

Accessible to everyone

Highlights

- Engaged with Transport Talk members more than 11,400 times to gain their views on a range of transport related issues.
- Continued to enhance QLD*Traffic* to provide travellers in Queensland with up to date traffic and road condition information, allowing informed journey decisions.
- Contributed \$2.83 million to the purchase of 43 school buses through the School Bus Upgrade Scheme.
- Launched new contactless payment options across the Gold Coast Light Rail network under the Smart Ticketing project.
- Relocated and modernised the car hazard perception test and introduced a new test specifically for motorcycle riders in an accessible online format to improve road safety outcomes for novice drivers and riders.
- Partnered with the Department of Justice and Attorney-General to strengthen and streamline the online application process for the Working with childcare Card (Blue Card).
- Provided \$4 million in funding to local governments upgrading existing passenger transport facilities to meet accessible standards.
- Published an Accessibility and Inclusion Strategy detailing a commitment to leading the delivery of accessible and inclusive transport products.
- School Transport Assistance Scheme assisted approximately 130,000 eligible students to return to and from school on rail, bus, ferry, and train services.
- Amended the *Transport Infrastructure (State-controlled Roads) Regulation* to address misuse of heavy vehicle rest areas by recreational vehicles.
- Undertook a pilot of the Digital Licence App on the Fraser Coast.
- Introduced online payment options for buoy mooring fees.
- Negotiated and commenced a data sharing agreement with Geosciences Australia that will better enable global positioning services across Queensland.
- Introduced two battery electric buses on the Yarrabilba 587 route as part of working towards zero-emission public transport.
- Completed consultation and review of the Boatsafe program to ensure clear and transparent expectations in relation to delivery Boatsafe training and assessment for Recreational Marine Driver Licences and Personal Watercraft Licences.
- Maritime Enforcement Team became a permanent team within MSQ to conduct educational and safety campaigns across Queensland waterways.



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

Shaping our products and services with a customer focus

Certified Customer Service Organisation

The department has been reaccredited as a 'Certified Customer Service Organisation' against the *Customer Service Institute of Australia's (CSIA) International Customer Service Standard 2020–2025* (ICSS). Put simply, accreditation confirms that the department's systems and processes are aligned and support the 'Customers First' culture and excellence in customer service and experience.

In March 2021, the CSIA noted the department's accreditation results are among the best achieved by any organisation assessed against the ICSS.

Connecting with Queenslanders through Transport Talk

With more than 5000 members from across Queensland, Transport Talk is the department's online customer community and enables customers to share their thoughts, ideas and insights on transport-related topics that help shape the direction of Queensland's transport future.

Transport Talk members have engaged in more than 11,400 interactions and shared their views on a range of transport related issues. This included:

- accessibility and travel options on the transport network
- risks associated with speeding
- media campaigns on network infrastructure
- digital customer experiences
- electric vehicles and zero emissions strategy
- priorities for Bruce Highway
- signage and other navigational tools on Queensland roads and waterways.

The Transport Talk community continues to help the department understand and respond to evolving customer needs and expectations, now and well into the future.

For more information

www.tmr.qld.gov.au/transportTalk

QLDTraffic evolves to meet customer needs

QLDTraffic provides travellers in Queensland with up to date traffic and road condition information, allowing informed journey decisions. Users in urban areas can plan their trips to avoid crashes and congestion, and regional users can be aware of the unique road and traffic conditions that impact Outback Queensland.

The department continued to enhance the QLD*Traffic* suite of services. Key improvements included:

- improved reliability of the smartphone apps
- publishing of images associated with events, such as flooded roads and congestion
- enhancements to open data feeds, enabling easier integration of QLD*Traffic* event information with other road and traffic-related apps and services, so Queenslanders not using the platform directly will still receive information.

The services continue to see significant use throughout the year, with the QLD*Traffic* app being downloaded more than 49,000 times, the website was accessed nearly 2.4 million times, more than 190,000 phone calls were received by the 13 19 40 phone service and more than 44,000 tweets.

School Bus Upgrade Scheme (SchoolBUS)

In 2020–21, the department contributed \$2.83 million to the purchase of 43 school buses through the School Bus Upgrade Scheme (SchoolBUS).

The scheme provided capital funding to assist contracted school bus operators to replace their fleet with buses that meet the latest safety standards. This ensured increased safety for Queensland students travelling to and from school on contracted services.

For more information

<https://www.tmr.qld.gov.au/Travel-and-transport/School-transport/Assistance-schemes/School-Bus-Upgrade-Scheme>

Taxi Subsidy Scheme

The Taxi Subsidy Scheme (TSS) is an initiative designed to provide an affordable and accessible transport option for people with severe disability, and includes a subsidy paid by the Queensland Government of half the total taxi fare, up to a maximum of \$25 per trip, and access to subsidised taxi travel in other Australian states and territories.

By late 2020–21, the scheme was assisting 53,070 Queenslanders to access more affordable taxi travel. During 2020–21, 1,620,597 subsidised taxi trips were taken by TSS members, with subsidies of more than \$13.7 million (ex GST) paid. As at 30 June 2020, the department paid an average subsidy of \$8.06 (ex GST) per trip.

The Queensland Government also allocated \$6.79 million to the lift payments incentive for drivers of Wheelchair Accessible Taxis (WAT) to prioritise services to TSS members identified as requiring a wheelchair to travel. This lift payment incentive is paid in addition to the TSS payment. In 2020–21, 384,183 trips attracted the lift payment incentive to WAT drivers.

For more information

<https://www.qld.gov.au/disability/out-and-about/subsidies-concessions-passes/taxi-subsidy>

Smart Ticketing

The Smart Ticketing project will deliver an inclusive, integrated ticketing solution across Queensland, with a series of tests and trials progressed during 2020–21. The investment in Smart Ticketing demonstrates the department's commitment to ensuring Queensland's public transport network meets the needs of customers.

Smart Ticketing will deliver the following benefits:

- more ways to pay for travel including contactless debit and credit cards, smartphones and wearable devices, in addition to paper tickets and *go* cards
- upgrades to ticketing equipment with smarter technology and improved reliability
- access to an enhanced website and app for customers to manage their account on the *go*
- ability to use new contactless payment options throughout South East Queensland and 18 regional urban bus networks by late 2022
- introduction of real-time service information to regional locations, enabling customers to track the arrival time of their service.

In 2020–21, the project achieved:

- installed new Smart Ticketing equipment and launch of new contactless payment options across the Gold Coast Light Rail network.
- ongoing regional bus trials in Minjerribah (North Stradbroke Island), Fraser Coast (Maryborough and Hervey Bay), Innisfail, and Bowen
- launched real-time service information for public transport customers in Innisfail, Bowen, Minjerribah, Maryborough and Hervey Bay
- engaged with a range of stakeholders to further inform system design and development, including transport operators and accessibility representatives
- worked with Queensland Rail to launch a customer trial with new Smart Ticketing equipment at 10 heavy rail stations, ahead of replacing more than 500 *go* card readers and platform access gates across the south east Queensland Citytrain network
- prepared for a heavy rail contactless payments trial
- prepared for the roll out to ferries and buses including buses in regional Queensland
- developed a range of plans and policies to support the rollout
- completed commercial agreements with financial scheme providers including Visa, Mastercard and American Express.

For more information

<https://translink.com.au/about-translink/projects-and-initiatives/smartticketing>

Smart Ticketing First Nations Artwork

In a world-first, Smart Ticketing has featured First Nations art on Queensland's public transport ticketing infrastructure. Created by Gilimbaa artist, Elisa Jane Carmichael (Quandamooka), 'The Connecting Thread' artwork honours the footprints of First Nations people; guiding the way for safe travel and caring for Country and the environment across Queensland.

The artwork tells the story that we are travelling in the pathways of those who have gone before us. Many of the major highways, roads and waterways are travelling routes for the First Peoples of the land. The design symbolises and reflects the landscapes of Queensland from top to bottom exploring Rainforest, Bush, Freshwater, Saltwater, Desert Country, and the pathways that connect Country and people.

Through this artwork, the department has continued its contribution to the Queensland Government's Reconciliation Action Plan. The department recognises and celebrates the uniqueness of Queensland and the integral role Aboriginal and Torres Strait Islander people of Queensland play in the community.

During 2020–21, the artwork was visually applied to 156 new platform validators across the Gold Coast Light Rail network and a wrapped tram. To further support accessible and inclusive application, the artwork is also delivered through an audible soundscape and tactile canvas.

Smart Ticketing has also adopted Marlu the kangaroo as part of their communication and engagement tools. The name Marlu means kangaroo and comes from the Warlpiri language. The Warlpiri language is one of the Ngarrkic languages of the large Pama–Nyungan family and is one of the largest Aboriginal languages in Australia in terms of number of speakers. You will see Marlu in our social media and community education messaging.

Commonwealth Games silver medallist beach volleyballer and proud Queenslander, Taliq Clancy, has become a Smart Ticketing ambassador and voice of its mascot, Marlu. A Wulli Wulli and Goreng Goreng woman born and raised in Kingaroy, Taliq is Australia's first Aboriginal woman to compete in Olympic beach volleyball. Taliq represented Australia at the 2016 Summer Olympics in Rio and was a silver medallist in women's beach volleyball at the 2018 Gold Coast Commonwealth Games. Taliq will compete in the 2021 Olympics in Tokyo.



For more information and to view the artwork

<https://translink.com.au/about-translink/projects-and-initiatives/smart-ticketing/connecting-thread>

Changes to Queensland's standard number plates

After 40 years, Queensland's number plate series of three numbers followed by three letters was exhausted. In August 2020, a new series was launched featuring three numbers followed by two letters and then a further number (for example, 523-NL7). Over time, the last number will cascade back through the last three characters.

The series continues to use maroon characters on a white background and the slogan, QUEENSLAND – SUNSHINE STATE and provide more than 16 million combinations which is expected to last for more than 25 years. The new plates incorporate directional security marks that are only visible from certain angles which will assist in the detection of any fake number plates.

The first plate of the series, 000-AA0, was presented to Sokar Phillpot, the winner of the Local Hero promotion for her significant community work in Cairns.

