Department of Transport and Main Roads

Queensland | Good **jobs**
Better **services**
Great **lifestyle**

ANNUAL REPORT
2022–23

Queensland
Government

Letter of compliance

22 September 2023

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

Dear Minister

I am pleased to submit for presentation to the Parliament, the Annual Report 2022–23 and financial statements for the Department of Transport and Main Roads.

I certify that this annual report complies with:

• the prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2019*

• the detailed requirements set out in the *Annual Report requirements for Queensland Government agencies*.

This report is prepared on the basis of the current administrative arrangements for this department applying for the whole of the 2022–23 financial year. That is, it reflects the structure, operations and performance of the department as it now exists.

A checklist outlining the annual report requirements can be found on page 238 of this annual report.

Yours sincerely

Sally Stannard
Acting Director-General
Department of Transport and Main Roads

For more information

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You can provide feedback on the annual report at the Queensland Government Get Involved website: www.qld.gov.au/annualreportfeedback

About us

Our role

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

Machinery-of-government changes, effective 18 May 2023, saw TMR welcome the Queensland Government Customer and Digital Group (QGCDG). This has strengthened our role as a department committed to improving the lives of Queenslanders by increasing digital inclusion and supporting a thriving digital economy.

TMR is responsible for planning, managing, and delivering a single integrated transport network across road, rail, air, and sea in Queensland. TMR is committed to ensuring Queensland's transport system contributes to people's quality of life, a vibrant economy, and a sustainable environment.

We put Queenslanders and their businesses at the heart of government service delivery and oversee investments to enable successful delivery of a digitally enabled economy.

In 2022–23, TMR administered an operating budget of $8.223 billion, a capital budget of $4.704 billion, and managed assets worth $106.719 billion.

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

TMR operates under the *Administrative Arrangements Order (No.2) 2018* and the *Public Service Departmental Arrangements Notice (No.4) 2017*. It discharges its statutory obligations under 24 acts, listed in Appendix 1. Progress in achieving these obligations, further information and links to websites are included throughout the report.

What the report contains

TMR's Annual Report 2022–23 describes the department's operations for the financial year from 1 July 2022 to 30 June 2023.

The report structure is separated into four main sections to support our vision, creating a single integrated transport network accessible to everyone. Progress is enabled by TMR's organisational structure and delivered by TMR's people.

Why we have an Annual Report

As well as meeting the statutory requirements set out in the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2019*, the Annual Report aims to inform stakeholders about TMR's performance and strategic vision for a connected and accessible transport network for Queensland.

Accessing the Annual Report

The Annual Report is available on the TMR website at www.tmr.qld.gov.au/annualreport.

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

This includes:

- overseas travel
- consultancies
- school transport operator payments
- Queensland Language Services Policy measures.

The Queensland Government is committed to delivering accessible services for all Queenslanders. Call 13 23 80 for support to access the annual report in a format that is accessible for you.

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

Transport and Main Roads Strategic Plan

TMR's *Strategic Plan 2019–2023 (revised for 2022–23)* is a four-year direction-setting document outlining a strong vision and purpose for the creation of a single integrated transport network accessible to everyone. The plan represents the third year of a strategic planning cycle that commenced on 1 July 2019 and was informed by extensive consultation from across TMR and with other Queensland Government agencies.

The strategic plan demonstrates:

• how TMR contributes to the Queensland Government's objectives for the community

• responds to the opportunities and challenges facing TMR

• delivers for customers through the five strategic objectives centred around an accessible, safe, responsive, efficient, and sustainable transport system.

Business planning

TMR's divisional and branch business plans align with TMR's strategic plan and are all positioned to support the delivery of TMR's five strategic objectives. These business plans are 'living documents' and are reviewed quarterly to ensure TMR remains responsive to performance outcomes, operational risks, and opportunities.

Business plans are digitised via TMR's web-based reporting portal, BizCentral to maximise opportunities and to create more accessible, customisable, and efficient planning processes. Digitised reporting has resulted in better business outcomes and enhanced internal planning activities. Progress on business initiatives listed in the business plans are reported quarterly to the Executive Leadership Team (ELT) and shared across TMR.

Whole of Government plans and specific initiatives—Digital

TMR's QGCDG has a number of whole-of-government and specific purpose plans relating to digital services including:

• *Digital Professional Workforce Action Plan 2020–2024*

• *Queensland Government Cyber Security Hazard Plan*

• *Our Thriving Digital Future – Queensland's Digital Economy Strategy and Action Plan.*

QGCDG is committed to building Queensland's digital workforce through delivery of the Queensland Government Digital Graduate Program and the *Digital Professional Workforce Action Plan 2020–24*.

The Queensland Government Digital Graduate Program offers recent graduates the opportunity to get a head start on their career. The Digital Professional Workforce Action Plan aims to position Queensland as an innovative, digitally-savvy economy by supplying an additional 10,000 digital professionals by 2024 through investing in skilling and reskilling and attracting a broader range of people into digital professions.

Our Thriving Digital Future: Queensland's Digital Economy Strategy provides the overarching vision, direction, and actions needed to accelerate growth of the state's digital and broader economy.

The strategy and its first three-year Action Plan will implement the Queensland Government's agenda for a thriving digital economy, better digital government services, and to advance digital inclusion for digitally disadvantaged Queenslanders.

The strategy's three core focus areas and six priorities will guide initiatives under its action plans to ensure Queensland continues to invest in digital transformations that support good jobs, better service delivery, and enhances Queensland's great lifestyle.

The strategy is central to ensuring that digital technologies support Queensland's competitive economic future, including delivery of the Brisbane 2032 Olympic and Paralympic Games.

Delivery of the 2023–26 Action Plan will ensure Queensland builds solid foundations through partnerships to:

• unlock the value of the digital economy for all Queenslanders

• grow Queensland's businesses, industries and digital talent

• create a more digitally-enabled and responsive government.

Contents

Acting Director-General Message

Welcome to the 2022–23 Annual Report for the Department of Transport and Main Roads (TMR).

The past year has been one of significant change and development for TMR. Machinery-of-government changes, effective 18 May 2023, saw us welcome the Queensland Government Customer and Digital Group into the department. This change has provided an opportunity for us to strengthen our services and broaden our focus as we work to deliver on the Government's commitments.

I also wanted to acknowledge the service of my predecessor, Neil Scales. Prior to his retirement on 3 June 2023, Neil served as Director-General of TMR for more than a decade. Under Neil's visionary leadership TMR worked in partnership with industry to deliver world-class infrastructure and explored new innovations to keep our customers safe, informed, and connected. It is a privilege for me to continue this work in my role as Acting Director-General.

This year's Annual Report reflects on the different ways we're delivering on our strategic objectives, against a backdrop of economic uncertainty and change. Understanding our challenges, embracing technology, and realising the full potential of our strategic partnerships has contributed to our goal of a single integrated network accessible to everyone.

The scale and diversity of what we deliver would not be possible without our talented and dedicated people. Their hard work, commitment, and advocacy supports our customers to stay safe, informed, and connected, with more options to access services and travel than ever before.

Investing in our future transport needs

There are many factors we need to consider when planning for future growth including rapid advances in technology and energy, network resilience, and the changing needs of our customers.

The Queensland Transport and Roads Investment Program (QTRIP) 2023–24 to 2026–27 (see page 28) outlines a $32.1 billion program to deliver the best value investments for Queensland's needs into the future, while continuing to support 25,200 jobs over the next four years.

A range of major road projects are being delivered across the state under QTRIP including the Coomera Connector (see page 72), Bruce Highway Upgrade Program including Caboolture-Bribie Island Road to Steve Irwin Way upgrade (see page 65), and Rockhampton Ring Road (see page 54). There will also be

significant investment in bus infrastructure and maritime infrastructure, as well as cycling and walking infrastructure delivered through the Active Transport Program.

TMR is also investing in rail at record levels to deliver better journeys for Queenslanders. Priority projects include Logan and Gold Coast Faster Rail (see page 68) and Gold Coast Light Rail Stage Three (see page 72).

The QTRIP 2023–24 to 2026–27 includes $9.5 billion for the Queensland Train Manufacturing Program (QTMP). This program will build 65 new six-car passenger trains at a purpose-built manufacturing facility at Torbanlea (see page 89), supporting South East Queensland's population and economic growth, as well as Cross River Rail and the Brisbane 2032 Olympic and Paralympic Games.

Engaging with industry to deliver for Queenslanders

Keeping pace with evolving technologies is a key focus for TMR to ensure our customers' needs are met. *Creating better connections for Queenslanders* (see page 76) is a 10-year plan for passenger transport that was developed in collaboration with key stakeholders to ensure services remain reliable, safe, responsive, accessible, and sustainable.

Providing more choice in how our customers plan and pay for their public transport journeys is a key driver of the Smart Ticketing project (see page 76–77). In June 2023, Smart Ticketing payment methods surpassed 150,000 average trips per week and the customer adoption rate continues to strengthen as the system is now live on Queensland's entire rail network.

In April 2023, the Queensland Government launched *Our Thriving Digital Future - Queensland's Digital Economy Strategy and Action Plan* (see page 80). This sets the vision for Queensland's digital economy to 2032 to boost our competitiveness, bridge the digital divide, and unlock the benefits of the digital economy for all Queenslanders.

Speaking of technology, the Digital Licence (see page 82–83) is an initiative that allows customers the option to access their licence and other government-issued credentials through a mobile device. Expanding the pilot to Townsville in 2023 allowed the department to test the app with a much larger user base, including the largest population of young people outside of South East Queensland.

We also reinforced our commitment to improving accessibility for everyone using the passenger transport network through the publication of our *Interim Disability Action Plan 2023–2024* (see page 79). Key actions of the new Plan include planning for accessible transport for the Brisbane 2032 Olympic and Paralympic Games and funding to upgrade existing, and provide new, accessible passenger transport infrastructure.

TMR continues to invest in and benefit from our strong and productive partnerships with industry. Our former Director-General hosted the first ever joint TMR and Austroads Seminar in February 2023 (see page 90), which brought more than 100 transport leaders together from across Australia and New Zealand, state and federal governments to discuss how we can work together to make our transport networks more resilient.

In 2022–23, TMR also worked closely with industry groups to develop new and updated specifications and technical notes to assist industry in delivering effectively for all Queenslanders (see page 84–85).

Working to keep government and communities safe

Providing a safe and secure transport system and safe workplaces for our people are key strategic objectives for TMR, as well as being an important way we contribute to the Queensland Government's objectives for the community.

During 2022–23, the targeted road safety program (see page 94) delivered $439 million in safety treatments across Queensland to remedy locations with a significant crash history or other identified safety issues.

TMR also committed $40 million to deliver School Transport Infrastructure Program projects from 2022–23 to 2025–26, delivering enhanced infrastructure to improve the safety and operation of schools (see page 95).

During 2022–23, TMR's StreetSmarts initiative delivered several campaigns to improve road safety in Queensland. These included an initiative to promote new road rules and increased penalties for e-scooters and e-bikes and an awareness campaign promoting new laws for drivers passing stationary emergency vehicles (see page 96).

In addition to mandating driver barriers for all new contracted urban buses purchased from 1 July 2022, TMR's Translink Division is working with its delivery partners to support the implementation of bus driver safety barriers on the existing urban bus fleet.

Translink also sought funding to implement a rollout of Network Officers employed by service delivery partners (see page 34). In January 2023, a $60 million funding package for additional enforcement officers was announced, and recruitment for the first cohort of Network Officers commenced in February 2023. The first Network Officers commenced operations on the network in May 2023.

Working in partnership with the Queensland Police Service, the surface transport industry, and local, state, and Australian governments is vital in preparing for, preventing, responding to, and recovering from significant security incidents. Technology Asset Disaster Recovery Plans continue to play a vital role in ensuring the department maintains resilient and highly available technology systems that support frontline employees and ensures essential services are provided to the community (see page 105).

Providing opportunities for First Nations peoples and communities

I am proud to lead an organisation with a rich history of partnering with First Nations communities and businesses to deliver training and employment opportunities.

TMR is committed to delivering social, environmental, and economic outcomes through the *Queensland Procurement Policy* and *Queensland Indigenous Procurement Policy*. In 2022–23, goods and services were procured from 2698 regional suppliers contributing over $2.65 billion directly into local regional economies and $47.9 million directly to First Nations businesses (see page 136–137).

In 2022–23, TMR continued the delivery of Cape York Region Package Stage 2. In line with the Peninsula Developmental Road Indigenous Land Use Agreement, TMR's contractors achieved 27,266 hours of training and upskilling, exceeding the contract targets by more than double with an additional 16,720 hours provided, boosting work opportunities for First Nations peoples in the region (see page 41).

In 2022–23, TMR demonstrated its commitment to delivering the *Queensland Government's Reconciliation Action Plan 2023–25* by standing up an Indigenous Strategy Working Group and a departmental internal First Nations Reference Group (see page 114). The groups are working in partnership to develop a forward-looking strategy and action plan which focuses on reframing the relationship as we continue towards reconciliation and begin the path to Treaty.

QGCDG established an exciting initiative between the Queensland Government and Microsoft Australia to partner to deliver the First Nations Digital Careers Program. (see page 103)

We are working to improve digital opportunities and telecommunications for First Nations communities across Queensland including supporting the establishment of community oeprated digital service centres on country in Cherbourg and Palm Island (see page 78). Looking ahead to 2023–24, we will continue to support activities that promote digital access, affordability, and digital inclusion, including the development of a First Nations digital strategic plan.

Our people: building a culture of safety, learning, and commitment

Creating an environment where our people feel safe, valued, and supported in their work is fundamental to who we are as an organisation.

TMR's Learning Strategy 2021–2024 underpins the growth of our learning and development culture through targeted initiatives in areas including leadership, graduate development, and mentoring (see pages 117). The Strategy also identifies digital and data as a priority capability, with programs for staff including a guided learning pathway of eLearning courses and a web-based digital capability self-assessment tool (see page 112).

We are providing support, opportunities, and career pathways through our Women in Maritime Committee and Women in Engineering, RoadTek Women in construction, and Women in project management programs (see page 115–116).

We are also continuing to ensure that we have a diverse workforce and workplaces that are inclusive for all, through the support of our Indigenous Employee Network and guidance from our *LGBTIQ+ Plan 2021–2023*, and *Disability Service Plan 2022–2025* (see pages 114). The *TMR Gender Equity Plan 2022–2024* (see page 114) supports progress towards a gender equal workplace and reaffirms TMR's roadmap for the future.

Throughout 2022–23, TMR delivered a range of programs and initiatives to support the health and wellbeing of our people, with a focus on tools and resources to enable our employees to manage their own wellbeing and overcome challenges.

This included the development of a *TMR Workplace Psychological Health Framework* to support the *TMR Mental Health and Wellbeing Strategy* and elevate the management of workplace psychological health (see page 121). We also partnered with Griffith University to design and deliver training to support the safety and wellbeing of our frontline employees (see page 122).

Our internal CUBIE awards are always a highlight on the TMR calendar, and 2022 was no exception as we came together to recognise and celebrate the outstanding achievements of our colleagues from across the department (see page 119).

Other achievements included Maritime Safety Queensland being named as a finalist for the Maritime Services Award (see page 120), The ODIN Pass Mobility as a Service trial winning the prestigious UQ Award for Excellence in Innovation (see page 69), and a strong representation by TMR staff in the Ready Reserve Reward and Recognition Awards (see page 120).

Adapting to the changing needs of Queenslanders

In summary, I think the past 12 months has shown yet again that organisations of all types need to be agile and adaptable to meet the changing demands of our growing population.

At TMR we understand that needs change over time, and that's why we're consulting, planning, investing, partnering, and innovating to ensure we can deliver the networks and services to keep people connected well into the future.

A great example of this is the Queensland Government Bus Services Growth Program which is providing Queenslanders with 2177 new bus services every week and extending 1881 existing bus services.

The new and improved routes are delivered to growing communities that need them most. Approximately 40,000 residents are now provided with access to public transport within 400 metres of their homes for the first time and more than 100 new bus stops are also being delivered.

As we move forward, I am proud of the considerable knowledge and expertise of our people and partnerships and thankful for the opportunity to make a difference for the people of Queensland.

Sally Stannard
Acting Director-General
Department of Transport and Main Roads

Chief Finance Officer's Report

Summary

The Department of Transport and Main Road's *Financial Sustainability Plan 2022–26* supports the department's strategic priorities through maintaining a strong financial framework, investing in priorities, providing revenue assurance, and achieving value for money. Through business partnering and digital transformation, TMR's Finance and Procurement function leads and shapes innovative solutions to deliver an integrated transport network accessible to everyone.

In evidence of TMR's financial sustainability, the department recorded a small operating surplus of $4.996 million in 2022–23. This was predominantly due to increases in pilotage and fare revenue offset by increased depreciation resulting from annual asset revaluations, accelerated capital delivery and increased customer services delivery.

The department successfully delivered its $4,520 million capital program (published budget) for a sixth year in a row, due to a number of projects progressing ahead of schedule including the Bruce Highway upgrade, the Pacific Motorway upgrade, Coomera Connector project, Logan and Gold Coast Faster Rail upgrades, and Gold Coast Light Rail Stage 3.

Following on from 2021–22 results, there was continued pressure on the department's budget arising from a significant increase in construction costs particularly relating to fuel, asphalt, materials such as roadfill and bitumen products, plant hire rates, and an increase in labour costs due to competitive market conditions. This has resulted in a 11.3 per cent increase in the valuation of the department's infrastructure assets, with gross replacement cost now exceeding $100 billion. This has also led to an associated increase in depreciation of 11.4 per cent, with depreciation recorded at $1.157 billion for the year representing approximately one per cent of the total cost base and 15 per cent of annual expenditure.

Public transport continues to see an increase in patronage, with a rise of 34 per cent in 2022–23, which equates to 38 million more trips than 2021–22 conducted at an average of $1.90 including all modes of transport bus, rail, ferry and tram.

The department continues to execute on its digital strategy, with the successful implementation of SAP Ariba and SAP Fieldglass as part of its Source to Pay initiative. This project has delivered a digital platform that will enable the transformation of manual payment processes. Benefits are starting to be realised with lower transactional costs and improvement in on time payment rates.

The year also saw changes to the department's structure with the transfer in of the functions of the Queensland Government Chief Customer and Digital Officer within the former Department of Communities, Housing and Digital Economy (DCHDE). The Queensland Government Customer and Digital Group includes the following commercialised business unit and shared service providers:

- Centre for Information Technology and Communications (CITEC)
- Queensland Shared Services (QSS)
- Corporate Administration Agency (CAA).

As a result of this change net assets valued at $98.853 million were transferred into the department along with 1769 full time equivalent employees.

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

This financial summary provides an overview of the department's financial results for 2022–23. A comprehensive set of financial statements is provided in this report, which includes an analysis of actual expenditure compared to the published budget, with explanations of major variances.

Funding sources

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

Key drivers of the department's funding include the delivery of capital investment in the roads and transport infrastructure network and in the provision of the department's key objectives through operational service delivery. In 2022–23, the budgeted revenue for the department was $7,382 million, and the capital budget was $4,520 million.

Administered revenue

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

Financial performance

The department recorded an operating surplus of $4.996 million for 2022–23. Table 1 summarises the financial results of the department's operations for the past five financial years.

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

Financial year	Total income	Total expenses	Operating result for the year
2022–23 ($ '000)	7,693,151	7,688,155	4,996
2021–22 ($ '000)	7,133,330	7,194,409	(61,079)
2020–21 ($ '000)	6,785,407	6,770,731	14,676
2019–20 ($ '000)	6,660,146	6,431,402	228,744
2018–19 ($ '000)	6,144,435	6,172,880	(28,445)

Income

The department's total income of $7,693 million included appropriation revenue from the Queensland Government of $6,372 million, user charges of $779 million, grants and other contributions of $276 million, and service concession arrangements revenue of $232 million. In 2022–23 the department's total income has increased by $560 million. Queensland Government appropriations are the main source of income and account for 82.82 per cent of total income earned in the reporting period.

Figure 1: Income by category for the year ended 30 June 2023
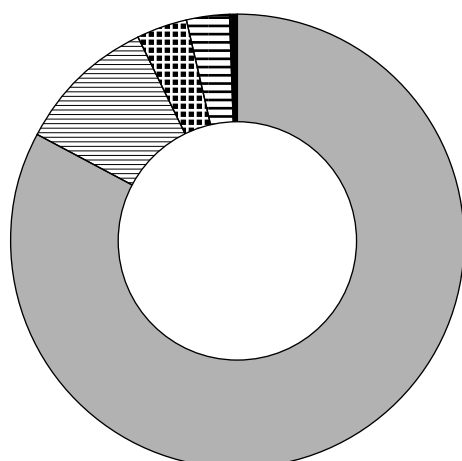
Key	Income	Income %	$ '000
	Appropriation revenue	82.82	6,371,614
	User charges and fees	10.12	778,843
	Grants and other contributions	3.59	276,088
	Service concession arrangements revenue	3.02	232,180
	Other revenue	0.45	34,426
	Total income		7,693,151

Expenses

Total expenses for the department were $7,688 million. Supplies and services were the department's largest category of expenditure, comprising 59 per cent of total expenditure, followed by depreciation and amortisation of assets, grants and subsidies, and employee expenses. Approximately 72 per cent of total supplies and services consists of payments to operators of rail, bus, air, and ferry services. Total expenses in 2022–23 has increased by $494 million.

Figure 2: Expenses by category for the year ended 30 June 2023
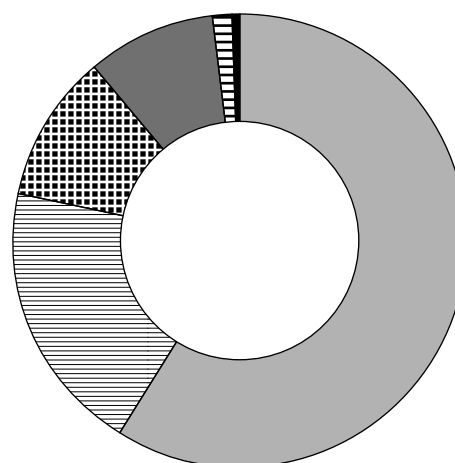
Key	Expenses	Expense %	$ '000
	Employee expenses	9.23	709,747
	Supplies and services	59.00	4,536,142
	Grants and subsidies	10.36	796,688
	Finance and borrowing costs	1.27	97,277
	Depreciation and amortisation	19.59	1,506,325
	Other expenses	0.55	41,976
	Total expenses		7,688,155

Financial position

The net assets position reported in the financial statements shows the net worth of the department. The machinery-of-government change on 18 May 2023 contributed additional equity of $98.853 million, with assets to the value of $247.841 million and liabilities with a value of $148.988 million being transferred to the department. At 30 June 2023, total equity was $109,732 million. Table 2 summarises the department's financial position for the past five financial years. Total assets have increased by $19,167 million due mainly to an increase in key construction input costs resulting in a 9.6 per cent increase from revaluations to the department's infrastructure assets and from asset acquisitions.

Table 2: Summary of financial position — Assets and liabilities

Financial year	Total assets	Total liabilities	Total equity
2022–23 ($ '000)	119,917,902	10,185,996	109,731,906
2021–22 ($ '000)	100,750,641	10,042,913	90,707,728
2020–21 ($ '000)	87,402,208	10,218,610	77,183,598
2019–20 ($ '000)	82,417,092	10,413,403	72,003,689
2018–19 ($ '000)	67,262,349	2,508,073	64,754,276

Strategic Plan

Queensland | Good *jobs* / Better *services* / Great *lifestyle*

Department of Transport and Main Roads'
Strategic Plan
2019–2023 (revised for 2022–23)

ACCESSIBLE

SUSTAINABLE

SAFE

Creating a single integrated transport network accessible to everyone

EFFICIENT

RESPONSIVE

This strategic plan was reviewed November 2022 and remains current.

Queensland Government

Our vision and purpose
Creating a single integrated transport network accessible to everyone

The Department of Transport and Main Roads (TMR) supports the government's objectives for the community:
Good jobs: Good, secure jobs in our traditional and emerging industries; **Better services:** Deliver even better services right across Queensland; **Great lifestyle:** Protect and enhance our Queensland lifestyle as we grow.

To deliver to our customers, our department values and supports our workforce as our greatest strength.

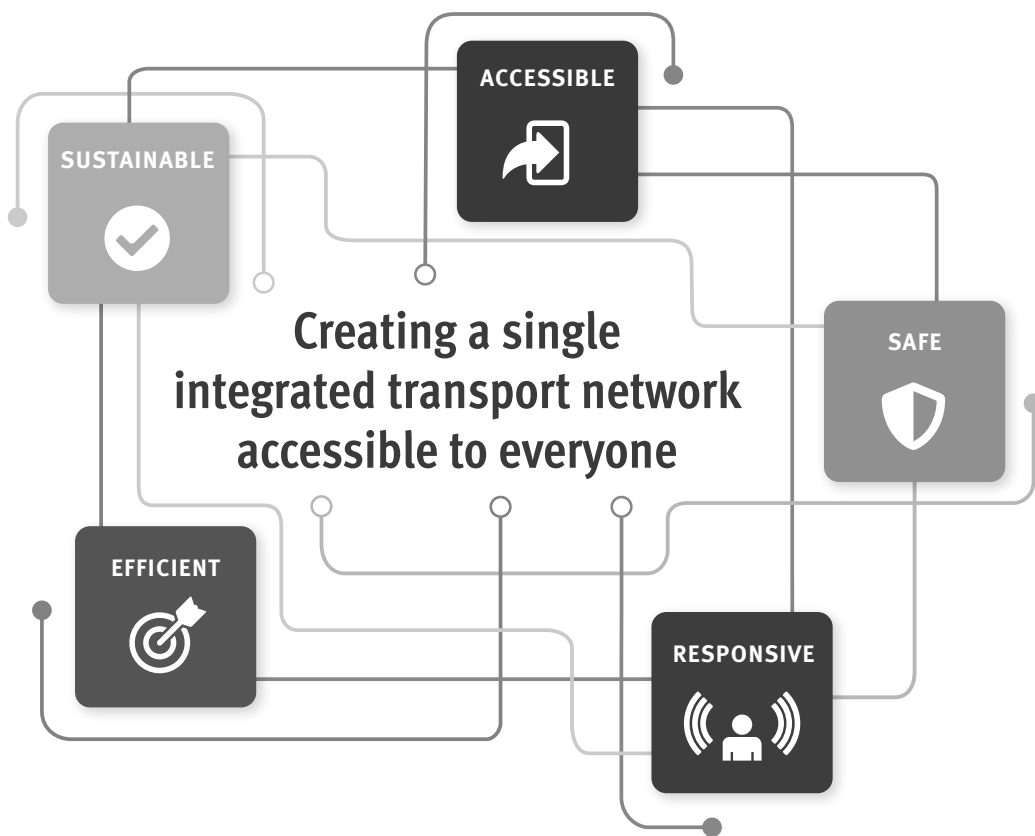|	Objectives	Success looks like	Ways to get there	Our contribution to the Queensland Government's objectives for the community
Accessible	**Deliver a transport system that is accessible and inclusive for our customers**	• Improved access to the network • Improved customer experience • Improved inclusivity and diversity for our customers and workforce	• Support Queensland jobs and communities through inclusive connections • Facilitate solutions to improve accessibility and customer experience • Build collaborative networks to embed inclusion and diversity and co-design our services	• Supporting jobs • Connecting Queensland • Growing our regions • Honouring and embracing our rich and ancient cultural history
Safe	**Provide a safe and secure transport system and TMR workplaces**	• Improved safety, security and well-being of our customers • Improved safety, security and well-being of our workforce • Improved resilience of the transport system	• Enable the safe introduction of new technologies and services onto the network • Prioritise health and safety in all the work we do • Design, operate and maintain a secure, safe, and resilient transport system	• Backing our frontline services • Keeping Queenslanders safe • Building Queensland
Responsive	**Actively manage a transport system that is responsive to evolving customer expectations and business disruptions**	• Improved customer satisfaction • Improved workforce satisfaction • Better digital choices to engage with the transport system	• Deploy solutions that respond to government priorities and critical incidents • Adapt emerging technologies and provide easy-to-use streamlined digital services • Provide learning opportunities to support a purpose-driven, capable and agile workforce	• Supporting jobs • Making it for Queensland • Investing in skills • Backing our frontline services • Connecting Queensland • Protecting the environment
Efficient	**Deliver an efficient and reliable system to advance the movement of people and goods and optimise our resources**	• Improved reliability of the transport network • Improved cost efficiency and cost effectiveness • Improved partnerships with industry, government and the community • Improved freight efficiency	• Effectively use assets to deliver improved network outcomes • Partner effectively with stakeholders to create benefits for our customers • Ensure best value-for-money approach to delivery • Leverage technology, data and information to enhance performance	• Backing small business • Connecting Queensland • Growing our regions • Building Queensland
Sustainable	**Create an environmentally, economically and socially sustainable transport system that supports liveable and prosperous communities**	• Reduced waste and emissions from the transport system • Increased uptake of active and shared transport modes • Increased fiscal sustainability of investments and services • Recognised as a transport industry leader in sustainability	• Encourage active and shared transport modes • Enhance network resilience to minimise the impacts of disruptive events and climate change • Prioritise planning and investment decisions that deliver benefits • Support low and zero emission transport technologies, modes and materials • Prioritise local and sustainable suppliers • Manage social impacts and embed innovative sustainable solutions as an integral part of doing business	• Making it for Queensland • Growing our regions • Protecting the environment • Building Queensland

Our opportunities and challenges

• Analysis and effective use of the increasing volume of data
• Changing conditions leading to new ways of working
• Disasters and network incidents

• Diverse and geographically dispersed population
• Evolving customer expectations requiring greater responsiveness
• Fiscal and resourcing pressures

• Increasing pace of technological and social change
• More demand for sustainable and active transport
• Shifts in travel behaviour affecting transport funding

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one tmr

Customers first Unleash potential Be courageous Ideas into action Empower people

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www.tmr.qld.gov.au | www.qld.gov.au

Queensland Government's objectives for the community

Machinery-of-government changes effective 18 May 2023 saw the department welcome the QGCDG. As a result of these changes our 2022–23 annual report reflects the 2022–26 strategic plan for the former Department of Communities, Housing and Digital Economy (CHDE) as it relates to QGCDG. Additionally, the commitments made to the community in the 2022–26 strategic plan for the former CHDE in relation to the Queensland Government Customer and Digital Group are also presented and reported on in our 2022–23 annual report.

Some of TMR's achievements in 2022–23 are noted under each government objective.

Supporting jobs

- Released in June 2023, the $32.1 billion QTRIP 2023–24 to 2026–27 outlines a steady and sustainable pipeline of road and transport infrastructure which will support an estimated average of 25,200 direct jobs over the next four years.
- Rejuvenation of the Rockhampton railyards will offer opportunities for local industry and create a range of jobs across multiple labour markets.
- Continuing to implement 'Backing Queensland Maritime Jobs' initiative which aims to revitalise and strengthen coastal shipping and in doing so assist economic growth and creation of maritime jobs and training opportunities in Queensland.
- Supported the maturity, operational performance, and viability of the Cherbourg Service Centre, and the establishment of the Palm Island Digital Service Centre.

Making it for Queensland

- Delivering the Queensland Train Manufacturing Program to build 65 new six-car passenger trains at a purpose-built manufacturing facility at Torbanlea, in the Maryborough region. This will boost local economies and supports job creation with a total investment of $9.5 billion from Queensland Government.
- Introducing the Digital Licence app provides customers with access to licence and registration services that are convenient, safe and secure via their mobile device.

Investing in skills

- Supporting First Nations peoples to join engineering and engineering-related disciplines by offering two entry pathways, school-based traineeships and scholarships.
- Delivering the eighth round of Women in Construction Program which commenced in February 2023 and involved 20 participants from across the state.
- Supplying an additional 10,000 digital professionals into the workforce pipeline by 2024 through the *Digital Queensland: Digital Professional Workforce Action Plan 2020–2024*.

Backing our frontline services

- As customer interactions continue to increase from 19.03 million in 2021–22 financial year to 20.5 million in 2022–23 financial year, the Department of Transport and Main Roads is continually researching advances in technology and business processes that will assist us to streamline our customer interactions, reduce customer effort and increase customer satisfaction.
- Implementing a range of improved safety measures to keep our bus drivers safe, such as deploying additional Network Officers, installing driver barriers, and providing de-escalation training.
- Extending the current Queensland Government Regional Network (QGRN) connectivity services across the state to improve the delivery of frontline services.
- Connecting Queenslanders to the services they need across government through 120.5 million Smart Service Queensland customer interactions via phone (including 13QGOV), online (qld.gov.au), Queensland Government Service Centres, and Queensland Government Agent Program offices (counters).
- Queensland Shared Services and Corporate Administration Agency supported Queensland Government service delivery through provision of shared corporate services, with each serving over 30 Queensland Government entities. This includes finance, human resource management, enterprise systems, and payroll for over 80,000 employees.

Keeping Queenslanders safe

- Deploying resources from the Queensland Police Service Protective Services Group to provide fare compliance, safety and security at key transport infrastructure locations.
- Improving road safety by continuing to deliver actions in the *Queensland Road Safety Strategy 2022–31* and Action Plan.
- Improving road safety governance by more effectively governing the delivery and monitoring of the *Road Safety Strategy 2022–31*.
- Continuing to educate Queenslanders to be safer road users through StreetSmarts and Community Road Safety Grants (CRSG).
- Continuing to reform vehicle safety frameworks, including changes to the Approved Inspection Station Scheme to deliver road safety and industry efficiency outcomes.
- Uplifting Queensland's cyber resilience against cyber threats and leveraged opportunities enhanced cyber maturity will bring to build the social and economic prosperity of Queensland.

Connecting Queensland

- Released *SEQ Rail Connect*, a blueprint for how the Queensland Government will shape the rail network to meet the future needs of the growing South East Queensland region.
- Released *Creating Better Connections for Queenslanders* which details TMR's vision for the future of passenger transport, and its commitment to deliver a transport network that meets the needs of our customers.
- Delivered the Fine Modernisation Program resulting in economic efficiencies for government.
- Working with industry, other participating jurisdictions, and the National Transport Commission on the Heavy Vehicle National Law Review, to streamline the heavy vehicle industry.
- Continuing the National Services Transition (NST) to the National Heavy Vehicle Regulator (NHVR) to deliver efficiencies and benefits to industry.
- Delivering digital accreditations system reforms for tow truck operations to meet the current and future needs of Queensland's motorists and industry.
- Continuing to work with the heavy vehicle industry to determine the most effective telematics solutions to enable efficient road access.
- Significantly reducing the number of single trip permits for heavy mobile cranes without compromising road safety.
- Continued implementation of the government's agenda for digital technology in government services and digital inclusion of disadvantaged Queenslanders.

- Continued delivery of the *Tell Us Once* program to streamline customer experience for the delivery of digital services to Queenslanders.

Protecting the environment

- Achieving the target for all new urban buses in South East Queensland to be zero emission from 2025 and expanding the program across regional Queensland between 2025–2030.
- Implementing the *Resource Efficiency Plan 2030* for infrastructure projects to align with ecological sustainable development principles.
- Designing our road infrastructure to embed resilience to the impacts of climate change.
- Exploring new and innovative ways to use recycled products in our road infrastructure to reduce the impact of transport infrastructure on the climate.

Growing our regions

- Implemented the Regional Refresh Program, which introduced a consistent zone structure and standardised fares across all 16 regional Queensland urban bus networks.
- Delivering improved telecommunications services to rural and remote communities across Queensland.

Building Queensland

- Plan the delivery of sustainable transport infrastructure and services to support the Brisbane 2032 Olympic and Paralympic Games and provide an ongoing legacy for the community.
- Provide input to the planning for the Brisbane 2032 Olympic and Paralympic Games competition venues to support safe, efficient, and inclusive access during event operations.

Honouring and embracing our rich and ancient cultural history

- Launched the First Nations Digital careers program which aims to offer up to 100 placements each year across Queensland to First Nations people of all ages who are interested in starting or transitioning to a digital career.
- Improving digital opportunities and telecommunications for First Nations communities across Queensland.

Key priorities and outcomes

Below is a summary of how TMR delivered on its strategic objectives during 2022–23 contributing to the Queensland Government's objectives for the community.

Accessible

Deliver a transport system that is accessible and inclusive for our customers.

Table 3: Key priorities and outcomes: Accessible

Key priorities and outcomes	Alignment to Queensland Government's objectives for the community	Status
Released the $32.1 billion Queensland Transport and Roads Investment Program (QTRIP) 2023–24 to 2026–27, a responsible and sustainable pipeline of transport and road infrastructure across the state.	Supporting jobs	Completed
Continued delivering the Indigenous Driver Licensing Program, which works closely with community groups on local road safety initiatives to provide the positive outcomes that come with licence ownership and safe road use behaviours.	Connecting Queensland	Ongoing
Continued delivering the $335.7 million New Generation Rollingstock (NGR) accessibility upgrades to 75 trains being undertaken at Maryborough in the Fraser Coast region.	Growing our regions	Ongoing
Developed the Interim *Disability Action Plan 2023–24* which outlines TMR's commitment to improve accessibility for people with disability using the passenger transport system in Queensland.	Connecting Queensland	Completed
Established TMR's first branch level Accessibility and Inclusion Program within its Customer Services Branch, ensuring TMR has a culturally competent, diverse, and inclusive workforce, and that TMR's products, services, and infrastructure are accessible and inclusive for everyone.	Connecting Queensland	Ongoing
Delivered the *Accessible Communication Guidelines* which provide the framework for creating accessible and inclusive communication content, channels and materials.	Connecting Queensland	Completed

Safe

Provide a safe and secure transport system and TMR workplaces.

