung Road and Caval Ridge Mine *
- commencing flood immunity upgrades on the Bruce Highway at Jumper Creek *
- completing widening formation and rehabilitation of the Bruce Highway between Hampden and Kuttabul *
- continuing formation widening on sections of the Bruce Highway between Emu Creek and Drays Road *
- commencing safety improvements on the Bruce Highway, between Ten Mile Creek and Yeates Creek *
- continuing pavement widening on the Bruce Highway, between Bowen Connection Road and Champion Street intersection *
- commencing construction of the duplication of Proserpine – Shute Harbour Road between Paluma Road and Valley Drive *
- completing safety improvements on the Peak Downs Highway between Eton and Mackay **
- completing pavement strengthening on Rockleigh – North Mackay Road between Oasis Drive to Glenpark Street **
- completing paving and sealing of sections of the Bowen Developmental Road between Deception Creek to Bulgonunna Creek, as part of the Queensland Government's COVID-19 economic recovery response
- completing replacement of Scrubby Creek and Hut Creek timber bridges on Blue Mountain Road, as part of the Queensland Government's COVID-19 economic recovery response
- completing paving and sealing of sections of the Clermont – Alpha Road, as part of the Queensland Government's COVID-19 economic recovery response
- completing paving and sealing of sections between Moana Access and East Funnel Creek on the Koumala – Bolingbroke Road, as part of the Queensland Government's COVID-19 economic recovery response
- completing design and commence construction of the Mackay bus station on Mangrove Road
- completing construction of the Houghton River Floodplain upgrade on the Bruce Highway, between Horseshoe Lagoon and Palm Creek *
- continuing construction of Townsville Northern Access Intersections Upgrade on the Bruce Highway, between Veales Road and Pope Road *
- continuing construction of Townsville Ring Road (Stage 5) project to duplicate the existing ring road between Vickers Bridge and Shaw Road *
- completing pavement widening on Hervey Range Developmental Road (Townsville – Battery), between Rupertswood Drive and Black River Road, as part of the Queensland Government's COVID-19 economic recovery response
- commencing culvert upgrades on Gregory Developmental Road (Charters Towers – The Lynd) Porphyry Road (Greenvale), as part of the Queensland Government's COVID-19 economic recovery response
- commencing pavement widening on Gregory Developmental Road (Charters Towers – The Lynd), between, Marble Creek and Christmas Creek **
- commencing pavement widening on Gregory Developmental Road (Charters Towers – The Lynd), between, Airport Drive and Lucky Springs Road *

- continuing pavement strengthening on North Townsville Road (Townsville), **
- continuing preconstruction on safety and capacity upgrades for Townsville Connection Road between, University Road and Bowen Road Bridge (Stuart Drive), to improve safety
- continuing preconstruction on safety and capacity upgrades for Garbutt – Upper Ross Road (Riverway Drive) Stage 2 between, Allambie Lane and Dunlop Street
- commencing construction on overtaking lanes on the Bruce Highway between Leichhardt Creek and Lilypond Creek
- continuing progressive sealing of 48 kilometres of priority sections of the Kennedy Developmental Road (The Lynd – Hughenden) *
- completing safety upgrades on the Barkly Highway (Cloncurry – Mount Isa) as part of the Queensland Government's High Risk Roads Initiative
- completing sealing to Phosphate Hill turn-off on the Cloncurry – Dajarra Road and widen existing priority narrow sealed sections **
- completing progressive sealing of the Burke Developmental Road (Normanton – Dimbulah) **
- completing the upgrade of Prairie Creek crossing on Aramac – Torrens Creek Road**
- completing progressive sealing of priority sections of the Cloncurry – Dajarra Road, as part of the Queensland Government's COVID-19 economic recovery response
- completing sealing of a 27 kilometre section of the Aramac – Torrens Creek Road **
- completing replacement of Butcher Creek bridge on the Burke Developmental Road (Cloncurry – Normanton) as part of the Queensland Government's COVID-19 economic recovery response
- complete progressive sealing of a six kilometre section of Gregory Downs – Camooweal Road **
- completing progressive sealing of two sections totalling four kilometres of the Gregory – Downs Camooweal Road, as part of the Queensland Government's COVID-19 economic recovery response
- completing pavement strengthening and widening of the floodway at Scrubby Creek on the Flinders Highway (Julia Creek – Cloncurry) **
- continuing duplication of the Bruce Highway – Cairns Southern Access Corridor Stage 3 (Edmonton to Gordonvale) project *
- completing construction of the Bruce Highway – Cairns Southern Access Corridor Stage 4 (Kate Street to Aumuller Street)*
- commencing construction of the Newell Beach boat ramp
- commencing paving and sealing sections of Peninsula Developmental Road, between Merluna to York Downs and Musgrave to Red Blanket (Part A)
- continuing construction of road safety improvements on Gillies Range Road
- commencing construction of the Bruce Highway – Cairns Southern Access Cycleway *
- continuing design of a flood immunity upgrade on the Bruce Highway at Dallachy Road *
- continuing construction of a new overtaking lane on the Bruce Highway near Smiths Gap, including construction of a fauna crossing
- completing construction of the Smithfield Bypass project between McGregor Road and Caravonica roundabouts
- commencing upgrading the culvert at the intersection of Mulgrave Road and Brown Street in Cairns, as part of the Queensland Government's COVID-19 economic recovery response
- commencing progressive sealing works on the Burke Developmental Road between Almaden and Chillagoe, as part of the Queensland Government's COVID-19 economic recovery response
- continuing widening and strengthening of Boogan Road, near Mourilyan, as part of the Queensland Government's COVID-19 economic recovery response
- continuing the program of safety upgrades on the Kennedy Highway between Mareeba and Atherton **
- commencing installation of new Intelligent Transport Systems on the Kuranda Range section of Kennedy Highway **
- commencing early works on the Cairns Ring Road (CBD to Smithfield) project *
- commencing upgrade of the culvert at Parker Creek Crossing on Captain Cook Highway, Mossman, as part of the Queensland Government's COVID-19 economic recovery response
- commencing detailed design on Cairns Western Arterial Road Duplication (Redlynch Connector Road – Captain Cook Highway)
- completing paving and sealing sections of Peninsula Developmental Road between Kennedy and Rocky Creek *
- completing planning for the Cairns Western Arterial Road between Redlynch Connector Road and the Captain Cook Highway
- completing an upgrade of a drain culvert on Mulgrave Road at Boland Street.