Hazard perception test

On 29 March 2021, the department relocated and modernised its car hazard perception test and introduced a new test specifically for motorcycle riders. Novice drivers and riders are now required to pass a hazard perception test before they can progress to unsupervised driving or riding. This change seeks to improve road safety outcomes for novice drivers and riders, given they are overrepresented in crash statistics due to, in part, their less developed hazard perception skills.

The new tests provide an improved customer experience by delivering the tests in a modern and accessible online format. The tests use new 3D CGI clips that portray hazards that are the most dangerous for novice drivers and riders. They have also been designed for the specific purpose of improving the road safety of novice drivers and riders.

The hazard perception test initiative aligns with the accessible, responsive, and safe objectives of the department's 2019–23 Strategic Plan.



For more information

Hazard perception | Transport and motoring | Queensland Government
(www.qld.gov.au)

Changes to Programmed Vehicle Inspections

A Programmed Vehicle Inspection is a mandatory vehicle safety inspection conducted at scheduled periods for certain vehicles. Following personalised transport reforms in 2017, vehicles such as taxis, booked hire vehicles, and limousines were transitioned from six monthly to annual inspections.

These changes delivered greater flexibility and reduced operating costs for personalised transport services providers and created additional business opportunities for inspection service providers. Following extensive consultation, the department is progressing

further changes to inspection requirements for the balance of the passenger transport fleet and vehicle owners in remote areas of Queensland. These reforms will provide greater consistency for vehicle owners subject to mandatory inspection requirements and are scheduled to be delivered by late-2021.

Changes to Approved Inspection Station Scheme

During 2020, the department commenced reforms to the Approved Inspection Station Scheme (AISS) to improve the operations of Approved Inspection Stations (AIS).

The reforms being implemented include:

- training and assessment for new and existing AISS members
- simplified inspection equipment requirements
- mandatory use of the Inspection Certificates online system for all mobile AIS
- standalone mobile AIS
- operating requirements for standalone mobile AIS.

A procurement process has been underway since March 2021 to select a suitable provider to develop and deliver training and assessment for new and existing AISS members. The training and assessment aims to ensure consistent high standards of operation within the AIS scheme. The contract is expected to be awarded in late-2021.

New partnerships streamline application processes

On 31 August 2020, the new *No Card, No Start* laws for a Blue Card application came into effect. The department partnered with the Department of Justice and Attorney-General to strengthen and streamline the online application process for customers applying for a Working with Children Card (Blue Card).

A subsequent partnership was established with the Department of Seniors, Disability Services, Aboriginal and Torres Strait Island Partnerships in February 2021 to streamline and support the online application for customers applying for a Workers Screening Card (Yellow Card).

The department has continued its partnership with the Office of Industrial Relations to support the online application process for customers applying for a High-Risk Work Licence (HRWL).

It is through these successful partnerships that Queenslanders can now use their existing Transport and Main Roads identity to apply for and renew their Blue Card, Yellow Card and High Risk Work Licence. Customers enter their personal details into the relevant online service and this information is validated against their securely stored information. Once approved, the new cards now contain photographs of the card holders from the department's digital photo library.

More than 177,000 customers have used the service since Blue Card went live in August 2020 (165,000 Blue Cards and 12,000 Yellow Cards). This is in addition to 270,000 HRWL customers

since 2016. Blue Card applications are now assessed in three hours on average, compared with 19 days previously. More than 80 per cent of Yellow Card applications are now assessed in one day on average, compared with 19 days previously.

Throughout COVID-19, the department ensured the seamless delivery of such important policies, keeping our children safe and protecting vulnerable members of the community.

Passenger Transport Accessible Infrastructure Program

The Passenger Transport Accessible Infrastructure grants program provides funding assistance to local governments upgrading their existing passenger transport facilities to comply with the Commonwealth *Disability Discrimination Act 1992* (the Act).

These funding contributions allow local governments to:

- enhance safety and accessibility of the transport network for everyone
- modernise passenger transport facilities to comply with the Act
- apply consistent design standards across the passenger transport network.

In 2020–21, funding assistance was provided to 16 local governments across Queensland to support more than 335 bus stop upgrades to meet accessibility standards. In addition, funding assistance was also provided towards upgrading long-distance coach stops in regional and remote areas.

The success of these programs is built on the partnership approach with local governments, and other state government agencies, working together to deliver a single integrated transport network accessible to everyone.



For more information

<https://www.tmr.qld.gov.au/Travel-and-transport/Public-transport/Public-transport-infrastructure-grants>

Disability Standards for Accessible Public Transport 2002

The department continued to partner with the Federal Department of Infrastructure, Transport, Regional Development and Communications on the National Accessible Transport Taskforce. The department acts as both Chair and Secretariat for the Taskforce meetings.

The Taskforce continued to drive the reform and modernisation of the Disability Standards for Accessible Public Transport 2002 (Transport Standards), following four principles endorsed by the Transport and Infrastructure Council, which sits under the Council of Australian Government. The four principles are:

- people with disability have a right to access public transport
- accessibility is a service, not an exercise in compliance

- solutions should meet the service needs of all stakeholders and be developed through co-design
- reform should strive for certainty without sacrificing best functional outcome.

In February 2021, the Department of Infrastructure, Transport, Regional Development and Communications released the Reform of the Disability Standards for Accessible Public Transport: Consultation Regulation Impact Statement (Consultation RIS).

The Consultation RIS presents amendments to references to the Australian Standards and policy options for 16 areas of reform throughout the Transport Standards. The reforms intend to modernise the Transport Standards to ensure they are effective and meet the needs of people with disability. The Taskforce continued to work closely with people with disability, public transport operators and providers, and other interested stakeholders throughout the modernisation process.

The taskforce is also developing strategies to engage stakeholders and keep them informed to ensure their participation in the public consultation phases of the reform and modernisation process. Stakeholders will have the opportunity to contribute to the reforms again in early-2022.



For more information

<http://www.infrastructure.gov.au/transport/disabilities/reform/index.aspx>

Accessibility and Inclusion Strategy

In July 2020, the department published an Accessibility and Inclusion Strategy (AIS) detailing a commitment to leading the delivery of accessible and inclusive transport products, services, information, and infrastructure, as well as within department's workplaces and practices.

The AIS includes goals, objectives, focus areas, key government priorities and a roadmap to initiate change, embed guiding principles, and transform inclusive and accessible transport across Queensland. To ensure the AIS reflects the needs and expectations of all Queenslanders, it was designed with more than 200 customers, employees, delivery partners and representatives from the accessibility and inclusion sector over a three month consultation process in late 2019.

A range of accessibility and inclusion surveys were distributed and completed in June 2020 by more than 1500 customers, 1100 employees and 100 industry partners. The surveys captured various insights and provided important benchmarks to measure performance. In August 2021, the same surveys will be reshared to gauge attitudinal changes in our customer, employees and partners towards the accessibility and inclusiveness of the department's products, services, information, and infrastructure. The results of the surveys will also inform the development of the Accessibility and Inclusion Plan which falls under the AIS and will be published in September 2021.

Key project highlights included:

- Queensland Regional Airport Accessibility Audit
- Queensland Rest Stops and Stopping Places Accessibility Audit (in partnership with RoadTek)
- Lighting Best Practice for Public Transport Premises, Infrastructure and Conveyances Research to inform the modernisation of the Disability Standards for Accessible Public Transport 2002
- Disability, Mobility and Dignity Research project in partnership with the Hopkins Centre
- Inclusive Mapping project to identify the effort required to travel various routes for people with mobility impairments, parents with prams and tourists with luggage
- departmental social media campaign to raise awareness of priority and allocated seating for People with Disabilities and older commuters, and to influence behavioural change of the general public to be more inclusive when using public transport
- establishment of a Lived Experience Panel to ensure early and authentic engagement with people with disabilities across departmental projects.



For more information

<http://www.tmr.qld.gov.au/About-us/Our-organisation>

Queensland Accessible Transport Advisory Council

The Queensland Accessible Transport Advisory Council (the Council) was established by the department in September 2020. It is an independent advisory body established to provide strategic policy and technical accessibility advice on significant transport and infrastructure projects across the Queensland Government transport portfolio.

The Council provide this advice to the Minister for Transport and Main Roads, the Department of Transport and Main Roads, and Queensland Rail (QR), to ensure Queensland delivers a single integrated transport network accessible to everyone. The Council is jointly administered by the department and QR and supported with a department appointed Secretariat.

The Council is chaired by retired District Court Judge Michael Forde. Mr Forde led the New Generation Rollingstock Train Commission of Inquiry and his recommendations highlighted the importance of early and authentic engagement with people with disability to deliver functional and compliant design solutions.

Mr Forde's report was welcomed by the disability sector as the recommendations demonstrated his understanding of the community's concerns and requirements.

In March 2021, the Minister for Transport and Main Roads appointed seven members to the Council for a term of up to three years. The council members are Dr Emily Steel, Mr John

Mayo, Ms Sarah Hartley, Ms Wendy Lovelace, Ms Natalie Naumann, Mr Shannon Wandmaker, and Dr Kelly Bertolaccini.

Through their combination of lived experiences, involvement in peak disability groups, and technical and academic knowledge, the Council members will deliver and provide an informed input to assist the Queensland Government make informed decisions about accessibility and building an inclusive society for all Queenslanders.



For more information

<https://www.tmr.qld.gov.au/About-us/Our-organisation/Accessibility-and-inclusion/Queensland-Accessible-Transport-Advisory-Council>

Changes to the Disability Parking Permit Scheme

The Disability Parking Permit Scheme provides access to conveniently located and wider parking bays for permit holders. In 2020, the Queensland Government implemented important changes to the scheme, effective from 31 August, meaning that people diagnosed as legally blind are now eligible for a permit. It also increased the police-issued penalty for parking in a disability parking bay without a permit, from \$266 to \$533, sending a strong message to the community about the impact of this anti-social behaviour.