Table 4: Key priorities and outcomes: Safe

Key priorities and outcomes	Alignment to Queensland Government's objectives for the community	Status
Continued delivering the Targeted Road Safety Program and the Camera Detected Offence Program to reduce the frequency and severity of road-related trauma.	Keeping Queenslanders safe	Ongoing
Continued implementation of European Train Control System (ETCS) as part of the Cross River Rail project and planning for its development more broadly on the Queensland Rail network which will increase safety by providing greater oversight and control of trains as they are in operation.	Keeping Queenslanders safe	In progress
Implemented actions from the *Personal Mobility Device Safety Action Plan*, including major road rule reforms to improve e-scooter safety.	Keeping Queenslanders safe	In progress
Continued development of a Movement and Place Policy to support better health outcomes for communities by ensuring that local needs are considered and integrated into wider planning and operation of TMR's transport network.	Keeping Queenslanders safe	In progress

Key priorities and outcomes	Alignment to Queensland Government's objectives for the community	Status
Translink's Contact Centre continued to provide valuable assistance to our customers along their journey by answering 871,872 calls from passenger transport customers in 20.86 seconds on average.	Backing our frontline services	In progress
Continued the staged statewide rollout of Queensland's first Digital Licence app which will provide a convenient, safe, and secure way for individuals to digitally store, share, and validate their identity.	Keeping Queenslanders safe	In progress
Released the *Queensland Road Safety Strategy 2022–31* and the *Queensland Road Safety Action Plan 2022–24*, which sets the future direction to improve road safety outcomes and reduce the number of lives lost and seriously injured on roads.	Keeping Queenslanders safe	Ongoing

Responsive

Actively manage a transport system that is responsive to evolving customer expectations and business disruptions.

Table 5: Key priorities and outcomes: Responsive

Key priorities and outcomes	Alignment to Queensland Government's objectives for the community	Status
Delivering actions outlined in the statewide Regional Transport Plans which prioritise and manage the transport system so that it effectively supports regional communities, growth, and productivity over a 15-year horizon.	Growing our regions	Ongoing
Commenced planning for the introduction and safe use of connected and automated vehicle technologies on the transport network.	Connecting Queensland	In progress
Continued refining the reference design and undertaking pre-procurement activities for the Logan and Gold Coast Faster Rail project to deliver improved rail capacity between Brisbane, Logan, and the Gold Coast.	Connecting Queensland	In progress
Commenced preparation of a business case investigating replacement of the rollingstock fleet servicing western Queensland's Inlander, Westlander, and Spirit of the Outback long distance passenger services.	Connecting Queensland	In progress
Developed options for the way vessels are managed on the Noosa River in conjunction with Noosa Shire Council and the Noosa River Stakeholder Advisory Committee in response to increasingly crowded vessel operations.	Keeping Queenslanders safe	Completed
Continued the delivery of the Yorkeys Knob boat launching facility north of the Cairns central business district (CBD) which includes a six-lane boat ramp, three floating walkways, and a queuing beach enclosed in a mini-harbour protected by rock breakwaters.	Connecting Queensland	In progress
Invested in early career professionals by employing cadets and graduates in critical disciplines such as science, technology, engineering mathematics, design, and survey.	Investing in skills	Ongoing
Delivered *TMR's Crisis Communication Response Framework* in the event of a crisis, these arrangements are activated to ensure TMR remains responsive in communicating vital safety information to the community and stakeholders including the immediate release of public warnings and other messages.	Keeping Queenslanders safe	Completed
Completed statewide public consultation for the update of the Principal Cycle Network Plan to ensure it reflects changing demand, land use, and emerging opportunities, and continues to provide an effective guide for future planning.	Connecting Queensland	Completed
Completed re-accreditation of International Customer Service standards 2020–2025 (ICSS) to continue to meet our customers' needs.	Backing our frontline services	Completed

Efficient

Deliver an efficient and reliable system to advance the movement of people and goods and optimise our resources.

Table 6: Key priorities and outcomes: Efficient

Key priorities and outcomes	Alignment to Queensland Government's objectives for the community	Status
Continued delivering the $13 billion Bruce Highway Upgrade Program funded by Queensland and Australian governments to improve safety, capacity, and flood resilience along the Bruce Highway between Brisbane and Cairns.	Connecting Queensland	Ongoing
Continued preparing the network for Cross River Rail under the South East Queensland (SEQ) Rail Connect plan, by building new and upgraded stations and park 'n' rides, laying new tracks, implementing new ticketing and signalling equipment, and manufacturing new trains in Queensland.	Building Queensland	In progress
Continued the construction of $550.8 million Beerburrum to Nambour Rail Upgrade (Stage 1) which will increase capacity, improve reliability, and reduce travel times for passenger and freight services in the growing Sunshine Coast region.	Connecting Queensland	In progress
Continued the staged rollout of the Smart Ticketing Program across all public transport modes to improve ticketing efficiency and ease of use for our customers.	Connecting Queensland	In progress
Continued delivering the ports master planning for Abbot Point and Hay Point/Mackay. Sustainable port planning undertaken and implemented in accordance with the requirements of the *Sustainable Ports Development Act 2015*.	Growing our regions	In progress
Continued developing a whole-of-government Service Strategy Roadmap that supports a sustainable cross channel government service delivery model.	Connecting Queensland	In progress
Reviewed and revised the *Queensland Freight Action Plan (2023–2025)* to identify opportunities and progress activities which advance Queensland's freight system.	Connecting Queensland	Completed
Alignment of TMR transport infrastructure specifications with the Austroads Technical Specifications to improve productivity of the transport sector.	Making it for Queensland	Ongoing

Sustainable

Create an environmentally, economically and socially sustainable transport system that supports liveable and prosperous communities.

Table 7: Key priorities and outcomes: Sustainable

Key priorities and outcomes	Alignment to Queensland Government's objectives for the community	Status
Continued the 'War on Wrecks' program to work with partner agencies, vessel owners, and other parties to remove unseaworthy and/or abandoned vessel from Queensland waterways and promote responsible boat ownership.	Protecting the environment	Ongoing
Continued to implement the *Queensland Zero Emission Vehicle (ZEV) Strategy 2022–2032* for a cleaner, greener transport system including delivery of more Electric Vehicle (EV) charging infrastructure across the state and providing purchase incentives to encourage EV uptake.	Protecting the environment	Ongoing
Developed a new Action Plan for Walking to get more people walking more often to support better health, economic, and environmental outcomes.	Protecting the environment	Completed
Continued implementing the Bus Fleet Investment Plan to guide decision-making for a future fleet that is agile, accessible, and zero-emissions.	Protecting the environment	In progress
Commenced development of a Climate Change Strategy and Action Plan to embed climate change risk considerations in all decisions.	Protecting the environment	In progress

Digital economic contribution*

Support a thriving digital economy where Queenslanders, their businesses and communities can transact successfully with government and each other.

This priority has been included to acknowledge the Queensland Government Customer and Digital Group's contribution to TMR's strategic priorities. This priority is featured in the revised TMR's strategic plan 2023–27 released in August 2023.

Table 8: Key priorities and outcomes: Digital economic contribution

Key priorities and outcomes	Alignment to Queensland Government's objectives for the community	Status
Implementing the government's agenda for digital technology in government services and digital inclusion of disadvantaged Queenslanders.	Backing our frontline services	Ongoing
Delivering improved telecommunications services to rural and remote communities across Queensland.	Growing our regions	Ongoing
Improved digital opportunities for First Nations peoples across Queensland.	Honouring and embracing our rich and ancient cultural history	Ongoing
Continued implementation the *Digital Professional Workforce Action Plan 2020–24*.	Investing in skills	Ongoing
Delivered improved telecommunications for First Nations communities.	Honouring and embracing our rich and ancient cultural history	Ongoing
Supported the delivery of the *Local Thriving Communities Action Plan 2022–24* to enable communities to participate as equal partners in decision-making through access to data.	Backing our frontline services	Completed
Supported the maturity, operational performance, and viability of the Cherbourg Service Centre pilot.	Honouring and embracing our rich and ancient cultural history	Ongoing
Uplifted Queensland's cyber resilience against cyber threats and leveraged opportunities enhanced cyber maturity will bring to build the social and economic prosperity of Queensland.	Keeping Queenslanders safe	Completed
Strengthened the state's response to cyber security incidents under the State Disaster Management Arrangements.	Backing our frontline services	Completed
Launched *Our Thriving Digital Future: Queensland's Digital Economy Strategy and Action Plan*.	Backing our frontline services	Completed
Extended the current QGRN connectivity services across the state to improve the delivery of frontline services.	Backing our frontline services	Completed
Continued delivery of the Tell Us Once (TUO) program to improve the joined-up customer experience for the delivery of digital services to Queenslanders.	Connecting Queenslanders	Ongoing
Launched the First Nations Digital Careers Program in partnership with Microsoft.	Investing in skills	Completed
Connecting Queenslanders to the services they need across government through 120.5 million Smart Service Queensland customer interactions via phone (including 13QGOV), online (qld.gov.au), Queensland Government Service Centres, and Queensland Government Agent Program offices (counters).	Backing our frontline services	Ongoing
Queensland Shared Services and Corporate Administration Agency supported Queensland Government service delivery through provision of shared corporate services, with each serving over 30 Queensland Government entities. This includes finance, human resource management, enterprise systems, and payroll for over 80,000 employees.	Backing our frontline services	Ongoing

Strategic opportunities and challenges

The changing landscape of the transport sector presents both challenges and opportunities. People's lifestyles, work patterns and expectations are evolving. While the convergence of new communication technology, new sources of energy, and new modes of mobility offer exciting opportunities to meet those evolving customer needs.

Connecting active transport modes and transport planning with land-use planning, while applying a lens of sustainable development, resilience, equity, and inclusivity can be challenging given the changing nature of transport and society's mobility preferences. It is essential for TMR to be proactive in addressing these challenges and seizing the opportunities to create a sustainable and efficient transport system for the future.

Brisbane 2032 Olympic and Paralympic Games

As we approach the Brisbane 2032 Olympic and Paralympic Games new challenges and opportunities present themselves. This includes establishing new partnerships across all levels of government, accelerating the delivery of much needed infrastructure to support Queensland's long-term growth, and promoting the implementation of innovative technologies to:

- reduce transport's carbon footprint by expanding low emissions vehicle fleets and encouraging more sustainable travel behaviour, aligning to the Queensland Government's goal to deliver a sustainable Brisbane 2032 Olympic and Paralympic Games
- more efficiently coordinate network operations and incident management response
- provide customers with tailored and accessible real-time travel information
- improved digital infrastructure and resilience
- support public safety communications
- support delivery of the most digitally-enabled Games in history.

Meeting Queensland's future transport needs

Over the last few years, TMR has trialled the use of cooperative and automated vehicles and Mobility as a Service (MaaS) within our transport network. These trials present significant opportunities of improving the efficiency, safety, and sustainability of our network.

The trials provide valuable data about the regulatory, technical and social challenges that concepts like MaaS present within the transport system. Furthermore, trials of cooperative and automated vehicles have the potential to significantly improve safety on the roads.

Australia's largest MaaS trial, ODIN Pass, in partnership with University of Queensland and iMOVE's Cooperative Research Centre, has seen improved access to a variety of transport services. The success of these trials depends on addressing the regulatory, technical, and social challenges. TMR continues to use the insights from the trials and other jurisdictions, through ITS Australia and the MaaS Alliance membership, to ensure Queensland's regulatory environment is ready for concepts like MaaS and introduction of automated vehicles. This includes issues of safety, liability, national harmonisation, and data privacy.

Gaining public acceptance is also essential, to satisfied concerns around safety, privacy, and job losses.

Overall, the exploration of trials for cooperative and automated vehicles and MaaS will lay the foundations for the next generation of smart transport infrastructure.

In Queensland, TMR is committed to building a strong and diverse digital economy which includes a focus on increasing the number of Queenslanders with digital skills and literacy to ensure all Queenslanders and businesses can take advantage of the benefits digital can provide.

TMR is delivering a range of skills and capability programs to build the pipeline of diverse digital talent in Queensland. The future of work shaped by digital impacts holds immense promise and potential for Queenslanders and businesses. The *Our Thriving Digital Future: Queensland's Digital Economy Strategy and Action Plan* will place Queensland in its strongest position yet to ensure our state has the right skills to be competitive in the global digital economy.

Responding to change

As the transport sector faces an unpredictable future, there is considerable uncertainty about how the transport system will evolve. Scenarios are a powerful tool for decision-making under uncertain conditions. They help to identify and explore a range of possible futures, understand the challenges and opportunities, and select options that are resilient in multiple future states. As such, TMR is exploring a standardised approach to the development and use of scenarios in decision-making across the department.

Artificial Intelligence (AI) will have a profound affect across many industries and arguably present society with some of its biggest challenges and opportunities. In the foreseeable future AI will drive technological innovations, as well as present many new risks. *TMR's Data and Analytics Strategy 2023–26* identifies the need to leverage AI and machine learning. Doing so, in a responsible way, will bring many benefits to the transport sector, including improved efficiency, better safety, and enhanced customer experience.

For example, AI is currently being used by TMR to enforce seatbelt and mobile phone laws that apply to drivers and front vehicle passengers. AI is also a key component of autonomous vehicles. TMR's Cooperative and Automated Vehicle Initiative (CAVI) (see page 102) seeks to explore next generation transport safety technologies and understand the safety implications.

The threat of cybercrime continues to grow with cyber-attacks increasing in their frequency, scale, and sophistication. TMR remains vigilant in respect to escalating threats by ensuring our services meet high security standards and controls through its information security management system.

QGCDG is working across the Queensland Government to develop a formal Responsible Use of AI policy under the Queensland Government Enterprise Architecture, and continues to work with colleagues in different states and territories to work towards a national approach for safe and ethical use of AI across Australia.

Environmental resilience and emission targets

Queensland is among the top 10% of global jurisdictions most at risk from the physical impacts of climate change (Gross Domestic Climate Risk ranking by Cross Dependency Initiative), increasing the exposure to severe transport disruptions. This also creates opportunities to build, maintain, and operate a transport network for a more sustainable, resilient, and liveable Queensland.

To reduce emissions and contribute to the Queensland Government's emission reduction targets, TMR has developed the *Zero Net Emissions for Transport Roadmap*. TMR is also developing a *Climate Change and Resilience Strategy and Action Plan* to improve capability, capacity, and resilience across all its business areas.

TMR is implementing the *Zero Emission Vehicle Strategy 2022–32* and *Action Plan 2022–24*. While the availability of public EV fast charging infrastructure is vital to steer Queensland towards a net zero emissions future, the sector faces several challenges, including the sustained increased international demand for all EV components, low model availability, the absence of national fuel efficiency standards, and macro-economic factors.

TMR is working with industry and across jurisdictions to discuss ZEV policy settings and provide input into the development of the Australian Government's National EV Strategy.

The *Queensland Energy and Jobs Plan* aims to achieve 70 per cent renewable energy by 2032 and 80 per cent by 2035 and includes a review of the Queensland Hydrogen Industry Strategy. The potential impacts and opportunities of the renewable hydrogen industry on the transport system are being explored, including the safe and efficient import of renewable energy componentry into Queensland's ports and the potential export of hydrogen products from the ports. The increase in renewable energy development in Queensland will require TMR to manage the movement of more oversized freight vehicles, and TMR is investigating ways to ensure the management and coordination of this activity supports decarbonisation efforts.

The adoption of recycled materials used for infrastructure construction in Queensland has doubled in the last three years through crumbed rubber (from recycled tyres), recycled glass, in-situ stabilisation, high modulus asphalt, and recycled asphalt, which contribute to a circular economy. Our actions to improve environmental resilience will contribute to reducing or avoiding emissions while improving and advancing broader sustainability outcomes.

Future of work

Today's workplaces have changed substantially since 2020. By understanding global and local influences on the labour market, our operating context and changes in employee expectations, we can adjust our workforce priorities to ensure we can attract and retain the right people.

Like all organisations, the pandemic was a game changer for the TMR workforce in where and how employees worked. TMR's *Strategic Workforce Plan 2019–23* (revised this year) is our plan for a healthy, purpose-driven, capable, and mobile workforce. We are also ensuring our workforce is reflective of the community we serve so we have equity targets and actions under our *Accessibility and Inclusion Strategy*.

Building employee skills is a priority for TMR. The *Learning Strategy 2021–24* and *Digital Strategic Plan 2021–25* foster a learning culture and a digitally enabled workforce, enabling TMR to continue to deliver an integrated and inclusive network connecting all Queenslanders.

Designing future systems that are agile and adaptable to change and uncertainty, requires continued development and implementation of long and medium-term strategies and integrated plans to maximise Queensland's long-term economic growth and prosperity.

TMR is continuously monitoring, evaluating, and exploring opportunities to improve Queensland's transport system, networks, and operations through initiatives aligned to future transport system trends, issues, and opportunities as identified by industry, technology, and customer preferences.

The 2022 CSIRO report into global megatrends shaping our world identified the impact of digitisation and the opportunities to build a strong digital economy.

Our priority is to ensure the Queensland Government is digitally adept and enabled, continuously adapting and transforming the way government operates, manages its data, and invests in digital technology to shape and lead the progression of a thriving digital economy. *Our Digital Queensland: Digital Professional Workforce Action 2020-2024* has focused on:

- developing Queensland's digital professional workforce
- widening the digital workforce pipeline by skilling, reskilling and upskilling Queenslanders entering the workforce
- enhancing and strengthening regional Queensland's digital professional workforce
- providing collaborative and strategic leadership to ensure Queensland has a workforce of cutting-edge digital professionals.

Cyber resilience

Effective cyber security is essential for efficient delivery of government services and a productive state. The QGCDG's Cyber Security Unit (CSU) is focused on strengthening whole-of-government cyber security capability by ensuring effective cyber governance, enhancing cyber skills, and providing advanced defence capabilities to better protect government and Queenslanders.

Looking ahead

In 2023–24, TMR will:

- continue to implement the Queensland Train Manufacturing Program which will build 65 new six-car passenger trains at a purpose-built manufacturing facility at Torbanlea, supporting jobs in the Maryborough region
- continue to implement the *Queensland Road Safety Strategy 2022–31* and supporting Action Plan 2022–24, taking a whole of system approach to reducing road trauma
- continue to implement the *Queensland Zero Emission Vehicle (ZEV) Strategy 2022–32* for a cleaner, greener transport system by delivering more EV charging infrastructure across the state
- continue to implement 'Backing Queensland Maritime Jobs' which aims to revitalise and strengthen coastal shipping to assist economic growth and create strategically important maritime jobs and training opportunities in Queensland
- progressively expand the Smart Ticketing system across all modes of public transport
- implement and deliver on actions set out in the *Accessibility and Inclusion Plan 2023–24* to ensure everyone has access to the full range of services and products of the transport network
- continue to rollout Queensland's first Digital Licence app statewide that will provide a convenient, safe, and secure way for individuals to digitally store, share, and validate their identity
- develop and implement the *Queensland Freight Action Plan 2023–25* in partnership with key government and industry stakeholders
- implement a freight funding package for the Northern Peninsula, Torres Strait, Cape York, and Gulf regions to help ease cost of living pressures
- continue to implement major rail upgrade projects including Beerburrum to Nambour Stage 1 and the Logan and Gold Coast Faster Rail to accommodate future population and patronage growth and deliver sustainable transport services
- construct Stage 1 of the Coomera Connector, South East Queensland's largest road infrastructure project, jointly funded by the Australian and Queensland governments, which will reduce pressure on the M1 by providing an alternative route for the growing communities and commercial hubs of Helensvale and Coomera

- implement the Queensland Digital Economy Strategy by continuing delivery of the $200 million *Our Thriving Digital Future: Queensland's Digital Economy Strategy*

  - enhance digital government services, including qld.gov.au, and continue integration with in-person support and other assisted channels
  - continue to work with the Australian Government and telecommunication providers to improve connectivity across Queensland through programs such as the Regional Connectivity Program and Mobile Black Spot Program
  - continue to support activities that promote digital access, affordability, and digital inclusion, including the development of a First Nations digital strategic plan and a state-wide digital inclusion strategic plan
  - continue to support an uplift in the cyber security preparedness of Queensland Government entities through QGCDG's program of cyber security services and assistance.

Fast facts

Data as at 30 June 2023

$7.24^B Total investments in transport infrastructure program	**$1.29^B** Maintenance and operation of the state transport network

5.38^M Population in Queensland	**2.22%** Population growth from last year

$227^M Expenditure on natural disaster repairs	**140.11^{KM}** Of roads reconstructed through Natural Disaster Program 2022−23

38,436^{KM} State-controlled roads including 5052km national network	**3180** Bridges owned and maintained

MORE THAN **153.26^M** Passenger trips on bus, rail, ferry and tram were provided to our customers within South East Queensland	**419,885** Average number of passenger trips per day on the South East Queensland network

MORE THAN **12.05^M** Passenger trips on bus, rail, ferry and air outside South East Queensland	MORE THAN **1.2^M** Passenger trips provided through the Taxi Subsidy Scheme

MORE THAN **351,465** My Translink app active monthly users	**2,695,683** *go* cards used in South East Queensland

37,917 **QLD***Traffic* Twitter posts	**66,483** Downloads of **QLD***Traffic* app	**2.2^M** **QLD***Traffic* website visits

28,474 Gold Coast tram daily passengers	**$9.88** Average subsidy per trip provided through Taxi Subsidy Scheme

482 Limousine licences	**3248** Taxi Service licences	**520** Authorised booking entities	**17,568** Booked hire service licences

54,287 Authorised Drivers of public transport	**1257** Accredited transport operators

44 Queensland Electric Super Highway Charging Sites	**24,476** Queensland electric vehicle registrations

$23.4^B Vendor payments through Queensland Shared Services	**2^M** Employee pays made through Queensland Shared Services

120.5 M Smart Service Queensland customer interactions by phone, counter and online

3334 DATASETS COMPRISING **15,175** FILES

Number of Queensland Government open datasets available through the Open Data Portal, https://www.data.qld.gov.au

1.2ᴹ	**106,566**
Citizen transactions provided by information brokerage	Queenslanders engaged with the digital career campaign

1ᴹ	**260,588**	**4ᴹ**
Recreational boat licences	Personal watercraft licences	Driver licences

240,038	**35,945**	**5.97ᴹ**
Recreational boats registered	Personal watercraft registered	Vehicles registered

336.63ᴹ	**951.5ᴹ**
Tonnes of cargo we helped our industry customers move through our 21 declared ports	Tonnes of freight moved on the surface network

109	**$11.4ᴹ**
Derelict vessels removed from Queensland waterways this year	Value of recreational boating facilities built this year

MORE THAN **23,725**	**11,606**
Ship movements in Queensland ports	Ship movements in the ReefVTS monitored region

655ᴷᴹ	**16ᴷᴹ**	**$33.1ᴹ**
Cycling infrastructure delivered through funding from the Active Transport Program	Of cycling infrastructure built this year	Investment in cycling and walking this year by the Active Transport Program

140,848	**168,700**
Written driving tests conducted	Practical driving tests taken

28,589	**34**
On-road intercepts	Number of TMR-led Queensland Government Agency Programs

10.3ʸᴱᴬᴿˢ		
Average length of service		
8%	**17%**	**75%**
Temporary	Casual	Permanent
72%	**9438**	**37%**
Non-corporate roles	Full-time equivalents	Women in Leadership Roles

3.7ᴹ	**13.9ᴹ**	**20.5ᴹ**
Customers served face-to-face across our 91 Customer Service Centres	Customer transactions conducted using electronic self-service channels	Total customer transactions

Integrated transport network

Highlights

- Completed new boat launching facilities in Cairns and Inkerman Creek under the Maritime Infrastructure Investment Program.

- Released the Southern Sunshine Coast Public Transport Strategy, setting the vision for the region's public transport system while protecting its natural environment and lifestyle.

- Commenced work on a Climate Change and Resilience Strategy, demonstrating commitment to address climate change and enhance resilience of the Queensland transport network.

- Queensland Rail delivered approximately 8000 weekly Citytrain services in South East Queensland, and approximately 76 weekly travel and tourism services in regional Queensland.

- Released *SEQ Rail Connect*, a blueprint for how the rail network will be reshaped over the coming decade to meet future needs of the growing South East Queensland region.

- Awarded the state's first grants for local governments to plan better infrastructure and places for walking, helping to create an integrated transport network accessible to all Queenslanders.

- Spent $226.87 million repairing state-controlled roads following natural disasters, including reconstructing 140.11 kilometres of road pavement, repairing 150 earthworks and batter locations, repairing 115 structures including bridges and culverts, clearing 125 silt and debris locations.

- Continued the delivery of Cape York Region Package Stage 2 with Merluna to York Downs (Part B) achieving practical completion in September 2022, with more than 200 kilometres of the Peninsula Developmental Road now sealed.

- Newly duplicated sections of the Bruce Highway were completed and opened to traffic as part of the Townsville Ring Road (Stage 5) project.

- Works to construct seven new overtaking lanes on the Bruce Highway, between Bowen and Ayr, was completed in December 2022, improving safety and efficiency for all road users.

- Works were completed in June 2023 to widen 26 kilometres of Barcaldine–Aramac Road, improving travelling conditions for road users on this key regional route.

- Early works on the Rockhampton Ring Road commenced in November 2022. The project aims to alleviate congestion, improve traffic flow, and enhance connectivity in and around Rockhampton.

- Flood immunity construction and intersection upgrades are underway along Torbanlea–Pialba Road sections between Beelbi Creek and Takura.

- Upgrades to the Bruce Highway, including a new intersection, were completed by RoadTek in readiness for the construction of the new train manufacturing facility as part of the Cross River Rail Project.

- Construction was completed in November 2022 to improve safety at the Cunningham and New England highways intersection. It has reduced travel time, improved traffic flow and ride quality, and contributed to regional growth.

- The ODIN Pass Mobility as a Service (MaaS) trial won the prestigious University of Queensland (UQ) Award for Excellence in Innovation in December 2022 and was a finalist for the Intelligent Mobility Award at the 13th ITS Australia Awards in February 2023.

Planning best value investments for our future transport needs

Queensland Transport Strategy

The *Queensland Transport Strategy* details TMR's 30-year vision to move people and goods safely and efficiently into the future. The convergence of new technology, new sources of energy, and new modes of mobility are altering the way people access services and use different modes of transport.

The strategy continues to provide the long-term vision for the transformation of the state's transport system to respond to customer preferences, global trends, and emerging technology.

TMR is exploring opportunities to harness these trends to ensure existing modes and transport systems meet future requirements to create a single integrated transport system that anticipates and responds to changing customer needs.

Designing a transport network for the future, requires the continuing development and implementation of long and medium-term strategies and integrated plans to maximise Queensland's long-term economic growth and prosperity. The Queensland Transport Strategy puts customers first and articulates TMR's plan for maximising the benefits of future transport opportunities for all Queenslanders. There are five customer focused outcomes:

- accessible, convenient transport
- safe journeys for all
- seamless, personalised journeys
- efficient, reliable, and productive transport for people and goods
- sustainable, resilient, and liveable communities.

Regional Transport Plans

Queensland's suite of Regional Transport Plans (RTPs) define the priorities for developing Queensland's transport system. RTPs outline the planning actions that will guide future investment over a 15-year horizon, in a way that supports regional goals for the community, economy, and environment.

The RTPs consider all modes of transport, regional, demographic and industry changes, local government land use, and transport planning. They respond to relevant regional plans and inform the State Infrastructure Strategy. Collectively, the RTPs cover the entire state and support TMR's vision of 'creating a single integrated transport network accessible to everyone'.

TMR continues to progress implementation of all RTPs across the state. Plans for Mackay, Isaac, Whitsunday, North West, Central West, South West, Far North, Northern, Fitzroy, Wide Bay Burnett, Darling Downs, and South East Queensland are available on TMR's website.

> ⊡ **For more information**
> http://www.tmr.qld.gov.au/About-us/Corporate-information/Publications/Regional-Transport-Plans

Queensland Transport and Roads Investment Program (QTRIP)

QTRIP outlines current and planned investment in transport infrastructure across Queensland over the next four years. QTRIP investment spans road, rail, maritime, public transport, and active transport infrastructure on freight, commuter, and recreational networks.

The $32.1 billion QTRIP 2023–24 to 2026–27 demonstrates TMR's continued dedication to delivering a single integrated transport network accessible to everyone. The program outlines a steady and sustainable pipeline of road and transport infrastructure which will support an estimated average of 25,200 direct jobs over the next four years.

TMR will continue to deliver priority projects across the state, including: Pacific Motorway Varsity Lakes (Exit 85) to Tugun (Exit 95) upgrade; Gold Coast Light Rail (Stage 3); Coomera Connector (Stage 1); Pacific Motorway Eight Mile Plains to Daisy Hill upgrade; Bruce Highway Caboolture - Bribie Island Road to Steve Irwin Way upgrade; Bruce Highway (Cooroy to Curra) Section D; Walkerston Bypass; Townsville Ring Road (Stage 5); Kennedy Developmental Road (The Lynd - Hughenden), progressive sealing; NGR; and ETCS fitment, installing new signalling.

TMR's ongoing efforts to build and improve transport infrastructure will ensure that Queensland is ready to provide world-class services to athletes, visitors, and spectators.

Maritime Infrastructure Investment Program

The Maritime Infrastructure Investment Program is responsible for the prioritisation and delivery of MSQ's water and land-based maritime infrastructure and assets, providing safe, reliable, and efficient recreational boating infrastructure.

MSQ continues to deliver new and upgraded maritime infrastructure around the state. Major projects completed in 2022–23 were:

- a new boat launching facility at Yorkeys Knob on the north side of Cairns
- a new boat launching facility at Inkerman Creek, near Port Alma.

In 2022–23, several strategies to improve program management commenced, including:

- an audit and health check of asset management processes
- successfully applied the Sustainability Essentials tool to the North Queensland Beacon Replacement Program
- implemented program governance groups for increased program accountability and oversight
- formalised the program management approach to annual forward investment programming
- embedded the program management approach to delivery and management of projects through 3PCM.

Brisbane 2032 Olympic and Paralympic Games

TMR is leading the development of the transport strategy and plans to support the Brisbane 2032 Olympic and Paralympic Games. Key initiatives include:

- modelling Games-time travel demands to scope the Brisbane 2032 transport task identify priority network and service improvements
- accelerating network and service upgrades to support urban growth and benefit Brisbane 2032 operations
- input to competition venue planning to embed safe, efficient, and inclusive access
- fostering partnerships with local councils, the Brisbane 2032 Organising Committee and public transport operators, to establish an effective platform for integrated Brisbane 2032 planning
- developing web-based databases and geospatial information systems to underpin coordinated Brisbane 2032 planning with delivery partners.

Southern Sunshine Coast Public Transport Strategy

The *Southern Sunshine Coast Public Transport Strategy* sets the vision for the region's public transport system, while protecting its natural environment and lifestyle.

Released in May 2023, the Strategy has been developed with input from Sunshine Coast Council and the community to help address the challenges of population growth and increased forecast travel demand.

The Strategy identifies improvements to the key public transport connections for the region between Beerwah in the south west, Nambour in the north west, and Maroochydore and Caloundra along the coast.

The Strategy will also guide preparations for the Sunshine Coast's public transport network for the Brisbane 2032 Olympic and Paralympic Games.

Work is already underway on several key projects that are important elements of the strategy, including:

- Beerburrum to Nambour Rail Upgrade, stage one
- Direct Sunshine Coast Rail Line, planning
- Sunshine Coast Public Transport, business case.

For more information
https://www.tmr.qld.gov.au/about-us/corporate-information/publications/southern-sunshine-coast-public-transport-strategy

Master planning for the priority ports of Hay Point/Mackay and Abbot Point

The *Sustainable Ports Development Act 2015* requires that a formal public consultation process is conducted during the preparation of port master plans and port overlays. It also requires relevant local governments and port authorities to be included when preparing these documents. Extensive consultation takes place with government agencies.

Public consultation ensures that the community and other stakeholders can consider the potential regulatory affects prior to finalisation.

The draft master plans and draft port overlays for the priority ports of Hay Point/Mackay and Abbot Point were released for public consultation in October 2022.

The final master planning documents will be developed after all comments have been reviewed, addressed, and possible changes negotiated with North Queensland Bulk Ports Corporation Limited and key government agencies.

> **For more information**
> https://www.tmr.qld.gov.au/business-industry/transport-sectors/ports/sustainable-port-development-and-operation/master-planning-for-priority-ports

Brisbane Metro–Woolloongabba Station detailed planning

Planning has commenced for the Brisbane Metro–Woolloongabba Station project. The new in-line station and supporting bus facilities will provide customers with new opportunities to interchange between buses on the South East Busway and to services travelling through Woolloongabba rail station. It will also provide improved access to the Gabba Stadium and the wider Woolloongabba precinct.

The Australian and Queensland governments along with Brisbane City Council have each committed $150 million to deliver the project as part of the South East Queensland City Deal.

Benefits of the project include:

- easier bus-to-bus and bus-to-rail transfers between the South East Busway and Cross River Rail
- reduced busway congestion and improved reliability and travel times
- supporting population and employment growth, urban renewal, housing and economic development opportunities.

The project supports other city shaping initiatives, including the Brisbane 2032 Olympic and Paralympic Games transport task and legacy outcomes.

Zero Emission Vehicle Strategy and Action Plan

In March 2022, the Queensland Government released the 10-year *Zero Emission Vehicle Strategy 2022–32* and *Action Plan 2022–24*.

The strategy focuses on increasing ZEV uptake and contributes to the government's target of zero emissions by 2050, with an interim target of at least 30 per cent below 2005 levels by 2030.

A key TMR initiative is the Queensland Electric Super Highway (QESH) phase three to expand the network's fast charging sites by late-2023. This makes the QESH a truly regional connector linking regional and rural areas across the state to generate greater tourism and economic development.

Two other key actions of the strategy include delivering a $45 million ZEV Rebate Scheme to make EVs more affordable for Queenslanders and a $10 million co-fund investment with industry to provide additional EV public fast charging infrastructure across Queensland.

Electric vehicle charging infrastructure

To support EV uptake, TMR continues to provide additional EV charging infrastructure across Queensland.

Already, the QESH connects EV drivers across the state and is continuing to expand to more communities.

The QESH Phase 3 is a $3.83 million investment to expand the QESH network from 31 to more than 54 public fast-charging sites, connecting regional and rural areas across the state, and generating greater tourism and economic development for our communities.

Once Phase 3 is finalised in late-2023, the QESH will provide an extensive public network of fast charging locations connecting EV users across a range of regional and metropolitan routes from Coolangatta to Port Douglas, Brisbane to Mount Isa, Goondiwindi to Emerald, Cunnamulla to Barcaldine, and Longreach to Cairns.

Complementing the QESH network will be an additional 44 EV charging units funded through the $10 million EV Charging Infrastructure Co-Fund Scheme. This initiative includes five successful applicants partnering with the Queensland Government to develop $24.5 million worth of EV charging infrastructure across 33 locations.

These new locations in priority regional areas are expected to be operational before the end of 2024.

> **For more information**
> https://www.qld.gov.au/transport/projects/electricvehicles/co-funded-electric-vehicle-charging-locations

Climate change and resilience

Climate change and extreme weather events present significant risks and opportunities for TMR.

TMR remains committed to act on climate change, reduce emissions, and increase resilience to support a single integrated transport network accessible to everyone. TMR's ongoing risk management work identifies and manages both physical and

transitional risks of climate change to TMR's daily operations and future developments.

TMR has commenced work on a lowercase climate change and resilience strategy, demonstrating commitment to address climate change and enhance resilience of the Queensland transport network.

The strategy will improve TMR's capability and capacity to develop a more resilient transport network and mitigate climate change risk. It will outline key departmental actions to meet the Queensland Government's emissions reduction targets, including encouragement of low carbon, sustainable, and resilient transport options. It will also meet our customers needs and community expectations by demonstrating continued action on climate change.

Active travel economic appraisal tool

TMR has developed an interactive web-based tool for estimating the economic costs and benefits of investment in active transport infrastructure.

Released in July 2022, the tool allows best practice cost-benefit analysis by implementing the Australian Transport Assessment and Planning Guidelines for Active Travel. It can be used to evaluate proposed infrastructure or recently completed projects, both for stand-alone active transport infrastructure or as part of larger, multi-modal projects.

By making cost-benefit analysis practical for a broad range of projects, the tool supports the planning and delivery of the TMR Active Transport Investment Program and is also available for use by local governments.

> **For more information**
> https://www.tmr.qld.gov.au/Travel-and-transport/Cycling/Cycling-investment-in-Queensland/Active-transport-economic-appraisal-tool

Cost of mobility tool

The Cost of mobility tool is an innovative digital portal to view and explore projected trips on the transport network to inform early-stage strategic transport planning within South East Queensland.

Launched in February 2023, the interactive tool allows TMR transport planners and decision-makers to visualise all South East Queensland car, public transport, walking, and cycling trips, and the associated private and social costs of each trip. Users can filter the data across a variety of characteristics including trip mode, location, and trip purpose.

The tool provides a clearer understanding of the varying cost of travel across geographic areas to inform regional priorities and how transport outcomes such as accessibility, efficiency, and sustainability may change over time within South East Queensland.

Queensland Rail

TMR continued to invest in passenger rail services and rail infrastructure and assets across the state through the Rail Transport Service Contract with Queensland Rail.

In 2022–23, Queensland Rail delivered approximately 8000 weekly Citytrain services in South East Queensland, and approximately 76 weekly travel and tourism services in regional Queensland.

TMR continued to work with Queensland Rail to deliver key rail infrastructure improvements across the network. This included the completion of accessibility upgrades at Auchenflower, Cannon Hill, and South Bank Platform 1. Planning progressed for the delivery of accessibility upgrades at Banyo, Bundamba, Buranda, Burpengary, Lindum, and Morningside.

Delivery of the North Coast Line Capacity Improvement Project has progressed. This project will increase rail freight capacity on the North Coast Line, which is an important part of the National Land Transport Network in Queensland.

> **For more information**
> https://www.tmr.qld.gov.au/business-industry/Transport-sectors/Rail-services-and-infrastructure

Cattle rail services

TMR continued to subsidise statewide cattle rail services through the North Transport Services Contract, and Central and South Transport Services Contract with Watco East West.

In 2022, Watco East West secured access to several cattle loading and unloading facilities and delivered services from regional hubs across the state to key processing destinations across the Queensland network, including in Townsville, Rockhampton, and South East Queensland.

Subsidised cattle rail services enhance regional employment and economic development and assist in managing transport demands on the road network.

> **For more information**
> https://www.tmr.qld.gov.au/business-industry/Transport-sectors/Rail-services-and-infrastructure/Rail-Transport-Contracts-and-Agreements

Case Study

The blueprint for the future rail network in South East Queensland

The rail network is the backbone of the South East Queensland public transport network. It connects Brisbane, major cities, and growing regional centres with reliable and convenient services.

South East Queensland has experienced significant population growth over the last two decades. A well planned and reliable rail network is vital to efficiently getting people to where they need to go, encouraging more people onto public transport and managing road congestion.