* jointly funded by the Australian and Queensland governments.

** jointly funded by the Australian and Queensland governments as part of the COVID-19 economic recovery response

Fast Facts

Data as at 30 June 2021

\$5.25^B

Total investments in transport infrastructure program*

\$1.07^B

Maintenance and operation state transport network

5.23^{M*}

Population of Queensland
**ABS – Catalogue 3101.0*

0.7%

Population growth from last year

*Includes Queensland Rail, Gold Coast Waterways Authority, School Bus Upgrade Program and MSQ

\$108.2^M

Expenditure on natural disaster repairs

481^{KM}

Of roads reconstructed under Natural Disaster Program 2019–20

33,384^{KM}

State-controlled roads including 4996km national network

3145

Bridges owned and maintained

119.06^M

Passenger trips on bus, rail, ferry and tram were provided to our customers within South East Queensland

OVER 10^M

Passenger trips on bus, rail, ferry and air outside South East Queensland

326,193

Average number of passenger trips per day on South East Queensland network

1.6^M

Passenger trips provided through the Taxi Subsidy Scheme

Over
227,000

MyTransLink app active monthly users

2,014,259

go cards used in South East Queensland

44,000

QLDTraffic Twitter posts

49,000

QLDTraffic app visits

2.4^M

QLDTraffic website visits

16,767

Gold Coast tram daily passengers

\$8.06

Average subsidy per trip provided through Taxi Subsidy Scheme

491

Limousine licences

3,250

Taxi Service licences

446

Authorised booking entities

16,215

Booked hire service licences

69,856

Authorised drivers of public transport

1,473

Accredited transport operators

25,513

Weekly average number of driver licences obtained

188,018

Weekly average number of car registrations made

967,059	233,002	3.8^M
Recreational boat licences	Personal watercraft licences	Driver licences

239,526	32,663	5.64^M
Recreational boats registered	Personal watercrafts registered	Vehicles registered

284.6^M	1000^M
Tonnes of cargo we helped our industry customers move through our 21 declared ports	Tonnes of freight moved on the surface network

\$1.07^B	\$18^M
Maintenance and operation state transport network	Value of recreational boating facilities built this year

18,707	11,142	185
Ship movements in Queensland ports	Ship movements in the ReefVTS monitored region	Derelict vessels removed from Queensland waterways this year

609^{KM}	27^{KM}	\$42^M
Cycling infrastructure delivered through funding from Active Transport Program**	Of cycling infrastructure built this year	Investment in cycling this year by the Active Transport Program

**Since 2006

136,701	176,444
Written driving tests conducted	Practical driving tests taken

20,952	34
On-road intercepts	Number of TMR-led Queensland Government Agency Programs

10.58^{YEARS}		
Average length of service		
7%	21%	72%
Temporary	Casual	Permanent
84%	7382	34%
Non-corporate roles	Full-time equivalents	SES/SO women

3.35^M	11.1^M	17.5^M
Face-to-face services provided to customers across our 57 Customer Service Centres	Customers conducted transactions using online self-service channels	Customer interactions for the year

Recovering from COVID-19

As COVID-19 continued to stabilise in Queensland, the department shifted focus from response to recovery, embracing a 'new normal' and supporting the state to re-open while keeping Queenslanders safe and moving.

The department continued ongoing efforts to slow the spread and identified opportunities to adapt and innovate in response to the changing expectations, needs, and behaviours of customers.

The health, wellbeing, and safety of our customers and employees remained at the forefront of the recovery actions, and the department continued a strong internal response to keep delivering for Queenslanders.

Embracing a new normal

Supporting customers

The department adopted a range of internal and external process enhancements to support the continued delivery of frontline services as Queensland transitioned to a COVID-19 normal. For example, all of the department's Customer Service Centres remained open, with social distancing and hygiene measures implemented. To minimise risk and keep customers and employees safe, online services continued to be updated and promoted to minimise foot traffic in customer-facing workplaces, giving customers more flexibility in accessing services.