On 14 September 2020, the Disability Parking Virtual Summit, hosted by the Minister for Transport and Main Roads, brought almost 50 stakeholders together to discuss further strategies to improve access to disability parking bays for permit holders. The summit demonstrated all participants were enthusiastic supporters of the scheme, with a shared view that awareness, education, and enforcement are central to its success.

Providing consistent technical advice to inform decisions

The Accessible Transport Network continues to provide consistent technical accessibility advice to inform decisions across the development, implementation and upgrading of all the department's products, services, information and infrastructure. It provides ongoing reviews of major projects for access and inclusion, for example Cross River Rail, Brisbane Metro, Gold Coast Light Rail Stage 3A (technical review of proposed rollingstock modifications) and Gold Coast Infill Station.

Specific technical advice on accessibility and inclusion has also been provided by the Accessible Transport Network on more than 60 departmental transport projects across Queensland.

Third Disability Action Plan to improve accessibility on the state network

The department continued to implement actions contained in the Disability Action Plan 2018–2022 to improve the accessibility of the passenger transport network for customers with a disability.

Key updates included:

- updated the Public Transport Infrastructure Manual to include all transport modes
- refreshed TransLink's accessibility web pages for consistency and to ensure information was easy to find
- published two Auslan videos about accessibility of the network and the use of mobility scooters
- held four Accessibility Reference Group meetings which included representatives from government, industry and disability advocacy groups, including out-of-session engagements on key infrastructure projects.

In 2020–21, the department undertook the mid-term review of the Disability Action Plan to monitor progress on implementation of the actions. Outcomes will be published on the department's website.

For more information

<https://www.tmr.qld.gov.au/Travel-and-transport/Disability-access-and-mobility/Disability-Action-Plan>

School Transport Assistance Scheme

The School Transport Assistance Scheme (STAS) helps eligible students to travel to and from school on rail, bus, ferry, and tram services. In 2020–21, the \$179.03 million funded scheme assisted approximately 130,000 recipients, making it one of the largest state government schemes.

The scheme can cover all or part of a student's transport costs between home and school, with the focus of assisting those students who do not have a school in their local area, students living in isolated areas of the state, and for low income families.

The department works with 451 delivery partners, providing more than 1402 school routes using approximately 1959 buses. In July 2020, the department commenced a program of work to achieve a simpler, more customer-focused STAS through targeted amendments to the policy. This work will continue into 2021–22.

For more information

www.qld.gov.au/transport/public/school/school-transport-assistance

School transport operator payments

The department provided funding assistance to 451 private operators to deliver school transport services. School services for South East Queensland are paid as part of integrated urban and school transport service contracts and published in the Queensland Government Open Data Portal.

Total payment for the 2020–21 financial year to deliver school transport services in regional Queensland was \$149.2 million (GST exclusive).



A full list of school transport operators in regional Queensland and payments is available on the Queensland Government Open Data Portal

www.data.qld.gov.au

Concessional fares for disadvantaged community members

The department continued to provide concessional fares on rail, ferry, bus, and light rail services to ensure mobility and access across Queensland for those in the community who are disadvantaged.

In 2020–21, \$277.22 million was provided in concessions and assistance to pensioners and seniors, veterans, students, people with a disability and their carers, job seekers, and asylum seekers to make public transport more affordable. Assistance ranges from public transport concessions, ticketing products, and subsidised transport schemes.



For more information

<https://translink.com.au/tickets-and-fares/tickets-and-fares/concessions>

Safeguarding Heavy Vehicle Rest Areas

In September 2020, the department amended the *Transport Infrastructure (State-controlled Roads) Regulation* to address misuse of heavy vehicle rest areas by recreational vehicles and increased unlawful camping as a result of COVID-19.

The amendments safeguard heavy vehicle rest areas for use by fatigue regulated drivers who have mandatory rest obligations. They also clarify rules for rest area use, and camping on state-controlled roads, and provide more effective enforcement mechanisms.

The department remained focused on education and awareness, rather than enforcement. A communications campaign was executed across Queensland to raise awareness of the new rules. The campaign reinforced that the primary purpose of rest areas and permitted camping is for managing driver fatigue, one of the *Fatal Five* causes of road crashes. The amendments and campaign have been effective in addressing these issues and were well received by the heavy vehicle industry and road users.



For more information

<https://www.qld.gov.au/transport/safety/holiday-travel/stops/rest>

Digitising customer interactions

Passenger real-time technology

Real-time information provides accurate predictions for the next service departing from the customer's stop or station. This feature improves the user experience and enables customers to utilise and access transport services, improving frequency and accuracy of information. While this technology is widely available across South East Queensland and Cairns, the department is focussed on bringing the technology to regional customers.

During 2020–21, public transport services at Minjerribah (North Stradbroke Island), Hervey Bay, and Maryborough joined Innisfail and Bowen in accessing real-time service information.

For more information

<https://translink.com.au/plan-your-journey/real-time>

MyTransLink app

The department continued to improve the user experience of the MyTransLink app with regular updates based on customer feedback. Throughout 2020–21, the number of customers using the app increased, with an average of 124,000 active users each week.

For more information

<https://translink.com.au/plan-your-journey/mytranslink>

Digital Licence App

The Digital Licence App is a Queensland Government initiative providing a modern approach that allows customers to utilise their open licence credentials through a mobile device. The Digital Licence will make it easier and safer for Queenslanders to share their information and give the holder control about how much information they share with others. Digital Licence is not just a digitised version of existing credentials.

In March 2020, the department undertook a pilot of digital licences on the Fraser Coast which received strong positive feedback from participants. More than 780 participants in the Fraser Coast region helped inform the pilot, including more than 120 local businesses. The platform received a 94 per cent satisfaction rating from customers.

The Digital Licence is not only pioneering the technology used to present credentials such as a driver licence, it has set also standards on how digital services can be designed, and delivered, with the customer at the centre of its approach. Importantly, the pilot has also successfully demonstrated the department's ability to establish itself as a trusted Digital Identity Provider (IdP) for Queenslanders.

On 14 July 2020, the *Transport and Other Legislation (Road Safety, Technology and Other Matters) Amendment Bill 2020* was passed by Parliament, providing the legal authority for digital licences to be used in lieu of their physical counterparts. The regulation changes were passed in Parliament in March 2021.

For more information

<https://www.qld.gov.au/transport/projects/digital-licence/digital-licence>

Realigning our data to new National datums

Since 2018, the department has been preparing for a full transition of geospatial data and systems to Australia's new national datum – Geocentric Datum of Australia 2020 (GDA2020).

Datum is the base information that Australian coordinates are derived from and is used across the department. Australia is on one of the fastest moving tectonic plates and has moved nearly two meters north-east since the last datum update more than 20 years ago.

Precise positioning is a vital part of everyday life and the demand for accurate spatial data is increasing. In late 2020, the department's GDA2020 Transformation commenced migrating systems and data to better align with global satellite positioning systems. By migrating the department's geospatial and survey systems and data, to the new datum, ensures a seamless transfer and use of spatial data to plan, construct, and maintain Queensland's transport network.

Buoy mooring fees go digital

MSQ continued to provide more flexibility and options for Queensland's boat users.

In January 2021, MSQ introduced online payment options for buoy mooring fees. Customers are now invoiced for their 12 month occupancy/renewal fees a month prior to renewal date. The invoice online payment options in addition to paying in person or sending a cheque/money order through the mail after confirming the buoy mooring has been inspected and is in good condition.

Since the initiative launched, more than 70 per cent of fee renewal payments were made online.

Robotics Process Automation

Robotics Process Automation (RPA) is the application of technology that allows a business to configure computer software or a 'robot' to capture and interpret existing applications for processing a transaction, manipulating data, triggering responses and communicating with other digital systems. The department identified RPA as a potential key tool and capability to not only generate efficiencies for the department and improve customer experience, but to enable the organisation to focus on implementing more customer value activities.

Benefits of the RPA include:

- increased efficiencies in service delivery including quicker response times for customers
- capacity gains through automation of manual processes
- increased internal capability through upskilling and redirecting resources to more complex value adding tasks.

In 2019, the department successfully tested RPA for the Learner Logbook Assessment process. Once a manual task for employees to assess and process, the Learner Logbooks are now processed for customers via an app and approved with limited human intervention. From early-June 2020, more than 50,995 learner logbooks have been submitted and approved through the app in comparison to 32,584 in the same period of 2019–20.

The department is committed to exploring more business opportunities to utilise this technology and increase efficiencies in service delivery for customers.

Improving online experience for customers

In response to COVID-19, a number of online service improvements were made to allow an increased number of customers to transact online. Between March 2020 and March 2021, more than 55,000 customers were able to complete their transaction online where they would have previously needed to visit a Service Centre in person.

The changes included allowing expired driver licences and learner licences to be renewed online, extending the customer image for one year, allowing a licence to be renewed online without the requirement for a new image, and simplifying the online licence renewal eligibility questions.

Using employee and customer feedback, the department implemented two significant changes making it easier for Queenslanders to update their details online and confirm their identity using an Online Access Code.

As a result of these two changes alone:

- more than 180,000 customers changed their address faster, taking an average of 10 seconds less
- more than 2 million customers authenticated online faster, taking an average of 30 seconds less
- an additional 250,000 customers authenticated online.

The department remains focussed on improving the online experience for all customers.

Engaging with Industry

Heavy Vehicle National Law Review

The National Transport Commission (NTC) continued to lead a comprehensive review of the Heavy Vehicle National Law (HVNL). The review aims to deliver safety and productivity benefits for industry and the broader community through the development of a new law that is fit for purpose to meet the challenges of the future.

On 25 June 2020, the NTC released a Consultation Regulation Impact Statement accompanied by a short-form Complementary Guide for public consultation. After seeking views from industry representatives across the state, the department lodged its own submission, with feedback from these Queensland specific consultation sessions reflected in the departmental response.

With the initial stages of the review complete, the NTC will progress the reforms under the Heavy Vehicle Safety and Productivity Program. The NTC continue to work with industry and governments to develop reforms to support the overarching framework. The program of work is comprised of six distinct projects including operator assurance, technology and data, duties and driver health, fatigue management, vehicles and access, and the legislative approach.