SEQ Rail Connect is the blueprint for preparing the South East Queensland rail network for the future. The document sets out how the rail network will be ready for Cross River Rail and support better journeys for customers. It outlines record investment of $6 billion from 2022–23 to 2025–26 in new trains, tracks, stations, signalling, stabling, ticketing, and more across South East Queensland.

It sets out key investment priorities for the South East Queensland rail network—before Cross River Rail opens, the following five years, and planning for longer term upgrades.

SEQ Rail Connect will help deliver TMR's vision for a single, integrated transport network accessible to everyone.

Regional air services

TMR continued to provide seven government-subsidised regulated air routes in Queensland through air service contracts. The regulated air service contracts set service levels, maximum airfare prices, aircraft size, and on-time performance standards along regulated routes to guarantee an appropriate level of service is provided to 23 regional Queensland communities.

The latest generation of TMR's aviation service contracts commenced in January 2022 and are in place for a period of five years with two optional 12-month extensions.

TMR regularly engages with relevant industry, councils, and communities on these routes, resulting in the implementation of the trial of some additional services.

To address the concern that communities may not have access to seats when urgent travel is required, TMR has implemented a ten-month trial of an additional abbreviated Gulf Route service two days a week.

The new service provides an additional connection between Cairns and the communities of Normanton and Mornington Island, and

will free up seats to other communities by providing additional capacity for these high-demand sectors.

The trial abbreviated Gulf Route services will provide additional capacity to ensure essential services are delivered in the Gulf of Carpentaria and will also provide better access to health, education, and employment in regional centers such as Cairns and Mount Isa. The trial runs from 6 March 2023 to 15 December 2023.

So far, 2023 has been a challenging year for aviation nationally, and particularly for Queensland. Extreme weather in the far north of the state, from the end of February 2023 to the first week of April 2023 created very difficult conditions for aviation operations and led to aviation fuel shortages and the closure of the Burketown runway for a month.

Nationally, air operators continue to deal with shortages of crew and engineering staff following the COVID-19 downturn in travel and this has led to some operators reducing their commercial services.

In 2022–23, approximately 148,000 passengers travelled on Queensland Government regulated air services providing valuable access to air travel for rural and remote customers. This was a strong rebound from the COVID-19 affected years, with passenger travel 24 per cent above that of 2021–22 and 40 per cent above 2020–21.

> ⬇ **For more information**
> https://www.tmr.qld.gov.au/regionalconnect

SEQ Rail Connect

The Queensland Government has released *SEQ Rail Connect*, a blueprint communicating how the rail network will be reshaped over the coming decade to meet future needs of the growing South East Queensland region. TMR is preparing the network for Cross River Rail by building new and upgraded stations and park 'n' rides, laying new tracks, implementing new ticketing and signalling equipment, and manufacturing new trains in Queensland.

SEQ Rail Connect sets out three priority outcomes:

- preparing for Cross River Rail with simplified and consistent service types and more reliable operations
- better journeys with more frequent and faster services and greater comfort with more trains and more seats
- easier access to more locations with new and upgraded stations and better connections between home, work, study, leisure, and essential services.

A redesign of the network is essential to prepare for Cross River Rail. In the coming years there will be changes to four key aspects of the South East Queensland rail network:

- line pairs—changing which train lines are 'paired' with each other
- inner city stations—some trains will service the existing surface stations, others will service the new Cross River Rail stations
- service types—two consistent and distinct types will be introduced, long-distance express and suburban turn up and go
- changes to public transport timetables reflecting new line pairings and providing customers with convenient connections between services.

⊡ For more information
https://www.tmr.qld.gov.au/About-us/Corporate-information/Publications/SEQ-Rail-Connect

Toowoomba to Gladstone Inland Rail Extension Project

The Australian and Queensland governments are working together on a business case for a possible extension of the Inland Rail from Toowoomba to the Port of Gladstone. This extension will complement the primary Melbourne to Brisbane inland rail route.

The Australian Government has committed $10 million for the development of the business case, with the Queensland Government providing support through TMR.

The business case will evaluate the need, viability, and timing of extending the inland rail project from near Toowoomba to the Port of Gladstone and will consider the freight efficiency and regional development benefits for communities and industry.

The business case commenced in July 2022, with government consideration of the initial findings and options expected in 2023.

⊡ For more information
https://www.tmr.qld.gov.au/projects/toowoomba-to-gladstone-inland-rail-extension-business-case

Inland Rail Bilateral Agreement Rail Studies

TMR continues to deliver and progress planning and business case development for projects within the Bilateral Agreement Rail Studies program, in partnership with the Australian Government Department of Infrastructure, Transport, Regional Development, Communications, and the Arts.

These projects include:

- Port of Brisbane dedicated freight connection
- South East Queensland Inland Rail intermodal terminal
- Toowoomba to Gladstone Inland Rail extension
- Salisbury to Beaudesert passenger rail
- Toowoomba to Brisbane passenger rail.

⊡ For more information
https://www.tmr.qld.gov.au/projects/inland-rail

Case Study

Priority ports of Hay Point/Mackay and Abbot Point draft master plans and draft port overlays

TMR is delivering master plans and port overlays for the priority ports of Hay Point/Mackay and Abbot Point, in accordance with the *Sustainable Ports Development Act 2015* and the *Reef 2050 Long-Term Sustainability Plan*.

Master plans set out the long-term outlook for the ports, balancing economic growth while providing protection of environmental and cultural values and community interests.

Master planning processes ensure:

- the Outstanding Universal Value of the Great Barrier Reef World Heritage Area is an intrinsic consideration in future port development, management, and governance
- infrastructure is optimised to maximise the development potential of each port
- transparent decision-making
- meaningful engagement with stakeholders.

Draft master plans and draft port overlays for the priority ports of Hay Point/Mackay and Abbot Point were released for public consultation from October 2022 to January 2023. Comments from key stakeholders and the community will be considered in the final master planning documents.

⊡ For more information
https://www.tmr.qld.gov.au/business-industry/transport-sectors/ports/sustainable-port-development-and-operation/master-planning-for-priority-ports

Investing in passenger transport

Passenger Transport Infrastructure Investment Program

The Passenger Transport Infrastructure Investment Program enables a more accessible, efficient, and integrated network that offers better value to customers and makes passenger transport a more attractive option for everyone.

Key achievements during 2022–23 included:

- opened Stage 1 of the Eastern Transitway and continued to progress construction of the Northern Transitway
- in partnership with Redland City Council opened the Russell Island and Macleay Island ferry terminals as part of the Southern Moreton Bay Islands passenger ferry terminal upgrades
- completed the new bus facility on Takalvan Street, Bundaberg outside Sugarland Plaza
- started construction of the Strathpine bus station at Strathpine Centre
- started construction of the Caneland bus station on Mangrove Road, Mackay beside the Caneland Central
- progressed design for upgraded bus facilities including Upper Mount Gravatt, Cannon Hill, South Bank, and Indooroopilly bus stations; Chermside (north and southbound platforms); and Robina Town Centre
- completed construction of additional bus stops across Queensland to support new services and make it easier for customers to access public transport.

Transit safety, security and sustainability

Fare evasion across South East Queensland's public transport network costs Queenslanders approximately $31 million per year. Translink's revenue protection team developed a resourcing strategy to improve fare compliance and safety and security outcomes on the public transport network.

Translink sought funding to implement a rollout of Network Officers employed by service delivery partners. In January 2023, a $60 million funding package for additional enforcement officers was announced, and recruitment for the first cohort of Network Officers commenced in February 2023. The first Network Officers commenced operations on the network in May 2023.

Additionally, Translink have worked with the QPS to deploy officers across the metropolitan bus network in addition to the police presence already on heavy rail.

Translink is also deploying resources from the Police Service Protective Services Group. The Senior Protective Service Officers (SPSO) are trained and authorised as Transit Officers to provide fare compliance and safety and security at key transport infrastructure locations.

These additional resources will deliver prevention, detection, and enforcement strategies to improve revenue protection, safety, and security across the public transport network.

Key achievements during 2022–23 included:

- engaged through youth justice conferences as part of the Translink's prevention and education strategy
- engaged with the Parents and Citizens association to ensure regular articles are published in the Parents and Citizens magazine promoting safety, security, and fare compliance across public transport
- engaged with Education Queensland to increase roll out of the revamped Step-Up Program to connect with more youth
- targeted operations at the top 20 locations with reported high rates of fare evasion in progress
- increased the sophistication of Revenue Protection Dashboards with integrated datasets to improve the effectiveness of enforcement and officer deployment
- received funding and commenced training of additional Network Officers, Police and SPSOs to work alongside Translink's Senior Network Officers
- increased Network Officer numbers in regional urban areas including Cairns and Townsville.

Park 'n' ride program overview

Park 'n' ride facilities are an important part of the South East Queensland public transport network, enabling people to connect with public transport to access jobs, education, and other essential services in their communities.

Over the next four years (2022–23 to 2025–26), more than 1100 new park 'n' ride spaces will be built as part of the $102 million park 'n' ride upgrade program, which includes $30 million from the Australian Government.

These investments will add to the more than 35,400 spaces already available to customers across the network and will play a key part in helping to ease congestion on our road networks as the region continues to grow.

Key achievements during 2022–23 included:

- additional park 'n' ride spaces opened at Coomera (500), Lindum (southern car park) (30), Ferny Grove (as part of the broader transit oriented development) (400), and Mango Hill (280)

- commenced construction of park 'n' ride expansions at Carseldine (Stage Two)
- continued design activities at several locations including Gaythorne, and Narangba
- completed detailed planning at key park 'n' rides across South East Queensland including Altandi, Birkdale, and Bald Hills train stations and Queen Street (Southport) light rail station.

For more information
https://www.translink.com.au/about-translink/projects-and-initiatives/map

Investing in an active Queensland

Brisbane Valley Rail Trail Strategic Plan

TMR delivers the Brisbane Valley Rail Trail project through the five year Strategic Plan that provides direction to stakeholders through identifying infrastructure upgrades, streamlined governance, enhanced marketing and a focus on more significant economic development in the Brisbane Valley region.

Key achievements during 2022–23 included:

- held governance meetings with relevant local governments and user groups continued to inform investment decisions
- completed urgent trail restoration works after severe weather events in 2022
- completed a new signage audit that will inform a plan to provide consistent and clear signage/way-finding throughout the whole 161 kilometres
- completed of the Wulkuraka trailhead carpark, arbor and signage functioning as the southern Brisbane Valley Rail Trail (BVRT) terminus
- installed additional seating and shelters for rest stops at critical locations to provide shade and shelter between towns
- worked with local government and landcare groups to undertake tree planting projects to provide suitable habitats for koalas as well as shade for trail users
- the trail counter in Esk recorded a 14.5 per cent increase in users from 2021–22 calendar years, totaling 42,552 in 2022, despite significant weather events causing closures.

Table 9: TMR website visitors and trail map brochure downloads

Year	Total website visitors	Online trail map brochure downloads
2023	54,661	Average 25 per day
2022	74,152	Average 23 per day
2021	44,713	Average 14 per day
2020	9672	Average 3 per day

For more information
https://www.tmr.qld.gov.au/bvrt

Principal Cycle Network Plans update and statewide community consultation

TMR commenced a review and update of the Principal Cycle Network Plans in July 2022 that support and guide the planning, design, and delivery of cycling infrastructure across Queensland.

Statewide community consultation has been undertaken to better understand local needs and insights, and to identify the key future links needed to encourage more people to ride.

Over four weeks, more than 4000 responses were received online via an interactive map and survey. Common themes included improving safety and connectivity, completing missing links, and providing more bike tourism opportunities like rail trails.

TMR and local governments will use this important community input to inform their review of the network and help determine how delivery of the network is prioritised and planned for in the future.

For more information
https://www.tmr.qld.gov.au/travel-and-transport/cycling/principal-cycle-network/principal-cycle-network-plans

Funding local governments to prepare walking network plans

In July 2022, TMR awarded the state's first grants for local governments to plan better infrastructure and places for walking, helping to create an integrated transport network accessible to all Queenslanders.

A total of 49 grants were awarded to 24 councils in urban, regional, rural, and remote areas to collaborate with community members and groups to develop walking network plans.

Local governments will plan how to improve walking to important local facilities such as public transport, schools, shops, and town centres, and where to invest in cost-effective improvements.

The first round of grants was oversubscribed, reflecting the importance of walking to Queenslanders. A second round of grants was announced for 2023–24 to address the increasing demand by local governments to plan for walking.

> ⬇ **For more information**
> https://www.tmr.qld.gov.au/travel-and-transport/pedestrians-and-walking/walking-local-government-grants

Understanding the potential for bike tourism

In January 2023, TMR published a research report providing an in-depth analysis of the market and demand for bike tourism. The report, *Bike Tourism in Queensland*, shows significant untapped potential for bike tourism, driven by a large and growing market worth more than $1.95 billion nationally.

Developed in partnership with Tourism and Events Queensland and the Department of Tourism, Innovation and Sport, the report reveals trail riding, particularly half and single-day rides have strong appeal, followed by multi-day trail riding and mountain biking. It also identifies what makes a great experience and what is needed to grow the industry in Queensland.

The report provides government, industry, and the community with a strong evidence base to support growing bike tourism in Queensland to help strengthen the economy and revitalise many local communities across the state.

> ⬇ **For more information**
> https://www.tmr.qld.gov.au/Travel-and-transport/Cycling/Bike-tourism

Encouraging Queensland businesses to be bike-friendly

TMR released a *Become a bike-friendly business* guide in March 2023, to encourage more Queensland businesses to provide a welcoming environment and facilities for people visiting by bike.

Bike riders represent a growing market of people who want to stop, shop, and spend at businesses of all types. TMR wants more Queenslanders to ride bicycles to the shops, local cafes, nearby entertainment venues and tourist attractions, or to professional service appointments.

Informed by research with bike riders, businesses, local governments, and bike riding groups across the state, the guide helps businesses understand the potential of the bike-riding market, and how to make it more convenient, comfortable, and secure for people to ride and park their bike when they shop.

> ⬇ **For more information**
> https://www.tmr.qld.gov.au/travel-and-transport/cycling/research-and-resources/bike-friendly-business

Marine Infrastructure

Southern Moreton Bay Island ferry terminal pontoons project

Delivered by TMR in partnership with Redland City Council, the Southern Moreton Bay Islands Ferry Terminals upgrade project provides new ferry terminals at Russell, Macleay, Lamb, and Karragarra islands. The project also includes repurposing the existing infrastructure for recreational use, such as fishing and mooring.

The new ferry terminals have met the full requirements of the *Disability Standards for Accessible Public Transport 2002*, made under the *Disability Discrimination Act 1992*.

The four new facilities include larger pontoons, wider jetties, and gangways for improved accessibility. The facilities also feature increased seating, drinking fountains, sheltered waiting areas with better weather protection, screening along the new jetties and gangways, improved security with Closed-Circuit Television Cameras (CCTV) and lighting, and upgraded landside works and amenities.

Yorkeys Knob

Yorkeys Knob was identified as a strategic location for an additional boat launching facility to the north of the Cairns CBD through the Recreational Boating Facilities Demand Forecasting Study in 2016 and included as a project in TMR's Marine Infrastructure Fund.

The recently opened facility includes a six-lane boat ramp, three floating walkways, and a queuing beach enclosed in a mini-harbour protected by rock breakwaters. The facility includes an access road, 135 car trailer parks, 63 single carparks, and an amenities block.

The facility has been developed on an old dredge material placement site between the existing Yorkeys Knob Boating Club Marina, the Half Moon Bay Golf Club, and an existing navigational channel.

The facility in this disturbed area is outside the Great Barrier Reef Marine Park and represents an exceptional outcome for boaties and the environment. It also greatly improves recreational boating access to the Great Barrier Reef.

State boat harbours

TMR owns and manages eight state boat harbours located at Manly, Cabbage Tree Creek (Shorncliffe), Scarborough, Mooloolaba, Snapper Creek (Tin Can Bay), Urangan (Hervey Bay), Rosslyn Bay, Yeppoon, Bowen, and Nelly Bay ferry terminal (Magnetic Island).

These assets form part of TMR's maritime network and promote recreational and commercial boating businesses and activities, by providing a location for the maritime industry to grow and thrive.

The harbours provide public marine facilities for the community, such as boat ramps, pontoons, amenities, kayak washdown bays, and car-trailer unit parking.

These public facilities are managed sustainably through a proactive maintenance schedule to ensure the facilities are fit for purpose, safe, compliant, and continue to meet the demands of the boating public.

Major Projects

Bruce Highway Upgrade Program

The Australian and Queensland governments are committed to delivering a $13 billion Bruce Highway Upgrade Program over 15 years (2013–14 to 2027–28) based on an 80:20 (federal:state) funding arrangement.

The program began in 2013 and is improving safety, flood resilience, and capacity between Brisbane and Cairns. The program is now in its tenth year and has achieved:

- 452 projects completed (excluding flood improvement projects)
- 7 flood improvements completed
- 64 projects in the design phase or under construction
- 23 projects in the planning phase.

Key highlights have included:

- 235 kilometres wide centre line treatment installed (in addition to around 650 kilometres of wide centre line treatment delivered on the Bruce Highway under other funding program)
- 189 protected right-turns installed
- 37 signalised intersections installed
- 420 kilometres of roadside barriers installed
- 95 overtaking lanes installed

- 42 kilometres of highway duplicated
- 109 new bridges/overpasses constructed
- 34 new rest areas established, and 29 rest areas upgraded.

Major natural disaster events in 2022–23

Six disaster events were activated for financial relief measures under the jointly funded Commonwealth-State Disaster Recovery Funding Arrangements during 2022–23.

Damage assessments and repairs are being undertaken after monsoonal rainfall and flooding across the northern two-thirds of Queensland during early-2023. TMR prioritised emergency works on the Barkly Highway and Wills Developmental Road to reopen key routes to Gulf of Carpentaria communities.

Access was restored within just eight days to Mackay–Eungella Road on the Eungella Range west of Mackay, after heavy rainfall caused multiple landslips that temporarily closed the road in January 2023.

Heavy rainfall caused scouring damage to Pine Creek Road on the Gold Coast in late September 2022, with the road fully reopened in December 2022.

Natural Disaster Program delivery

In 2022–23, TMR spent $226.87 million repairing state-controlled roads following natural disasters, including:

- reconstructing 140.11 kilometres of road pavement
- repairing 150 earthworks and batter locations
- repairing 115 structures, including bridges and culverts
- clearing 125 silt and debris locations.

A significant reconstruction program is underway after extensive severe flooding across southern Queensland in 2022. Beechmont Road, in the Gold Coast hinterland, is expected to reopen in August 2023 after major embankment repairs, while Gold Coast–Springbrook Road landslip repairs are expected to be completed in early-2024. Embankment repairs on Brisbane Road at Bundamba were completed in April 2023.

Rock scaling works are underway at Cunninghams Gap, in preparation for slope stabilisation works to repair bushfire damage.

A significant landslip site has been repaired on Tamborine Mountain Road in the Gold Coast hinterland, with the road reopening on 1 August 2022.

Assistance will be provided through the jointly funded Commonwealth-State Disaster Recovery Funding Arrangements.

Our regions

Far North

Fast facts

3158^{KM}
State-controlled
road**

232^{KM}
National Land
Transport Network**

332,688
Vehicle and machinery
registrations

99
Boating
infrastructures

18
Community safety
events held

3418
Vehicle and machinery
inspections completed

327
Bridges*

9998
Driver licence tests
conducted

240.187
Customer face-to-face
interactions

137
Priority-enabled
intersections
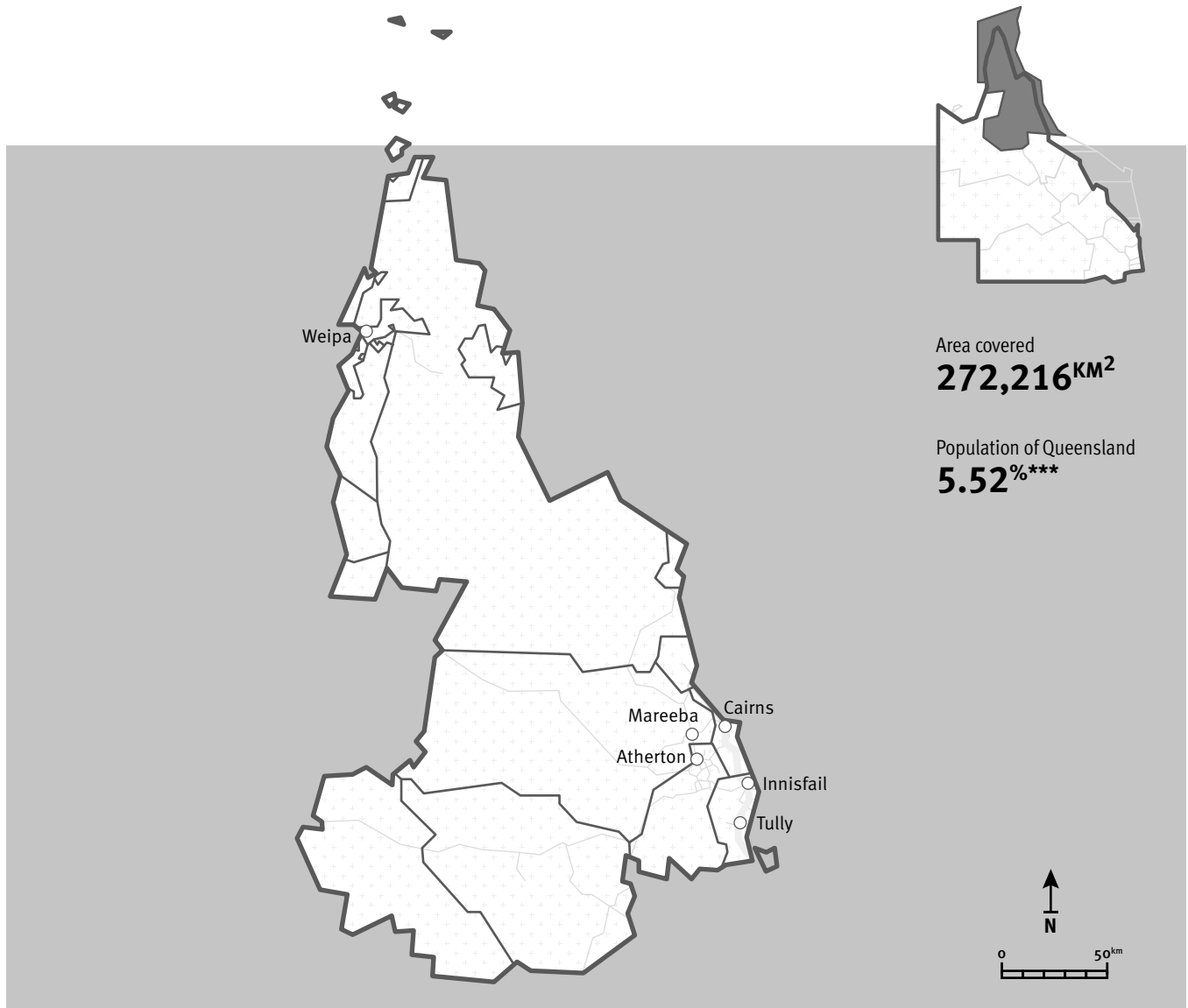
Weipa

Mareeba
Atherton
Cairns
Innisfail
Tully

Area covered
272,216^{KM²}

Population of Queensland
5.52^{%***}

N

0   50^{km}

Data source: *Bridge Information System (BIS), 30 June 2023*
Data source: **A Road Management Information System (ARMIS)*
30 June 2023

Data source: ***Queensland Government Statistician's Office*
(Queensland Treasury), Queensland Regional Profiles.
www.qgso.qld.gov.au, July 2023

Captain Cook Highway, Cairns CBD to Smithfield, upgrade

TMR is progressing the master planning for the Captain Cook Highway, Cairns CBD to Smithfield Upgrade. The aim of the project is to reduce travel times, improve safety, and increase capacity between the Cairns CBD and Smithfield.

The planning has included consultation with road users who provided feedback from 16 January to 28 February 2023.

Master planning has identified a priority (Stage 1) project between the intersections of Florence Street and Aeroglen Drive and will most likely include upgrading from four to six lanes, active transport options, drainage improvements, public transport upgrades, and intersection upgrades.

The preliminary master plan also incorporates a two-way cycleway from Arnold Street to Smithfield, providing improved access to the active transport wider network and recreation activities along the corridor.

The final master plan is expected to be completed in late-2023.

As part of the project, construction of a third inbound lane on a section of Sheridan Street, between Moffatt and Lily streets, will be completed in August 2023 improving traffic flow southbound on this section of the Captain Cook Highway.

This $359 million project is jointly funded by the Australian and Queensland governments on an 80:20 (federal:state) basis.

> ⤓ **For more information:**
> https://www.tmr.qld.gov.au/projects/captain-cook-highway-cairns-cbd-to-smithfield-upgrade

Bruce Highway, Cairns Southern Access Corridor (Stage 3), Edmonton to Gordonvale

TMR is progressing construction of a 10.5 kilometre upgrade and duplication of the Bruce Highway between Edmonton and Gordonvale.

In 2022, a number of significant traffic switches occurred including opening of two sections of realigned Bruce Highway between:

• Riverstone Road and Draper Road

• north of Draper Road and Maitland Road.

The new southbound lanes between south of Draper Road and Mackey Creek, allows for the construction of the new northbound lanes of the Bruce Highway.

A major milestone for the project was achieved in June 2023 with the opening of the northern section of the project.

This included construction of the newly duplicated and realigned section of the Bruce Highway between Petersen Road and Maitland Road including new road and rail bridges and a new signalised intersection.

The project is expected to be complete by September 2023, weather and construction conditions permitting

This $535 million project is jointly funded by the Australian and Queensland governments on an 80:20 (federal:state) basis.

> ⤓ **For more information**
> https://www.tmr.qld.gov.au/projects/Bruce-Highway-Cairns-Southern-Access-Corridor-Stage-3-Edmonton-to-Gordonvale

Case Study

Far North Queensland beacon replacement

The Far North Queensland beacon replacement program consisted of the replacement of 30 beacons in the Cairns and Weipa channels. These beacons were critical for the safe movement of both commercial and recreational vessels through the major shipping channels of both ports, with the average installation age of the steel piles being 40 years ago.

The project was also selected to pilot the Infrastructure Sustainability Council's IS Essentials rating framework; TMR's first maritime project to register for an IS Essentials rating.

The IS Essentials rating process inspired a new level of collaboration which sparked innovation, built capacity, and drove cultural change. This drove the project team to harness local knowledge and to build relationships with Traditional Owners to find better, more sustainable ways of delivering this essential infrastructure.

Lessons learned from the Far North Queensland Beacon Replacement Program will be used to inform and improve future investment choices and practices, aligning to TMR's commitment to delivering infrastructure that is environmentally and socially sustainable.

Burke Developmental Road (Normanton–Dimbulah), progressive sealing

In March 2023, TMR completed sealing for two sections of about 2.5 and 5 kilometres on the Burke Developmental Road between Almaden and Chillagoe, improving road users' safety, reliability, and travel time.

The Burke Developmental Road is a 654.73 kilometre road link from Normanton in the Gulf of Carpentaria, through Chillagoe and Almaden, to Dimbulah, 47 kilometres west of Mareeba. The road services a population of around 400 residents in the Chillagoe district.

Progressively sealing the Burke Developmental Road benefits businesses, including tourism operators, pastoralists, livestock transporters, and exporters.

With these two sections now sealed, only one section between Almaden and Chillagoe remains unsealed. Sealing of this section is not currently funded.

This $21.8 million project was jointly funded by the Australian and Queensland governments on an 80:20 (federal:state) basis.

> **For more information**
> https://www.tmr.qld.gov.au/projects/burke-developmental-road-normanton-dimbulah-progressive-sealing

Local Fare Scheme

The Local Fare Scheme (LFS) is an airfare subsidy program that has been in place since 2015. The LFS is aimed at improving social connectivity and access to essential services for residents in remote parts of Far North Queensland. The scheme is administered in collaboration with participating airlines and in partnership with local councils throughout Cape York, the Torres Strait, and selected locations in the Gulf of Carpentaria.

After consultation with key stakeholders, the LFS was updated from 1 July 2022 to provide additional benefits for customers. The scheme was extended for 6 years until 30 June 2028, providing much needed certainty for the people who benefit from the scheme.

The updated scheme features the following key new benefits:

- the scheme is now far more flexible, with the ability to book one-way fares and travel throughout the entire LFS region. Travelers can combine flights to reach more destinations making access to key hubs like Cairns more accessible to remote communities. The scheme provides payment of up to $200 discount for each one-way flight

- The eligibility period has been reduced from three years to 12 months (with the exception of Weipa which remains at three years) making it easier for people to qualify for access to the scheme benefits. This means key personnel like teachers and police stationed in remote locations can access the scheme after a 12-month residency within the LFS region

- moving around the region has also become easier, with eligible residents able to take their access to the LFS with them and continue accessing the scheme when moving from one eligible community to another.

These changes are providing great benefits to the users of the scheme, particularly the residents of the most remote communities in the outer Torres Strait Islands who are now able to access subsidised fares on flights connecting through to Cairns for the first time. There has been a positive uptake of travel to and from Cairns that previously would have been much more expensive, or possibly unaffordable, for residents of these Torres Strait communities.

The Scheme continues to provide assistance to residents of the Mount Isa Renal unit and the Lena Passi Women's shelter with subsidised trips to their home communities and, in collaboration with the Cairns Police, will provide assistance to residents wishing to return to their home communities from Cairns.

Approximately 32,785 LFS trips were booked in 2022–23, an increase on the prior year of about 39 per cent.

The 2022–23 bookings represent an increase of 14 per cent above the pre-COVID-19 2018–2019 numbers. An increase in bookings was forecast based on the more relaxed travel and eligibility conditions introduced on 1 July 2022.

> **For more information**
> https://www.tmr.qld.gov.au/Travel-and-transport/Local-Fare-Scheme-Far-North-Queensland.aspx

Cape York Region Package Stage 2

In 2022–23, TMR continued the delivery of Cape York Region Package Stage 2.

Completion of Musgrave to Red Blanket (Part A) in August 2022 marked a significant milestone for Cape York Region Package Stage 2, with the first bridge built on the Peninsula Developmental Road under Cape York Region Package and Cape York Region Package Stage 2.

Core objectives of improving safety, access, and economic opportunities for remote communities in the Cape York Peninsula, were successfully delivered with key result areas exceeded within this project, leveraging the strong community relationships RoadTek had forged in this area.

Merluna to York Downs (Part B) achieved practical completion in September 2022, with more than 200 kilometres of the Peninsula Developmental Road now sealed.

In line with the Peninsula Developmental Road Indigenous Land Use Agreement, TMR's contractors achieved 27,266 hours of training and upskilling, exceeding the contract targets by more than double with an additional 16,720 hours provided, boosting work opportunities for First Nations peoples in the region.

In 2022–23, TMR also progressed delivery of the Archer River Crossing and Archer River Crossing Southern Approach projects.

Cape York Region Package Stage 2 is jointly funded by the Australian and Queensland governments under the Roads of Strategic Importance Program.

> 🖳 **For more information**
> https://www.tmr.qld.gov.au/projects/cape-york-region-package-stage-2

North West

Fast facts

3576KM
State-controlled
road**

1024KM
National Land
Transport Network**

37,754
Vehicle and machinery
registrations

4
Boating
infrastructures

1617
Vehicle and machinery
inspections completed

87
Bridges*

1173
Driver licence tests
conducted

28,214
Customer face-to-face
interactions

12
Priority-enabled
intersections
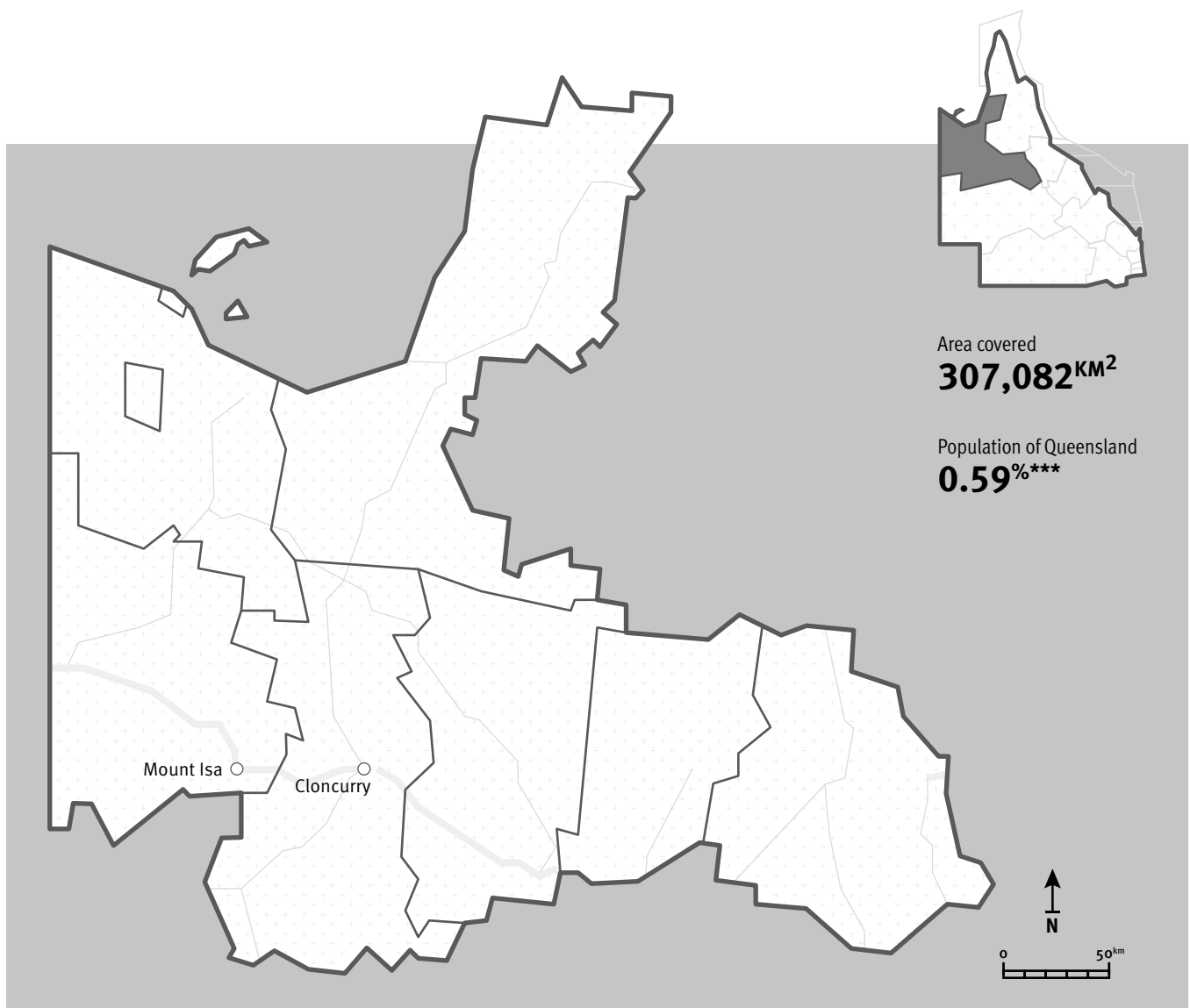
Area covered
307,082KM2

Population of Queensland
0.59%*

Mount Isa

Cloncurry

N

0   50km

Data source: *Bridge Information System (BIS), 30 June 2023*
Data source: **A Road Management Information System (ARMIS)*
30 June 2023

Data source: ***Queensland Government Statistician's Office
(Queensland Treasury), Queensland Regional Profiles.
www.qgso.qld.gov.au, July 2023*

Cloncurry–Dajarra Road upgrade works

In August 2022, the Cloncurry–Dajarra Road improvement works were completed. The road is now sealed from the intersection of the Barkly Highway (Cloncurry–Mount Isa), 100 kilometres south, to the Phosphate Hill mine intersection.

Works included widening various priority sections of existing narrow seals, which is critical in supporting regional Queensland communities. The projects delivered long-term improvements for road safety, travel time, flood immunity, and reliability for all road users.

Works also included the replacement of the Sandy Creek crossing located around 75.6 kilometres south of the Barkly Highway intersection. This floodway replacement improved safety by straightening the approaches.

Cloncurry–Dajarra Road is a locally and regionally significant transport route for mining and agricultural industries.

This $31.5 million project was jointly funded by the Australian and Queensland governments on a 51:49 (federal:state) basis.

> ⬇ For more information
> https://www.tmr.qld.gov.au/projects/cloncurry-dajarra-road-improvement-works

Burke Developmental Road (Normanton–Dimbulah), pavement and sealing works

In November 2020, works commenced to progressively seal 24 kilometres of the Burke Developmental Road, between Normanton and Dimbulah, with Carpentaria Shire Council delivering the upgrades.

The Burke Developmental Road continues to have a high proportion of heavy vehicles and is recognised to be a critical transport link for Queensland's gulf communities providing access to essential services and supplies from major regional centres to the north west and east coast of northern Queensland.

The Burke Developmental Road between Normanton and Dimbulah is a 654.73 kilometre route connecting the townships of Normanton and Dimbulah, providing access to Dunbar and Kowanyama.

The works were completed in July 2022.

This $14 million project was jointly funded by the Australian and Queensland governments on an 80:20 (federal:state) basis.

> ⬇ For more information
> https://www.tmr.qld.gov.au/projects/burke-developmental-road-normanton-dimbulah-pave-and-seal

Aramac–Torrens Creek works

In February 2021, works commenced to progressively seal the remaining 27 kilometres of unsealed sections of the Aramac–Torrens Creek Road and to improve the Prairie Creek Crossing.

During the construction process, TMR worked closely with Flinders Shire Council to ensure the successful completion of the projects. The main objectives were to provide a sealed road with a width of eight metres, capable of accommodating heavy loads and freight vehicles, and enhance flood immunity for the length of the road.

The construction projects have sealed the entire road length, enabling improved northern and northwestern Queensland tourism access. Works were completed in December 2022.

This $30.8 million program of projects was jointly funded by the Australian and Queensland governments on an 80:20 (federal:state) basis.