When restrictions eased and more people recommenced travel on Queensland's public transport network, the department developed the COVID-safe public transport plan and launched a service capacity tracker which provided customers with detailed information about the space available on their service, allowing them to make informed travel decisions. The department also released the 'Reboot your commute' campaign which encouraged Queenslanders to incorporate active transport options, such as walking and bike riding, into their daily commute. To further support customers' return to public transport, the department introduced ongoing additional bus and rail services during the AM and PM shoulder peaks to support social distancing and travel outside of peak times.

Supporting our people

As the Queensland public sector began transitioning back to the workplace, the department's Business Continuity Plans were updated to support staff to formalise their working arrangements on condition that a Performance and Development plan was in place. This enabled staff to safely return to the workplace full-time or continue a blend of remote and office-based working, in line with advice from Queensland Health and the Public Service Commission.

Communication and digital leadership continued to play a key role in keeping TMR's workforce connected and informed on the latest developments, health advice, and operational changes. Weekly whole-of-department staff messages and video updates were issued by the Director-General, and the Director-General's COVID-19 Q&A channel remained open to employees. The department continued to update its dedicated COVID-19 intranet page, providing a single, central source of COVID-19 information.

With a decrease in face-to-face interactions in the workplace, individual and team achievements were celebrated in digital ways, through leadership communications, videos, Yammer, and online events. This allowed praise and recognition to be given, despite the challenges of being unable to hold full-capacity, in-person internal events.

The health, safety, and wellbeing of staff remained a priority, and frequent messages, training, and resources on mental health and domestic and family violence were provided to support the ongoing wellbeing of staff. Employees were encouraged to utilise the department's Employee Assistance Provider, Benestar, and speak with a trusted colleague if they were struggling.

Keeping Queensland moving

Continued infrastructure delivery

Just as it did during 2019–20, the department's focus remained firm on the continued delivery of the QTRIP. Throughout 2020–21, QTRIP powered Queensland's economic recovery and supported jobs through the continued commitment of a record pipeline of road and transport infrastructure projects. Despite the challenges faced due to the pandemic, the department's overall capital program delivery for 2020–21 was \$3.823 billion, more than \$250 million ahead of the baseline published in the 2020–21 Budget Paper 3 – Capital Statement.

Looking ahead, the department's infrastructure pipeline will continue to play a key role in Queensland's economic recovery, providing ongoing employment opportunities to Queensland communities, businesses, and industry. Successful delivery of the 2021–22 capital program will be achieved through strong partnerships with industry, and delivery partners, with the infrastructure built leaving a lasting legacy for communities across the state.

Partnering with other government agencies

Transport Inspectors and Senior Network Officers continued to protect Queensland's borders during restriction periods, working alongside the Queensland Police Service and the Australian Defence Force to monitor border checkpoints. MSQ also continued to play a vital role, facilitating crew changes to ensure the continuity of critical shipping and trade under the Chief Health Officer's Protocol for Maritime Crew, and leading the maritime border surveillance response. In doing so, MSQ has continued to work closely with Queensland Police Service, Australian Border Force, Department of Agriculture, Water and Environment, Australian Maritime Safety Authority, and Queensland Health. MSQ has also embedded liaison officers within the State Health Emergency Coordination Centre and quarantine hotels.

The department also continued to support the Community Recovery Ready Reserves, releasing staff to perform Ready Reserve duties including, 130 Transport inspectors to support border patrol activities, two officers to Department of the Premier and Cabinet to assist with whole-of-government communications, and one staff member to Queensland Health to assist with COVID-19 related activities. The department also continues to support the whole-of-government priority response to COVID-19 via the Ready Reserves assisting with communications to industry about restrictions and updates.

Partnering with industry

The department continued to work closely with industry as part of its recovery response, ensuring the seamless movement of goods and services across borders and ongoing delivery of vital transport infrastructure.

To outline the operational requirements for the movement of freight into and out of Queensland, the department worked with the National Heavy Vehicle Regulator, Queensland Health, Queensland Police Service, and the freight and logistics industry to develop and issue the QLD Freight Protocol. This was a necessary measure to manage the risk of COVID-19 from persons travelling to and from Queensland who had been in a declared COVID-19 hotspot.

While COVID-19 restrictions have been implemented around the world, MSQ has committed to working closely and collaboratively with importers and exporters, as well as industry representative bodies and port authorities, to minimise the impact of restrictions where possible, without compromising the health and safety of Queensland's maritime workforce and the State's broader population. Importantly, MSQ has worked very closely through

regular communication, stakeholder engagement, consultation, and meetings with all aspects of the maritime industry including port authorities, pilotage providers, shipping agents, unions, and peak industry bodies. MSQ's strong working relationships with the maritime industry has been instrumental in Queensland's maritime response being highly successful.

As a priority, the department also continued to strengthen relationships with industry through initiatives such as the department-led Queensland Civil Contracting Industry COVID-19 Response Working Group.