As host jurisdiction for the national law, Queensland remained committed to working collaboratively with all stakeholders to deliver a modern, performance-based, and outcome-focussed law. In particular, the department continued to emphasise the views of Queensland's industry stakeholders in shaping a safe, sustainable, and innovative approach to a new national law. Once delivered, the law will improve safety for all road users and support increased economic activity and innovation.

Heavy Vehicle Notices

The department has worked closely with the National Heavy Vehicle Regulator and industry in the development of national notices to assist heavy vehicle operators with safe and improved access efficiencies. A notice is an authorisation that allows a restricted access vehicle to travel on the road network. It also has the power to exempt vehicles from requirements (for example, mass and dimension), under the *Heavy Vehicle National Law* and its regulations.

In 2020–21, several key notices were implemented including the National Class 2 Tier 1 Performance Based Standards Notice; National Class 3 Road Train Prime Mover Dimension and Mass Exemption Notice; and a replacement notice for Special Purpose Vehicles (SPVs).

The Performance Based Standards (PBS) notice provides certain PBS vehicles with access to appropriate road networks across Australia. This provides industry a level of confidence that vehicles may operate as soon as a vehicle approval is issued.

The Road Train Prime Mover Dimension and Mass Exemption Notice provide road train prime movers with mass and dimension exemptions when travelling to couple or de-couple into road train combinations. The SPVs Notice, includes vehicles such as cranes and concrete pumps, and is simplified to provide clearer and simpler operating conditions.

Industry relationships

In 2020–21, the department worked closely with industry groups to develop new and updated specifications and technical notes to assist industry in delivering effectively for all Queenslanders.

The department continued to engage with, and consult, different stakeholders on an ongoing basis. These include but are not limited to:

- Australian Flexible Pavement Association
- Cement and Concrete Aggregates Australia
- Civil Contractors Federation
- Waste Recycling Industry Association of Queensland
- Consult Australia
- Queensland Major Contactors Association
- RACQ
- ITS Australia
- Roads Australia
- AustStab
- Engineers Australia
- Australian New Car Assessment Program
- Queensland Trucking Association and Livestock Carriers
- Institute of Public Works Engineers Australia.

The department worked closely with Queensland industry partners at a national level via Austroads. The collective is comprised of Australian and New Zealand transport agencies which represent all levels of government.

Through the National Asset Centre of Excellence, an initiative by the department and the Australian Roads Research Board (ARRB), a range of new collaborative research activities are underway. This includes the Western Australian Road Research and Innovation Program (Main Roads Western Australia) and ARRB.

Rest Area Trial for heavy vehicles

In November 2020, a rest area management pilot project was initiated on the Bruce Highway at Ogmores heavy vehicle rest area. The project trialled intelligent transport system technology to prevent and reduce fatigue-related crashes on Queensland's roads. Heavy vehicle drivers were provided with real-time information about the availability of rest areas, allowing them to better plan their journeys and rest breaks.

The rest area upgrades included:

- advanced LED roadside warning signs approximately 10 kilometres ahead of the rest area to provide real-time parking availability information
- solar powered lighting and power
- closed-circuit television cameras
- automatic number plate recognition cameras to increase safety and security for drivers at the rest area.

Feedback from heavy vehicle drivers who have used the Ogmores rest area, show more drivers are using the rest area to take a break from driving than before the upgrades. Based on the trial's success, upgrades will be installed at an additional five rest areas on the Bruce Highway at Christmas Creek, Helens Hill, Miriam Vale, Waverley Creek and Gin Gin. In 2020–21, the technology was installed at the Gatton Bypass on the Warrego Highway, Cape River on the Gregory Developmental Road, Crawford Creek on the Landsborough Highway, and Scrubby Creek on the Flinders Highway.

Temporary traffic management harmonisation

The department remained committed to ensuring the safety of temporary traffic management road workers across Queensland.

In 2020–21, key achievements included:

- harmonised existing Queensland guidance document (Manual Uniform of Traffic Control Devices, Part 3) with the new nationally recognised Austroads Guide to Temporary Traffic Management (AGTTM)
- created a new Queensland Guide to Temporary Traffic Management document—to advise how the AGTTM should be applied in Queensland and identifies where Queensland's practices exceed those in the AGTTM national standard
- worked closely with the Queensland temporary traffic management industry to prepare for the mandatory adoption of this AGTTM in Queensland (scheduled for 1 December 2021).

Delivering with partners

Wheelchair Accessible Taxi Grant Scheme

In its second year, the four year Wheelchair Accessible Taxi Funding program aims to modernise Queensland's fleet of wheelchair accessible taxis. The \$21 million program supports the taxi industry by providing accessible transport options for people with reduced mobility. Funding was provided for new wheelchair accessible taxis to replace ageing vehicles or those written off by an accredited insurance provider, such as unrepairable or too costly, to repair. The program also offers funding for replacing a conventional taxi with a wheelchair accessible taxi in some areas. Eligible taxi operators can apply for 50 per cent funding (a maximum of \$45,000) towards the purchase of a new vehicle. The scheme is administered by the

Queensland Rural and Industry Development Authority. A total of 99 applications were received from across Queensland in 2020–21, of which, 78 were approved.



For more information

<https://www.tmr.qld.gov.au/business-industry/Taxi-and-limousine/Industry-information/Taxi/Wheelchair-accessible-taxis>

Bus driver safety initiatives

The Queensland Bus Driver Safety Scheme was a key initiative under the government's five-point plan, allocating up to \$5.47 million in grant funding for contracted urban bus service operators. Upgrades included installation of driver barriers and anti-shatter window film in eligible fleet vehicles, to reduce the risk and impact of violence against bus drivers, and property vandalism. In June 2020, installations were completed, and the rebate was paid to the delivery partners in order to finalise the scheme. A fleet survey in late-2020 estimated more than 80 per cent of Queensland's contracted urban bus fleet was fitted with a driver barrier.

The department worked with the bus industry to ensure improved safety measures such as driver barriers are incorporated in the renewal of the fleet in coming years. From August 2020 to June 2021, the department commissioned an independent review of bus driver barriers by PricewaterhouseCoopers to identify and assess future barrier approaches.

Other safety initiatives included:

- introduced and evaluated the delivery of partner-led enforcement trials on bus services
- developed a de-escalation training resource for drivers in partnership with the Queensland Bus Industry Council
- refreshed 'Step Up' initiative in schools to promote appropriate behaviour on public transport
- ongoing deployment of TransLink Senior Network Officers to areas where incidents are occurring.

The department continued to engage with industry and other key stakeholders on bus safety issues and best practice initiatives to keep bus travel safe for everyone.



For more information

www.translink.com.au/about-translink/projects-and-initiatives/bus-driver-safety-review

Regional Roads and Transport Groups

The Roads and Transport Alliance (Alliance) is a partnership between the department, the Local Government Association of Queensland, and Queensland local governments. Regional Roads and Transport Groups (RRTGs) are central to the Alliance.

There are 17 RRTGs across Queensland, representing 65 local governments including five First Nations local governments.

RRTG members include local government elected representatives and District Directors from the department. They are the primary decision-making bodies that determine regionally prioritised improvements to their communities' transport infrastructure utilising Transport Infrastructure Development Scheme (TIDS) funding.

RRTGs work collaboratively to develop and agree on a four year program of works, based on regional investment strategies and priorities, capacity to match TIDS funding, and the ability to deliver within the financial year.

In 2020–21, 252 projects were delivered across Queensland through the RRTGs, with joint investment of more than \$120 million in local roads, safer school drop-off areas, and active transport infrastructure.

Projects that utilised TIDS funding include:

- South West RRTG, Murweh Shire Council: Killarney Road, pave and seal; \$1.9 million
- Wide Bay Burnett RRTG, Bundaberg Regional Council: Monduran Road, One Mile Creek, replace timber bridge; \$1.2 million
- North West RRTG, Flinders Shire Council: Glentor Road, Flinders River, install floodway; \$1 million
- Northern SEQ RRTG, Sunshine Coast Regional Council: Blaxland Road (Nambour), Burnside school precinct, construct footpaths; \$400,000
- Brisbane City Council: Manly Road (Wakerley), widen for on-road cycle facility; \$1.6 million.



For more information

<https://www.tmr.qld.gov.au/rrtg>

Transport Academic Partnership

The Transport Academic Partnership 2020–25 is a \$3.7 million agreement between the department, Motor Accident Insurance Commission, Queensland University of Technology (QUT), Griffith University, and The University of Queensland (UQ).

In July 2020, a new agreement was established to extend the partnership for another five years and continue to facilitate innovative transport research and development to build mutual capability across government, industry, and academic sectors. The partnership supports the mutual delivery of an annual work program of projects across various transport topics.

In 2020–21, research projects included:

- viability of hydrogen and electric heavy (freight) vehicles
- travel behaviour research utilising socio-economic data
- uptake of low emission private vehicles in Queensland

- customer behaviour for Mobility as a Service (MaaS) in South East Queensland
- causes of heavy vehicle crashes
- future options for the use of electric buses.

A work program was developed and includes 11 new research and development projects. These include:

- psychology of how people make transport choices (behavioural economics)
- fatigue in the rideshare industry
- accessible designs for automated passenger transport vehicles
- advanced computing research to better use the department's digital video data
- recycling options for derelict ships.

The agreement also facilitates an internal procurement strategy to ensure eligible research and development projects can be delivered quickly and efficiently. The established partnerships provide prompt and innovative benefits for all parties.



For more information

<https://www.tmr.qld.gov.au/Community-and-environment/Research-and-education/Transport-Academic-Partnership>

New Generation Rollingstock

The New Generation Rollingstock (NGR) fleet has provided reliable public transport for South East Queensland since it was introduced in 2017, delivering more than 340,000 passenger services. The fleet consistently achieves more than 99 per cent availability for day-to-day passenger services.

NGR trains have played an important part in delivering public transport throughout COVID-19, allowing the standard timetable services to continue throughout the year. Early on during COVID-19, the Queensland Government ramped up efforts to provide additional cleaning and sanitisation of our public transport, including on the NGR fleet.