> ⬇ For more information
> https://www.tmr.qld.gov.au/projects/aramac-torrens-creek-road-improvement-works

Northern

Fast facts

1666^{KM}
State-controlled
road**

521^{KM}
National Land
Transport Network**

283,357
Vehicle and machinery
registrations

56
Boating
infrastructures

2
Community safety
events held

3713
Vehicle and machinery
inspections completed

222
Bridges*

7469
Driver licence tests
conducted

183,658
Customer face-to-face
interactions

165
Priority-enabled
intersections

Ingham

Townsville

Ayr

Home Hill

Charters Towers

Area covered
80,036^{KM2}

Population of Queensland
4.52^{%***}

N

0   50^{km}

Data source: *Bridge Information System (BIS), 30 June 2023*
Data source: **A Road Management Information System (ARMIS)*
30 June 2023

Data source: ***Queensland Government Statistician's Office*
(Queensland Treasury), Queensland Regional Profiles.
www.qgso.qld.gov.au, July 2023

Townsville Ring Road (Stage 5)

Newly duplicated sections of the Bruce Highway were completed and opened to traffic as part of the Townsville Ring Road (Stage 5) project, including new overpasses at Beck Drive and Hervey Range Developmental Road and new bridges over the Bohle and Little Bohle rivers.

The new ring road interchange at Beck Drive, that improves access to and from Townsville's Upper Ross, opened to traffic in late-2022, with construction completed on three new entry and exit ramps.

The project duplicates a six-kilometre, two-lane section of the Bruce Highway between Condon and the Bohle Plains. It will deliver a safer, more efficient highway for more than 17,000 passenger and freight vehicles daily. It will improve travel time, reliability, and access to essential services while reducing peak hour congestion on the surrounding road network.

This $280 million project is jointly funded by the Australian and Queensland governments on an 80:20 (federal:state) basis.

> 🖵 **For more information**
> https://www.tmr.qld.gov.au/projects/townsville-ring-road-stage-5

Townsville Northern Access Intersections Upgrade

Progress continued on the Townsville Northern Access Intersections Upgrade in 2022–23. Four major traffic switches occurred, including switching traffic onto the newly built second Black River bridge, which was completed and opened to traffic in December 2022.

While the original highway was closed for rehabilitation, the traffic switches redirected all traffic to the newly built section of the Bruce Highway, spanning a distance of 5.2 kilometres.

The rehabilitation works encompassed various tasks such as raising the road level, improving drainage, pavement resealing, new line marking, and installing guardrails.

Work also occurred on surrounding local roads, including extending Mount Kulburn Drive to connect to Darling Road and reconfiguring the Mount Kulburn Drive intersection with the Bruce Highway to a safer left-turn in left-turn out arrangement, and extending Nora Road to connect with Black River Road, including constructing a new intersection.

This $117.4 million project was jointly funded by the Australian and Queensland governments under the Bruce Highway Upgrade Program.

> 🖵 **For more information**
> https://www.tmr.qld.gov.au/projects/townsville-northern-access-intersections-upgrade-bruce-highway-veales-road-to-pope-road

Case Study

Townsville Ring Road (Stage 5)

Works progressed on the Townsville Ring Road (Stage 5) project in 2022–23, including constructing a new interchange at Beck Drive.

Catering for northbound and southbound traffic entering and exiting the Ring Road (Bruce Highway), the new interchange connects to the local road network at Beck Drive, which provides access to the Upper Ross area.

TMR undertook traffic modelling and consultation with local government to understand the impacts of projected future traffic volumes along Beck Drive following its connection to the Ring Road. As a result of this planning, TMR committed to undertaking safety and capacity improvements along Beck Drive, between the Ring Road and Gouldian Avenue.

The local roadworks commenced in early-2023 and included an upgrade of the Beck Drive and Gouldian Avenue intersection from a roundabout to traffic signals. In addition to installing traffic signals, the works included the construction of new road pavement, additional turning lanes, new concrete medians, and drainage improvements.

New active transport infrastructure, including dedicated pedestrian crossings and green bicycle lanes, was also installed to deliver a safer road environment for vulnerable road users, including pedestrians and bike riders. This was an important consideration for the community given the proximity of the intersection to surrounding aged care, medical, and childcare facilities.

This $280 million project is jointly funded by the Australian and Queensland governments on an 80:20 (federal:state) basis.

> 🖵 **For more information**
> https://www.tmr.qld.gov.au/projects/townsville-ring-road-stage-5

Flinders Highway (Townsville to Charters Towers), Townsville to Mingela Range (package 1 and 2), construct overtaking lanes

In 2022–23, new dual direction overtaking lanes were delivered 27 kilometres west of Townsville at Woodstock. An eastbound overtaking lane to complement an existing westbound overtaking lane 67 kilometres west of Townsville at Mingela Range was also delivered. Along with wide centerline treatments on approaches to the overtaking lanes, and culvert widening to accommodate the newly widened pavement.

These new overtaking opportunities will allow vehicles to safely pass slow-moving vehicles on this section of the Flinders Highway.

In early 2023, crews completed construction of two new eastbound lanes at Woodstock and switched traffic to the new alignment to allow the existing highway to be widened.

At the Mingela Range site, culverts were widened under the existing highway to allow for the construction of the new eastbound overtaking lane.

This $33.39 million project was jointly funded by the Australian and Queensland governments on an 80:20 (federal:state) basis.

> For more information
> https://www.tmr.qld.gov.au/projects/flinders-highway-townsville-charters-towers-townsville-to-mingela-range-package-1-and-2

Townsville Connection Road (Idalia), University Road to Bowen Road Bridge (Stuart Drive)

In August 2022, detailed design was completed on the Townsville Connection Road (Idalia), University Road to Bowen Road Bridge (Stuart Drive), improve safety project.

The project will:

• replace the roundabout at the Stuart Drive and Mervyn Crossman Drive/Fairfield Waters Drive intersection with a signalised intersection and signalising the Kokoda Street intersection

• upgrade Stuart Drive to four lanes between University Road and Bowen Road bridge including upgrading the Gartrell Drive intersection to a signalised intersection

• upgrade safety for pedestrians and bike riders with wider paths, better connections, and safer crossings.

TMR commenced early works in February 2023 and the construction tender was called in May 2023 with construction expected to start in the second half of 2023.

This $96 million project is fully funded by the Queensland Government.

> For more information
> https://www.tmr.qld.gov.au/projects/townsville-connection-road-idalia-university-road-to-bowen-road-bridge-improve-safety

Gregory Developmental Road (Charters Towers - Lynd), package of works

The Gregory Developmental Road (Charters Towers to the Lynd) package of works comprises three separate projects undertaken by RoadTek that involved strengthening and widening 11 kilometres of existing narrow sections of Gregory Developmental Road and installing a new culvert near Porphyry Road to improve drainage and flood resilience.

The project to upgrade the culvert near Porphyry Road was completed in November 2022.

The project to widen and strengthen seven kilometres of road, between Marble Creek and Christmas Creek, was completed in December 2022.

The project to widen and strengthen four kilometres of pavement, between Airport Drive and Redbank Creek, was completed in June 2023.

These works will improve safety and efficiency for all road users, particularly the large proportion of heavy vehicles that travel the inland route.

This $45.41 million package of projects was jointly funded by the Australian and Queensland governments on a 70:30 (federal:state) basis.

> For more information
> https://www.tmr.qld.gov.au/projects/gregory-developmental-road-charters-towers-lynd-package-of-works

Mackay Whitsunday

Fast facts

2682^{KM}
State-controlled road**

451^{KM}
National Land Transport Network**

250,219
Vehicle and machinery registrations

51
Boating infrastructures

15
Community safety events held
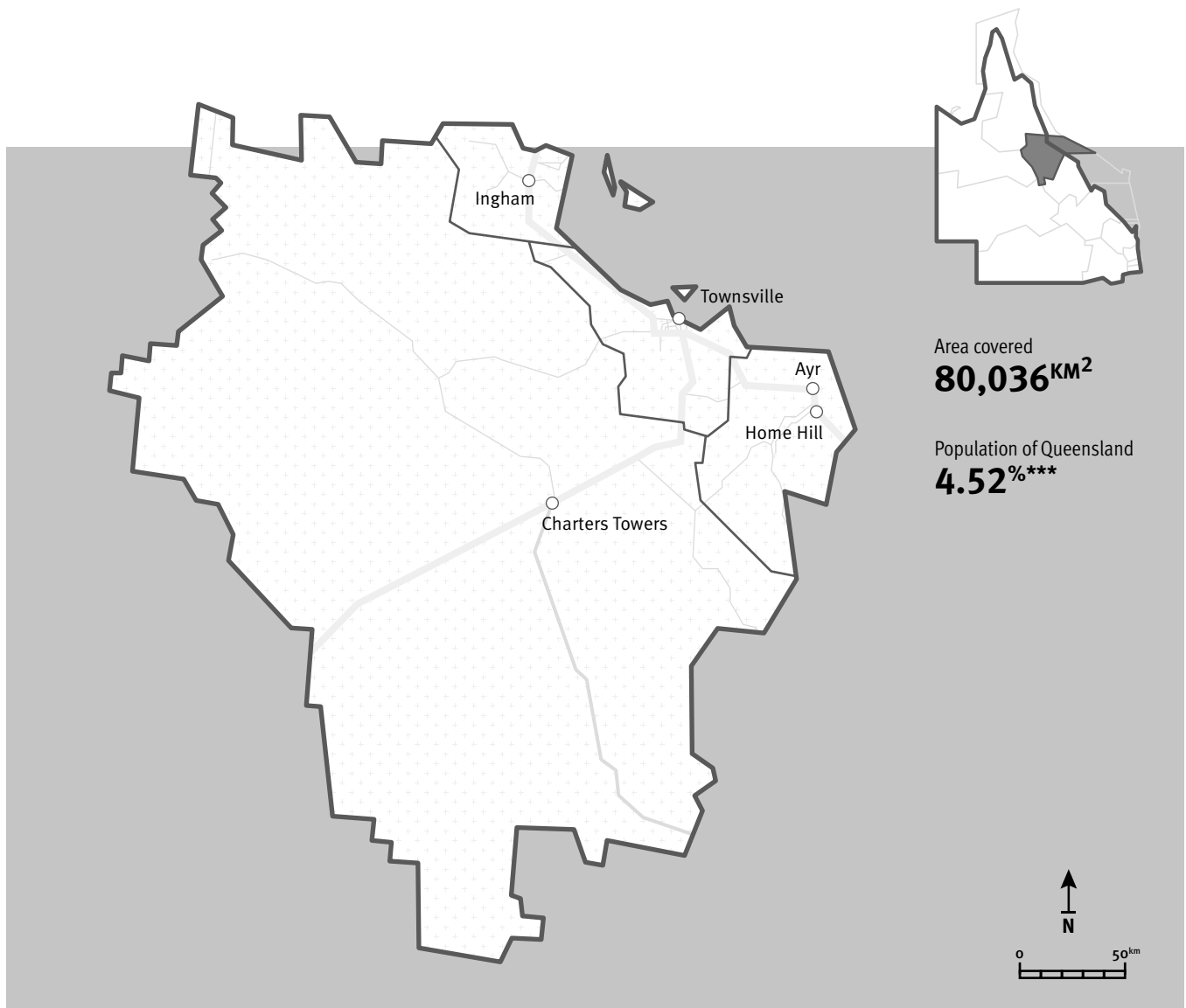
4345
Vehicle and machinery inspections completed

311
Bridges*

4946
Driver licence tests conducted

142,360
Customer face-to-face interactions

60
Priority-enabled intersections

Area covered
90,140^{KM²}

Population of Queensland
3.50^{%***}

Bowen

Airlie Beach

Proserpine

Mackay

Sarina

N

0   50^{km}

Data source: *Bridge Information System (BIS), 30 June 2023*
Data source: **A Road Management Information System (ARMIS) 30 June 2023*

Data source: ***Queensland Government Statistician's Office (Queensland Treasury), Queensland Regional Profiles. www.qgso.qld.gov.au, July 2023*

Bruce Highway (Bowen – Ayr), construct overtaking lanes

Works to construct seven new overtaking lanes on the Bruce Highway, between Bowen and Ayr, were completed in December 2022, improving safety and efficiency for all road users.

The new overtaking lanes, including four northbound and three southbound, have increased the number of safe overtaking opportunities along a 115 kilometre stretch of the Bruce Highway, reducing travel times and improving traffic flow in this area.

Safety improvements delivered included:

- widening the road
- installing wide centre line treatments
- removing roadside hazards at four locations, including West Euri Road to Abbott Point Road, North of Armstrong Creek, between Arrow Creek and Slater Creek, and South of Plain Creek.

This $42.39 million project was fully funded by the Australian Government.

📥 **For more information**
https://www.tmr.qld.gov.au/projects/bruce-highway-bowen-ayr-construct-overtaking-lanes

Mackay Ring Road to Bald Hill Road connection

Following construction of the 11.3 kilometre Mackay Ring Road, works commenced in November 2022 to build the connection between the ring road and Bald Hill Road, further improving capacity, safety, and network accessibility in Mackay.

The project connects the Bruce Highway at Glenella, north of Mackay, and will duplicate the highway between the ring road and Bald Hill Road, build two new overpass bridges and a new port rail line overpass, and upgrade the Bald Hill Road intersection.

When completed in late-2024 (weather and construction conditions permitting), the project will link with the future Mackay Port Access project to provide a relatively unimpeded route to and from mining and agricultural areas in the west, north, and south of Mackay to the Port.

This $497.38 million project is jointly funded by the Australian and Queensland governments on an 80:20 (federal:state) basis.

📥 **For more information**
https://www.tmr.qld.gov.au/projects/mackay-ring-road

Hut Creek Bridge Replacement

The Hut Creek Bridge Replacement Project was completed by RoadTek in December 2022, on the Blue Mountain Road.

Works involved the removal of the existing two-span timber bridge and construction of a 19-metre single-span concrete bridge with bored piers.

A sidetrack was built on the downstream side of the original timber bridge to manage traffic flow using Blue Mountain Road.

Hut Creek is an extremely environmentally sensitive area with platypus and fish habitat. Careful planning and construction of the sidetrack enabled TMR to manage and preserve these habitats during the demolition and construction process.

Regular environmental monitoring of the creek and review of construction practices enabled the safe installation and removal of the sidetrack to allow for the demolition and installation of the structures.

Mackay Northern Access Upgrade, construct additional lanes

A major upgrade to the northern entry into Mackay via the Bruce Highway was completed in October 2022.

Delivering additional lanes from Ron Camm Bridge to Bald Hill Road, with intersections upgraded and new bridges constructed, the project has delivered significant improvements in safety while reducing congestion and boosting traffic flow in the area.

With Mackay recognised as one of Queensland's fastest-growing regional towns, servicing the mining and agriculture industries, this upgrade is assisting Mackay's continued prosperity, supporting the needs of long-distance freight vehicles, drive tourism, and the increasing local traffic journeying to and from Mackay's northern suburbs.

This $144.55 million project was jointly funded by the Australian and Queensland governments on an 80:20 (federal:state) basis.

📥 **For more information**
https://www.tmr.qld.gov.au/projects/mackay-northern-access-upgrade-construct-additional-lanes

May Downs Road, pave and seal

Works to pave and seal a five-kilometre section of May Downs Road, from Carfax Road to Pomegranate Creek Bridge, were completed in April 2023.

May Downs Road is the main east-west link for local commodities, primary producers and the mining sector between eastern centres and Bowen Basin mining communities along Fitzroy Developmental Road.

Sealing this section of road to a width of eight metres and improving drainage has increased safety, efficiency, and wet weather access for all road users.

This $8.2s million project was jointly funded by the Australian and Queensland governments on an 80:20 (federal:state) basis under the Regional Economic Enabling Fund and the Transport System Planning Program.

> **For more information**
> https://www.tmr.qld.gov.au/projects/may-downs-road-pave-and-seal

Bruce Highway (Mackay–Proserpine), Jumper Creek and Knobels Road, upgrade flood immunity, intersection and approaches

Works continued to improve flood immunity and safety on the Bruce Highway at Jumper Creek and Knobels Road between Mackay and Proserpine. These upgrades will provide long-term benefits for all road users and ensure another section of the Bruce Highway is safer and more resilient.

The upgrade is being delivered through two projects, with activities at Jumper Creek focused on raising the floodway by almost one metre, widening the nearby section of the highway to accommodate the addition of wide centre line treatments, installing larger culverts, and upgrading drainage structures.

At the Bruce Highway intersection with Knobels Road, more than one kilometre of the highway is receiving safety improvements, such as installing extended turning lanes, protected turning lanes, new lighting, and a new road surface. These projects, totalling $30 million, are jointly funded by the Australian and Queensland governments on an 80:20 (federal:state) basis under the Bruce Highway Upgrade Program.

> **For more information**
> https://www.tmr.qld.gov.au/projects/bruce-highway-mackay-proserpine-jumper-creek-upgrade-flood-immunity
> https://www.tmr.qld.gov.au/projects/bruce-highway-mackay-proserpine-knobels-road-upgrade-intersection-and-approaches

Central West

Fast facts

4378^{KM}
State-controlled
road**

693^{KM}
National Land
Transport Network*

20,717
Vehicle and machinery
registrations

1
Boating
infrastructures

4
Community safety
events held
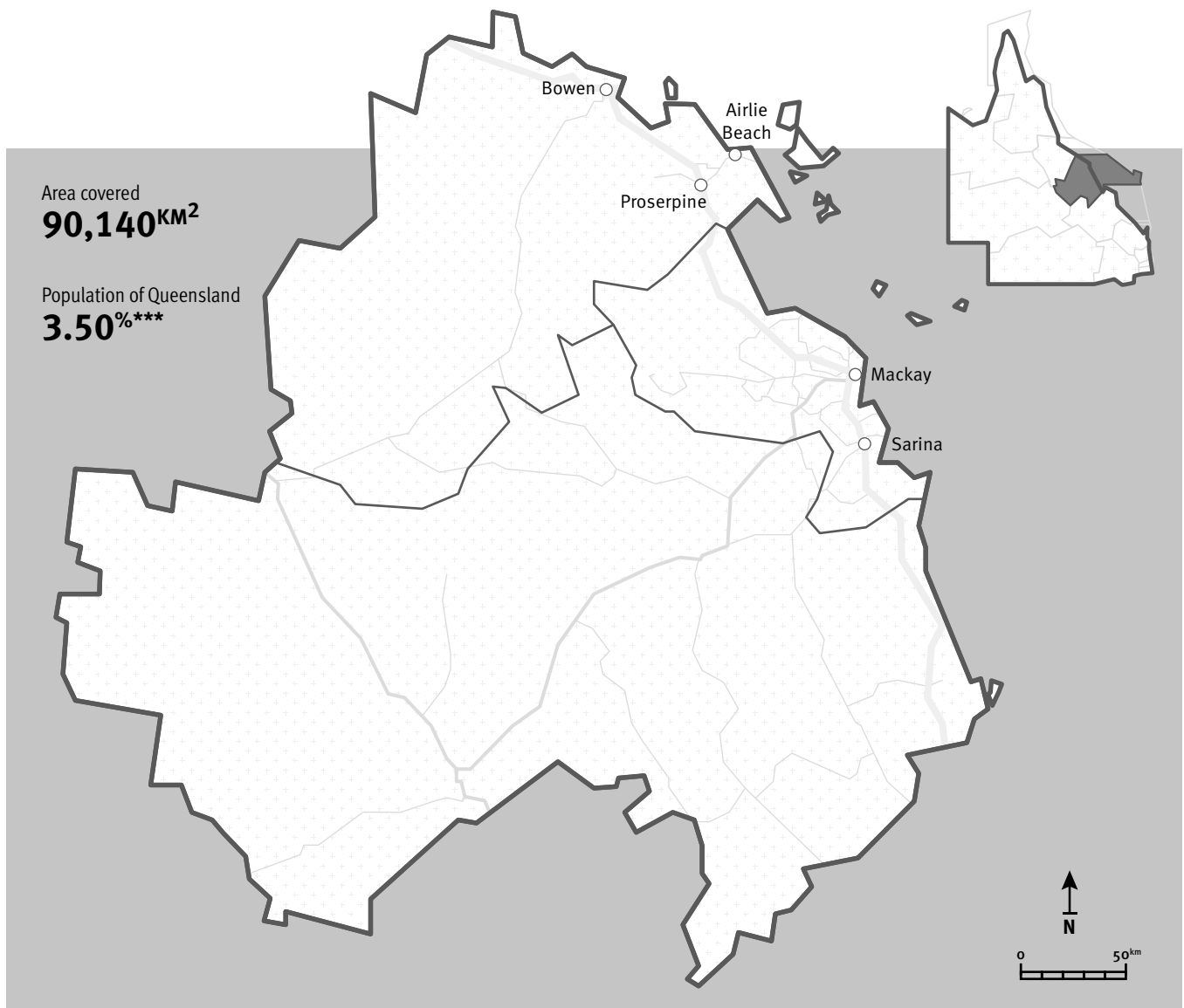
1207
Vehicle and machinery
inspections completed

78
Bridges**

349
Driver licence tests
conducted

11,405
Customer face-to-face
interactions

7
Priority-enabled
intersections

Area covered
395,765^{KM²}

Population of Queensland
0.20%*

Winton

Longreach

Birdsville

N

0   50^{km}

Data source: *Bridge Information System (BIS), 30 June 2023*
Data source: **A Road Management Information System (ARMIS)*
30 June 2023

Data source: ***Queensland Government Statistician's Office*
(Queensland Treasury), Queensland Regional Profiles.
www.qgso.qld.gov.au, July 2023

Barcaldine–Aramac Road widening

Works were completed in May 2023 to widen 26 kilometres of Barcaldine–Aramac Road, improving travelling conditions for road users on this key regional route.

The upgrade was delivered through five separate projects with more than 70 per cent of the 67 kilometre long road now widened to eight metres, increasing safety and reducing travel times for motorists.

Barcaldine–Aramac Road has the highest non-highway traffic volumes in Central West Queensland, securing vital access to the Flinders Highway in northern Queensland. Its role in opening up western Queensland to Townsville and beyond has positioned this road as an important link for rural communities and agriculture and tourism industries.

This $22.39 million package of projects was jointly funded by the Australian and Queensland governments.

> **For more information**
> https://www.tmr.qld.gov.au/projects/barcaldine-aramac-road-rehabilitate-and-widen

Eyre Developmental Road (Bedourie–Birdsville), pave and seal

Around 35 kilometres of dirt road between Bedourie and Birdsville has been sealed as part of the progressive upgrade of Eyre Developmental Road.

A key inland transport corridor for the cattle, freight, and mining industries, Eyre Developmental Road also links tourists with outback Queensland where the road connects with the South Australian border, continuing as the Birdsville Track.

The upgrade was delivered through three separate projects with works completed in December 2022.

Various sections of the road were paved and sealed to a width of six metres, with road furniture upgraded, including signs and depth indicators at floodways.

This $19 million package of projects was jointly funded by the Australian and Queensland governments.

> **For more information**
> https://www.tmr.qld.gov.au/projects/eyre-developmental-road-bedourie-birdsville-pave-and-seal

Cramsie–Muttaburra Road, pave and seal

Cramsie–Muttaburra Road is now fully sealed, enabling safer, more efficient travel times between Longreach and Muttaburra.

Three separate projects were progressively delivered to seal the last remaining 17 kilometres of dirt road, with works completed in December 2022.

In addition to connecting communities, Cramsie–Muttaburra Road is part of a crucial link between central and northern Queensland, and the southern states.

Fully sealing this road delivers important improvements in relation to wet weather access while securing more reliable links to markets, including the Longreach Saleyards.

This $9.54 million package of projects was jointly funded by the Australian and Queensland governments.

> **For more information**
> https://www.tmr.qld.gov.au/projects/cramsie-muttaburra-road-pave-and-seal

Dawson Developmental Road (Springsure–Tambo), Barcoo River, replace timber bridge

A new bridge has been built over the Barcoo River near Tambo, that opened to traffic in December 2022.

The wider, higher, modern concrete structure is providing safer, more reliable access to all those living in, and travelling through, western Queensland.

Located on the Dawson Developmental Road between Springsure and Tambo, the new bridge is strategically situated to support freight productivity improvements by better linking major agricultural and resource areas with key centres, markets, and ports.

The new bridge is improving access at this location for higher capacity vehicles, increasing flood immunity and connectivity between towns. It is also securing access to essential services like the Tambo Aerodrome and the Royal Flying Doctor Service, enhancing the liveability of surrounding rural communities.

This $7 million project was jointly funded by the Australian and Queensland governments on an 80:20 (federal:state) basis.

> **For more information**
> https://www.tmr.qld.gov.au/projects/dawson-developmental-road-springsure-tambo-barcoo-river-replace-timber-bridge

Case Study

Roma–Taroom Road, Sandy Creek, replace bridge

A new two-lane concrete bridge has been delivered at Sandy Creek near Taroom, providing safer, more reliable access along Roma–Taroom Road and to nearby communities.

This bridge replacement is part of a broader program to replace timber bridges along key sections of the state-controlled road network.

The new structure was completed in December 2022, replacing the ageing timber Sandy Creek bridge built in the 1940s. It is wider and higher than the original bridge, providing more reliable access supporting future growth through increased capacity and offering improved flood immunity resulting in fewer and shorter closures.

Closures at this location had been frequent following multiple heavy rainfall and flooding events. In response, a sidetrack was established as part of construction activities to enable works to be undertaken while maintaining access for road users including the local school bus.

This $9.5 million project was fully funded by the Queensland Government.

📥 **For Further Information**
https://www.tmr.qld.gov.au/projects/roma-taroom-road-sandy-creek-replace-bridge

Landsborough Highway (Winton–Kynuna), pavement strengthening and widening

Six kilometres of the Landsborough Highway, between Winton and Kynuna, have been widened. Works were delivered via two projects completed in April 2023.

The Landsborough Highway plays a vital role as part of the National Land Transport Network, connecting Brisbane and Darwin. It serves as the principal north-south route for western Queensland, facilitating transportation and connectivity in the area.

By widening this stretch of the highway, safety and resilience have been enhanced. This improvement is particularly crucial in areas that are involved in cattle and sheep grazing, as well as mining and

energy industries. The widened sections of the highway will allow for more efficient freight movements, benefiting both the local economy and the overall transportation network.

This $11 million project was jointly funded by the Australian and Queensland governments on an 80:20 (federal:state) basis as part of the Road Safety Program.

Fitzroy

Fast facts

3530KM
State-controlled road**

399KM
National Land Transport Network**

308,294
Vehicle and machinery registrations

56
Boating infrastructures

20
Community safety events held

6284
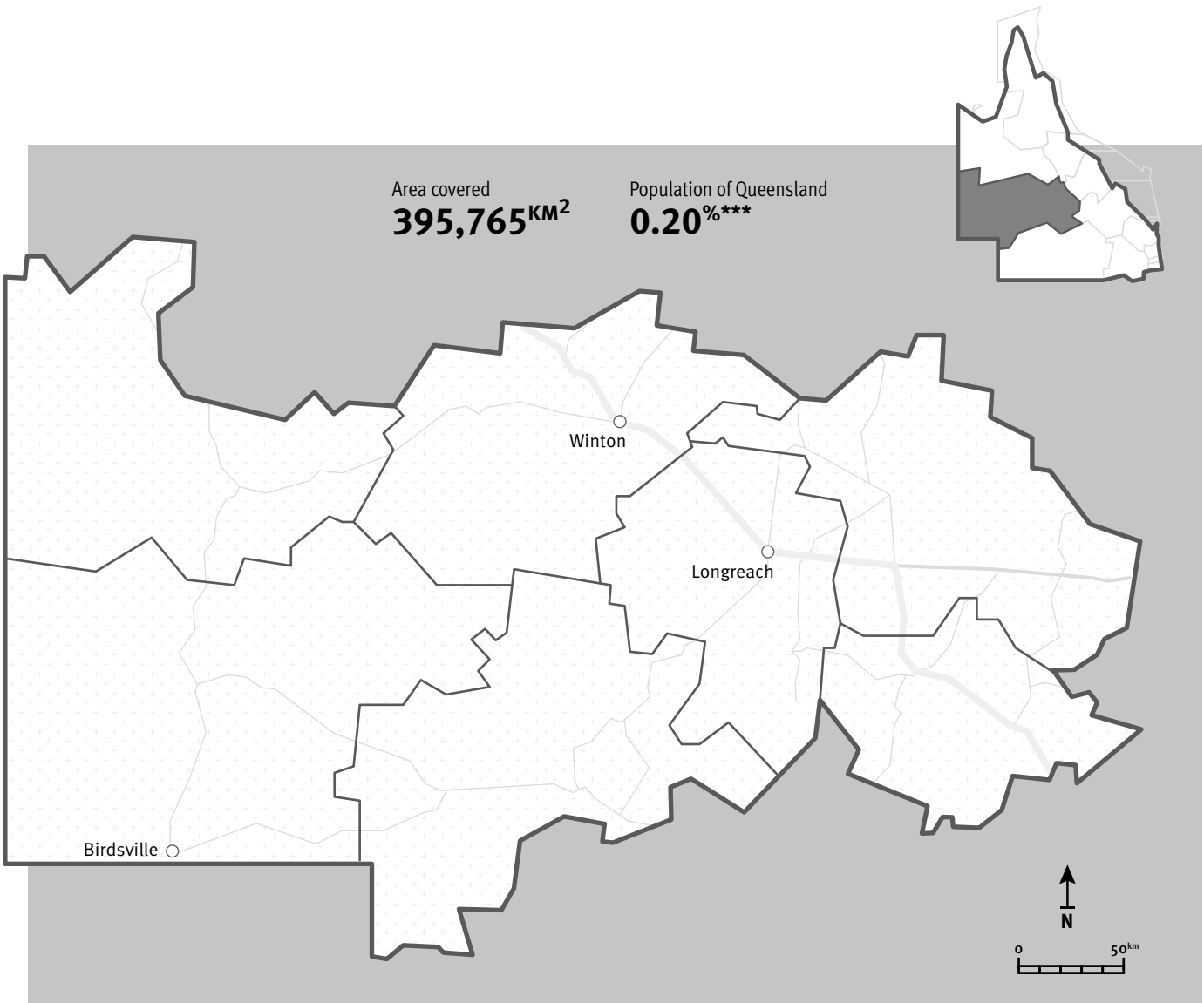Vehicle and machinery inspections completed

316
Bridges*

7421
Driver licence tests conducted

209,273
Customer face-to-face interactions

124
Priority-enabled intersections

Area covered
117,588KM²

Population of Queensland
4.40%*
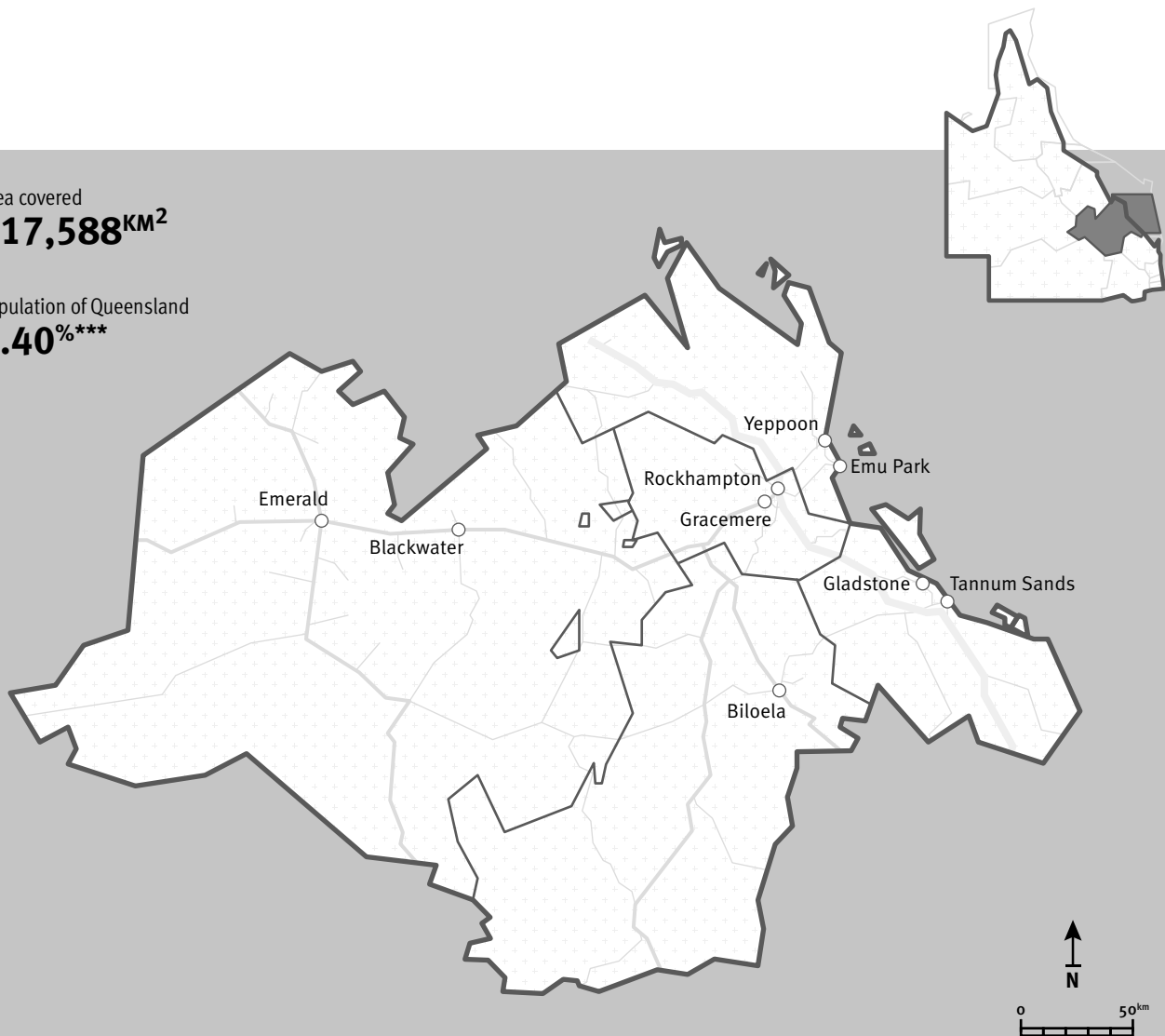
Data source: *Bridge Information System (BIS), 30 June 2023*
Data source: **A Road Management Information System (ARMIS) 30 June 2023*

Data source: ***Queensland Government Statistician's Office (Queensland Treasury), Queensland Regional Profiles. www.qgso.qld.gov.au, July 2023*

Rockhampton Ring Road plan, preserve and construct

Early works on the Rockhampton Ring Road commenced in November 2022. The project aims to alleviate congestion, improve traffic flow, and enhance connectivity in and around Rockhampton.

The new 14.7 kilometre section of the Bruce Highway west of Rockhampton will include a new crossing of the Fitzroy River with key linkages at the Ridgelands Road, Alexandra Street, and Bruce Highway/Rockhampton–Yeppoon Road intersection, facilitating better access into the city.

Additionally, the Rockhampton Ring Road project is expected to unlock future economic growth by improving connectivity to Rockhampton and build flood resilience. It will enhance transportation efficiency for businesses, residents, and visitors, supporting the development of the local economy.

Construction on stage one of the Ring Road is expected to start in late-2023. This includes:

- The northern connection with the Bruce Highway
- upgrading several connecting roads in the Parkhurst industrial precinct
- a link with future stages of the project in West Rockhampton
- upgrading Lion Creek Bridge.

Completion of stage one is expected in 2025–26, with subsequent phases to follow.

The $1.065 billion project is jointly funded by the Australian and Queensland governments on an 80:20 (federal:state) basis.

> For more information
> https://www.tmr.qld.gov.au/projects/Rockhampton-Ring-Road

Rockhampton–Yeppoon Road, Yeppoon Road upgrade

Rockhampton–Yeppoon Road is being upgraded to improve road safety, efficiency, and route capacity to better support future growth in traffic volumes from increased regional economic activity.

Construction started in June 2023 to duplicate the section of road between Ironpot and Hedlow Creek and upgrade three intersections. These works will reduce the risk of head-on collisions, remove cross-road movements from Artillery Road to Dairy Inn Road, and provide safe turnaround points.

The Rockhampton–Yeppoon Road is the principal route between Rockhampton and Yeppoon and the wider Capricorn Coast area and the Bruce Highway. This upgrade is essential to better connect communities and link regional businesses with local and international markets.

Completion is expected in mid-2025, weather and construction conditions permitting.

This $85.4 million project is jointly funded by the Australian and Queensland governments on an 80:20 (federal:state) basis as part of the Roads of Strategic Importance initiative.

> For more information
> https://www.tmr.qld.gov.au/projects/yeppoon-road-upgrade-project

Gavial–Gracemere Road (Lawrie Street) widen to four lanes and upgrade intersection

Safety and efficiency have been improved on the commuter route between Gracemere and Rockhampton, easing congestion and providing additional capacity for future growth in Gracemere.

Construction was completed in April 2023 upgrading Lawrie Street from two to four lanes between the McLaughlin Street intersection with the Capricorn Highway to John Street and Russell Street in Gracemere.

A new bridge was also built adjacent to the existing rail overpass. Intersections were signalised, and pedestrian and bike riding facilities were modernised.

Delivering a safer experience for drivers, pedestrians, and bike riders, the upgrade also integrates with the Capricorn Highway duplication project (completed in July 2021), further improving transport efficiency in the movement of people and freight between Gracemere and Rockhampton.

This $44 million project was jointly funded by the Australian and Queensland governments.

> For more information
> https://www.tmr.qld.gov.au/projects/gavial-gracemere-road-lawrie-street-widen-to-four-lanes-and-upgrade-intersections

Rockhampton–Emu Park Road, upgrade overtaking lanes and improve safety

Rockhampton–Emu Park Road forms part of the designated State Freight Network and plays an important role in supporting freight, tourism, and increasing commuter traffic demands in the region.

Works started in March 2023 to upgrade around four kilometres of the road including installing two overtaking lanes, road widening, and removing roadside hazards to improve visibility.

In addition to delivering priority safety improvements, the project will increase capacity and reduce peak hour congestion on this key connector to and from Rockhampton.

Completion is expected in late-2024, weather and construction conditions permitting.

This $21 million project is fully funded by the Queensland Government.

> **For more information**
> https://www.tmr.qld.gov.au/projects/rockhampton-emu-park-road-upgrades-including-overtaking-lanes-and-other-improvements

Fitzroy Developmental Road – Bauhinia to Duaringa

TMR is delivering a three year Indigenous Capability Program in partnership with local Woorabinda Indigenous infrastructure companies.

Benefits of the program include:

- introducing the businesses to TMR's specifications, contracts, and project management practices
- establishing five traineeships as part of upskilling residents of Woorabinda.

The Fitzroy Developmental Road (85B) progressive sealing between Bauhinia and Duaringa will be delivered under this program. The project will improve safety and all-weather access and is being completed in three stages.

Stage one of the works involved delivering 3.5 kilometres of clear zone clearing, formation, and pavement widening with full width reseal completed in June 2023.

Stage two (three kilometres of roadworks) and Stage three (two kilometres of roadworks) including Parkes Road Intersection Works are expected to be completed in 2024.

Rockhampton Railyards rejuvenation

The Rockhampton Railyards have been an important part of Central Queensland for more than 100 years. TMR has been working towards rejuvenating the historic site since its purchase from Aurizon in 2022.

The railyards were largely abandoned for some time. Detailed planning is now underway to transport the old railyards into a commercial hub with community and recreational spaces, breathing new life into the area.

Works are underway to transform the site and prepare its buildings for tenancies, offering opportunities for local industries including rail maintenance and manufacturing. Any work on the railyard precinct will consider the history of the area. Work on the Roadhouse will be progressed in accordance with a Conservation Management Plan—this provides a stringent framework for any redevelopment or upgrades to heritage listed buildings or structures on the site.

The rejuvenation of the Railyards will:

- support Queensland's rollingstock supply chain capabilities and commercial growth in the manufacturing and maintenance industries
- provide a commercial hub for long-term tenancy opportunities
- establish a research centre into hydrogen-powered rollingstock
- invite community use and recreational activities celebrate the rich rail history and heritage value of the roundhouse.

An expression of interest was launched at an industry briefing to shortlist potential future tenants. The process ran from 20 July to 17 August 2022.

The proposals have been evaluated and the first major tenants announced in early-June 2023. Commercial negotiations with other potential tenants are advancing, with further tenancies to be finalised throughout 2023–24.

The railyards will form part of the supply chain for the Queensland Government's QTMP.

> **For more information**
> https://www.tmr.qld.gov.au/projects/rockhampton-railyards-rejuvenation

Wide Bay Burnett

Fast facts

2970^{KM}
State-controlled
road**

271^{KM}
National Land
Transport Network**

444,295
Vehicle and machinery
registrations

75
Boating
infrastructures

39
Community safety
events held

4220
Vehicle and machinery
inspections completed

298
Bridges*

8321
Driver licence tests
conducted

**300,973**
Customer face-to-face
interactions

134
Priority-enabled
intersections

Bargara

Bundaberg

Hervey
Bay

Maryborough

Gayndah

Gympie

Kingaroy

N

Area covered
48,503 ^{KM2}

Population of Queensland
5.97[%]***

0   50^{km}

Data source: *Bridge Information System (BIS), 30 June 2023*
Data source: **A Road Management Information System (ARMIS)*
30 June 2023

Data source: ***Queensland Government Statistician's Office*
(Queensland Treasury), Queensland Regional Profiles.
www.qgso.qld.gov.au, July 2023

Bruce Highway (Maryborough–Gin Gin) Saltwater Creek and Deadmans Gully, flood immunity upgrade

In December 2022, construction was completed to improve flood immunity along an 11 kilometre section of the Bruce Highway between Maryborough and Torbanlea.

The project involved constructing two new high-level bridges on a new alignment. These will replace the Saltwater Creek and Deadmans Gully crossings, as well as upgrade four floodways between Maryborough and Torbanlea.

Traffic switched to the new Deadmans Gully bridge in June 2022, and the Saltwater Creek bridge in August 2022.

This $103 million project was jointly funded by the Australian and Queensland governments on an 80:20 (federal:state) basis.

⊡ **For more information**
https://www.tmr.qld.gov.au/projects/bruce-highway-maryborough-gin-gin-saltwater-creek-and-deadmans-gully-flood-immunity-upgrades

Bruce Highway (Gympie–Maryborough), Tiaro Bypass, construct four lane bypass

Planning has been completed on the Tiaro Bypass and detailed design commenced in March 2023.

The new bypass will improve safety, traffic efficiency, and flood immunity on the Bruce Highway, and future-proof the road to cater for growing traffic volumes. It will also remove a significant number of heavy vehicles from the Tiaro township, improving safety and amenity for residents.

The draft design includes nine kilometres of a new four-lane highway to the east of Tiaro with a concrete centre median and two grade-separated interchange connections to Tiaro, one north and one south of the township.

Community information sessions were held in Tiaro in July 2022 and ongoing community consultation will occur throughout the detailed design phase.

TMR will continue working closely with Tiaro and surrounding communities. TMR, in collaboration with the Tiaro Community Working Group and Fraser Coast Regional Council, aims to identify and address potential challenges, while also leveraging opportunities that the bypass project may bring to the area.

This $336 million project is jointly funded by the Australian and Queensland governments on an 80:20 (federal:basis) basis.

⊡ **For more information**
https://www.tmr.qld.gov.au/projects/bruce-highway-gympie-maryborough-tiaro-bypass-construct-four-lane-bypass

Case Study

Mundubbera–Durong Road, John Peterson Bridge (Boyne River) replace bridge

In late-2022, reinforced concrete decking units, each weighing nine tonnes, were lifted onto the headstocks of the new John Peterson Bridge.

For almost 100 years, the single-lane John Peterson Bridge, along Mundubbera–Durong Road, connected the communities on either side of the Boyne River in the North Burnett area.

Built as one of the, then newly formed, Main Roads Commission's first bridges in the mid-1920s, the bridge was showing its age, was flood-prone, and speed was limited to 60 kilometres per hour.

The replacement eight-span concrete bridge was opened to traffic in June 2023. It is located about 500 metres north west of the existing bridge on a straighter, safer alignment, shortening the route by about 700 metres.

The new bridge will reduce the need for ongoing maintenance and accommodates two lanes of traffic. The posted speed limit at the crossing has increased from 60 kilometres to 100 kilometres.

This $25 million project is jointly funded by the Australian and Queensland governments on an 80:20 (federal:state) basis.

⊡ **For more information**
https://www.tmr.qld.gov.au/projects/mundubbera-durong-road-john-peterson-bridge-boyne-river-replace-bridge

Torbanlea–Pialba Road various locations upgrade intersections and floodways

Flood immunity construction and intersection upgrades are underway along Torbanlea–Pialba Road sections between Beelbi Creek and Takura.

The works include upgrades to three floodways, the construction of a four-span bridge across Beelbi Creek, the realignment and widening of Torbanlea–Pialba Road sections, and intersection upgrades including realignments and installation of separated turn lanes.

For the new Beelbi Creek bridge, 64 pre-stressed, reinforced concrete deck units, each weighing 19 tonnes, were installed.

The project is expected to be completed by late-2023, weather and construction conditions permitting.

This $31.4 million project is jointly funded by the Australian and Queensland governments.

> **For more information**
> https://www.tmr.qld.gov.au/projects/torbanlea-pialba-road-various-locations-upgrade-intersections-and-floodways

Maryborough–Hervey Bay Road and Pialba–Burrum Heads Road intersection upgrade

Detailed design for the Maryborough–Hervey Bay Road and Pialba–Burrum Heads Road intersection upgrade was completed in June 2023.

The design includes traffic signals at the intersection to improve traffic flow and road safety and improvements to pedestrian and bike riding facilities on both roads.

Maryborough–Hervey Bay Road, on the southern approach to the intersection, and Pialba–Burrum Heads Road, west of the intersection, will be duplicated to four lanes to accommodate major traffic movements.

TMR undertook consultation with the community in 2022, and again in 2023, with feedback incorporated in the final design.

This $45.89 million project is jointly funded by the Australian and Queensland governments.

> **For more information**
> https://www.tmr.qld.gov.au/projects/maryborough-hervey-bay-road-and-pialba-burrum-heads-road-upgrade-intersection

Monto–Mount Perry Road, upgrade existing gravel road

In December 2022, TMR completed sealing of about 4.3 kilometres of Monto–Mount Perry Road at Mungy, between Eastern Creek and Kerwee Road.

Works included:

- culvert installation
- significant earthworks to improve the road alignment
- guardrail installation
- bitumen sealing on three previously unsealed gravel sections of road.

This project was jointly funded by the Australian and Queensland governments.

> **For more information**
> https://www.tmr.qld.gov.au/projects/monto-mount-perry-road-progressive-sealing

Torbanlea – Pialba Road, various location, upgrades intersections and floodways

Upgrades to the Bruce Highway, including a new intersection, were completed by RoadTek in readiness for the construction of the new train manufacturing facility as part of the Cross River Rail Project. The overall value of the program of works in the package is almost $31.4 million.

The scope of the highway works included:

- extensions to four major existing culvert structures
- clearing and grubbing works to accommodate the widening of the highway
- shifting of two existing overtaking lanes away from the new intersection
- guardrail installations at two locations
- construction of a concrete protection slab over the high-pressure gas main which runs adjacent to the highway
- deep lift asphalt placement with two overlying asphalt layers
- lighting installation at the site of the new intersection.

Additional works were completed in the township of Torbanlea to manage expected traffic increases during construction and operation of the facility.

Darling Downs

Fast facts

4533^{KM}
State-controlled
road**

644^{KM}
National Land
Transport Network**

363,288
Vehicle and machinery
registrations

7
Boating
infrastructures

25
Community safety
events held
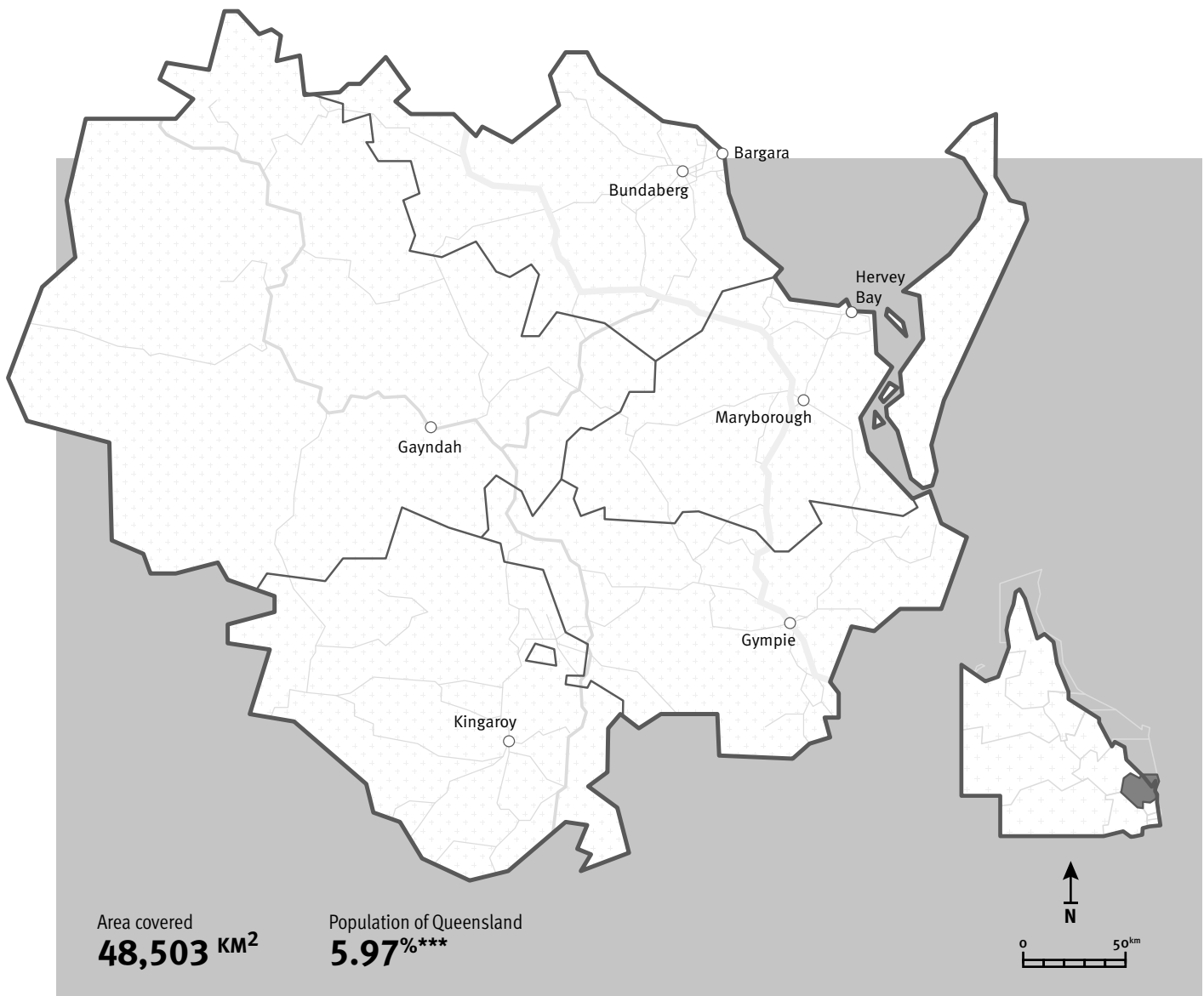
8861
Vehicle and machinery
inspections completed

226
Bridges*

9172
Driver licence tests
conducted

291,186
Customer face-to-face
interactions

141
Priority-enabled
intersections
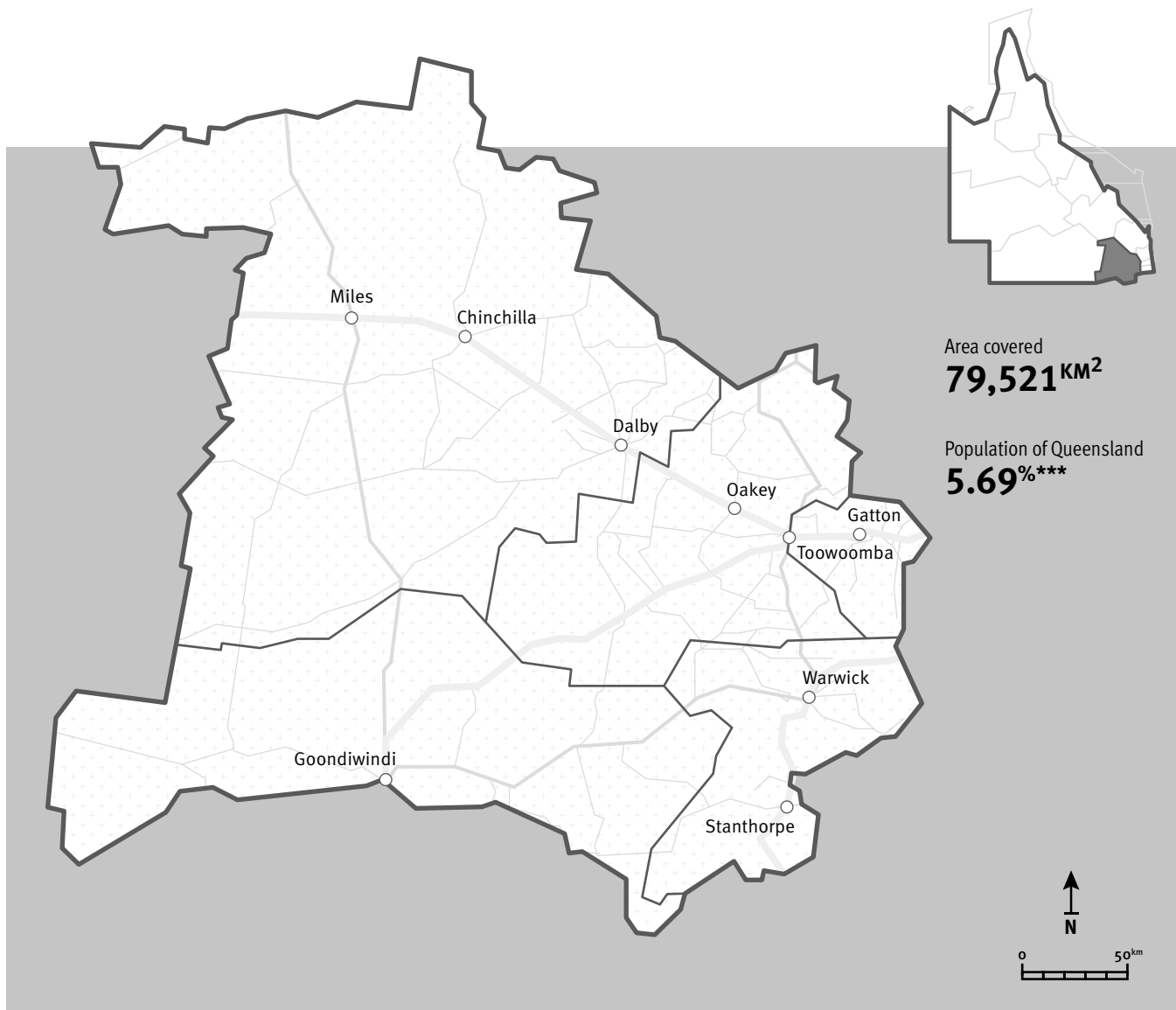
Area covered
79,521^{KM2}

Population of Queensland
5.69^{%***}

Data source: *Bridge Information System (BIS), 30 June 2023*
Data source: *A Road Management Information System (ARMIS)
30 June 2023*

Data source: ***Queensland Government Statistician's Office
(Queensland Treasury), Queensland Regional Profiles.
www.qgso.qld.gov.au, July 2023*

Cunningham Highway (Ipswich–Warwick), Eight Mile intersection upgrade

Construction was completed in November 2022 to improve safety at the Cunningham and New England highways intersection. It has reduced travel time, improved traffic flow and ride quality, and contributed to regional growth.

The project delivered a new overpass for motorists travelling south from Toowoomba to Warwick. Traffic on the New England Highway travels over the overpass. Other traffic movements at the intersection are at the ground level improving safety and efficiency.

More than 5500 vehicles travel through the intersection daily, a quarter of which are commercial or heavy vehicles. The upgrade has improved freight efficiency, keeping industry and agriculture moving in the Southern Downs.

This $25 million project was jointly funded by the Australian and Queensland governments on an 80:20 (federal:state) basis as part of the National Land Transport Network Upgrade program.

> 🖵 For more information
>
> https://www.tmr.qld.gov.au/projects/cunningham-highway-ipswich-warwick-eight-mile-intersection-upgrade

New England Highway (Yarraman–Toowoomba), widen pavement

Construction is underway to improve safety and freight efficiency on the New England Highway between Cooyar and Bum Bum Creek, south of Yarraman.

The project involves widening and resurfacing the road, upgrading drainage, and improving intersections.

The upgrades will improve safety and ride quality, reduce travel times and maintenance requirements and improve freight efficiency for B-doubles and other heavy vehicles by increasing the road width and strength.

Package two was completed in May 2023, and Package one is expected to be completed in late-2023.

The Queensland Government is fully funding this project under the State Road Network Upgrade program.

> 🖵 For more information
>
> https://www.tmr.qld.gov.au/projects/new-england-highway-yarraman-toowoomba-widen-pavement

Barwon Highway (Talwood–Nindigully) Weengallon, pavement widening

The Barwon Highway is a significant corridor for heavy vehicles travelling through Goondiwindi and south west Queensland and is a vital link for rural communities and local industry, including cotton and grain producers.

The project delivered pavement widening to improve safety, reduce maintenance and provide a better driving experience for road users on the Barwon Highway, between Pinehills Road and Weengallon (stage one), and between Windamore Road and Feas Road intersections (stage two).

Wet weather in 2021–22 caused significant delays during construction.

The Queensland Government funded $6.25 million to construct stage one. The Australian and Queensland governments jointly funded $6.75 million to construct stage two under the Heavy Vehicle Safety and Productivity Program.

> 🖵 For more information
>
> https://www.tmr.qld.gov.au/projects/barwon-highway-talwood-nindigully-weengallon-pavement-widening

Warwick Principal Cycle Network plan business case

The Warwick Principal Cycle Network plan is part of a statewide strategy to improve bicycle riding facilities and encourage active transport.

Business case planning investigated options to create a safe, direct, and connected bicycle route through Warwick in collaboration with Southern Downs Regional Council.

Concept designs were developed for bike riding facilities at the Cunningham Highway (Wood Street) and Dragon Street intersection, and the New England Highway (Wallace Street) and Pratten Street intersection to connect with facilities being planned by council on Dragon, Pratten, and Easey streets.

Community consultation was undertaken in October 2022 to understand the challenges and opportunities for bike riders in the area and to gain feedback about concept design options.

This project is fully funded by the Queensland Government.

> 🖵 For more information
>
> https://www.tmr.qld.gov.au/projects/warwick-principal-cycle-network-plan-business-case

Murphy's Creek Road, Rocky Creek bridge replacement

Construction to replace the Rocky Creek bridge was completed in October 2022.

The original Rocky Creek bridge was built in 1928 and was a single lane bridge with give way control. The new bridge provides two lanes improving safety, flood resilience and traffic flow by removing the need for westbound traffic to give way.

The project included realigning Murphy's Creek Road to connect the new bridge to the existing road network and the old bridge was demolished after the new bridge was opened to traffic.

Historic sandstone kerbing and channeling from the original bridge was upcycled into garden edging at the nearby Postmans Ridge Pioneer Memorial Hall.

Native ground cover plants, shrubs, and trees are being established on the banks of Rocky Creek to replace the vegetation that was removed before construction.

The Queensland Government allocated $11 million under the State Road Network Upgrade program to deliver this project.

> ⊡ **For more information**
> https://www.tmr.qld.gov.au/projects/murphys-creek-road-rocky-creek-bridge-replace-bridge

South West

Fast facts

3972^{KM}

State-controlled road**

418^{KM}

National Land Transport Network**

44,009

Vehicle and machinery registrations

9

Boating infrastructures

2036

Vehicle and machinery inspections completed

83

Bridges*

752

Driver licence tests conducted

26,844

Customer face-to-face interactions

1

Priority-enabled intersections

Area covered
319,275^{KM2}

Population of Queensland
0.45%*
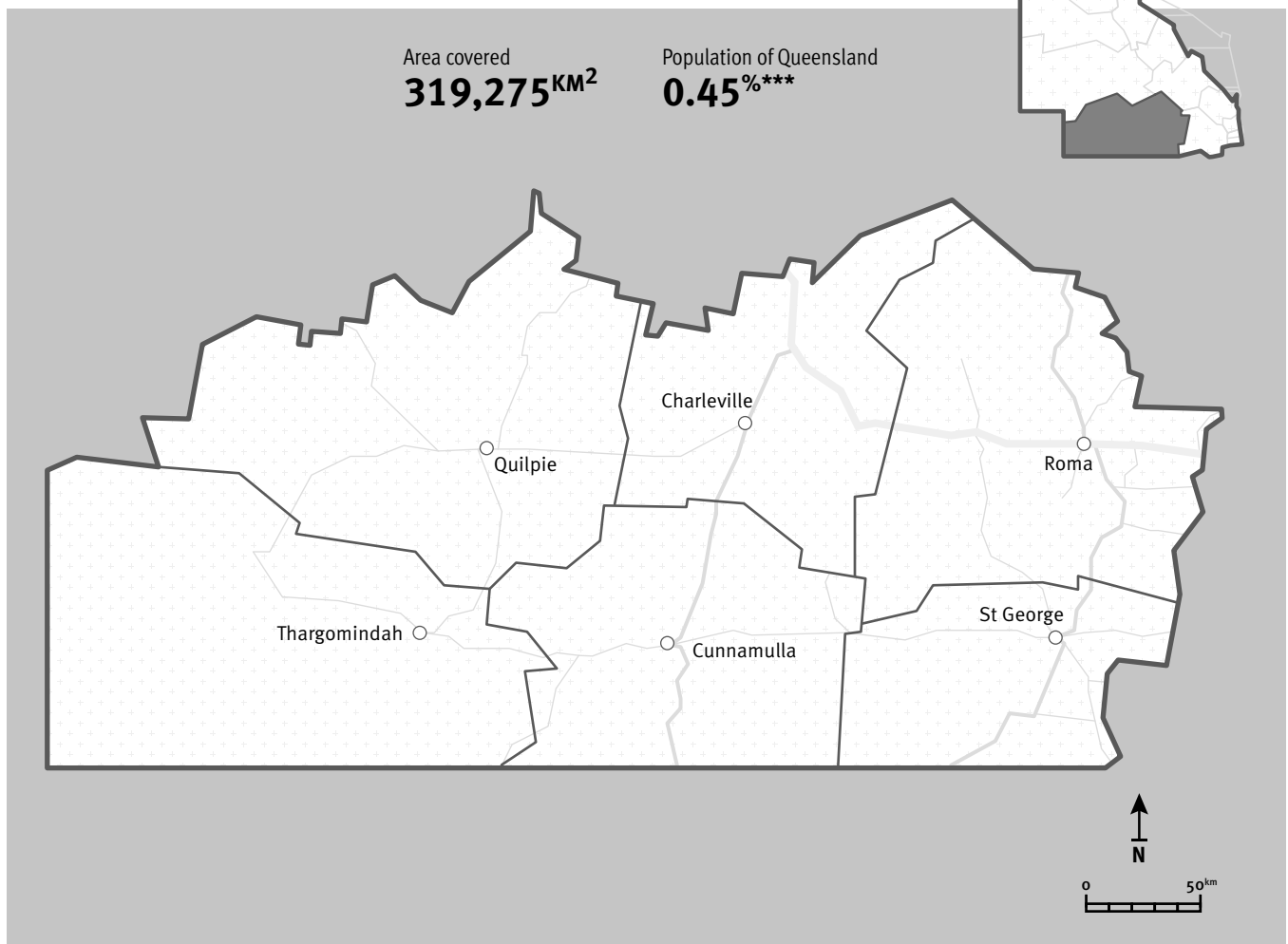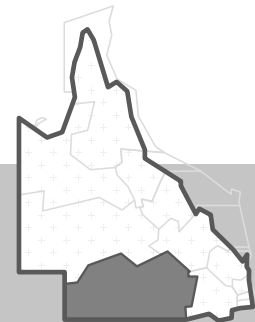
Data source: *Bridge Information System (BIS), 30 June 2023*
Data source: **A Road Management Information System (ARMIS) 30 June 2023*

Data source: ***Queensland Government Statistician's Office (Queensland Treasury), Queensland Regional Profiles. www.qgso.qld.gov.au, July 2023*

Regional Economic Enabling Fund—Carnarvon Highway (Injune–Rolleston)

The Regional Economic Enabling Fund is a package of 25 projects delivering work that includes progressive sealing, pavement strengthening and widening, and bridge and floodway upgrades across remote, rural, and regional Queensland.

As part of the Regional Economic Enabling Fund, construction was completed in November 2022 to widen priority sections of the Carnarvon Highway (Injune–Rolleston). Works involved widening and sealing 4.36 kilometres of pavement to eight metres about 46 kilometres north of Injune.

> 🖥 **For more information**
> https://www.tmr.qld.gov.au/projects/carnarvon-highway-injune-rolleston-pavement-widening

Road Safety Program—Carnarvon Highway and Noondoo–Thallon Road

The Road Safety Program is delivering safety treatments and upgrades across Queensland and is jointly funded by the Australian and Queensland governments on an 80:20 (federal:state) basis.

Under the program, improvements to the Carnarvon Highway (Mungindi–St George) and Noondoo–Thallon Road intersections have been undertaken.

The improvements included:

- culvert replacement
- dedicated left and right-turn lanes
- improvements to approach signage, line marking and delineation.

Construction was completed in December 2022.

Roma Principal Cycle Network

The Transport System Planning Program included funding for developing business cases for sections of the Principal Cycle Network in Roma.

Two planning projects have commenced, one for the Carnarvon Highway (Roma–Injune) between May Street and Airport Drive, and one for the Warrego Highway (Roma–Mitchell) between Feather and Currey streets. Community feedback was sought to assist with developing options.

These planning projects will be completed in 2023 and will help prioritise funding for active transport facilities in the area over the coming years.

Roads of Strategic Importance—Balonne Highway (St George–Bollon) construction of a heavy vehicle breakdown facility

Targeted upgrades to the Carnarvon Highway and surrounding roads in South West Queensland have been delivered through the Roads of Strategic Importance initiative.

As part of the Townsville to Roma corridor upgrade, a heavy vehicle breakdown facility was constructed on the Balonne Highway, approximately 2.4 kilometres west of St George. The facility includes 10 parking bays for type 2 multicombination vehicles.

Construction of this $2.42 million project was completed in October 2022, jointly funded by the Australian and Queensland governments on an 80:20 (federal:state) basis.

> 🖥 **For more information**
> https://www.tmr.qld.gov.au/projects/balonne-highway-st-george-bollon-construct-heavy-vehicle-breakdown-facility

North Coast

Fast facts

1372^{KM}
State-controlled road**

129^{KM}
National Land Transport Network**

1,041,529
Vehicle and machinery registrations

67
Boating infrastructures

61
Community safety events held

6187
Vehicle and machinery inspections completed

421
Bridges*

24,835
Driver licence tests conducted

553,201
Customer face-to-face interactions

524
Priority-enabled intersections

Tewantin
Noosa

Nambour
Maroochydore

Caloundra

Caboolture
Bongaree

Burpengary
Deception Bay

Kallangur
Redcliffe

Strathpine

Area covered
10,539^{KM}²

Population of Queensland
17.58^{%***}

N

0   50^{km}

Data source: *Bridge Information System (BIS), 30 June 2023*
Data source: **A Road Management Information System (ARMIS) 30 June 2023*

Data source: ***Queensland Government Statistician's Office (Queensland Treasury), Queensland Regional Profiles. www.qgso.qld.gov.au, July 2023*

Bruce Highway (Brisbane–Gympie), Caboolture–Bribie Island Road to Steve Irwin Way upgrade

Major construction continues to upgrade the Bruce Highway between Caboolture–Bribie Island Road and Steve Irwin Way at Exit 163.

The upgrade will increase the capacity of the highway to reduce travel times and congestion and improve safety, reliability, and flood immunity.

Key milestones to date include opening five new southbound highway bridges to traffic at Lagoon, King Johns, Six Mile, Unnamed, and Beerburrum creeks, providing one-in-100-year floodproofing.

The highway was opened to three lanes of traffic northbound and southbound between Caboolture-Bribie Island Road and Pumicestone Road in mid-2023.

The project is expected to be completed in early-2024, weather and construction conditions permitting.

This $662.5 million project is jointly funded by the Australian and Queensland governments on an 80:20 (federal:state) basis.

> ⤓ **For more information**
> https://www.tmr.qld.gov.au/c2siw

Glass House Mountains Road (Steve Irwin Way), Beerwah to Landsborough improve safety

Construction was completed in December 2022 on safety improvements along Glass House Mountains Road (locally called Steve Irwin Way) between Beerwah and Landsborough.

These safety improvements help reduce the potential for head-on, rear-end, run-off-road, and intersection crashes.

Features delivered by the project include road widening to allow for wide centre line treatment and wider shoulders to provide greater separation between road users and new traffic signals at Fraser Road intersection.

Other features include dedicated right-turn lanes at Isambert Road, Graham Drive, and the Australian Zoo maintenance shed entrance north of Irwin Road, extending and replacing culverts, as well as pavement rehabilitation, vegetation management, and lighting and safety barrier installation.

This $24 million project was jointly funded by the Australian and Queensland governments on an 80:20 (federal:state) basis.

> ⤓ **For more information**
> https://www.tmr.qld.gov.au/projects/glasshouse-mountains-road-steve-irwin-way-beerwah-to-landsborough-improve-safety

Case Study

Southern Sunshine Coast Roads Improvement Study

The Southern Sunshine Coast Roads Improvement Study will provide an assessment to identify deficiencies and upgrade needs in the Southern Sunshine Coast area to provide options for future road upgrades that will aim to improve safety, network resilience, and efficiency.

The study also prioritises two business cases that are expected to be completed in 2023.

The Caloundra Road, Kawana Way Link Road, and Bells Creek Arterial Road intersection business case are investigating options for staged improvements to reduce congestion and travel times and improve safety in the area.

The Kawana Motorway business case is investigating a new high-speed motorway between the proposed Mooloolah River Interchange and Kawana Way Link Road (parallel to Kawana Way) for motorists travelling within the region to help reduce traffic on Nicklin Way and Kawana Way.

These initiatives will help future-proof the growing Sunshine Coast region and form a key part of the future north-south motorway, linking the Sunshine Motorway, through the new Mooloolah River Interchange, onto the new Kawana Motorway, to Kawana Way Link Road and Bells Creek Arterial Road to the Bruce Highway.

> ⤓ **For more information**
> https://www.tmr.qld.gov.au/projects/southern-sunshine-coast-roads-improvement-study

Beerburrum to Nambour rail upgrade

The Beerburrum to Nambour rail upgrade will provide additional track capacity and reliability, reducing travel time and increasing passenger and freight services to the growing Sunshine Coast region.

Stage one is jointly funded by the Australian and Queensland governments on a 70:30 (federal:state) basis with a commitment of $550.8 million towards stage one of the project.

Stage one construction continues and will:

- deliver three new bridges
- remove level crossings
- duplicate the section of rail track between Beerburrum and Beerwah
- construct a new bus interchange on the eastern side of Landsborough station.

Stage one early works construction is scheduled for completion in mid-2023, weather and construction conditions permitting. Works include realigning a one-kilometre section of Steve Irwin Way south of Glass House Mountains and expanding two park 'n' ride facilities at Landsborough and Nambour.

The timing for delivery and staging of construction works will be finalised following the completion of detailed design.

> For more information
> https://www.tmr.qld.gov.au/projects/beerburrum-to-nambour-rail-upgrade-stage-1

Bruce Highway (Brisbane–Gympie), Deception Bay Road interchange upgrade

Major construction was completed in May 2023 on the Bruce Highway upgrade at the Deception Bay Road interchange in Burpengary, improving safety and efficiency and significantly increasing capacity at the interchange.

Key features delivered included:

- replacement of the old two-lane bridge with two new parallel bridges over the Bruce Highway
- upgrading of two signalised intersections on Deception Bay Road at either side of the interchange.

The project also increased the length and capacity of Bruce Highway exit and entry ramps. It provided on-road lanes for bike riders and a dedicated off-road shared pathway for pedestrians and bike riders to connect across the highway safely.

This $163.3 million project was jointly funded by the Australian and Queensland governments on an 80:20 (federal:state) basis.

> For more information
> https://www.tmr.qld.gov.au/projects/bruce-highway-deception-bay-road-interchange

Bruce Highway (Brisbane–Gympie), Maroochydore Road and Mons Road interchange upgrade

Construction was completed to upgrade Maroochydore Road and Mons Road interchanges on the Bruce Highway at Forest Glen.

This has improved traffic efficiency, capacity, and safety at the interchanges and connectivity to the local road network.

Key features delivered include the conversion of the Maroochydore Road interchange to a fully controlled, signalised interchange with upgraded ramps and a new four-lane eastbound bridge over the Bruce Highway from Nambour Connection Road to Maroochydore Road.

The project also included widening Mons Road under the Bruce Highway and moving entry and exit ramp access points, providing two-way service roads on both the eastern and western sides of the highway, and delivering new active transport facilities for bike riders and pedestrians through the Maroochydore Road interchange and eastern service road.

This $301.25 million project was jointly funded by the Australian and Queensland governments on an 80:20 (federal:state) basis.

> For more information
> https://www.tmr.qld.gov.au/projects/bruce-highway-maroochydore-road-and-mons-road-interchanges

Metropolitan

Fast facts

527^{KM}
State-controlled road**

90^{KM}
National Land Transport Network**

1,684,865
Vehicle and machinery registrations

72
Boating infrastructures

100
Community safety events held

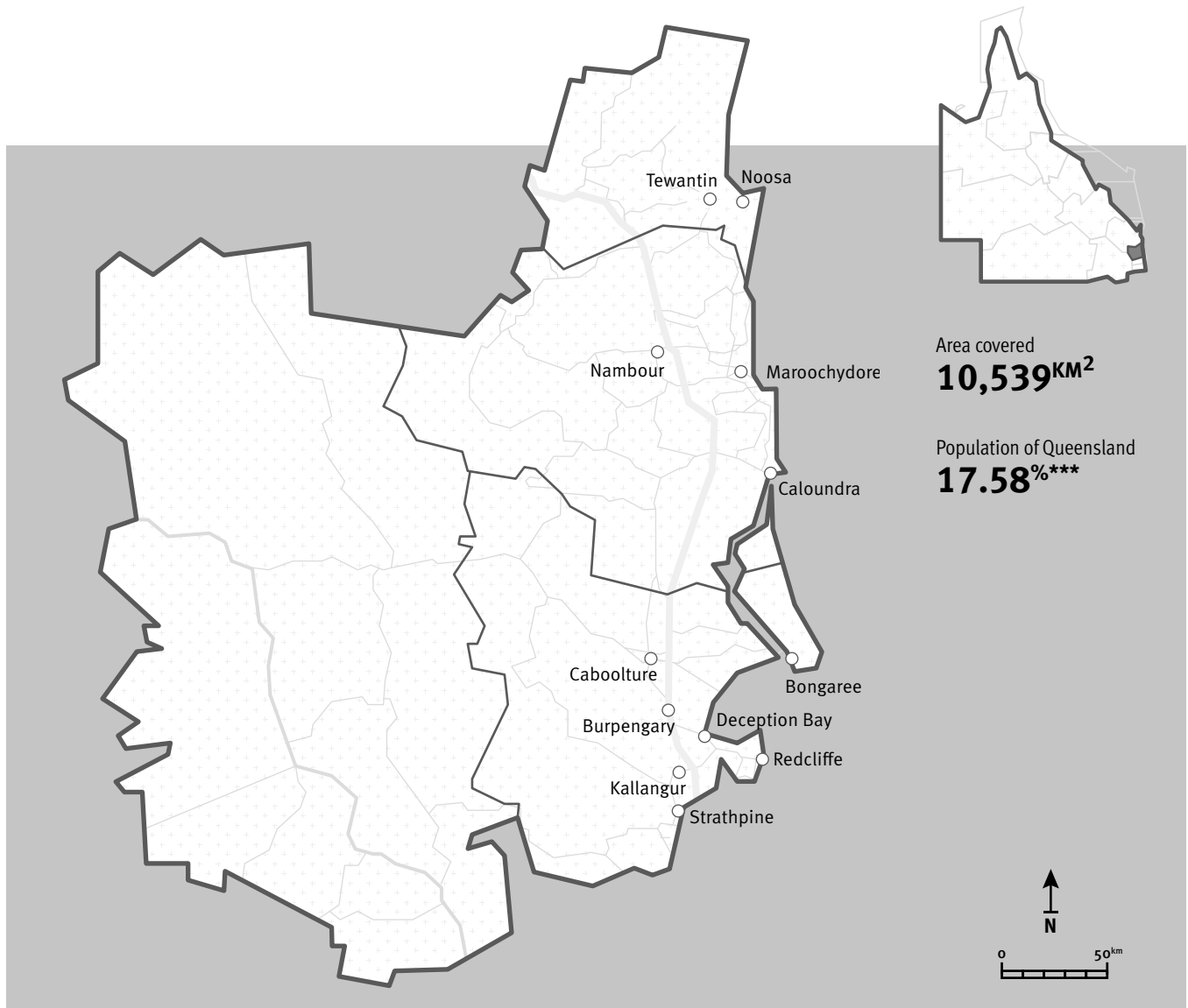**15,707**
Vehicle and machinery inspections completed

472
Bridges*

46,884
Driver licence tests conducted

964,371
Customer face-to-face interactions

535
Priority-enabled intersections

Area covered
2974$^{KM^2}$

Population of Queensland
31.75$^{%***}$

Brisbane

Capalaba

Cleveland

Bellbowrie

Redland Bay

Ipswich

N

0   50^{km}

Data source: *Bridge Information System (BIS), 30 June 2023*
Data source: **A Road Management Information System (ARMIS)
30 June 2023*

Data source: ***Queensland Government Statistician's Office
(Queensland Treasury), Queensland Regional Profiles.
www.qgso.qld.gov.au, July 2023*

Beams Road rail level crossing removal

The Beams Road rail level crossing removal project will reduce congestion and address safety concerns by removing the rail level crossing on Beams Road at Carseldine.