Early works are underway for the implementation of European Train Control System (ETCS) upgrades on-board the NGR trains to allow them to travel on the Cross River Rail infrastructure. The \$335.7 million NGR Accessibility Upgrade program has delivered the most accessible rail fleet Queensland has seen to date.

The accessibility upgrades included:

- addition of a second accessible toilet module on every NGR train
- 10 per cent increase in circulation space inside the toilet modules
- improved sink design

- more grab/handrails
- priority seats increased from 24 to 88 per train.

The fleet upgrade is being delivered at the Downer facility in Maryborough. Once the program is in full production mode, up to eight trains at a time will be upgraded at the facility. The design of the upgrades came after intensive consultation with a Project Working Group from the disability sector, using an innovative co-design process.

NGR fleet are scheduled to be upgraded and back in service by 2024. The department will continue to engage with the disability sector throughout the upgrade process.



For more information

<https://www.tmr.qld.gov.au/projects/New-Generation-Rollingstock>

Rollingstock Expansion Program

The Rollingstock Expansion Program was established to meet the increasing demand on rail transport in South East Queensland over the next 10 years. The Queensland Government committed \$600 million to deliver 20 six-car passenger trains and a purpose-built manufacturing facility.

To support the development of the project, the department undertook a market sounding process in mid-2020. In December 2020, an Expression of Interest was issued for the supply of trains and construction of the manufacturing facility, which closed in February 2021.

The department undertook initial site investigations into a location for the purpose-built manufacturing facility in Maryborough. A Project Working Group was established with members of the disability sector to undertake a co-design process on the design of the trains to ensure compliance, accessibility and functionality for passengers with a disability.

European Train Control System

A project to introduce European Train Control System (ETCS) signalling technology is underway to significantly improve safety and support more efficient services. The Queensland Government invested \$635 million in ETCS technology to make the rail network work smarter and build future capacity for more services.

Benefits of ETCS technology include increased safety, capacity, efficiency, and reliability for the inner-city rail network. It is also necessary for the safe operation of the Cross River Rail's twin tunnels.

Queensland Rail (QR) trains will be upgraded with the ETCS and involves the delivery and integration of new trackside equipment, data radio systems, a rail traffic management system, and onboard train equipment. The technology includes axle sensors that detect the train's speed and new touchscreens in the driver's cabin.

In April 2021, the first train arrived at a specialised facility in Redbank for upgrade. By the end of 2021, the facility is expected to facilitate up to four trains and support up to 30 jobs as contract work ramps up. Signalling equipment will be installed on the Shorncliffe line so the technology can be tested on trains while not in service.

Up to 64 trains are planned to receive ETCS technology by late-2023 and operational in South East Queensland ahead of Cross River Rail's planned opening in 2025.

Geosciences Australia data sharing

In 2020–21, the department negotiated and commenced a data sharing agreement with Geosciences Australia that will better enable global positioning services across Queensland. The data sharing agreement will increase broader use of spatial data, generated from the department's Continually Operating Reference Stations (CORS) network, and enhance ongoing operation and maintenance.

More than 20 CORS were installed across the state to predominately assist in the delivery of surveying services. The department's CORS network provide reliable, accurate spatial data which supports surveying, mapping, construction and cooperative vehicle trials.

The agreement supports Geoscience Australia's vision to ensure accurate and reliable positioning information is available to all Australians and enable innovation in technologies, such as autonomous vehicles.

Spray sealing pilot

Sprayed sealing is a vital part of maintaining Queensland's road network with about three quarters of the state-controlled network surfaced using this method. Sprayed seals are a durable, safe, and cost-effective solution. In late-2019, the department commenced a review of the management of spray seals, providing contractors more flexibility to decide how and when seals are to be used.

In April 2020, an initial pilot contract was successfully completed in the Fitzroy District, providing contractors with more control over the delivery of sprayed sealing works and ensuring quality outcomes. Given the success of the first pilot, another seven pilot projects are scheduled across Queensland in 2020–21.

The department is evaluating all the information gathered through research, industry engagement and pilot projects to determine the next steps and a way forward for the delivery of spray seals.

Preserving our history and heritage

Building sustainable roads

The department remained committed to supporting the Queensland government's Waste Management and Resource Recovery Strategy, using recycled materials in the construction and maintenance of the state-controlled road network.

In 2020–21, key achievements included:

- updated asphalt specifications to help increase use of reclaimed asphalt pavement in new asphalt
- published a new specification for recycled glass for aggregate and updated current requirements to allow for increased use in asphalt, unbound pavements and earthworks
- continued to use recycled tyres (crumb rubber) in sprayed seal surfacing
- undertaken trials using recycled tyres (crumb rubber) in asphalt
- constructed more, larger demonstration projects using recycled tyres
- continued research into the expansion of approved materials for recycling
- commenced research into using recycled plastics for road furniture for example, bollards, posts or retaining walls
- continued to use insitu stabilisation techniques by pulverising the road and mixing various stabilising agents (including cement, bitumen, fly ash and slag) to strengthen and rejuvenate pavement.

Minimising impacts on native fauna

The department continued to implement initiatives, during the design and construction of transport infrastructure, to minimise impacts on native fauna and ensure compliance under state and federal legislation.

In 2020–21, key achievements included:

- a koala shield designed for sound barriers on the Pacific Motorway Upgrade–Varsity Lakes to Tugun project, to prevent koalas accessing the road and reducing the risk of koala-vehicle collisions. The project will also plant more than 10,000 habitat plants for threatened butterfly species
- five kilometres of koala and frog exclusion fencing and supporting connectivity logs have been installed on the Caloundra to Sunshine Motorway project
- use of a remotely piloted drone for pre-clearance vegetation checks of animal breeding places as part of the Bruce Highway Upgrade–Maroochydore and Mons Road Interchange project
- 1.7 kilometres of exclusion fencing installed on Tin Can Bay Road to reduce the incidence of koala-vehicle collisions

- a dedicated fish ladder to enable movement of fish under the road installed as part of the Mackay Northern Access upgrade
- upgrade project publication of a Cassowary Conservation Management Plan, formalising the department's cassowary management arrangements and detailing how the department will identify and manage the risk of cassowary-vehicle collisions in Far North Queensland.

Electric buses roll onto the TransLink network

In April Yarrabilba 587 route became the first fully electric bus route on the department's TransLink network. As part of working towards zero-emission public transport, two battery electric buses are being operated by Logan Coaches along the route from Yarrabilba to Loganlea station.

These electric buses are just the start, with new zero-emission buses being rolled out in North Lakes, Logan, Sunshine Coast, Cairns, and the Gold Coast.

Transdev's new electric bus operates in the Redland Bay/Capalaba area and is partially powered from solar energy generated from the solar PV system installed on the roof of the Capalaba bus depot.

Each bus is being evaluated by the department over 12 months to better understand how the buses perform on the network to assist in the implementation of large-scale rollouts.

Waste and recycling calculator

As Queensland progresses to a circular economy where materials are valued and managed as finite resources, the department continues to invest in ways to reduce waste and increase the use of recycled materials in infrastructure projects.

Working with industry stakeholders in road design, construction, waste management, and recycling, the department is focused on improving performance in waste minimisation and resource efficiency, and developed an industry-first waste and recycling calculator, allowing designers and constructors of transport infrastructure to estimate and report on waste and recycling performance.

This tool is now mandatory on all department projects and captures waste volumes and associated costs as well as volumes and types of materials that are reused and recycled on projects. The department also launched the Building Sustainable Roads website and published a technical note highlighting the recycled materials approved for use on state controlled roads. Research continues and additional tools are in development to ensure the infrastructure sector gets the support to progress the efficient use of resources and divert waste from landfills.



For more information

<https://www.tmr.qld.gov.au/Community-and-environment/Planning-for-the-future/Building-sustainable-roads>

Indigenous artefacts located at Howard Creek Causeway

The department continues to recognise the significance of different cultures and the importance of managing cultural, historical, and natural heritage.

An assessment identified the \$10 million Howard Creek Causeway upgrade area as having high potential for Aboriginal cultural heritage and a survey by Traditional Owners of the area identified more than 100 surface artefacts. Six days of excavations were undertaken to mitigate the impact to this material. Over 2000 artefacts were identified during the excavations, including the discovery of a knapping floor and stone tools such as hammerstone, blades, and scrapers.

A further 13 days of excavations were required due to the extensive cultural finds. More than 1000 artefacts per square metre were recovered at one point. 10,000 artefacts were discovered at the culmination of site works demonstrating a long period of occupation at the site with preliminary theories that the site was a seasonal Aboriginal camp site.

The department continues to work alongside First Nations communities and other stakeholders on many projects to deliver infrastructure while considering important cultural considerations for the community.

Works in Townsville uncover World War II artefacts

The department's dedicated cultural heritage staff undertook a historical assessment and preliminary excavation works for the \$99.8 million Townsville Northern Access Intersections upgrade project.

The assessment and preliminary excavation uncovered significant historical material and shone a light on part of the Townsville region's history.

The project is near the site of the old United States Army Hospital at Black River that was situated on the northern outskirts of Townsville in the later stages of World War II. The site was a 4000 bed hospital, which was an attempt by the US military to centralise the previously widespread medical corps for the Pacific Theatre. The site was also the first waypoint for prisoners of war.

The project is progressing with work alongside the site and there has been a significant amount of material found from earlier occupation as well as more recent use of the site. The earliest find was a lock mechanism from a door that has been dated to the mid-1800's. Further excavations will be undertaken as part of the project by cultural heritage staff and a local WWII expert historian.

Yarrabah Jetty Project

Construction commenced on a \$11.5 million new jetty at Yarrabah Aboriginal Community, 60 kilometres south of Cairns. The jetty will be approximately 165 metres long and located at Gribble Point in Mission Bay.

This area contains significant natural and cultural heritage values as it is located within the Great Barrier Reef Marine Park and is adjacent to the native title determined area of the Gunggandji Aboriginal Corporation (Gunggandji).