Detailed design was completed in April 2023 to refine the concept design identified in the business case. The two-stage tender process commenced late-2022, with the expression of interest completed in March 2023. The construction contract is expected to be awarded in late-2023.

To accelerate works for the overpass, the upgrade of the existing Carseldine station park 'n' ride began in 2022 with works including construction of new access from Balcara Avenue. The park 'n' ride upgrade works were completed in mid-2023.

The $209.33 million overpass project is jointly funded by the Australian Government, Queensland Government, and Brisbane City Council.

For more information
https://www.tmr.qld.gov.au/projects/beams-road-carseldine-and-fitzgibbon-rail-level-crossing

Veloway 1 O'Keefe Street

TMR is delivering the next stage of the Veloway (V1) cycleway.

The V1 is a critical, high-quality bike riding facility that will provide a dedicated bike path adjacent to the Pacific Motorway from Lower River Terrace at South Brisbane, to Springwood Road in Underwood.

A velobridge at O'Keefe Street, Woolloongabba will remove the need for bike riders to cross at nearby Carl Street and at the lights at the Pacific Motorway on O'Keefe Street.

This will benefit pedestrians, motorists, and bike riders as it will reduce the number of bikes crossing the road and side streets.

After community feedback, a northern access ramp to the Princess Alexandra Hospital is included in the design.

Construction commenced in late-2022 and is expected to be completed by late-2023.

This $22 million project is fully funded by the Queensland Government through its Active Transport Investment Program.

For more information
https://www.tmr.qld.gov.au/projects/veloway-1-v1-cycleway-okeefe-street-construct-bridge-approaches

Logan and Gold Coast Faster Rail

The Logan and Gold Coast Faster Rail project will deliver improved rail infrastructure and services between Brisbane, Logan, and the Gold Coast, in response to continued population growth and demand for public transport services in the region.

Key features of the project include:

- approximately 20 kilometres of new tracks and rail systems between Kuraby and Beenleigh station, doubling the corridor from two to four tracks and removing a critical network bottleneck
- improved customer accessibility with upgrades to seven stations - Kuraby, Woodridge, Kingston, Bethania, Edens Landing, Holmview and Beenleigh, and two new stations at Loganlea (delivered as part of the Loganlea Station Relocation project) and Trinder Park station
- significant safety improvements with five level crossing removals at Kuraby, Woodridge, Bethania, Holmview, and Beenleigh, and new road infrastructure
- park 'n' ride upgrades, including a new multi-story facility at Beenleigh station with an integrated bus interchange
- new and improved active transport (cycling/walking) facilities and pathways linking to stations and local communities.

In 2022–23, the project entered the refined reference design phase, with ongoing engagement with the project's key delivery partners and stakeholders.

Other project activities in 2022–23 included:

- commenced detailed design for the Loganlea Station Relocation project
- securing land along the project corridor
- preparing for environmental approvals
- developing the project delivery strategy.

Community was a major focus for the project, with public engagement on the refined reference design is planned to occur before the end of 2023. The $2.598 billion project is jointly funded by the Australian and Queensland governments on a 50:50 basis.

For more information
https://www.tmr.qld.gov.au/projects/logan-and-gold-coast-faster-rail

Case Study

Centenary Bridge Upgrade project

The Centenary Bridge Upgrade project at Jindalee includes a new three-lane northbound bridge, refurbishment and reconfiguration of the existing bridge to provide for three southbound lanes a and an improved active transport corridor.

This extra capacity will provide greater efficiency and travel time reliability between Brisbane's CBD and the western suburbs, between local destinations and along the entire Centenary Motorway.

The upgrade project is the first stage of the planning study for the Centenary Motorway Upgrade from Sumners Road, Darra to Frederick Street, Toowong.

The Centenary Bridge carries more than 85,000 vehicles a day and traffic continues to increase as the community continues to grow.

The construction contract was awarded in December 2022 and main construction activities commenced in late March 2023.

This $298.5 million project is jointly funded by the Queensland and Australian governments

> 🖥️ **For more information**
> https://www.tmr.qld.gov.au/projects/centenary-bridge-upgrade

ODIN Pass: award-winning Mobility as a Service trial at UQ

ODIN Pass is TMR's large-scale MaaS research trial, which commenced in July 2021. The trial is run in partnership with UQ and supported by iMOVE Cooperative Research Centre and is the largest real-world MaaS trial undertaken in Australia.

The trial received several accolades in 2022–23 with the ODIN Pass program winning the prestigious UQ Award for Excellence in Innovation in December 2022 and was a finalist for the Intelligent Mobility Award at the 13th ITS Australia Awards in February 2023.

Exclusive to UQ staff and students, participants subscribe to monthly transport plans and bundles. Accessed on a smartphone app ODIN Pass empowers users to plan, book, and pay for multi-modal trips in South East Queensland.

Trial achievements during 2022–23 included:

- 5249 users participated in the trial.
- 21,961 mobility bundles where purchased.
- 922,759 public transport trips and 28,185 micromobility trips were taken through the ODIN Pass app.
- 63.2 per cent of trial participants purchased two or more bundles.

Anita Street Project

The Anita Street project encompassed a combination of new build and rehabilitation works, including road widening, signalisation of intersection, drainage works, and shared paths for bike riders and pedestrians.

The project has delivered the following benefits to the community:

- improved safety for motorists and pedestrians/cyclists with the new signalised intersection and two-metre-wide shared footpaths on either side of Anita Street
- improved drainage—a new well-connected drainage line with closely spaced road gully pits
- improved visibility for motorists and pedestrians with newly installed road lighting
- increased traffic capacity due to the additional two new lanes.

The RoadTek project team overcame significant construction challenges including:

- complex traffic management requiring multiple traffic switches
- management of conflict with existing underground services
- management of construction noise and vibration due to residential houses being at proximity to work site
- poor subgrade requiring extensive subgrade treatment.

Boundary Road rail level crossing removal

The Boundary Road (Coopers Plains) rail level crossing is one of South East Queensland's most congested crossings. To improve safety for all road users, TMR commenced detailed design in early-2023 for a three-way elevated overpass connecting Boundary Road with Orange Grove Road, to remove rail and road conflict.

The design also incorporates improvements for active transport users. TMR is working with Brisbane City Council and Queensland Rail. This project is funded by the Australian Government, Queensland Government, and Brisbane City Council. Construction is dependent on further funding and approvals.

> 🖥️ **For more information**
> https://www.tmr.qld.gov.au/projects/boundary-road-coopers-plains-rail-level-crossing-funding-commitment

Beaudesert Road and Illaweena Street intersection upgrade

TMR upgraded the Beaudesert Road and Illaweena Street intersection at Calamvale which has reduced congestion along Beaudesert Road and improved safety for all road users.

The upgrade included:

- widening a section of Beaudesert Road to six through lanes (three in each direction)
- extending the right-turn lanes into Algester Road and Illaweena Street
- public transport improvements.

The project also included a protected intersection with separated bike riding and pedestrian lanes from general traffic so all road users can safely share the intersection.

The Queensland Government fully funded this $30 million project as part of the Queensland Economic Recovery Strategy: Unite and Recover for Queensland Jobs.

Construction started in mid-2022 and will be completed in July 2023.

For more information
https://www.tmr.qld.gov.au/projects/mount-lindesay-arterial-road-beaudesert-road-and-illaweena-street-upgrade-intersection-known-as-the

Gateway Motorway, Bruce Highway to Pine River Upgrade, funding commitment and Bruce Highway (Brisbane–Gympie), Pine River to Dohles Rocks Road interchange, funding commitment

Integrated planning is underway to develop a network solution to upgrade this vital section of the road corridor, to improve safety and travel time reliability in north Brisbane.

Due to the size and complexity, TMR is developing three business cases for the Gateway Motorway and Bruce Highway upgrades. The Gateway Motorway (Bracken Ridge to Pine River) and Bruce Highway (Gateway Motorway to Dohles Rocks Road), including Gympie Arterial Road (Strathpine Road to Gateway Motorway) business cases are expected to be completed in late-2023, with cost, scope and timeframes to be confirmed.

The Bruce Highway (Dohles Rocks Road to Anzac Avenue) business case was completed in May 2023 and developed a staged approach to project delivery, with construction on the first stage expected to commence in 2024.

This $2.198 billion project is jointly funded by the Australian and Queensland governments on an 80:20 (federal:state) basis.

For more information
https://www.tmr.qld.gov.au/projects/programs/gateway-motorway-and-bruce-highway-upgrades

South Coast

Fast facts

1048ᴷᴹ
State-controlled
road**

179ᴷᴹ
National Land
Transport Network**

1,119,143
Vehicle and machinery
registrations

8
Boating
infrastructures

30
Community safety
events held

7755
Vehicle and machinery
inspections completed

339
Bridges*

47,380
Driver licence tests
conducted

749,083
Customer face-to-face
interactions

740
Priority-enabled
intersections
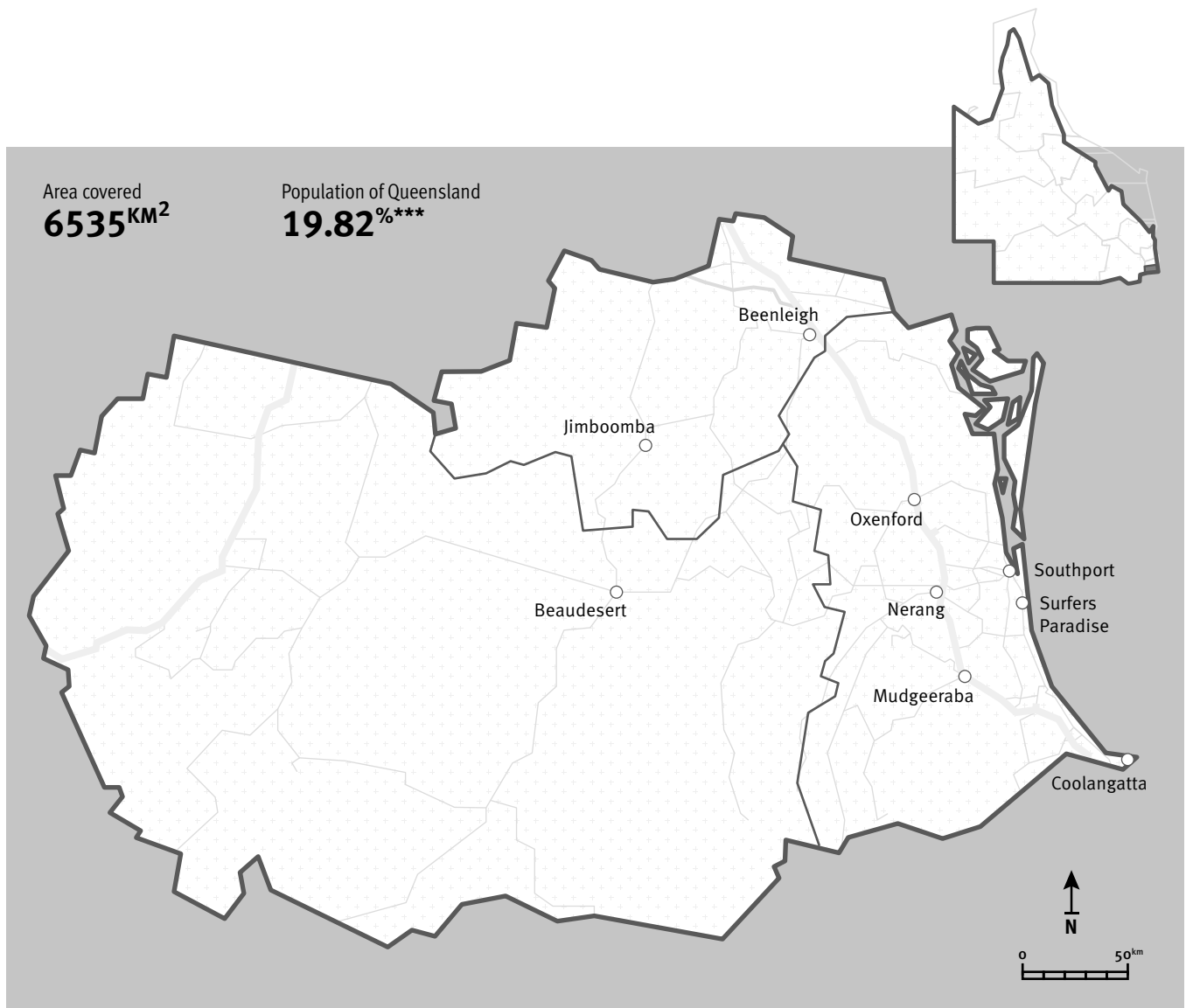
Area covered
6535ᴷᴹ²

Population of Queensland
19.82%*

Data source: *Bridge Information System (BIS), 30 June 2023*
Data source: **A Road Management Information System (ARMIS)*
30 June 2023

Data source: ****Queensland Government Statistician's Office
(Queensland Treasury), Queensland Regional Profiles.
www.qgso.qld.gov.au, July 2023*

Coomera Connector

The 45 kilometre Coomera Connector is a north-south transport corridor between Loganholme and Nerang, east of the Pacific Motorway M1. Jointly funded by the Australian and Queensland governments, the new motorway will reduce M1 congestion and provide an alternative route for the growing northern Gold Coast and Logan communities.

The Coomera Connector will also provide active transport connections never before available between key community hubs for local shopping, schools and, public transport.

Stage one is the $2.16 billion, 16-kilometre section, between Nerang and Coomera, that has been identified as the priority and will be delivered in three packages. Construction on stage one north is currently underway, while design and early works are progressing well on the central and south packages.

The business case for the remaining 29 kilometres, from Coomera to Loganholme, will be completed in late-2023.

> **For more information**
> https://www.tmr.qld.gov.au/projects/programs/coomera-connector

Pacific Motorway M1 upgrade program

The Pacific Motorway M1 between Brisbane and the Gold Coast is being upgraded and widened in a series of stages, with projects jointly funded by the Australian and Queensland governments.

Two of four packages of the M1 North Eight Mile Plains to Daisy Hill upgrade are now complete and construction is ongoing for the remainder of works, including extensions to the V1 and the South East Busway. The business case for the 10-kilometre Daisy Hill to Logan Motorway section is underway.

In the M1 central area, the Exit 41 interchange at Yatala South and the Exit 45 interchange at Ormeau are now complete and work is progressing on the Exit 49 interchange at Pimpama.

The first package of the M1 South upgrade, from Varsity Lakes to Tugun opened at the end of 2022, while construction on bridge structures and motorway widening on the remaining two packages continues.

> **For more information**
> https://www.tmr.qld.gov.au/projects/programs/pacific-motorway-m1-upgrade-program

Gold Coast Light Rail

Gold Coast Light Rail Stage 3 extends the current rail system a further 6.7 kilometres, from Broadbeach to Burleigh Heads.

Stage 3 is jointly funded by all three levels of government, with major construction underway. Following testing and commissioning, the system is expected to be operational in 2025.

Planning for Gold Coast Light Rail Stage 4 is progressing with the Gold Coast Highway (Burleigh Heads to Tugun and Tugun to Coolangatta) Multi-modal Corridor Studies, identifying the Gold Coast Highway as the preferred route for a 13 kilometre light rail extension linking Burleigh Heads to Coolangatta via the Gold Coast Airport.

Stage 4 community consultation took place in March to April 2020, July to September 2021, and November 2022.

A preliminary business case for Gold Coast Light Rail Stage 4 was finalised in June 2023.

> **For more information**
> https://www.tmr.qld.gov.au/projects/gold-coast-light-rail
> https://www.tmr.qld.gov.au/projects/gold-coast-light-rail-stage-4

Mount Lindesay Highway

Safety improvements are underway at key locations between Jimboomba and Beaudesert that includes intersection upgrades, installation of safety barriers, traffic signals, and street lighting that will provide motorists with a safer, more reliable journey with hazards removed.

Construction is now complete on the 3.6 kilometre Stoney Camp Road to Chambers Flat Road upgrade which has duplicated the highway from two to four lanes.

Early planning is also underway for future highway upgrades between Chambers Flat Road and Camp Cable Road. Lane duplication, environmental protections, and safety improvements are key benefits being considered for future upgrades.

The Mount Lindesay Highway 10-year forward plan (2018–2028) includes 17 upgrade projects, with nine projects now completed, six in planning, one funded and one unfunded.

> **For more information**
> https://www.tmr.qld.gov.au/projects/programs/mount-lindesay-highway-upgrade-program

Case Study

Tamborine Mountain Road reconstruction project

Tamborine Mountain Road reopened on 1 August 2022 after a reconstruction project to reconnect the communities of Canungra and Tamborine Mountain was completed. This work was undertaken after a significant landslip severely damaged the road following local rainfall totals of 300 millimetres in December 2020.

During the initial recovery works TMR removed 20,000 tonnes of unstable rock from the upslope, including an extremely large, unstable boulder, with an estimated weight of 250 tonnes, measuring six metres wide and two metres thick.

Due to the steep terrain, crews of abseilers installed more than 300 rock bolts to anchor large, unstable rocks to the upper slope, and helicopters were used to bring in materials.

The project was successfully completed in challenging circumstances, with more than three metres of rainfall recorded on site since August 2021.

Assistance will be provided through the jointly funded Commonwealth-State Disaster Recovery Funding Arrangements.

For more information
https://www.tmr.qld.gov.au/projects/tamborine-mountain-road-2021-disaster-recovery-funding-arrangements-reconstruction-works

Cunninghams Gap reconstruction project

Bushfires in late-2019 caused significant slope damage at Cunninghams Gap on the Cunningham Highway.

The reconstruction project involves repairing two kilometres of the Cunningham Highway at Cunninghams Gap. This reconstruction is being undertaken in two stages to ensure works are delivered safely for all road users and construction workers.

Stage one works, including slope survey and stabilising activities commenced in January 2023. This identified areas of the uphill slope that require some degree of scaling or stabilising to reduce the risk of rockfalls.

Stage two reconstruction works expected to start in late-2023 will involve:

- the installation of rockfall protection systems
- Gap Creek Bridge works
- installing slope monitoring technology
- completing works around the Main Range National Park car park.

Assistance will be provided through the jointly funded Commonwealth-State Disaster Recovery Funding Arrangements.

For more information
https://www.tmr.qld.gov.au/projects/cunningham-highway-ipswich-warwick-2020-disaster-recovery-funding-arrangements-reconstruction-works

Accessible to everyone

Highlights

- Over the past two years, over 1.6 billion malicious activities were detected or blocked by the QGCDG's CSU on the whole-of-government Internet Gateway—an average of 133 million each month.

- The **QLD***Traffic* suite of services continued to expand during 2022–23 to provide travellers in Queensland with up-to-date traffic and road condition information, providing informed journey decisions.

- In 2022–23, the Taxi Subsidy Scheme assisted 48,058 Queenslanders to access more affordable taxi travel.

- By February 2023, Smart Ticketing was rolled out across Queensland's entire rail network. In June 2023, Smart Ticketing payment methods surpassed 150,000 average trips per week.

- $337.69 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.

- In 2022–23, approximately $211 million of School Transport Assistance Scheme funding assisted about 130,000 recipients, making it one of the largest state government transport schemes.

- TMR published its *Interim Disability Action Plan 2023–2024*, including 12 actions to improve accessibility for people with disability using the passenger transport network.

- In 2022–23, Passenger Transport Accessible Infrastructure Program funding assistance was provided to 10 local governments across Queensland to support more than 190 bus stop upgrades to meet accessibility standards.

- Customers completed 63 million sessions on Translink's website, Journey Planner website, and Translink app, an 11 per cent increase from the previous year.

- The Digital Licence was released via an expanded pilot in Townsville in 2023, allowing TMR to test the app with the largest population of young people adults of South East Queensland.

- In 2022–23, 211 projects were delivered under the Roads and Transport Alliance, with joint investment of more than $120 million in local roads, safer school drop-off areas, and active transport infrastructure.

- In 2022–23, TMR invested more than $1.136 million in heritage conservation across Queensland.

- The CRSG scheme awarded $631,906 in 2022–23 to support 39 community organisations with the development and delivery of effective road safety education initiatives that support people to be safer road users.

- The targeted road safety program delivered $439 million in safety treatments across Queensland to remedy locations with a significant crash history or other identified safety issues.

- TMR's StreetSmarts initiative delivered several campaigns to improve road safety in Queensland during 2022–23. With over 167,000 followers, StreetSmarts shares road safety messages across social media and digital channels to around 1–1.5 million individuals monthly.

- MSQ delivered its boating fatal five safety education messaging throughout 2022–23, including an extensive public consultation about proposed changes to laws on the use of lifejackets and kill switch lanyards.

- Between 1 July 2022 and 28 February 2023, a total of 89 unseaworthy or abandoned vessels were removed by MSQ and partner agencies as part of the War on Wrecks program.

Shaping our products and services to customers' changing needs

Certified Customer Service Organisation

TMR continues to be a 'Certified Customer Service Organisation' against the *Customer Service Institute of Australia's International Customer Service Standard 2020–2025* (ICSS). TMR's accreditation results have placed the department in the top tier of organisations in Australia benchmarked against the standard.

ICSS certification confirms the strength of TMR's commitment to achieving a OneTMR 'Customers First' culture, and the delivery of customer service and experience excellence for customers and the community.

Connecting with Queenslanders through Transport *Talk*

Transport *Talk* is TMR's online customer research community. It enables customers help shape the direction of Queensland's transport future by sharing their views and insights.

In the last year, Transport *Talk* members have shared their views and insights on a range of transport topics, including the customer experience of:

• interacting with TMR via digital channels

• electronic signage on motorways

• shared bikeways and pathways

• zero emissions vehicles

• demand responsive transport services.

Through Transport *Talk*, TMR maintains a research community of approximately 6000 members from across Queensland. This continues to help TMR to understand and respond to customer needs and expectations, now and well into the future.

> **For more information**
> https://www.tmr.qld.gov.au/transportTalk

QLD*Traffic* improvements

The **QLD***Traffic* suite of services continued to expand during 2022–23 to provide travellers in Queensland with up-to-date traffic and road condition information, providing informed journey decisions.

QLD*Traffic's* suite of services include:

• **QLD***Traffic* website

• iPhone and Android smartphone applications

• 13 19 40 phone service

• open data feeds.

Key improvements delivered during 2022–23 included:

• increased website useability, including automatic refresh and targeted loading of events to increase page performance

• making flood camera images available to the public through the **QLD***Traffic* website

• ongoing refinement of the 'Roads Lookup' function, helping members of the public identify appropriate contacts to report issues for specific roads

• expanding data from local government sources on **QLD***Traffic* to provide a single source of truth for the transport network.

The service usage continues to grow especially at times of significant weather events. During 2022–23. The **QLD***Traffic* application was downloaded over 46,000 times, the **QLD***Traffic* website was accessed nearly 1.5 million times, and more than 100,000 phone calls to the 13 19 40 phone service were made, mainly driven by the January 2023 wet weather event. **QLD***Traffic* was a key critical source of information on road condition information.

QLD*Traffic* published more than 23,000 tweets. Customer engagement through **QLD***Traffic* twitter is consistently high, indicating that this is a valuable service for many Queenslanders.

School Bus Upgrade Scheme

In 2022–23, TMR contributed approximately $11.4 million to the purchase of 50 school buses and one seatbelt upgrade through the School Bus Upgrade Scheme (SchoolBUS).

SchoolBUS 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.aspx

Case Study

Successful pilot for school ticketing

The school ticketing and tracking solution project has delivered a successful pilot across a small group of delivery partners located in South East Queensland, with the business owners immediately seeing the benefits of improved data and reporting capabilities.

The solution has been running smoothly across nine buses, handling over 15,000 transactions a month with approximately 300 passengers.

The pilot worked with the delivery partners to test all hardware and software solution features and functions, confirmed operator and driving training was effective and repeatable, and included the review of the suitability of equipment installation processes.

The statewide deployment will include approximately 350 delivery partners across 1100 buses with a mixture of 100,000 School Transport Assistance Scheme (STAS) and non-STAS passengers.

To prepare for the deployment of the solution, the project team is commencing a significant program of engagement with school delivery partners and regional offices.

Taxi Subsidy Scheme

The Taxi Subsidy Scheme 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 $30 per trip, and access to subsidised taxi travel in other Australian states and territories.

In 2022–23, the scheme assisted 48,058 Queenslanders to access more affordable taxi travel. During 2022–23, 1,285,114 subsidised taxi trips were taken by Taxi Subsidy Scheme members, with subsidies of more than $12.6 million (ex GST) paid. As at 30 June 2023, TMR paid an average subsidy of $9.86 (ex GST) per trip.

The Queensland Government also allocated $8.1 million to the lift payments incentive for drivers of Wheelchair Accessible Taxis (WAT) to prioritise services to members identified as requiring a wheelchair to travel. This lift payment incentive is paid in addition to the Taxi Subsidy Scheme payment. 362,444 trips attracted the lift payment incentive to WAT.

> **For more information**
> https://www.qld.gov.au/disability/out-and-about/subsidies-concessions-passes/taxi-subsidy

Creating better connections for Queenslanders

As Queensland's population continues to grow through interstate migration, and preparations to host the Brisbane 2032 Olympic and Paralympic Games continue, building and planning a reliable, safe, and accessible passenger transport system across the state is critical.

Creating Better Connections for Queenslanders was released in August 2022 and details TMR's vision for the future of passenger transport, and its commitment to deliver a transport network that meets the needs of our customers.

With infrastructure projects like Cross River Rail transforming Brisbane, Smart Ticketing delivering a world-class ticketing system across the state, and emerging technologies changing the way our services are delivered to customers, the 10-year plan will help leverage the opportunities these changes will create to deliver an exciting passenger transport future for Queenslanders.

Aligned to TMR's 30-year-vision set by the *Queensland Transport Strategy*, Creating Better Connections for Queenslanders was developed in collaboration with key stakeholders including customers, local councils, delivery partners, transport advocates, and the Local Government Association of Queensland.

The plan identifies five key priorities and 20 initiatives for the next 10 years. The five key priorities of the plan will ensure passenger transport in Queensland remains. The key priorities are:

- reliable and safe services
- responsive to changing the community needs
- seamless end to end journeys
- easy and accessible
- environmentally sustainable.

> **For more information**
> https://www.translink.com.au/about-translink/projects-and-initiatives/creating-better-connections

Smart ticketing

The rollout of Smart ticketing tests and trials continued to be progressed during 2022–23. The product is responding to customer needs, by providing more choice in how TMR's customers plan and pay for their public transport journeys.

In addition to *go* card and cash, customers will be able to pay using their contactless Visa, Mastercard, and American Express debit and credit cards, including cards in the digital wallet of their smartphone, smart watch, or other smart device.

Customers will also have access to more reliable travel information via an integrated ticketing and journey planning app. Customer insights continue to be actively used to inform the project with a focus on being accessible and inclusive.

With one of the fastest and highest uptakes of open loop contactless payment systems globally, TMR's achievements in 2022–23 included:

- by February 2023, smart ticketing was rolled out across Queensland's entire rail network. Customers can trial Smart Ticketing for travel between all Gold Coast Light Rail (G:link), Queensland Rail (South East Queensland) and Airtrain stations to pay the same as an adult *go* card fare
- in February 2023, installation of smart ticketing equipment commenced across South East Queensland's bus network. The progressive installation of new equipment, operator by operator, is for *go* card use initially before the launch of Smart Ticketing payment methods on South East Queensland buses expected from late-2023
- in June 2023, Smart Ticketing payment methods surpassed 150,000 average trips per week and the customer adoption rate continues to strengthen
- successful installation of nearly 200 Smart Ticketing gates across all 20 gated rail stations in South East Queensland
- successful planning and stakeholder engagement to support the launch of Smart Ticketing payment methods on South East Queensland's ferry network is expected to start in late-2023.

> ⊡ **For more information**
> https://translink.com.au/about-translink/projects-and-initiatives/smart-ticketing

School transport operator payments

TMR provided funding assistance to 425 private operators to deliver school transport services in regional Queensland. Payments for these services in 2022–23 totalled $181.9 million (GST exclusive).

South East Queensland school transport services are paid as part of integrated urban and school transport service contracts and included in payments listed in Appendix 5.

> ⊡ **A full list of school transport operators in regional Queensland and payments is available on the Queensland Government Open Data Portal**
> https://www.data.qld.gov.au

Case Study

Smart Ticketing fully rolled out across South East Queensland trains and trams

Customers can now trial Smart Ticketing for travel between all Gold Coast Light Rail (G:link), Queensland Rail (South East Queensland), and Airtrain stations to pay the same as an adult *go* card fare.

More customers now have the option to plan and pay for their public transport journeys using their contactless Visa, Mastercard, and American Express debit and credit cards, including cards in the digital wallet of their smartphone, smart watch, or other smart device.

This includes the successful installation of nearly 200 Smart Ticketing gates across all 20 gated stations in South East Queensland to support the rollout across Queensland's rail network.

In June 2023, customer uptake reached over 150,000 trips per week using Smart Ticketing to pay for travel, with customer adoption continuing to strengthen.

More than 4.3 million Smart Ticketing trips were made by customers on the Queensland Rail (South East Queensland) and Airtrain networks to 30 June 2023, with the first trial launched on the Ferny Grove line in June 2022 which was progressively activated, line by line, through to February 2023. This comes on the back of the successful first Smart Ticketing trial on the G:link, which launched in December 2020 and has also recorded more than 3 million Smart Ticketing trips to 30 June 2023.

In February 2023, the installation of new Smart Ticketing equipment across South East Queensland buses commenced, operator by operator, for *go* card use only before the launch of Smart Ticketing payment methods on buses and ferries expected for late-2023.

> ⊡ **For more information**
> https://translink.com.au/about-translink/projects-and-initiatives/smart-ticketing

On-demand services

As the transport environment evolves, TMR continues to look for new mobility options which can support the delivery of a single integrated transport system accessible to everyone.

On-demand services provides flexible, booked and shared transport for people who are looking to travel at around the same time within defined operating areas.

In February 2023, a new on-demand service replaced the existing route 714 Kan-go service in Hervey Bay. Customers in Point Vernon and parts of Pialba can travel to and from essential services including shopping, healthcare, education, and employment locations.

Local communities are getting behind the two year trial for on-demand transport on the Gold Coast at Nerang, Highland Park, and Pacific Pines, with more than 82,000 trips completed since its launch in March 2022.

To support the rollout of the new on-demand services, TMR has partnered with Via Mobility Solutions to provide the new technology platform in Hervey Bay and the Gold Coast, which supports customers' ability to plan and book an on-demand service. It is expected to provide the backbone for any future on-demand service deployments where a booking app is required.

For more information
https://translink.com.au/travel-with-us/on-demand

Concessional fares for disadvantaged community members

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

In 2022–23, $337.69 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. TMR 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
https://translink.com.au/tickets-and-fares/concessions

School Transport Assistance Scheme

The STAS helps eligible students travel to and from school on rail, bus, ferry, and tram services. In 2022–23, approximately $211 million of funding assisted about 130,000 recipients, making it one of the largest state government transport 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.

TMR works with approximately 425 delivery partners, providing more than 1420 school routes using approximately 1850 buses.

For more information
https://www.qld.gov.au/transport/public/school/school-transport-assistance

Case Study

First Nations Digital Service centres

QGCDG is supporting the establishment of First Nations community-owned and operated businesses through a nation-leading First Nations digital service centre.

The first centre opened in April 2022 in Cherbourg in partnership with Cherbourg Aboriginal and Shire Council, Fujitsu, and the Queensland Government. The Cherbourg Digital Service Centre started with Fujitsu as the foundational client and recently expanded to deliver services on behalf of DB Results and the Queensland Government.

In June 2023 the QGCDG celebrated the establishment of the Palm Island Digital Service Centre (PIDSC), the second First Nations community-owned and operated digital service centre.

The PIDSC is the result of a partnership between QGCDG, the Department of Tourism, Innovation and Sport, Telstra Limited, Palm Island Community Company Ltd, and the Palm Island Aboriginal Shire Council. It is supported by TAFE Queensland.

The PIDS will initially hire up to 20 new local employees to deliver digital services to their foundational customer Telstra. The centre aims to boost economic participation in Palm Island through digital transformation, skills development, and connection to real jobs and career pathways.

This marks a milestone in bringing this new opportunity to life for the Palm Island community. The TAFE Queensland work readiness skills program will commence in July 2023 to prepare 17 new local employees for delivery of services in the Digital Service Centre to Telstra in October 2023.

Regional Refresh Program

The Regional Refresh Program completed the statewide rollout of consistent zone structures, standardised fares, and the Translink modernised brand across 16 urban bus networks in regional Queensland.

The program also transitioned 11 regional *qconnect* networks to the Translink service model, providing customers across Queensland with access to Translink customer channels, including the website and journey planner, MyTranslink app, and 24/7 contact centre (13 12 30).

The changes to the regional areas were introduced to support the future implementation of smart ticketing payment options across the whole of Queensland.

Tranche 1 of the Regional Refresh Program was introduced on 4 July 2022, Tranche 2 on 26 September 2022, and Tranche 3 on 16 January 2023.

Tranche 1 included Bowen, Innisfail, Warwick, Sunshine Coast Hinterland, Whitsundays (urban network only), and Fraser Coast (school network only).

Tranche 2 included Cairns, Townsville and Magnetic Island, Gympie, Mackay, and Rockhampton-Yeppoon.

Tranche 3 included Toowoomba, Gladstone, Kilcoy-Caboolture, and Bundaberg-Elliott Heads.

The completion of the Regional Refresh Program has seen TMR deliver on one of the strategic priorities—delivering an easy and accessible passenger transport network—highlighted in its 10 year plan Creating Better Connections for Queenslanders.

Disability Action Plan

TMR published its *Interim Disability Action Plan 2023–2024*, including 12 actions to improve accessibility for people with disability using the passenger transport network.

Key actions include:

- planning for accessible transport for the Brisbane 2032 Olympic and Paralympic Games
- monitoring and making recommendations for the sustainability of the accessible taxi fleet
- grant funding for local governments to assist with accessibility upgrades through the Passenger Transport Accessible Infrastructure Program
- funding to upgrade existing, and provide new, accessible passenger transport infrastructure through the Passenger Transport Infrastructure Investment Program.

Highlights from the previous *Disability Action Plan 2018–2022* during 2022–23 include:

- provided upgrades to existing and new accessible public transport infrastructure, including a range of upgrades that made stops, stations, and terminals easier to get to, navigate through, use, and board services from. These were delivered as part of the Passenger Transport Infrastructure Investment Program
- opened the Russell Island Ferry Terminal as part of the $28.7 million funding contribution for the Southern Moreton Bay Islands accessibility upgrades. Upgrades include accessible boarding points, priority seating, and waiting areas for people in wheelchairs, accessible grades on jetty/gangway, wider jetty/gangway to allow for passing of two mobility devices, tactile ground surface indicators at ramps, and the provision of an accessible toilet at Russell and Macleay Islands
- holding five TMR Accessibility Reference Group meetings, during which members provided advice and feedback on key transport projects such as the Gold Coast Light Rail Stage 3, the Accessibility and Information Management project, and the Loganlea Station Relocation.

⊡ **For more information**
https://www.tmr.qld.gov.au/Travel-and-transport/Disability-access-and-mobility/Disability-Action-Plan

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 *Disability Discrimination Act 1992* (Cth).

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 *Disability Discrimination Act 1992* (Cth)
- apply consistent design standards across the passenger transport network.

In 2022–23, funding assistance was provided to 10 local governments across Queensland to support more than 190 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 the program 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

Accessibility and Inclusion Journey

TMR, through its *Accessibility and Inclusion Strategy*, has committed to becoming a leader in the provision of dignified, accessible, and inclusive transport products, services, information, and infrastructure, as well as workplaces and work practices.

The Accessible Transport Network program is guiding TMR's accessibility and inclusion journey by building organisational capability, developing technical resources, applying best practice research, and enabling customer co-design.

During 2022–23, TMR released its *Accessibility and Inclusion Plan 2023–24* which outlines 27 actions across the three key pillars of strategy, culture, and process which will be delivered over a two-year period.

Significant work was also undertaken to improve the accessibility of TMR communication channels, create inclusive recruitment pathways, develop guidelines around universal design and co-design, deliver accessibility and inclusion training to TMR employees and research accessible autonomous vehicles.

By balancing technical and organisational capability uplift, the Accessible Transport Network program supports TMR's vision of creating an integrated transport network, accessible to everyone.

TMR's leadership on accessibility and inclusion has been recognised through several industry award nominations including:

- Australian Network on Disability 2023 Disability Confidence Awards: finalist in two categories
- 2023 Australian Service Excellence Awards: Customer Service Organisation of the Year finalist
- Australian Institute of Training and Development: Best Diversity and Inclusion Program finalist.

⌨ **For more information**
https://www.tmr.qld.gov.au/about-us/our-organisation/ accessibility-and-inclusion

Case Study

Queensland's Digital Economy Strategy launched

In April 2023, the Queensland Government launched *Our Thriving Digital Future: Queensland's Digital Economy Strategy* and the *Our Thriving Digital Future: 2023–2026 Action Plan 2023–2026.*

Digital Economy Strategy and Action Plan set the vision for Queensland's digital economy to boost our competitiveness, bridge the digital divide, and unlock the benefits of the digital economy for all. The Queensland Government has committed $200 million to enhance digital outcomes across the state over the next three years, and the *Our Thriving Digital Future: 2023–2026 Action Plan* will drive this investment.

The strategy will deliver on its vision through three focus areas:

- Through Digital Customer, we aim to create a digitally inclusive Queensland and contemporary digital services. This focus area will foster a customer-centric government and digitally inclusive society in which all people and organisations can benefit. This means ensuring everyone can access the digital services and devices they need to be connected, independent, and engaged in their communities.

- Through Digital Market, we will build the necessary environment that Queensland businesses need to maximise the opportunities digital technologies can bring. We will work with organisations, industry bodies, academia, and other governments to ensure Queensland-based businesses have access to the talent they need to thrive.

- Through Digital Government, we will create change and influence a strong digital economy by transforming how we deliver services. We will continue to upgrade the ways we adopt, embed, and utilise digital technologies to meet changing community expectations.

The QGCDG is leading implementation of the 2023–26 Action Plan.

⌨ For more information
www.qld.gov.au/digitaleconomy

Accessibility of TMR communication channels

In April 2023, TMR released the TMR *Accessible Communication Guidelines*—an initiative under TMR's Accessibility and Inclusion Strategy.

The *Accessible Communication Guidelines* are a key resource to support our compliance with legislated standards and requirements, and provides a framework for the creation of accessible and inclusive communication content, delivery channels, and materials.

The delivery of accessible communication will ensure that more Queenslanders have access to the information and services they need. TMR acknowledges the diverse needs in our community and is committed to ensure that the information we share is accessible to everyone.

TMR Crisis Communication Framework

Keeping Queenslanders moving and informed during critical events is an important commitment for TMR.

As part of this commitment, in 2023 TMR developed the first TMR-specific *Crisis Communication Response Framework*.

The framework provides processes and guidance to harmonise communication activities, creating a clear structure for engaging external and internal stakeholders in the event of a major incident, including those related to cyber security, natural disasters, and terrorism activity. This will help ensure we provide reliable and consistent information to maintain public safety and keep customers informed.

The framework aligns with the *Queensland Government Crisis Communication Plan*.

A New Customer Service Centre in Bundamba

On 14 November 2022, TMR opened a new Customer Service Centre (CSC) at 28 Brisbane Road, Bundamba.

TMR's customer service experience has been redefined by prioritising safety, accessibility, and comfort for staff and customers in this modern CSC fit-out.

The CSC has an open plan design that has a mix of low set, accessible, and high (sit/stand) workstations for staff, a comfortable customer waiting area, and an appointment room, which has created an inviting atmosphere.

Case Study

Optus data breach

TMR demonstrated outstanding responsiveness following the Optus data breach in 2022. As a result of the breach, around 185,000 customers presented to TMR's CSCs to request a new customer reference number (CRN) and replacement driver licence.

With normal demand of around 30 requests a week for new driver licence numbers, TMR had to rapidly make policy changes and develop new technical solutions to respond to the influx of requests. The success of the new technical solutions to manage the unprecedented demand comprised both a robotic processing automation tool and batching automation capability (known as CRN cloning automation).

This significantly improved TMR's response to the increasing demand of driver licence replacements. TMR's use of technology and dedicated hotline number improved the accuracy and efficiency of the process, resulting in increased rates of new CRNs being created.

In addition to this, TMR worked collaboratively with multiple state and federal agencies to protect customers from unauthorised use of their identity. TMR expedited a two-factor verification process using the document verification service run by the Department of Home Affairs.

This significantly reduced the risk of fraudulent activity occurring and enabled TMR to act confidently and quickly should any further data breaches occur—reassuring Queenslanders that their information is safe.

Tell us once—improving government services

QGCDG is focused on improving the customer experience by delivering citizen-centric digital government services. Recognising that customers want government services that are easy to access and use, QGCDG are leading the Tell Us One (TUO) program initiative. The TUO program creates a contemporary, consistent, integrated system to deliver a simple 'one government' experience.

TUO provides a foundational platform to seamlessly join the customer experience across Queensland Government services, from applying for a Seniors Card to lodging a rental bond, it provides a single sign-on experience, and reduced password fatigue and identity chaos.

The service provides convenience to customers by allowing them to manage and track their government interactions, and maintain the information they share with government, hence "Tell Us Once".

Customers will be able to easily access services from the portal with a seamless experience that provides a consistent look and feel, regardless of which agency is providing the service.

TUO is now integral to 66 government online services across many agencies. This number is increasing as agencies continue to look to use TUO components in the delivery of their digital services.

Over eight million digital customer transactions have already been processed through TUO, offering customers the confidence of a secure authenticated and reliable experience, initially through using digital identities.

QGCDG is working with partner agencies to develop and increase the online transactions for customers through the TUO Digital Transaction Platform.

Smart Service Queensland

Smart Service Queensland is the Queensland Government's award-winning primary point of contact for Queenslanders to access Queensland Government services through phone (13QGOV), qld.gov.au (online), and the Queensland Government Service Centres and Queensland Government Agent Program offices (counters).

Through Smart Service, Queenslanders can access hundreds of services, 24 hours a day, seven days a week.

During the 2022–23 financial year, Smart Service managed over
- 2.5 million inbound and outbound calls
- 110 million visits to qld.gov.au
- 6.5 million concession interactions including 671 million dollars in concession payments to over 2 million beneficiaries
- 105,000 calls to one number for government payroll and human resources enquiries
- 200,000 transactions at our three Queensland Government Service Centres and over 85 Queensland Government Agent Program offices.

The team is critical in Queensland's response to disasters such as severe weather events, taking calls for State Emergency Services and the Community Recovery Hotline.

In October 2022, the Smart Service team won seven of the 12 awards at the Queensland Auscontact Industry Awards 2022. The team then went on to win five awards at the 2022 Auscontact National Excellence Awards.

Digitising customer interactions

Translink digital channels

In 2022–23, the Translink website, Journey Planner website, and Translink app continued to provide customers with accessible, reliable, and easy-to-use journey planning, timetables, and passenger information.

Customers have increasingly utilised Translink's digital channels (Translink website, Journey Planner webiste, and Translink app), and have completed a combined 63 million sessions, an 11 per cent increase from last year.

Translink's digital channels are helping customers get back into their pre-COVID-19 travel routines with more than 17 million annual journey plans made in 2022–23, and 172,000 customers using the app every week.

⊡ **For more information**
https://translink.com.au/

Digital Licence

The Digital Licence is an initiative that allows customers the option to access their licence and other government issued credentials through a mobile device. The Digital Licence will make it easier and safer for Queenslanders to share their information and control how much information they share with others.

The Digital Licence conducted an expanded pilot in Townsville in 2023. Expanding the trial to Townsville allowed TMR to test the app with a much larger user base, including the largest population of young adults outside of South East Queensland. Townsville will also allow for additional testing of the app to include its acceptance in venues within the SafeNight precincts where legislation requires identification to be scanned on entry.

The Queensland Digital Licence is the first Digital Licence in Australia that has been built to the International Standard for mobile driver licences (ISO IEC 18013-5), meaning that Queenslanders are able to use their Digital Licence in other jurisdictions that build to that standard. It works with TUO to seamlessly join the customer experience across other Queensland Government services.

The Digital Licence will not be mandatory. A physical version of the licence will continue to be issued. The Digital Licence will be made available statewide later this year.

> **For more information**
> https://www.qld.gov.au/transport/projects/digital-licence

Digitisation of design and asset data

TMR has used the process of building information modelling (BIM) on major transport-related projects since 2016.

BIM is an innovative digital engineering process that digitally captures information about a transport-related asset. It is a digital representation of the asset, including all data relating to its design, construction, and operation.

With the ongoing development and refinement of BIM over the years, it has been incorporated into more than 40 projects since its inception, resulting in a richer asset dataset for TMR.

This richer dataset allows for greater information sharing and collaboration, better informed decision-making about TMR's assets, and reduced errors in the assets' planning, design, and construction.

This past year, TMR has continued building the internal capability of BIM and awareness and understanding of it with industry.

Using BIM and other digitised asset data is TMR's response to the Queensland government's digital by default mandate.

Compliance audit tool

In an effort to streamline the compliance auditing process and improve the quality of data captured, TMR implemented a new digital tool in December 2022 to audit Approved Inspection Stations.

This innovative tool allows Transport Inspectors to capture and record Approved Inspection Stations audit activities using iPad devices, replacing the previously manual, paper-based process.

The digitisation of this process has resulted in significant improvements to business efficiency and has also improved the consistency and quality of data captured.

Through workflow redesign and automation of manual processes, the new digital auditing tool has delivered a more streamlined compliance auditing process. With the ability to capture and record data in real-time, the tool provides a more accurate and

comprehensive overview of the audit process, allowing for better decision-making and more efficient management of resources.

The benefits of this digital auditing tool have been widely recognised, with TMR reporting a significant improvement in data quality and consistency. In addition, the tool has enabled greater collaboration and communication between Transport Inspectors, Approved Inspection Stations operators, and other stakeholders, leading to a more coordinated and efficient audit process.

Overall, the implementation of this new digital auditing tool demonstrates TMR's commitment to leveraging technology to improve business efficiency and deliver better outcomes for its stakeholders. As a result, TMR continues to lead the way in the adoption of innovative technologies that enhance its services and improve the safety and experience of Queensland road users.

Online services improvements

TMR has made significant strides in its continuous improvement of the digital service delivery channel during 2022–23. These efforts have resulted in a significantly enhanced customer experience, contributing to the growth of this online channel.

Some of the key enhancements made to online services during this period include further improvements to the online authentication process, which has improved security while also making the process more user-friendly.

Additionally, changes to key infringement-related online services have simplified and streamlined the process, making it more accessible to customers.

Updates to the Queensland Learner Logbook app and practical driving test booking process have also been made, making it easier for customers to manage their learner driver experience. These updates have contributed to a smoother and more efficient process for all users.

TMR has also extended the choice for customers to receive transaction documents by email, improving convenience and reducing paper usage. Simplified language and instructions have been implemented across many online services, making them more accessible to a wider range of customers.

Overall, TMR's commitment to continuous improvement of the digital service delivery channel has resulted in a significantly enhanced customer experience. These efforts have contributed to the growth of this channel, providing a more accessible, efficient, and convenient service to the Queensland community.

TMR Internet Strategy 2022–2025

The TMR *Internet Strategy 2022–2025* was finalised in July 2022. The strategy has been developed to benchmark our various websites, platforms, and apps under the vision of connecting Queenslanders through timely, informative, accessible, and consistent communication relating to their transport network.

Its purpose is to set the long-term strategic goal of a first-class customer experience for Queenslanders on any of our digital touchpoints.

TMR is one of the largest providers of digital information and services, with over a million interactions each week.

With this demand only set to grow, it's important to have an internet strategy to provide overarching guidance to the online products we develop and deliver, while ultimately aiming to provide a seamless and easy digital experience for our customers.

Several key initiatives are being implemented under the strategy, with the accessibility of all TMR digital services prioritised for delivery based on whole-of-government digital services policies and accessibility requirements.

Digitally connecting Queensland

The Queensland Government is committed to improving digital connectivity, particularly for people and business in regional, rural, remote, and First Nations communities. Connectivity improves access to education, innovation, healthcare, employment, and goods and services.

The QGCDG is leading implementation of the *Our Thriving Digital Future: 2023–26 Action Plan*, which provides $120 million co-investment to improve state-wide digital connectivity.

In 2022–23, the Queensland Government signed agreements to co-invest $10.9 million in 15 projects in regional and remote Queensland. This co-investment delivers connectivity improvements worth $53.6 million.

These 15 projects are in outback and Far North Queensland locations including Doomadgee, Lockhart River, Seisia, Burketown, and Boulia; and locations in Central Queensland, Wide Bay, Darling Downs, and Mackay-Whitsundays.

QGCDG is works closely with telecommunication carriers, the Australian Government, and local councils to improve connectivity, experience, and resilience to ensure people can access reliable digital infrastructure regardless of location.

Queensland Government Regional Network expansion

In 2018, the QGCDG's CITEC business area established the Queensland Government Regional Network (QGRN) to optimise regional communication.

The QGRN provides a high availability network using the collective buying power of government agencies to deliver lower network costs and higher network performance across Queensland through reduced duplication.

The QGRN aggregates the networks and increases competition in each area to stimulate the carrier market to provide more competitive offerings. An initial pilot was scaled up for all state government agencies.

QGRN has so far delivered over 582 services with 30 hubs across Queensland. The average cost to agencies was reduced by 40 per cent and network capability increased by 40 times.

The department will next work with local councils to serve Queensland's First Nations communities to support bringing digital equity across rural, remote, and urban areas.

Engaging with industry

Transport industry relationships

In 2022–23, TMR worked closely with industry groups to develop new and updated specifications and technical notes to assist industry in delivering effectively for all Queenslanders.

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

- AustRoads
- Australasian Railway Association
- Queensland Bus Industry Council
- Public Transport Association Australia New Zealand
- Australian Flexible Pavement Association
- Cement and Concrete Aggregates Australia
- Civil Contractors Federation (Queensland)
- 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 (Queensland Division)
- Infrastructure Association of Queensland
- Australian Institute of Traffic Planning and Management
- Waste Management and Resource Recovery Association of Australia
- Australian Society for Concrete Pavements
- Tyre Stewardship Australia
- Institute of Quarrying Australia
- Local Government Association of Queensland
- Roadmarking Industry Association of Australia
- Ash Development Association of Australia
- Western Australia Road Research Innovation Program and Main Roads Western Australia
- Other state transport jurisdictions.

TMR worked closely with Queensland industry partners at a national level via Austroads (comprised of Australian and New Zealand transport agencies, Australian Local Government Association and Australian Government).

Through the National Asset Centre of Excellence, an initiative by TMR and the Australian Roads Research Board, a range of new collaborative research activities are in progress.

The Transport Infrastructure Collaboration Taskforce has transitioned to an advisory board capacity. The Advisory Board will continue to champion greater collaboration and cultural transformation while driving changes that will contribute to a more sustainable Queensland transport civil infrastructure industry.

A joint forum between TMR and industry, the advisory board provided an opportunity to work together to effectively navigate shared challenges, including:

- removing barriers to attraction and retention
- building capability and capacity
- fostering diversity and inclusion
- enabling innovation.

Heavy mobile crane road access and permit efficiencies

During 2022, TMR worked in partnership with the Crane Industry Council of Australia to review and improve the current access regime for heavy mobile cranes, with the aim of reducing the volume of single trip permits for industry.

This work involved the top 30 restricted structures crossed by the crane industry being reassessed against design capacity, condition, volume of movements, and specific crane types.

As a result of the review, an additional nine of the top 30 structures became unrestricted and no longer required single trip permits. An additional 14 of the top 30 structures for other types of cranes also became unrestricted and no longer required single trip permits.

These structures can now be accessed under existing three-year permits and used for multiple trips during that period. This has resulted in improved road access for Queensland's crane industry and a significant reduction of approximately 30 per cent in permit applications.

TMR leading heavy vehicle telematics transition

TMR has utilised telematics in Queensland and oversight of the Intelligent Access Program (IAP) since 2009, monitoring heavy vehicles on Queensland's road network as a condition of their access. In 2010, the IAP saw the addition of Queensland's interim On-Board-Mass (OBM) monitoring to the program.

As newer technology and heavy vehicle monitoring options have become available under the National Telematics Framework, TMR has responded with the expansion of telematics in Queensland to meet the needs of industry, and the data needs of TMR as a Road Manager.

In late-2022 following broad stakeholder consultation, TMR announced transition between telematic applications. Changes will involve transition from:

- IAP to the Telematics Monitoring Application (TMA)
- OBM Solution to Smart On-Board Mass (Smart OBM).

Vehicles affected by this change include:

- class 2 Performance-Based Standards A-Doubles
- class 2 vehicles operating at HML
- class 2 Performance-Based Standards Level 1 and 2A Truck and Dog Trailers operating at HML
- some specified Class 3 Heavy vehicles

The 18-month transition from the IAP and Queensland Interim OBM to TMA and Smart OBM will deliver benefits, including:

- TMR having greater network oversight about how heavy vehicles are using Queensland's Road Network to assist with network planning and monitoring
- efficiencies and cost savings to industry, through national harmonisation.

National services transition to the National Heavy Vehicle Regulator

Through its National Services Transition (NST) project, the National Heavy Vehicle Regulator (NHVR) has previously owned responsibility for direct delivery of heavy vehicle regulatory services with other states and territories since 2017. The NST Project will support the transition of heavy vehicle regulatory services and some state-based regulatory services currently undertaken by TMR to direct delivery by the NHVR.

Transitioning TMR services to the NHVR will potentially reduce bureaucratic burden for transport operators, while enhancing safety outcomes for all road users. A separate project is considering redefining the remaining regulatory compliance functions.

During 2022–23, the NST team completed the due diligence phase of the project which focused on gathering information on relevant systems and processes.

Following this, TMR developed a proposed concept of operations for the future delivery of heavy vehicle regulatory services in Queensland in collaboration with NHVR. This proposed concept of operations was approved in March 2023, and the transition is expected to be implemented in 2024.

Inland Freight Route, Mungindi to Charters Towers

The Inland Freight Route, also known as the 'Second Bruce', is a nationally-accredited north-south key freight corridor, stretching 1184 kilometres from Mungindi on the New South Wales border to Charters Towers in the state's north, servicing key supply chains and value-adding freight nodes.

The Australian and Queensland governments have jointly committed $1 billion on an 80:20 (federal:state) basis towards an upgrade of the Inland Freight Route to establish a viable north-south alternative to the Bruce Highway.

TMR is currently undertaking a range of initiatives to inform development of a 10 year Inland Freight Route Investment Strategy to identify short, medium, and long-term priorities along the route to improve heavy vehicle access, including a flood link study and a technical assessment of the route to identify priorities for investment.

TMR, in collaboration with the Australian Government, has facilitated multiple consultation sessions with relevant local government and key industry stakeholders, including the Queensland Trucking Association, RACQ, producer, and tourism groups to inform development of the Inland Freight Route Investment Strategy.

Temporary traffic management harmonisation

In 2022–23, TMR remained committed to ensuring the safety of road users and workers at road work sites across Queensland. TMR worked with the industry and local government to embed recent changes to temporary traffic management standards in Queensland, ensuring practices on the road align with nationally recognised best practices of Australian Standard 1742.3 (2019) and Austroads Guide to Temporary Traffic Management.

The new standards improve workers' protection when performing construction and maintenance work on our roads and ensure the network remains accessible to all road users who need to travel through road work sites.

As part of the project to harmonise temporary traffic management practice across Australia, TMR has worked with Austroads, road authorities, industry, and the vocational education and training sector to develop a new national training framework for temporary traffic management. The framework provides nationally consistent training for temporary traffic management workers and governance arrangements for providers delivering the training.

TMR has started consulting with industry to understand any challenges and opportunities associated with implementing the new national training framework for temporary traffic management. This consultation will continue into 2023–24 and will inform TMR's implementation plan.

Delivering with partners

Wheelchair Accessible Taxi Grant Scheme

The Wheelchair Accessible Taxi Funding program continues to modernise Queensland's fleet of wheelchair accessible taxis since it opened to applications in December 2019.

The $21 million program supports the taxi industry by providing accessible transport options for people with reduced mobility.

In 2022–23, the Queensland Government made changes to the program to encourage greater participation and access to the scheme by:

- extending the length of the program by 12 months to 30 June 2024 ensuring wheelchair accessible taxi operators are in a better position to take advantage of the available funding as the industry recovers from the financial impacts of COVID-19 pandemic
- temporarily expanding eligibility to allow licence holders or lessees without a vehicle stated on their taxi service licence to apply for assistance under the scheme until 30 June 2023, which helped manage current demand by reducing the number of taxi licences that are not operating
- enabling licensees to move funded vehicles between taxi service licences that they hold or lease, to ensure the scheme's requirements are not unduly restrictive and discourage operators from applying for funding.

Funding continued to be provided for new wheelchair accessible taxis to replace ageing vehicles or those written off by an accredited insurance provider, such as those 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 101 applications were received from across Queensland in 2022–23 of which, 94 were approved. In total, since inception, 361 applications have been received, 318 approved, and 237 fulfilled and vehicles operating.

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

Bus driver safety initiatives

Following the completion of the Queensland Bus Driver Safety Scheme in 2020, TMR has continued to work with the bus industry to deliver improved safety measures such as deploying additional Network Officers, installing driver barriers, and providing de-escalation training.

TMR is investing $60.7 million over five years to deploy additional Network Officers and provide further police assistance on public transport. As well as focusing on safety, Network Officers have powers to enforce conditions of travel and will issue infringement notices, including fines for public transport offences such as fare evasion.

Recruitment for the first wave of new Network Officers began in February 2023, with the first cohort of Network Officers commencing in May 2023. The new Network Officers will be placed with delivery partners where they are needed most, while Queensland Police Officers will have a focus on public transport services in the Brisbane metropolitan area.

Translink is also deploying resources from the Police service Protective Services Group. The Senior Protective Service Officers are trained and authorised as Transit Officers to provide fare compliance and safety and security at key transport infrastructure locations.

Driver barriers became mandatory in all new urban service vehicles purchased after 1 July 2022. Delivery partners have the flexibility to choose the barrier that best suits their operating environment, based on a risk assessment, consultation with their workforce and the vehicle models in their fleet. TMR is investing almost $4 million over 2022–23 and 2023–24 in rolling out more full protection bus driver barriers across the public transport network.

In partnership with the Queensland Bus Industry Council, Griffith University, and TMR, the *Minimising Passenger Hostility* de-escalation training program continued to be available to assist drivers in managing customer aggression.

Bus driver safety also continued to be supported during 2022–23 through:

- implementing a Smart Ticketing system that is limiting the driver's role in cash handling across Queensland
- delivering a refreshed step-up initiative in schools to promote appropriate behaviour on public transport to school students.

TMR continues to engage with industry and other key stakeholders on bus safety issues and best practice initiatives to keep bus travel safe for everyone, including through the Queensland Bus Safety Forum which met twice in 2022–23 on 27 October 2022 and 23 March 2023.

> **For more information**
> https://translink.com.au/about-translink/projects-and-initiatives/bus-driver-safety-review

Queensland Bus Driver of the Year Awards

The 2022 Queensland Bus Driver of the Year Award winners were announced at the Queensland Bus Industry Council's annual conference in April 2023.

The winners of each category were:

- South East Queensland Bus Driver of the Year

  – Sue Bishop (Transdev, Capalaba)

- Regional Queensland Bus Driver of the Year

  – John Shackell (Wide Bay Transit, Hervey Bay)

- School Services Bus Driver of the Year

  – Deb Porter (Stonehenge, Stonehenge Action Group).

Nearly 1000 nominations were received for the 2022 awards. The awards celebrated drivers who went above and beyond to deliver excellent customer service and demonstrated excellence in getting people to work, school, or wherever they needed to go.

> **For more information**
> https://translink.com.au/news-and-media/competitions-and-offers/bus-driver-awards

European Train Control System Program

TMR continues to work towards deploying the ETCS signalling technology across the Queensland rail network to significantly improve safety and support more efficient services. Initially, the state is investing in ETCS for Cross River Rail to make the rail network more efficient and build future capacity for increased 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 Cross River Rail's twin tunnels.

This 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.

A key focus during 2022–23 was to commission the Shorncliffe Pilot Line which runs from Boondall to Shorncliffe at Level 2 mode. The Shorncliffe Pilot Line will enable a number of integration testing and readiness activities to support the Cross River Rail tunnels opening.

The fitment of ETCS onboard equipment on passenger trains is ongoing and in April 2023 a New Generation passenger train successfully tested in ETCS Level 2 mode on the Shorncliffe line. Level 2 mode is continuous supervision of train movement with constant communication via GSM-R (Global System for Mobile Communications—Railway) between the train and trackside.

Planning is underway to determine the future roll out of ETCS on the Queensland Rail Network in support of the State's Transport Strategy and Master Plan for the Brisbane 2032 Olympic and Paralympic Games.

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 592,000 passenger services. The fleet consistently achieves more than 99 per cent availability for day-to-day passenger services.

Work is underway to modify the NGR fleet to allow them to travel on the Cross River Rail infrastructure. These modifications include installation of onboard hardware for ETCS level 2, Automatic Train Operation, and platform screen doors.

The $335.7 million NGR accessibility upgrade program is proceeding, with more than half the NGR fleet now upgraded and returned to passenger service. Accessibility upgrades include:

- a second accessible toilet module on every NGR train
- increase in circulation space inside the toilet modules
- priority seats increased from 24 to 88 per train
- improved signage
- more grab or handrails.

The NGR accessibility upgrades are being delivered at the Downer facility in Maryborough. The design of the upgrades came after intensive consultation with a project working group from the disability sector, using an innovative co-design process.

The fully upgraded NGR fleet is scheduled to be back in service by 2024.

⤓ **For more information**
https://www.tmr.qld.gov.au/NGR

Queensland Train Manufacturing Program

The Queensland Train Manufacturing Program (QTMP) was established to meet the increasing demand on rail transport in South East Queensland over the next 10 years.

The Queensland Government's QTMP will build 65 new six-car passenger trains at a purpose-built manufacturing facility at Torbanlea, in the Maryborough region. As part of the program a new rail facility will also be constructed at Ormeau, in the Gold Coast region.

QTMP will support South East Queensland's population and economic growth, as well as Cross River Rail and the Brisbane 2032 Olympic and Paralympic Games.

The program brings with it a pipeline of training and development opportunities to bolster Queensland as the train building capital of Australia.

Early works and site investigation activities are underway in preparation for major construction to begin on the facilities from late-2023.

In June 2023, Downer was awarded the Design Build Maintain Contract for the QTMP.

Informing design requirements for the new fleet, TMR incorporated all recommendations from the New Generation Commission of Inquiry and is working closely with the Queensland Accessible Transport Advisory Council.

TMR undertook early and comprehensive engagement with the disability sector to co-design the new trains and ensure a fully compliant fleet that is accessible and functional for all passengers.

⤓ **For more information**
https://www.tmr.qld.gov.au/trainmanufacturing

Regional Roads and Transport Groups

The Roads and Transport Alliance is a partnership between TMR and Queensland local governments.

Central to the Alliance are 17 Regional Roads and Transport Groups (RRTG), representing 67 local governments across Queensland, including seven First Nations local governments. RRTGs are the primary decision-making bodies that determine regionally prioritised improvements to their communities' transport infrastructure utilising Transport Infrastructure Development Scheme (TIDS) funding.

In 2022–23, 211 projects were delivered, with joint investment of more than $120 million in local roads, safer school drop-off areas, and active transport infrastructure.

Projects that used TIDS funding during 2022–23 included:

- Bowen Basin RRTG, Isaac Regional Council: Pioneer Road, pave, seal, and drainage works $1.34 million
- Rockhampton RRTG, Rockhampton Regional Council: Farm Street and Alexandra Street, upgrade intersection, $1.54 million
- South West RRTG, Paroo Shire Council: Eulo–Toompine Road, widen and seal sections, $692,000
- Wide Bay Burnett RRTG, Fraser Coast Regional Council: Frangipanni and Eugenia Way, various schools, construct footpaths $108,828.

⤓ **For more information**
https://www.tmr.qld.gov.au/rrtg

Transport Academic Partnerships

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

The partnership continues to facilitate innovative transport research and development and builds 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.

Research projects during 2022–23 included:

- safety at right-turn signalised intersections
- cybersecurity education and training
- study of customer behaviour for MaaS in South East Queensland

- digital video road data project
- improving regulations for Personal Mobility Devices
- national lower and zero emissions routes and precincts.

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

Improving resilience in transport infrastructure seminar

The then Director-General in his role as Austroads' Chair hosted the first ever joint TMR and Austroads Seminar in Brisbane on 8 February 2023 on *Improving Resilience in Transport Infrastructure: Future proofing, shared experiences and essential tips*.

The seminar showcased Queensland's transport infrastructure resilience and responses to weather events, shared knowledge and key learnings, and provided a platform for key stakeholders to share their direct experiences in disaster recovery management.

The all-day event brought together more than 100 key transport leaders from across Australia and New Zealand, state and federal governments, and industry representatives. Due to the success of the seminar, it has been suggested that Austroads consider other jurisdictions hosting similar events every two years to continue to focus on building transport infrastructure resilience.

Geoscience Australia data sharing for a location-enabled Australia

In 2020–21, TMR commenced a data-sharing agreement with Geoscience Australia to better enable global positioning services across Queensland.

A key component of this agreement is TMR's Continually Operating Reference Station (CORS) network. Through a series of global positioning sites across Queensland, the CORS network provides reliable, accurate spatial data which supports surveying, mapping, remotely piloted aircraft systems, construction, and cooperative vehicle trials, enhancing ongoing operational and maintenance activity efficiencies.

TMR installed 14 new sites this year, bringing the CORS network to a total of 44, providing greater coverage and more accurate mapping data. TMR will continue expanding this network with seven more sites planned for 2023–24.

Contract mechanisms for COVID-19 and significant cost escalation

TMR's response to COVID-19 and the associated significant cost escalation in the supply chain reinforced TMR's unwavering commitment to ensuring the delivery of its transport infrastructure program represented value-for-money while providing sustainable outcomes for industry partners.

Supply issues and cost escalation of key construction inputs were experienced in the building and civil construction industries, such as bitumen, steel and pre-cast concrete elements, and fuel. It is expected that further issues will emerge as the program of works continues to grow.

Collaboration with the civil construction industry was critical to the Queensland Government's response to COVID-19 and in addressing supply chain challenges to ensure the continued delivery of QTRIP.

In consultation with Queensland peak industry bodies, TMR implemented temporary mechanisms for Transport Infrastructure Contracts – Annexure D and Annexure E.

TMR retired these temporary mechanisms from general use in 2023 and amended the rise and fall clause to apply to all transport infrastructure contracts greater than 90 days—reduced from 365 days.

Callide power station generator move

In October 2022, TMR was made aware of an incident that occurred on Unit C4 at the Callide power station near Biloela in May 2021, resulting in substantial damage to the unit forcing it offline.

TMR and the local government worked with CS Energy, engineering consultants, QPS, and the transport provider to move two very heavy components (the transformer weighed 262 tonnes, and the generator weighed 258.7 tonnes) from the Port of Gladstone to Biloela. These loads were some of the heaviest to have travelled on Queensland's road network.

The moves took place in December 2022 and January 2023 on the Capricorn and the Bruce Highways.

Ensuring the successful moment within tight timeframes required completing asset inspections, infrastructure modifications, road closures, traffic management plans, stakeholder engagement, and considerations associated with weather conditions.

National agreements and national Partnership Agreements

In 2022–23, through the Data and Digital Ministers' Meeting, TMR contributed to the development of an Intergovernmental Agreement to share data across jurisdictions where it can be done safety, securely, and lawfully, to improve service delivery outcomes for citizens.

To deliver on this commitment, a work program was developed to progress national data sharing priorities and drive data sharing system reforms. TMR participated in all six data sharing priorities and actively contributed to the four system reform initiatives, including leading a national system reform initiative to improve the discoverability of data in priority areas.

TMR continues to contribute to and explore the development of a National Digital Identity Ecosystem and Joined up service through the data and Digital Ministers' meetings and various subordinate working groups.

Setting the bar for government ICT into the future

The Queensland Government Enterprise Architecture (QGEA) is a whole of government framework aimed at improving the efficiency and effectiveness of ICT in Government by enabling agencies to improve services, leverage existing investments and maximise future investments. A large scale review of the QGEA was undertaken in order to align Government with industry.

Queensland needed a new framework that was modern, future-focused, and people-centric to guide and govern future digital decision-making and investments for the Queensland Government.

The review championed a high-level of collaboration and partnership with fortnightly virtual showcases, as well as holding an in-person interactive showcase that ran for a week. This was fully staffed so staff from other agencies could visit at any time. The showcase attracted high levels of engagement from across government and resulted in many important insights gathered through the exercise.

The refreshed QGEA was accepted by partners and establishes a new way for the government to work into the future.

Preserving our history and heritage

Proactively monitoring the federal and state reviews of cultural heritage legislation

The Australian and Queensland governments are reviewing the legal protections for Aboriginal and Torres Strait Islander heritage, with legislative amendments likely to occur in 2023–24. These represented the first major amendments to Indigenous heritage protection in 20 years.

The reviews are a direct result of the Juukan Gorge destruction in 2020 by Rio Tinto, which received international criticism and highlighted the need for better cultural heritage protections across Australia.

TMR is aware of federal and state papers and recommendations in response to Juukan Gorge and continually aims to improve its cultural heritage performance. Building strong, meaningful relationships with First Nations groups is an important focus for TMR.

TMR regularly liaises with state and federal heritage counterparts to ensure that it is aware of upcoming amendments and can adapt its Cultural Heritage Policy and Process Manual to suit any new legislative and community requirements.

Environmental processes manual update

The *Environmental Processes Manual* was revised in February 2023 to ensure the process remains flexible and resilient to changes in other related systems. This revision supports TMR's contribution to the sustainability of the natural environment as TMR moves beyond environmental compliance.

The *Environmental Processes Manual* outlines the environmental process for transport infrastructure projects undertaken by TMR. These processes support TMR's ability to meet its general environmental duty as required by the *Environmental Protection Act 1994*.

TMR demonstrates compliance with state and federal environmental legislation and manages the performance of its functions and operations in accordance with the *Transport Infrastructure Portfolio Governance Framework (2017)*. This process also allows TMR to deliver on the commitments of its *Environmental Sustainability Policy*.

⊡ **For more information**
https://www.tmr.qld.gov.au/business-industry/Technical-standards-publications/Environmental-processes-manual

Cultural heritage data collection program

In 2022–23, TMR invested $8.134 million in heritage data collection under the Maintenance, Preservation, and Operation program's Element 70 (Statewide Data Collection).

The data collection utilises TMR's Environment and Cultural Heritage Observations app. It involves Cultural Heritage Officers surveying the TMR road reserve and other lands to record Aboriginal, Torres Strait Islander, and historic heritage places. TMR recorded 374 new sites in 2022–23, including artefact scatters, scarred trees, monuments, survey trees, landmark bridges, and war memorials.

TMR has conducted this collection since 2019–20, with 3303 heritage places recorded. TMR's data collection supplements the Queensland Aboriginal and Torres Strait Islander heritage database, managed by the Department of Seniors Disability Services and Torres Strait Islander Partnership, and the Queensland Heritage Register, driven by the Department of Environment and Science.

This provides TMR with a better understanding of heritage places on TMR land and will improve heritage protection during project delivery.

Heritage preservation projects

TMR operates an annual Heritage Conservation Program under the Maintenance, Preservation, and Operations program.

The program focuses on maintaining Aboriginal, Torres Strait Islander, and historical heritage places on TMR road reserves and other TMR land.

This program ensures that heritage places under TMR's ownership or control are maintained appropriately, and heritage values are preserved.

In 2022–23, TMR invested more than $1.136 million in heritage conservation across Queensland on projects that include:

- maintenance of Albion Fire Station
- a grant to Atherton–Herberton Heritage Rail
- assessment of Aboriginal scarred trees on Burnett Highway and Eidsvold–Theodore Road
- maintenance of Hornibrook Highway toll portals
- Cultural Heritage Study on Round Mountain site
- an update to Conservation Management Plans in South Coast, Metropolitan, Wide Bay Burnett, and North Coast districts for numerous places on the Queensland Heritage Register
- maintenance of stone structures on Mount Spec Road
- the Gatton–Clifton Road Historical Conservation Management Plan
- assessment of scarred tree on display at Helensvale Rail Station.

Fauna infrastructure

TMR continued to implement initiatives during the construction and operation of transport infrastructure to minimise impacts on native fauna and to ensure compliance under state and federal legislation.

TMR has repaired more than 83 kilometres of koala exclusion fencings as part of a four year $5 million maintenance and rectification program in the North Coast Region. The region also displayed koala awareness messaging on departmental variable messaging signs for road users during the koala breeding seasons to reduce koala vehicle collisions in South East Queensland.

Glider poles were also installed on the Bruce Highway to reconnect the endangered Mahogany Glider populations.

TMR also continued to update the existing fauna sensitive road design manual. Updates will ensure the manual continues to provide best practice guidance on delivering transport infrastructure that better accommodates the needs of native fauna.

Zero emission buses

As set out in the *Zero Emission Vehicle Strategy*, TMR has made a commitment that from 2025 all new urban buses in South East Queensland will be zero emission buses, and for regional Queensland, implementation will begin between 2025–2030.

Zero emission buses were introduced to the South East Queensland bus network in April 2021, and the following battery electric buses are operating on the Translink network:

- 11 buses on the Sunshine Coast
- 10 buses on the Gold Coast
- 5 buses in Cairns
- 2 buses at Yarrabilba
- 11 buses at Redland Bay
- 2 buses at Spring Hill
- 9 buses at Logan
- 16 buses at Moreton Bay.

Woorabinda community

In 2023, the then Director-General commenced his ninth year as Government Champion for Woorabinda and continued TMR's regular meetings with the Mayor and Chief Executive Officer to progress the community's agenda.

Outcomes achieved during 2022–23 included:

- changes to the delivery model under the MoU, with local indigenous businesses subcontracted to deliver roadworks and engage the Woorabinda community—promoting, inviting, and encouraging employment opportunities within Woorabinda
- a successful TMR funding application for planning the Mimosa Creek Walkway Project
- ongoing opportunities to enhance road safety in the community.

The Government Champion Program continues to be a rewarding and important initiative which has delivered real improvements to the Woorabinda Community and TMR looks forward to working together to deliver improved community outcomes.

Case Study

Sustainability—projects and water use management

The Bruce Highway Upgrade—Deception Bay Road Interchange project achieved great success with its water management.