In the pre-construction phase several cultural assessments of the area were conducted with the Gunggandji, and a Cultural Heritage Management Agreement was executed with the Gunggandji People and Yarrabah Aboriginal Shire Council. The Cultural Heritage Management Agreement ensures that sensitive values and locations have been identified and appropriate management processes and responsibilities are agreed. An ongoing process of community engagement and consultation with residents has been undertaken.

The department worked closely with the Gunggandji People and Yarrabah Aboriginal Shire Council to form a committee and working groups to develop and approve artwork, interpretative signage, naming, and landscaping as part of the overall design. This included a local artist to design stencils for the jetty using traditional motifs and culturally significant stories and animals.

Reconnecting the community after natural disasters

The department remained committed to ensuring the recovery and safety of Queenslanders following natural disasters. In 2020–21, the department undertook the following works:

- repaired 226 earthworks and batter locations
- reconstructed 481.29 kilometres of road pavement
- repaired 40 structures (including bridges and culverts)
- cleared 241 silt and debris locations.

Repairs were completed on roads damaged by Monsoon Trough flooding in 2019, along with flood immunity projects in the 2019 Betterment Program. In November 2020, works to stabilise damaged slopes on Binna Burra Road were completed following severe bushfires in the Gold Coast hinterland in 2019. Design is also underway on significant slope repairs at Cunninghams Gap on the Cunningham Highway.

Emergency works were completed to safely reopen roads after eight heavy rainfall and flooding events. In early-2021, large sections of the Burke, Peninsula, Gulf, Gregory and Kennedy Developmental Roads were damaged by flooding. Repairs are underway after heavy rainfall in the Gold Coast hinterland in December 2020 and March 2021 caused landslips.

Woorabinda community

The Director-General has continued in his role as Government Champion for the Woorabinda Aboriginal community, which is situated on the traditional lands of the Wadja Wadja/Wadjigal Aboriginal people, about 170 kilometres south-west of Rockhampton.

This marks the seventh year of the department working with the community under the Department of Seniors, Disability

Services and Aboriginal and Torres Strait Islander Partnerships led program. With a strong regional presence, the department continued working in partnership with neighbouring councils and government agencies to progress the community's agenda.

In 2020–21, department updates included:

- recommitted to the Memorandum of Understanding and a revised works program to continue to build the community's capacity and capability in road construction
- saw the completion of a repurposed community outpost as a multipurpose facility for training and events, which the department has assisted with over several years
- facilitated upgraded football ground lighting
- conducted road safety and learner licensing workshops and installed safety treatments around the state school
- supported funding requests for internet upgrades and a new community centre
- department employees were engaged through awareness events and fundraising activities

The department will continue to work with partners to achieve improved economic and social outcomes, and address barriers to effective service delivery in the region.

Road safety

Targeted Road Safety Program

The Targeted Road Safety Program delivers cost-effective, high-benefit infrastructure safety treatments on the state-controlled and local government road networks, to treat locations with a significant crash history or other identified safety problems.

The program has 13 sub-programs including Safer Roads Sooner, Black Spot Program, Mass Actions, Route Actions, and Vulnerable Users. As at 30 June 2021, the Targeted Road Safety Program significantly exceeded previous delivery benchmarks by achieving a record delivery of more than 700 Targeted Road Safety Program projects across Queensland.

Major projects delivered in 2020–21 also included the upgrade of key intersections, installation of wide centre line treatments, safety barriers and audio tactile line marking on the Kennedy Highway and pavement widening and guardrail installation on the Warrego Highway.

Community Road Safety Grants

The Community Road Safety Grants has awarded more than \$21 million since 2013, with the grants supporting Queensland communities with the development and delivery of effective road safety education and awareness initiatives.

In 2020–21, the program received its biggest response since the inception of the grants, with more than \$1.350 million awarded to 88 community organisations. Several successful applications focused on our diverse and inclusive communities, including people with a disability and from culturally and linguistic diverse backgrounds, as well as First Nations communities.

Throughout COVID-19, existing grant recipients were supported by the department through contractual flexibility to ensure continuity of service delivery which will continue whilst COVID-19 restrictions remain in place.



For more information

www.tmr.qld.gov.au/roadsafetygrants

Road Safety Data Bureau

To better understand the social and economic costs of road trauma, a team was established to analyse road crash and trauma data from various government agencies to help reduce road trauma.

The team includes representatives from the department, Queensland Police Service, Queensland's Motor Accident Insurance Commission, and Queensland Health's Jamieson Trauma Institute. The Bureau's purpose is to consolidate, integrate, and analyse road crash related data from all member agencies. The results will inform whole-of-government decision making and approaches to road safety policy.

Road Safety Action Plan

The Queensland Road Safety Action Plan is a key deliverable towards the Queensland Government's ongoing commitment to the vision of the Queensland Road Safety Strategy 2015–21 for zero deaths and serious injuries on Queensland roads.

It features 50 actions, including six 'showcase' action areas highlighting complex, multi-layered projects targeted at having the highest impact on road trauma across health, culture and behaviour, environment and infrastructure.

The initiatives target driver distraction and drink driving, licensing reforms such as the new hazard perception test, and a multi-agency partnership between the department, the Motor Accident Insurance Commission, Queensland Health, and Queensland Police Service to collaboratively improve road safety.

Work is underway on the next Queensland Road Safety Strategy and Action Plan, expected to launch in early-2022.



For more information

<https://www.tmr.qld.gov.au/Safety/Road-safety/Strategy-and-action-plans>

StreetSmarts campaign

StreetSmarts is the Queensland government's road safety public education program to positively influence attitudes, behaviour, and culture on Queensland roads through strategic, targeted campaigns and activities that encourage safer road use.

As a result of COVID-19, the department executed new campaigns to address changes in road use behaviour and domestic travel trends and encourage Queenslanders to stay safe on our roads. Campaigns included:

- *Stay safe this road trip* during July 2020
- *Dangerous driving habits* during August and September 2020
- *Regional road safety* during September to December 2020
- *All good, all bad drink driving* during December 2020 to February 2021
- *Anywhere, anytime* during Easter 2021 school holidays
- *Crash test* during June to July 2021
- an ongoing social media program that reached up to 1.5 million individuals each month, during 2020–21 with a thriving online community of 164,000 followers on Facebook, Twitter, Instagram, and YouTube.

Events and sponsorships included:

- continuation of the Queensland Cricket Sponsorship (2019–23) to raise public awareness about road safety as an important social issue throughout Queensland.
- new one-year partnership for 2021 with the Gold Coast SUNS and AFL Queensland providing an opportunity to promote road safety to the Queensland AFL community
- *National Road Safety Week* during May 2021
- *Fatality Free Friday* during May 2021.



For more information

<https://streetsmarts.initiatives.qld.gov.au/>

Road Safety Education Blueprint

In January 2021, the Queensland Road Safety Education Blueprint: *Guiding Queensland's Approach to Road Safety Education from birth to Young Adulthood* (the Blueprint), was published and provides a framework and actions for embedding a whole-of-life approach to road safety education across childhood and adolescence. The Blueprint was developed following consultation with community organisations, industry, and government agencies which represent the many elements that can influence the design and delivery of road safety education.

There are 27 actions across six pillars that represent separate, but equally important, areas of focus for the delivery and coordination of road safety education for children and young people. Several actions have been completed, including a review of the

department's Indigenous Driver Licensing Program and releasing explanatory guides for educators on the National Practices for Early Childhood Road Safety Education.



For more information

<https://www.tmr.qld.gov.au/roadsafetyblueprint>

Queensland Road Safety Week

The sixth Queensland Road Safety Week was held from 24 to 28 August 2020.

Public health guidelines restricted face-to-face engagement activities, however an online activation enabled Queenslanders to 'Sign up for road safety' by sharing their road safety messages via social media and the StreetSmarts website. A social media campaign raised awareness and encouraged participation with resources available online to help participants to join the activation or simply to promote road safety in their community. Submissions were received from a wide range of schools, businesses, community groups, training providers, and individuals across Queensland.

Queensland Road Safety Week was supported by Queensland Police Service as delivery partner, along with the Royal Automobile Club of Queensland and the Motor Accident Insurance Commission.

Flashing school zone signs

School children across Queensland are safer with flashing school zone signs installed at more than 1100 school zones since the program began in 2012.

Funded by the 2020–21 *Camera Detected Offence Program*, the program installed flashing school zones signs at sites across South East Queensland including Darling Downs, Charleville, Longreach, Mackay, Mount Isa, Townsville; Mareeba, and Thursday Island. An additional 100 school zones are scheduled to have signs installed during 2021–22.

Helping keep school children safe

The School Crossing Supervisor Scheme (SCSS) enhances the safety of primary school children in the school traffic environment by ensuring supervisors are in place to assist them in safely crossing the road, to and from school. It allows for school crossings, located on roads around primary schools and special needs schools, to be supervised for a short period prior to the commencement and completion of the school day, for approximately 30 minutes.

In May 2019, the Cabinet Budget Review Committee approved further expenditure of \$4.2 million to employ 50 new school crossing supervisors across the state over the 2019–20 and 2020–21 financial years, promoting further expansion of the scheme.

In 2020–21, 24 new school crossing supervisors were recruited at 21 new crossings, in addition to 26 new school crossing supervisors across 23 new crossings in 2019–20. The scheme currently costs \$12.62 million per year.

The program along with standardised school times, the School Transport Infrastructure Program, and the flashing school zone light program, play an important part in helping keep Queensland school children safe.

Takata Airbag recall

The department has been working with the Australian Competition and Consumer Commission, government agencies, and the automotive industry to assist in removing faulty Takata airbags from Queensland roads by taking action against the registration of vehicles subject to the compulsory Takata recall.

After a series of escalating actions focussed initially on higher-risk vehicles, the department is now in the final leg of its strategy to remove all these dangerous vehicles from the road network.

Approximately 800,000 Queensland vehicles were originally subject to the compulsory recall and the final 6000 vehicle owners were sent a final warning in May to June 2021. Vehicle owners who fail to act will have their vehicle registration cancelled later this year.

Written Off Vehicle Scheme

In March 2021, changes were announced to laws governing repair standards for written-off vehicles to help reduce the number of unsafe vehicles on Queensland roads.

These changes will bring Queensland further into line with other states to improve safety and increase consumer protection for Queenslanders buying second-hand vehicles. The changes mean that all light and heavy vehicles would be classified against nationally agreed damage assessment criteria. Light vehicles, which are considered uneconomical to repair, will be categorised as statutory written-off vehicles and become ineligible for re-registration unless exempt. The reforms will also help ensure any written-off vehicle that is eligible for re-registration is repaired to the appropriate standard before being allowed back on the road.

The changes will come into effect progressively from 2022.

Distracted driver reforms

It has been a significant year for driver distraction reform, with the delivery of cutting edge initiatives as part of the department's commitments under the Queensland Road Safety Action Plan 2020–21 and National Roadmap on Driver Distraction.

In partnership with Queensland Police Service, the department successfully trialled enforcement cameras targeting mobile phone and seatbelt offences. During the trial fixed and portable cameras monitored 4.8 million vehicles across Queensland and identified

more than 15,000 drivers illegally using their mobile phones and more than 2200 front seat vehicle occupants not wearing a seatbelt. These enforcement cameras will be rolled out across the state during 2021–22 to actively deter dangerous behaviours.

Seeking to encourage behaviour change, the department is investigating the development of advanced technology in the form of a Phone Awareness Monitor (PAM). Like Speed Awareness Monitors, PAMs will detect when a driver is illegally using a mobile phone and display a message in real-time message prompting them to put their phone down.

Marine safety

Fatalities and injuries

In 2020–21, reported marine incidents in Queensland included 18 fatalities and 40 serious injuries. The number of reported marine incidents involving at least one Queensland Regulated Ship (QRS) has substantially increased from 307 to 398 and the number of fatalities has remained high as the result of an uncommon number of persons overboard incidents resulting in a fatality.

Figure 3: Marine fatalities (in Queensland)

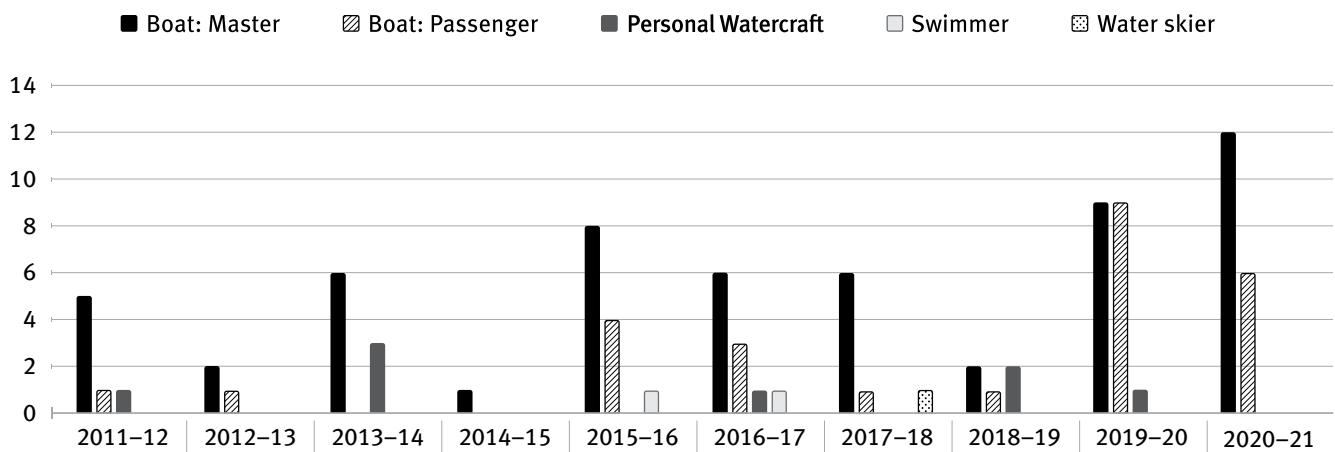


Figure 3 indicates the number of fatalities reported during the last ten financial years in a reported marine incident that involved at least one QRS (post-2013) or one Recreational Ship (pre-2013). The fatalities have been classified as masters or passengers of boats, the masters or passengers of personal watercraft (PWC), swimmers which includes divers, snorkelers, and water skiers which includes anyone being towed by a vessel of any kind.

Figure 4: Serious injuries from maritime incidents (in Queensland)

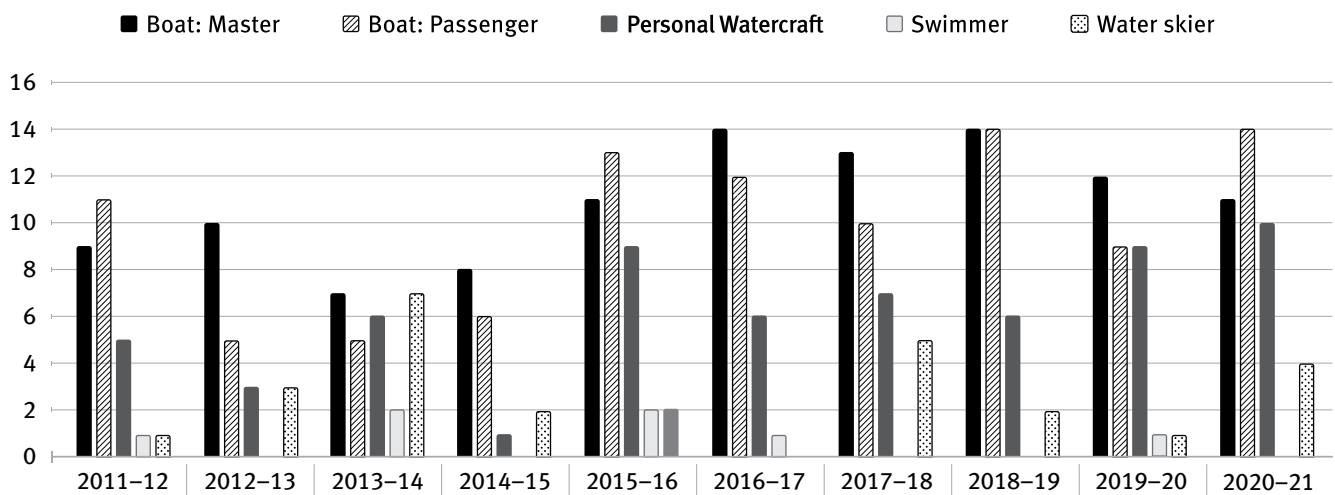


Figure 4 indicates the number of people admitted to a hospital during the last ten financial years for the treatment of injuries sustained in a reported marine incident that involved at least one QRS. These individuals have been classified as the masters or passengers of boats, the masters and passengers of PWC, swimmers which includes divers, snorkels, and water skiers which includes anyone being towed by a vessel of any kind.

Marine safety in Queensland continues to be addressed through safety education initiatives and monitoring of recreational boating activities in the state.

Responsible boat ownership

Along with a commitment of \$20 million in 2018, a War on Wrecks Taskforce was established to address the issue of derelict and abandoned vessels in Queensland waterways. The Taskforce undertook community consultation and made recommendations in 2019 which collectively sought to develop a culture of responsible boat ownership to reduce derelict vessels into the future.

Given the broad range of maritime matters the recommendations address, licensing, vessel registration, and identification have been prioritised.

In August and September 2020, MSQ supported parliamentary and industry members of the Taskforce in delivering their second series of community forums across the state. MSQ continued to support the Taskforce in their work to monitor derelict removals, implement the recommendations, and engage with their community on ways to enhance safety on Queensland's waterways.

By 30 June 2021, Queensland's waterways had 834 fewer derelict and abandoned vessels. Including derelicts that were removed or made seaworthy by their owners, approximately \$5.982 million was expended from the War on Wrecks funding for removals.

Vessel Traffic Services decision support tool

In December 2020, a project to upgrade ship traffic monitoring systems that protect the Great Barrier Reef, Torres Strait, and Queensland trading ports from shipping incidents went live.

Known as the Vessel Traffic Services Decision Support Tool, the system features extensive software and hardware upgrades to the systems monitoring shipping through the Torres Strait and Great Barrier Reef and into and out of Queensland ports.

The system is monitored by MSQ Vessel Traffic Services Operators (VTSO) on a 24/7 basis. It incorporates information from a multitude of sensors, including ships' Automatic Identification System responders, radar tracking stations, closed-circuit television (CCTV), and very high frequency (VHF) radio to produce a real time surface picture of shipping.

The upgrade improved the quality and accuracy of the surface picture while introducing an automated alarm function that will alert VTSOs when there is potential for a shipping incident to occur.

BoatSafe Program Review

The BoatSafe Program Review ensures that BoatSafe Training Organisations and Providers are provided with clear and transparent expectations in relation to delivering BoatSafe training and assessment for Recreational Marine Driver Licences and Personal Watercraft Licences. The content and methods of training are effectively teaching safety on the water and influencing behaviours accordingly.

The BoatSafe team has completed the consultation and review of the scheme management documentation. The number of documents for trainers to comply with has been reduced by almost half of what was previously required.

The BoatSafe Compliance and Audit Framework has been developed and implemented, with the auditor now observing the actual class delivery for the students. More than 50 audits have been completed and has shown benefits in shifting the trainers' focus to ensuring broader participation in the demonstration of practical on water skills.

Provision of practical assessment focused tools, including videos created by the BoatSafe team, has shifted the focal point for the BoatSafe trainer to student competence. The videos demonstrating the competencies and practical assessment statements to ensure that each activity in the competency standards have been completed. The BoatSafe team engaged and consulted extensively with the BoatSafe trainers to ensure the requirements were relevant and demonstrated the competence at hand.

Smartship Australia

Smartship's services to mariners are traditionally face-to-face. With the onset of COVID-19, Smartship reassessed its training and simulation services with the objective to continue to provide as many services as possible to Australia's maritime industry.

Smartship implemented remote 'mirrored' simulations of ship handling and development projects. Some courses were also redesigned to provide remote learning options including Advanced Marine Pilot Training (AMPT). In 2020, AMPT was redesigned to be delivered as a webinar, focussed solely on remote delivery. In early 2021, Smartship redesigned the course again to provide for both distance and face-to-face learning.

In 2020–21, approximately \$400,000 worth of services were delivered remotely, and remote delivery remains a viable element of Smartship's service delivery, particularly for international customers or customers with a broad stakeholder base. Smartship expects that demand for these services will continue to develop and evolve, providing opportunities for more stakeholder engagement in simulation activities.

Maritime Enforcement Team

After a successful pilot program, the Maritime Enforcement Team (MET) has become a permanent team with MSQ employing three full time MET officers and a manager. MSQ has increased its fleet of personal watercraft from four to six and trained an additional seven Marine Officers to assist the permanent team and enhance the MET capability.

The team conducted educational and safety awareness campaigns on Queensland waterways, in schools, and at industry gatherings, improving safety through inspections and discussions directly with the public. Working with compliance partners, the MET has led nine cross-agency safety campaigns during 2020–21.

Since July 2020, the MET has conducted more than 1400 intercepts which have resulted in 145 Marine Infringement Notices and 208 Marine Cautions. The MET will be a visible presence on Queensland's waterways enhancing public safety on the water.

Exercise - Fortitude II

MSQ implemented several strategies to manage the threat of COVID-19 within Queensland's shipping industry. In September 2020, MSQ and the Australian Maritime Safety Authority co-hosted 'Exercise - Fortitude II'.

The exercise focussed on a response to a ship-sourced marine pollution incident in the context of COVID-19, and aimed to identify the issues, barriers, and potential solutions required to safely respond to a maritime emergency. Participants explored the logistical challenges involved with implementing any additional COVID-19 safe requirements in a field and Incident Management Team setting, including contingencies for outbreaks.

Participants also identified alternative response strategies to mitigate the COVID-19 risk with consideration of strategic communication and community engagement. Alternate ways of working, for example isolation hubs, that mitigate risk of transmission between responders, the community, and different cohorts of responders were also identified and evaluated.

MSQ remains proactively engaged with industry stakeholders in testing potential interventions and testing the holistic sustainability of proposed initiatives.

Safety messaging

MSQ continued to deliver marine related education and safety messaging to support a vision of safe, clean seas and waterways in the state.

In 2021, MSQ executed campaigns that influenced and increased safe behaviours within the recreational boating community. Personal Watercraft (PWC) were a focus area due to a significant increase in PWC ownership over the last 12 months. MSQ focused on educating skippers on best practice operations to ensure the safety of everyone on board. The campaign was welcomed by the

department's stakeholders including local PWC clubs, volunteer marine rescue groups, and the boating industry.

MSQ also responded to many weather events including cyclones in the north of the state, with targeted social media alerts helping ensure safe passage of both commercial and recreational vessels. The MSQ team supports the creation of boating safety content on the department's social media platforms.

Trainee Marine Officers

In April 2021, the department welcomed four MSQ trainees based in Cairns, Townsville, Mackay, and Hervey Bay. The Marine Officer traineeship program offers employment opportunities for young Queenslanders to immerse themselves in the maritime industry.

The 12 month traineeship program develop the skills needed to be successful in the maritime industry with participants completing a Coxswain Certificate of Competency. Additional training is acquired during the program to boost employment opportunities for trainees once the program has been completed.

Trainees work alongside MSQ Marine Officers, servicing and maintaining the maritime network, participating in maritime pollution exercises and training, and contributing towards safer, cleaner seas in Queensland.

Designing solutions that create value

Smart LED road lighting

The department continued replacing existing road lighting luminaires with Smart LED Road Lighting and remote monitoring devices. The rollout of this technology is expected to reduce energy consumption by up to 40 per cent and reduce the department's ongoing CO₂ emissions footprint and maintenance costs.

In partnership with the Endeavour Foundation, the department is recycling up to 97 per cent of the material from old luminaires.

As of 30 June 2021, 12,500 luminaires and 1500 remote monitoring devices have been installed across the state. This will reduce energy usage by 4750 MWh and CO₂ emissions by 3670 tonnes per year. The project aims to replace and install remote monitoring devices to approximately 35,000 luminaires across Queensland by 2026.

Ipswich Connected Vehicle Pilot

The Ipswich Connected Vehicle Pilot is Australia's largest trial of connected vehicle technologies and involved retrofitting the vehicles of approximately 350 Queenslanders with connected vehicle technology.

The technology, aligned with European standards, allows vehicles to talk with other vehicles, roadside infrastructure, and transport management systems. Messages received are combined with the vehicle's data and used to generate warnings relevant to the driver. Drivers receive warnings for red lights, roadworks, road hazards, congestion, and pedestrians at intersections. Vehicle data and participant feedback will be used for a safety evaluation.

The pilot was delivered in partnership with the Queensland University of Technology; Motor Accident Insurance Commission; Telstra; iMOVE Australia; Ipswich City Council; and the Department of Infrastructure, Transport, Regional Development and Communications.

Lexus Australia have also tested their connected vehicle technology and performance in the Ipswich pilot area with approximately 80 participants experiencing their onboard systems.

Cooperative and Highly Automated Driving Pilot

During March 2021, as part of the Cooperative and Highly Automated Driving pilot, 72 members of the public had the opportunity to sit behind the wheel of automated research vehicle 'ZOE2' while it navigated a test track with a variety of typical road features. While ZOE2 carried out the driving tasks, participants were encouraged to engage in non-driving activities, such as reading a book and to also take back control of the vehicle.

The pilot project was delivered in partnership with Queensland University of Technology and iMOVE Australia and sought to identify the potential impacts of introducing connected and automated vehicles on Queensland roads. There was a focus on the safety of interactions between the driver and the vehicle when it hands back control to the driver.

In May 2021, ZOE2 was taken to the Charleville Show, where it collected data on how automated vehicles interact with rural and dirt road features.

Traffic intelligence solution

The Addinsight traffic intelligence solution uses data from approximately 700 department Bluetooth detectors and 400 local government detectors to share near real-time travel times. Placed across various locations on Queensland's roads, the detectors also identify where network performance is abnormal and suggests potential incidents.

In 2020, functionality enabling the connectivity between STREAMS (the department's intelligent transport system platform) and Addinsight was trialled in North Queensland. This allowed Addinsight to automatically publish travel times on road condition information signs, alerting travellers in the north of network delays and has been rolled out across South East Queensland.

New data from this integration can be used for automated actions within STREAMS, such as adjusting the timing of signal plans to suit varying traffic conditions. This will enable network control devices to be better adjusted to suit traffic demands in real time.

Reduce the impact of network disruption

Queensland Disaster Management Arrangements

The *Disaster Management Act (2003)* forms the legislative basis for the Queensland Disaster Management Arrangements.

These arrangements recognise partnerships between government, non-government organisations, industry, and the community working collaboratively to ensure the effective coordination of planning, services information, and resources necessary for comprehensive disaster management. The department provides functional support in the area of transport systems and is the hazard specific lead agency for ship sourced pollution events.

As a member of the Queensland Disaster Management Committee, the Leadership Board Recovery Sub-Committee and Chair of the Roads and Transport Functional Recovery Group, the Director-General leads the recovery and reconstruction support for disaster affected communities and provides strategic oversight for implementation and delivery of resilience initiatives.

As a core member of the State Disaster Coordination Group, the department's continued membership enables it to contribute to protocols to improve planning for, and response to, disruptive events in Queensland.

The department provided input into several key documents in 2020–21 including the Royal Commission into National Natural Disaster Arrangements, the Queensland Emergency Risk Management Framework State Risk Report, and the Journey to Recovery (Australia's national bushfire recovery plan).

The 2020–21 severe weather season was dominated by the COVID-19 response, and entailed multiple disruptive events including Tropical Cyclone's Kimi and Imogen, both occurring in January 2021. In addition, the department responded to Tropical Cyclone Niran in February 2021 and the Southern Queensland Severe Weather event in March 2021. District staff assisted the management of bushfire and Tropical Cyclone impacts and supported the state led response through the State Disaster Coordination Centre. The department also provided liaison provisions at the State Health Emergency Coordination Centre in response to COVID-19. The department continues to provide relevant input into key disaster planning and recovery documents including the Queensland Flood Risk Management Framework and the Queensland Recovery Plan.

Queensland Transport Security Program and Queensland Counter-Terrorism Strategy

Under the Council of Australian Governments' (COAG) *Intergovernmental Agreement on Surface Transport Security 2005*, Transport Ministers are accountable for delivering transport security outcomes, which includes the threat of terrorism.

The department works in partnership with Queensland Police Service, the surface transport industry, and state and Australian governments' partners to help prepare for, prevent, respond to, and recover from significant security incidents. Operating under the guidance of the *National Surface Transport Security Strategy*, *Australia's Strategy for the Protection of Crowded Places from Terrorism*, the National Counter-Terrorism Plan and the *Queensland Counter-Terrorism Strategy*, *Protecting Critical Infrastructure and Systems of National Security Regulatory Reforms*, the Transport Security Program includes:

- national and state surface transport counter-terrorism policy coordination
- regulation of Queensland's Security-Identified Surface Transport Operations
- security guidance and support to Queensland's Surface Transport Operations
- facilitation of Queensland's Transport Precinct Security Program
- support to State Major Event Security Planning and police operations
- facilitation of intelligence and information sharing events for transport and transport hub operators
- critical infrastructure protection.

ICT Asset Disaster Recovery Plan

It is vital for the department to maintain resilient and highly available Information and Communications Technology (ICT) systems that support frontline employees and ensure essential services are provided to the community. The department continually assesses the capability of vital systems that support business continuity requirements.

In 2020–21, a key focus was adapting and scaling ICT systems and services to meet the increasing demand for online engagement and to support service delivery with a significant uptake of remote working arrangements.

Key achievements included:

- renewal of core switches that manages all of the department's network traffic
- upgrade of key network security infrastructure
- invested in maturing the Information Security Management System, including security tools, processes, and the risk management framework.

The department has also invested in cloud delivered desktop productivity solutions which has enabled more than 60 per cent of employees to work remotely without disruption when required.