The project addressed a bottleneck over the Bruce Highway by replacing the existing two-lane bridge with two new parallel four-lane bridges to improve safety, ease congestion, and cater for future traffic flow.

Efficiencies were realised by replacing the need for potable water for construction activities with non-potable water from a nearby water treatment plant which created a lower-cost, more sustainable outcome.

In addition, project activities were modified to reduce total water use including using dust binders, avoiding over-watering, implementing erosion and sediment controls, scheduling works to limit exposed areas, and careful monitoring and management.

These sustainable outcomes resulted in project savings and securing efficiency gains in project delivery, demonstrating TMR's commitment to sustainability value and investment.

Road safety

Queensland Road Safety Strategy and Action Plan

The *Queensland Road Safety Strategy 2022–31* and *Queensland Road Safety Action Plan 2022–24* were released in April 2022, reaffirming Queensland's commitment to a vision of zero serious road trauma by 2050.

The strategy takes a new approach to road safety that considers the complex social factors contributing to road trauma and places emphasis on responding to community needs at the local level.

Several actions have already been delivered, including:

- tougher penalties for high-risk driving offences such as speeding, running red lights and not wearing a seatbelt
- introduction of 'move over, slow down' laws
- new rules to improve personal mobility device safety
- a pilot of rural intersection activated warning signs at high-risk rural locations
- rolling out speed cameras in road work zones and school zones.

Significant road safety infrastructure investment continues through the targeted road safety program, which funds treatments such as intersection upgrades, shoulder widening, safer roadsides, barrier installation, flashing school zone signs, and wide centre line treatments.

Community road safety grants scheme

In 2022–23, the CRSG scheme awarded $631,906 to support 39 community organisations with the development and delivery of effective road safety education initiatives that support people to be safer road users.

Since 2013, the CRSG scheme has awarded more than $46 million to 575 community-based road safety education initiatives. This includes more than $23 million awarded in 2021–22 to 18 organisations to deliver recurrent, long-term road safety education programs through to 30 June 2026.

Examples of grants awarded during 2022–23 included:

- $25,295 to PBF Australia to deliver education programs targeting the importance of road safety in the workplace
- $36,364 to QPS - Caboolture Station to deliver motorcycle education course for novice and returning riders
- $27,046 to Aboriginal and Torres Strait Islander Community Health Service Brisbane to assist 60 disadvantaged families with child car restraints and education

- $40,000 to Surfing Queensland Incorporated to promote road safety education through targeted digital media to the surfing community across Queensland
- $3606 to Police Citizen Youth Welfare Association (PCYC) Cooktown to deliver a bicycle helmet safety program
- $37,236 to Benaraby Driver Education Facility to support young drivers with road safety education in Central Queensland.

⊡ **For more information**
https://www.qld.gov.au/transport/safety/road-safety/community-road-safety-grants

Targeted road safety program

The targeted road safety program delivers cost-effective, high-benefit road infrastructure interventions to improve network safety and reduce the impact of road trauma for all road users.

The targeted road safety program is funded primarily by the camera detected offence program and the Australian Government road safety program and consists of multiple sub-programs, including:

- safer roads sooner
- black spot program
- mass action initiatives
- route actions
- STIP
- vulnerable users.

During 2022–23, the targeted road safety program delivered $439 million in safety treatments across Queensland to remedy locations with a significant crash history or other identified safety issues.

Major targeted road safety program projects delivered in 2022–23 included:

- $12.14 million for safety improvements on Cleveland–Redland Bay Road
- $5.1 million to widen and rehabilitate Barcaldine–Aramac Road
- $3.18 million to install wide centre line treatment on Drayton Connection Road between Lucks Road and New England Highway
- $2.97 million to improve safety on Tamborine–Nerang Road.

School Transport Infrastructure Program

The STIP improves the safety and operation of schools through enhanced school transport infrastructure. It aims to provide long-term solutions to protect one of Queensland's most vulnerable road user groups, school children.

In 2022, TMR committed $40 million to deliver STIP projects from 2022–23 to 2025–26. Since STIP began in 2018–19, 94 projects have been delivered, including school drop off and pick up zones, car parks, footpaths, wombat crossings, traffic islands, and signs. In early-2023, a further 50 new projects were approved for delivery.

The STIP complements other initiatives to improve safety at and around Queensland schools, including the flashing school zone signs program, the School Crossing Supervisor scheme, and the CRSG program.

It also complements the TIDS, which funds local governments for transport-related initiatives supporting state government objectives.

Flashing school zone signs

School children across Queensland are safer with flashing school zone signs installed at 1340 school zones since the program began in 2012.

Funded by the camera detected offence program, flashing school zone signs have been installed at sites across the state, including:

- Hambledon State School, Edmonton
- Spinifex State College, Mt Isa
- Yeppoon State High School
- Denison State School, Emerald
- Millerand State P-10 School
- 45 sites in South East Queensland.

There were flashing school zone signs installed in 100 school zones in 2022–23. An additional 100 school zones are scheduled to have signs installed during 2023–24.

In response to many drivers detected to be travelling over 20 kilometres per hour more than the speed limit in Queensland school zones, TMR is piloting new roadways behaviour monitoring system speed camera technology built into flashing school zone signs. These portable cameras will be rotated around 24 high-risk school zones.

> For more information
> https://www.tmr.qld.gov.au/safety/road-safety/speed-camera-signs-pilot-in-school-zones-and-roadworks

Fine modernisation program

The second phase of the fine modernisation program was delivered in November 2022, with TMR transitioning the management of mobile phone and seatbelt camera detected infringements to Queensland Treasury's Queensland Revenue Office (QRO).

The Queensland Treasury-led program is bringing together the administration of infringements into QRO to support a more efficient, unified fine management system in Queensland. The associated machinery-of-government change is integrating the state's fine administration functions undertaken by TMR and the QPS into QRO. The first phase of the MoG saw employees from QPS and TMR move to QRO on 1 February 2022. The second phase was completed on 30 November 2022 with remaining TMR employees moving to QRO and the cross-agency program formally closing on 30 June 2023.

TMR continues to work closely with QRO to ensure that Queensland has seamless and efficient fine management arrangements.

Queensland Road Safety Week

The eighth Queensland Road Safety Week was a resounding success, running from 22–26 August 2022 and empowering individuals to help make our community safer through the theme 'road safety starts with me'.

Supporters wore and shared yellow throughout the week to raise awareness and prompt conversations around road safety, with major landmarks lit up yellow as a prominent reminder to Queenslanders.

With the return of community activities following recent public health directives, regional events further promoted road safety around the state, supported by a range of downloadable resources developed to champion the message.

TMR's partners, the QPS, promoted the program through blog posts and short videos to further encourage personal responsibility and safe driving behaviours. User-generated content was robust, with over 100 posts on social media from 70 organisations and individuals.

> For more information
> https://streetsmarts.initiatives.qld.gov.au/qrsw-2023

Road Safety Data Bureau

To better understand the impact of road trauma in Queensland, the Road Safety Data Bureau was established in 2019 to analyse road safety data from various government agencies.

The results help inform whole-of-government decision-making and approaches to road safety policy and programs.

The team includes representatives from TMR, the QPS, Queensland's Motor Accident Insurance Commission and Queensland Health's Jamieson Trauma Institute.

Major research projects undertaken in 2022–23 included:
- *Senior Adult Road Users*—this project provided a better understanding of senior adult road users involved in crashes to inform road injury prevention
- *Motorcycle Fatalities and Serious Injuries*—this project analysed factors contributing to crash involvement for motorcycle riders and examined infringement records to better understand their road use behaviour
- *Roadside Drug Testing and Risky Driver Behaviour*—this project examined the characteristics of drivers and riders testing positive at the roadside to tetrahydrocannabinol or amphetamine-type stimulants.

StreetSmarts road safety campaigns

During 2022–23, TMR's StreetSmarts initiative delivered several campaigns to improve road safety in Queensland including:
- 'Anywhere Anytime' to inform Queenslanders about the tough new penalties for risky driving (July–August 2022)
- 'Ride Craft' motorcycle safety (August–October 2022)
- Speed cameras in school zones and roadworks (August–October 2022)
- New laws for drivers passing stationary emergency vehicles 'Move over, slow down' (September–October 2022)
- A campaign to promote new road rules and increased penalties for e-scooters and e-bikes (October–November 2022)
- 'Drinking? Never drive' which ran through the summer/autumn holiday season, reaching Queenslanders through television, social media, radio/Spotify, outdoor, and licensed venues (December 2022–April 2023).

With more than 167,000 followers, StreetSmarts shares road safety messages across social media and digital channels to around 1–1.5 million individuals monthly.

> ⤓ **For more information**
> https://streetsmarts.initiatives.qld.gov.au

Rest area upgrade program

TMR manages more than 1100 roadside amenities on the state-controlled road network. Roadside amenities help to reduce fatigue-related crashes and enhance the travel experience for road users.

The rest area upgrade program, jointly funded by the Australian and Queensland governments, establishes new sites and upgrades existing roadside amenities. The intent is to encourage drivers to stop and rest, which may reduce fatigue-related crashes and improve accessibility for road users. Over $34 million has been committed to date.

In 2022–23, TMR completed stage 3 of the program. More than 18 rest area sites were upgraded or constructed across Queensland. Generally, major construction activities included upgrades to toilet facilities, accessibility improvements to facilities, shade shelters, table and picnic facilities, solar lighting, pavement rehabilitation, and all-weather spray seal access.

Improving e-scooter safety

In June 2022, TMR released the *Personal Mobility Device Safety Action Plan* to improve e-scooter safety.

Actions included:
- establishing stakeholder consultation groups
- road rule reforms
- delivering education materials and campaigns
- enforcement blitzes
- cracking down on drink and drug riding.

TMR and its partners have delivered most of the actions within the plan. In November 2022, TMR introduced major road rule reforms to improve e-scooter safety, including:
- a new 12 kilometre per hour footpath speed limit
- tougher penalties for high-risk offences, such as speeding
- allowing use in some on-road bike lanes
- ensuring riders obey general road rules
- mandating devices with handlebars be fitted with a bell.

These changes were supported by a high-profile education campaign and continued police enforcement.

TMR has also released the *e-Mobility Parking Plan* to address problems with e-scooters blocking paths.

> ⤓ **For more information**
> https://www.tmr.qld.gov.au/safety/road-safety/road-safety-strategy-and-action-plans/personal-mobility-device-safety-action-plan

Ride to zero

The 'Ride to zero' program is a new 10-year initiative under the *Queensland Road Safety Strategy 2022–31*. The program brings together the knowledge and experience of motorcycle riders through relationships, mentoring and resources to encourage and develop safer riding behaviours and skills.

The program will initially seek behaviour change through riders' social networks by developing advice and information in a format they prefer. These social motorcycle networks can be large or small, formal or informal.

'Ride to zero' builds on preparation work over the past three years where research has shown that riders are interested in improving their skills to be better and safer riders using resources they can relate to and from sources they trust.

The first three initiatives of the program will focus on mentoring relationships, online resources and support for riding organisations, and these will be developed in partnership with riders and ride leaders throughout the term of the *Queensland Road Safety Action Plan 2022–24*.

Rail safety

TMR enhances rail safety outcomes in Queensland through initiatives that complement the activities of the Office of the National Rail Safety Regulator (ONRSR).

TMR continues to maintain the *Rail Safety National Law (Qld) Act 2017* in consultation with ONRSR and other stakeholders, ensuring that Queensland's interests are reflected in any legislative amendments.

TMR provides rail safety-related policy advice to the Queensland Government, maintains regulatory oversight of the safe transport of dangerous goods by rail and provides support to accredited tourist and heritage rail operators.

During 2022–23, TMR actively contributed to national rail research projects through participation in the former Australasian Centre for Rail Innovation and its successor, the National Transport Research Organisation-Rail. TMR also continued to lead the Queensland Level Crossing Safety Group which brings together relevant stakeholders to work collaboratively on addressing current level crossing safety issues in Queensland.

Over this period, TMR also continued to chair the inter-jurisdictional National Level Crossing Safety Committee and facilitated the development of the *National Level Crossing Safety Strategy 2023–2032*. In early-2023, TMR established the National Level Crossing Safety Committee Project Management Office which is tasked with implementing the National Strategy and its associated work plan.

Marine safety

Exercise BEE

TMR, through MSQ, is responsible for ship-sourced pollution regulation and response within Queensland coastal waters. MSQ maintains a high level of capability to respond to pollution caused by oil, hazardous noxious substances, packaged harmful substances, garbage, and sewage.

Each year MSQ conducts a state pollution exercise at a marine pollution incident different location to test and practice all aspects of a response. In June 2023, exercise 'BEE' was held in Townsville.

Exercise 'BEE' was a multi-agency and cross-jurisdictional exercise involving 171 participants and observers across incident management, on-water response and oiled wildlife response. Participants included members of MSQ, the Great Barrier Reef Marine Park Authority, the Department of Environment and Science, state and territory government response partners, local governments, and traditional owner groups.

Exercise 'BEE' showcased how a response would be conducted in the complex Great Barrier Reef environment

War on Wrecks

In 2018, the Queensland Government funded $20 million to establish the War on Wrecks program. A taskforce comprising of elected and industry representatives was created to ensure Queensland waterways are free and safe of derelict vessels. A program of works was established to identify how to ensure everyone involved in a vessel's lifecycle meet their obligations.

A further $15 million was allocated to continue the good work of War on Wrecks for an additional three years to June 2025.

Between 1 July 2022 and 30 June 2023:
- 109 unseaworthy or abandoned vessels were removed by MSQ and partner agencies
- 35 vessels were removed by their owners or other parties
- 30 were resolved including vessels being made seaworthy by their owners.

Since the start of the program to 30 June 2023, 1200 derelict vessels have either been made seaworthy or removed from Queensland waterways.

Fatal five education campaign

MSQ delivered boating fatal five safety education messaging throughout 2022–23. The Boating Fatal 5 campaign is a reminder to Queenslanders that being on the water has some known safety risks and that the right education and planning can significantly reduce the risk of boating incidents.

MSQ also released the *Know your waterways* publications. Each *Know your waterways* brochure is focused on a specific area in some of the busiest waterways in Queensland. Produced in collaboration with MSQ regional officers, they are filled with maps and local knowledge to help keep the boating community safe.

Lifejacket reforms

The *Transport Operations (Marine Safety) Act 1994* and *Transport Operations (Marine Safety) Regulation 2016* mandates the movement and use of certain pieces of safety equipment on Queensland regulated ships (QRS).

In December 2022, MSQ launched an extensive public consultation about proposed changes to laws on the use of lifejackets and kill switch lanyards.

Key changes proposed include lifejacket laws for people boating alone, at night, or while crossing coastal bars, and broadening laws for children. Queensland's current laws require all vessels to carry lifejackets, and the proposed laws will require them to be worn in certain situations.

Torres Strait marine safety program

In 2006, TMR launched the Torres Strait Marine Safety Project in partnership with the Australian Maritime Safety Authority and the Torres Strait Regional Authority. Since then, the partnership has expanded to include the QPS and National Maritime Safety Authority of Papua New Guinea.

In 2021, MSQ partnered with the UQ Institute of Social Science Research to review the program. The review included investigating community views on the program and its initiatives.

MSQ and UQ partnered with Local Land and Sea Rangers to undertake interviews in Island communities. This partnership led to increased engagement of First Nation's residents of the communities and increased the quality of the interviews.

The partnership between TMR and UQ's Institute of Social Science Research was nominated in the Queensland Reconciliation Awards 2023 partnership category.

Case Study

Emergency response structure review

MSQ is the lead agency for ship-sourced oil spill response among government agencies and port authorities. MSQ's maritime emergency management focus has evolved into an all-hazard capability supporting wider Queensland Disaster Management Arrangements. This was shown when MSQ operated as lead maritime response agency in the successful response to riverine flooding during the 2022 South East Queensland floods.

Building on the 2022 floods and wider disaster preparedness, MSQ reviewed its structure to ensure optimal alignment for maritime emergency management. Key elements for shipping safety are MSQ's Vessel Traffic Service and its Regional Harbour Master team. This prevention capability, joined with the preparedness and response functions within the Maritime Emergency Management (MEM) team, are part of the wider Port Operations function.

MEM provides a range of response capabilities to MSQ. This capability is focused on ship-sourced pollution response but is also available across a spectrum of disaster management scenarios. This includes training, technical and response advice, and industry liaison. MEM keeps MSQ ready to respond to disaster events at any time along the Queensland coast.

Maritime Enforcement Team

The Maritime Enforcement Team (MET) undertakes enhanced compliance and education activities on Queensland's waterways, primarily using PWC.

In 2022–23, MET patrolled waterways from Townsville to the Gold Coast. They conducted large-scale enforcement activities in Noosa and the Gold Coast, and smaller programs in the Gladstone and Townsville regions. MET coordinated safety campaigns and operations with MSQ compliance partners, including QPS, SEQ Water, Queensland Parks and Wildlife (QPWS), and Queensland Water Police.

MET educated boat owners on water safety and engaged with the boating community at PWC ride days, large aquatic events, and boating safety days.

Marine fatalities and marine injuries

In 2022–23, reported marine incidents in Queensland included 18 fatalities and 21 serious injuries. The number of reported marine incidents involving at least one QRS has decreased from 363 to 317. The number of fatalities has grown as the result of an increase in the number of capsizing incidents resulting in three fatalities.

Figure 3 below indicates the number of people who have died 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). These people have been classified as masters or passengers of boats, the masters and passengers of PWC, swimmers (which includes divers and snorkelers) and water skiers (which includes anyone being towed by a vessel of any kind).

Figure 3: Marine fatalities in Queensland
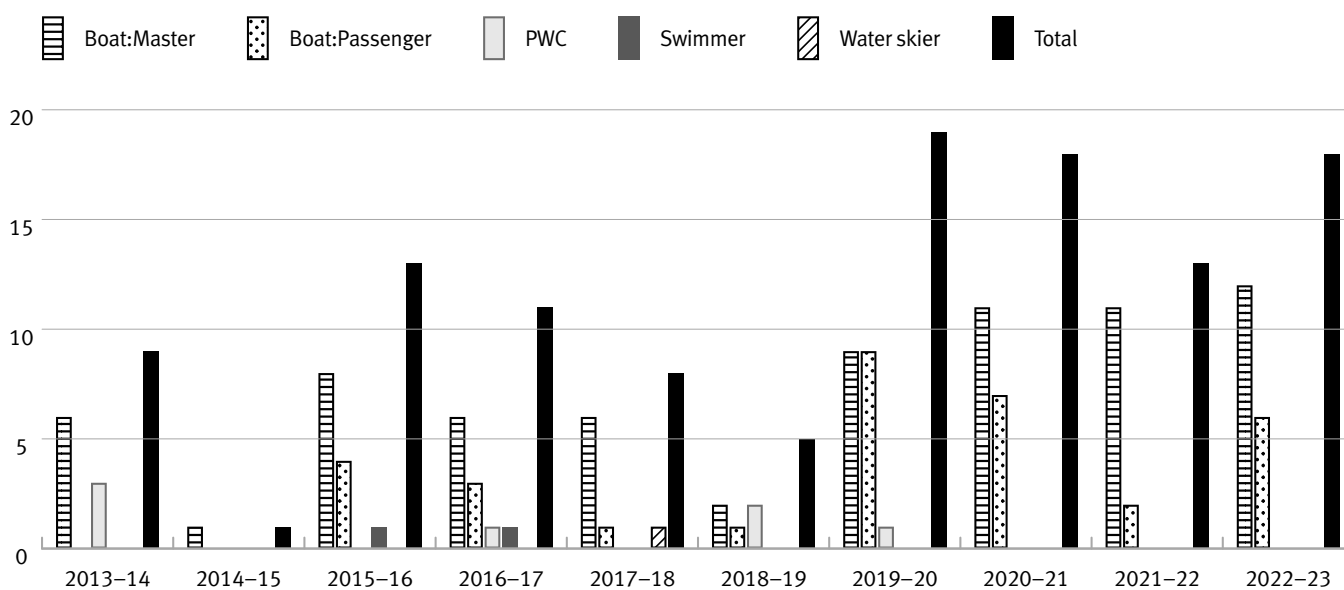
Fyear	Boat:Master	Boat:Passenger	PWC	Swimmer	Water skier	Total
2013–14	6	0	3	0	0	**9**
2014–15	1	0	0	0	0	**1**
2015–16	8	4	0	1	0	**13**
2016–17	6	3	1	1	0	**11**
2017–18	6	1	0	0	1	**8**
2018–19	2	1	2	0	0	**5**
2019–20	9	9	1	0	0	**19**
2020–21	11	7	0	0	0	**18**
2021–22	11	2	0	0	0	**13**
2022–23	12	6	0	0	0	**18**

Figure 4 indicates the number of people who have been 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.

MSQ works actively to address the causes of marine incidents through compliance and education activities.

Figure 4: Serious injuries from maritime incidents in Queensland
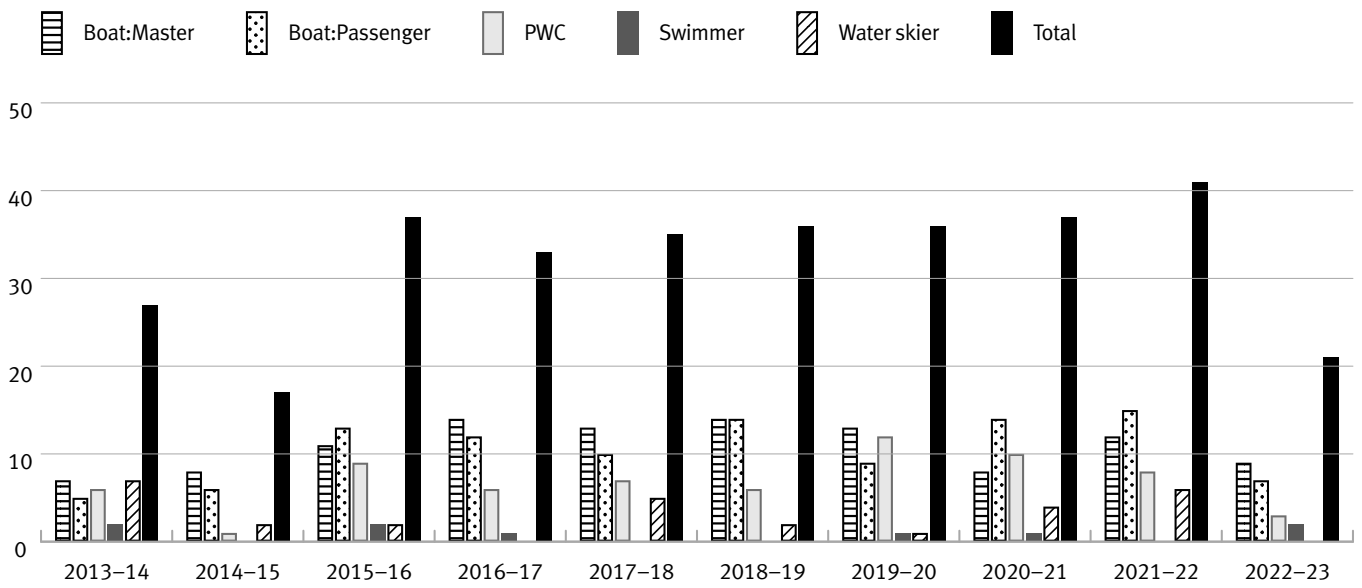
Fyear	Boat:Master	Boat:Passenger	PWC	Swimmer	Water skier	Total
2013–14	7	5	6	2	7	**27**
2014–15	8	6	1	0	2	**17**
2015–16	11	13	9	2	2	**37**
2016–17	14	12	6	1	0	**33**
2017–18	13	10	7	0	5	**35**
2018–19	14	14	6	0	2	**36**
2019–20	13	9	12	1	1	**36**
2020–21	8	14	10	1	4	**37**
2021–22	12	15	8	0	6	**41**
2022–23	9	7	3	2	0	**21**

Case Study

Recreational boating facilities demand forecasting study

The MSQ *Recreational Boating Facilities Demand Forecasting Study 2022* was completed in May 2023 by BMT Commercial Australia.

BMT consulted statewide, working with all Queensland local governments, port and water authorities, boating clubs and associations, and the boating public.

The 2022 study and associated community and agency engagement will help guide investment in recreational boating facilities over the next five to ten years.

This study is conducted every five years to leverage current demographics and demographic trends collected in the Australian census. It is used by delivery agencies, including port authorities, councils, Gold Coast Waterways Authority, and TMR to help prioritise and select sites for development.

FV Dianne Memorial

The FV Dianne capsized and sank in the Coral Sea on 17 October 2017. Six of the seven young men aboard tragically lost their lives.

MSQ led the design and construction of a permanent memorial to the victims and those who took part in the search and rescue operation.

The memorial looks over the Coral Sea in the direction of where the FV Dianne capsized. It will be managed by the QPWS.

MSQ worked closely with the affected families and other stakeholders, including QPWS and traditional landowners, and an Indigenous Land Use agreement was approved for the memorial to be built.

MSQ's General Manager Kell Dillon and Regional Harbour Master (Gladstone), John Fallon, presided over the blessing ceremony to open the memorial to the public in October 2022.

The ceremony was attended by families and friends of the crew, local marine rescue volunteers, traditional landowners, the local community, and the QPS.

Case Study

Introduction of Guardian system

MSQ implemented an incident management system, GuardianIMS by Queensland company QIT+ to help manage pollution-related and other responses, such as maritime casualties, that involved the department.

GuardianIMS was used in responses including the MV Frontier Unity off Mackay and the sinking of the historic 'Pride of the Murray' in Longreach. On each occasion the incident management system performed well. Over time the system will become an integral component of TMR's responses to maritime incidents.

Noosa River marine zone

Noosa River is a heavily utilised waterway, with an increasingly crowded operation of vessels requiring solutions to congestion and safety issues.

MSQ, Noosa Shire Council and the Noosa River Stakeholder Advisory Committee developed potential options for the way vessels are managed on the river. These included anchoring restrictions and speed limit changes. MSQ consulted with the community on the proposed options during December 2022 and January 2023. The results informed a vessel waterway management plan underpinned by the guiding principles of safety, equity of access and environmental sensitivity.

The changes will be implemented through regulatory amendments to the Noosa River Marine Zone.

MSQ takes a holistic approach to improving waterways management. The learnings from the Noosa River changes will contribute to the development of future waterways management policy throughout Queensland.

Smartship

Smartship Australia primarily delivers its services to mariners face-to-face. While solutions were found during the COVID-19 pandemic, many training partners returned to face-to-face training at Smartship Australia's facility in 2022–23.

In August 2022, Smartship delivered the 100th Advanced Marine Pilot Training (AMPT) course. AMPT#100 was attended by trainees from around Australia and New Zealand.

Throughout 2022–23, the Check Pilot course gathered momentum and is now endorsed by the Australian Maritime Safety Authority, MSQ and Safe Transport Victoria. This first of its kind course is targeted at senior pilots who are making, or have made, the transition to a check pilot role.

Azimuth Stern Drive Tug Master training also had high demand in 2022–23, with customers seeking a training program that can be developed to complement their in-house training programs and target areas of highest need.

Case Study

MV Frontier Unity

On 24 January 2023, bulk carrier MV Frontier Unity contacted MSQ to report the vessel was taking on water in the engine room. The vessel was located offshore from Hay Point at the outer anchorage, with 22 crew on board and carrying 57,000 tonnes of coal.

Flooding was estimated at approximately 4500 tonnes of seawater before the vessel lost power and therefore its pumps. The ship's crew contacted MSQ for assistance and Mackay Region stood up an Incident Management Team.

In preparation for potential pollution, MSQ assembled a response team and on-water assets. MSQ continued to monitor the vessel's stability and crew welfare, and liaised with stakeholders and the owner. The MV Frontier Unity was towed to Singapore on the 19 February 2023, without further incident.

This incident demonstrated MSQ's strength in managing high pressure situations and reinforced the strong relationships MSQ regions have with local authorities and the maritime industry. It also demonstrated MSQ's preparedness for a pollution incident.

Designing solutions that create value

Light Emitting Diode lighting replacement project

In 2022–23, TMR replaced 6288 obsolete road lights with high performing Light Emitting Diode (LED) luminaires as well as 7234 Smart Light Control units.

More than 30,000 road lights were identified for replacement on state-controlled roads and more than 25,521 have been installed since delivery commenced in 2017. Combining LED Road lighting with smart light technology has delivered the following benefits:

- greatly improved lighting quality
- reduced energy consumption by up to 45 per cent
- reduced operating and maintenance costs
- longer lifecycle of lights
- improved road safety and environmental conditions
- improved asset management processes
- enables intelligent controls and performance monitoring capability.

In collaboration with the Endeavour Foundation, TMR has recycled 95 per cent of legacy luminaires. As of 30 June 2023, more than 121 tonnes of scrap metal were saved from ending up in landfill.

The project is ahead of schedule to deliver the remaining Smart LED Road lighting by 2026.

Cooperative and Highly Automated Driving pilot

The Cooperative and Highly Automated Driving pilot successfully delivered two displays of its Cooperative and Automated Vehicle (CAV), 'ZOE2', during 2022–23.

From 18 to 20 October 2022, Sunshine Coast residents visited the 'ZOE2' display to learn about Australia's most advanced CAV. The team promoted automation and automated vehicle capabilities.

In June 2023, the team displayed 'ZOE2' at the Mount Isa show, celebrating 100 years of Mount Isa. During the show, visitors registered their interest in experiencing 'ZOE2' driving in automated mode on Mount Isa's public roads and interacting with traffic and pedestrians. The 'ZOE2' dynamic demonstration in Mount Isa is planned to be delivered in 2023–24.

In 2022–23, the team delivered three studies. The objective of these studies were to understand the challenges of CAV deployment in Australia. The specific topics researched and papers

delivered were: public awareness and perceptions of automated vehicles study, the driving task hand-over in an automated vehicle, and the safety impact of connectivity for automated vehicles study. These are published by iMOVE Australia and available on their website: https://imoveaustralia.com/project/project-outcomes/safely-deploying-automated-vehicles-on-australian-roads/

The Motor Accident Insurance Commission co-funds the project in partnership with the Queensland University of Technology and iMOVE Australia. The project is planned to conclude in 2023–24.

Bridge monitoring and data-driven structural asset management

Virtual Weigh-in-Motion (vWiM) leverages existing heavy vehicle data collection systems, to enhance value, data quality, coverage, and evidence-based decisions.

In addition to vWiM monitoring systems installed along the Kennedy Highway and Gateway Arterial Flyover, more systems were installed on bridges on the Bruce Highway, Peak Downs Highway and Capricorn Highway. vWiM is supporting TMR to quantify how bridges respond to heavy vehicles carrying large indivisible loads and explain why some heavily trafficked bridges are showing visible signs of accelerated wear-and-tear.

Data gathered highlights the importance of where on the bridge heavy vehicles drive, and how fast they travel.

Findings have so far shown that wear-and-tear on bridges is mainly caused by platform trailers operating at speed in an edge lane or operating near the edge due to traffic control required for road maintenance.

TMR is leveraging vWiM data to inform decisions about compliance, sustainable access, and bridge asset management.

Bridge Assessment Program

In December 2022, TMR completed a program of works to develop a database to assess bridges for heavy vehicle access.

Approximately 50 per cent of TMR's bridges were not designed to take today's freight vehicles necessitating TMR to assess what relevant engineering strategies could be implemented to ensure the safety of the bridges and the travelling public.

Over the course of the program, the development of the *Management of Queensland's State-Controlled Road Network Bridges Policy (Engineering Policy 171)* explored a number of contemporary approaches.

It developed an engineering risk-based framework to pragmatically manage TMR's bridges, resulting in the following:

- the revision of Engineering Policy 171 was published in March 2023
- approximately $1.4 billion was realised in savings by avoiding unnecessary strengthening works or replacement of a number of bridges
- a more sustainable approach to manage and invest in TMR's existing bridge network.

Tim Fischer Bridge urgent rehabilitation

In August 2022, TMR undertook the rehabilitation design of the girder restraint system for the Tim Fischer Bridge, located just south of Gin Gin, crossing the Burnett River on the Bruce Highway.

The rehabilitation design ensured that the restraint system effectively kept bridge girders fixed in place and on their bearings. The rehabilitation design process developed a robust method to secure the bridge for its remaining operational life.

An inspection in December 2022 revealed that one of the bridge bearings had moved from its original position. TMR developed a solution to secure the affected bearing, with rectification works undertaken within six days of identification. This quick response ensured the bridge remained open during the Christmas period.

First Nations Digital Careers Program

In 2022, QGCDG established an initiative between the Queensland Government and Microsoft Australia to partner to deliver the First Nations Digital Careers Program.

The program is aimed at First Nations people of all age groups who are interested in starting or transitioning to a digital career and aims to offer up to 100 placements each year across Queensland.

Participants can study a range of courses and be placed into jobs either within Queensland Government, Microsoft, or one of their partner employers.

In April 2023, the program's second intake saw 30 new trainees placed into direct employment across 15 different government agencies and industry organisations and study in either a Certificate III or IV in Information Technology.

This comes after the program's successful pilot launch in August 2022, which saw six trainees begin in the program, with four placed in QGCDG and two with industry employer, Fujitsu.

The First Nations Digital Careers Program plays an important role in increasing the supply of digital professionals in Queensland and boosting Indigenous employment.

📥 **For more information**
https://www.qld.gov.au/jobs/career/digital-careers/digital-jobs/first-nations-digital-careers-program

Digital skills and careers for Queenslanders

Successive independent reports have highlighted the need for Queensland to increase the supply of digital professionals in Queensland to support our businesses and industries. In response, the Queensland Government is delivering the $8 million *Digital Professional Workforce Action Plan* which aims to supply an additional 10,000 digital professionals to support Queensland's Digital Economy.

Since the program commenced, 106,566 Queenslanders have participated in digital career awareness campaigns and over 4000 Queenslanders have participated in digital skills training in 2022–23.

QGCDG is working to not only increase the pipeline but also widen the pipeline to ensure that the workforce is representative of the community with programs targeted at school students, mid-career, people returning to the workforce, veterans, and underrepresented cohorts.

In May 2023, QGCDG partnered with TAFE Queensland to deliver Digitrek, which is targeted to high school students and local business. Digitrek's goal was to create awareness of the career options that digital skilling can offer to regional Queenslanders, particularly for the agribusiness value chain.

The Digitrek Regional Digital Skills Roadshow rolled into Roma, Dalby, Kingaroy, and Toowoomba to give the local community an experiential taste of digital. Through information sessions, tactical demonstrations, and networking events, Digitrek showcased emerging jobs, training pathways, and the barriers impacting regional digital professional career development to its 400 participants.

With the almost endless career opportunities afforded to those with digital skills, QGCDG supported the development of a free online digital career discovery tool, MyCareerMatch, to highlight the opportunities.

MyCareerMatch is a five-minute quiz that provides a personalised digital career guide that matches the participant's personality strengths to possible digital careers across multiple industries. The detailed guide explains each role and offers a comprehensive

look at careers needed to drive Queensland's economy. Each occupation is linked to the training and qualification needed to find employment, as well as websites with information on where and how to enrol.

The Queensland Government will continue to work with key partners to build the digital talent required to support a thriving digital economy. Reducing the impact of network disruption

Queensland Transport Security Program and Queensland Security and Counter-Terrorism Strategy

TMR works in partnership with the QPS, the surface transport industry and local, state, and Australian governments to help prepare for, prevent, respond to, and recover from significant security incidents.

TMR does this by:

- coordinating national and state surface transport counter-terrorism policy
- regulating Queensland's Security-Identified Surface Transport Operations
- providing security guidance and support to Queensland's surface transport operations
- facilitating Queensland's transport precinct security program
- facilitating Queensland's transport precinct exercises
- supporting state major event security planning and police operations
- facilitating intelligence and information sharing events for transport and transport hub operators
- ensuring critical infrastructure protection.

Queensland Disaster Management Arrangements

Under Queensland Disaster Management Arrangements, TMR provides functional support for transport systems, is the hazard specific lead for ship-sourced pollution events, leads TMR's recovery and reconstruction of roads and transport networks for disaster affected communities and provides strategic oversight for implementation and delivery of resilience initiatives.

Operationally, Transport Network Security and Resilience supports the State Disaster Coordination Centre, with trained Liaison Officers and produces an awareness dashboard, priority alerts and other targeted products and services as required for situational awareness.

The annual TMR pre-season program for district regional staff, and invited key external stakeholders, is an opportunity to clarify and refine understanding of roles and responsibilities as outlined under the Queensland Disaster Management Arrangements.

A *Continuity and Disruption Management Policy* underpins TMR's business continuity management program with annual reviews of processes, practices, and supporting documentation to ensure continued improvement and incorporation of international best practice.

Case Study

Bureau of Meteorology partnership

With a view to the future and a focus on building network resilience, TMR extended its strategic relationship with the Meteorology in December 2022 for another three years.

Since the initial relationship was established in 2018, TMR has worked with the Bureau to support planning and response to weather events. Over the course of 2022–23, the relationship has again proved crucial to TMR's response to multiple weather events.

Critical decisions to close roads, cease public transport services and suspend maritime operations are all supported by detailed forecast information from the Bureau.

In addition, understanding climatic impacts informs project planning and delivery with weather extremes factored in to TMR's approach to project management and building resilient infrastructure.

The relationship and the benefits it delivers were on display when TMR hosted a Roads Australia seminar on Improving Resilience in Transport Infrastructure in February 2023 where the Chief Executive Officer from the Bureau presented on current weather challenges and the long-term climate outlook and considerations for project planning.

TMR is looking forward to realising further benefits as the strategic relationship provides a foundation to explore opportunities for additional data sharing, which enables improved outcomes to be delivered for customers.

Roadway Flood Data Exchange

Disseminating information about the condition of TMR's road network is essential for the public to navigate Queensland roads.

During 2022–23, TMR has expanded collaboration with the Bureau of Meteorology (the Bureau) by investing in upgrades to TMR flood monitoring assets to make them available to the Bureau

interface. This upgrade will increase the number of TMR flood monitoring assets that share data with the Bureau.

TMR has also enabled the traffic management system to receive flood data from flood monitoring assets through the data feed from the Bureau. This additional flood monitoring data will help TMR to provide a better service to road users.

Implementing this system-to-system interface for exchanging flood monitoring data between both agencies aims to improve the availability and coverage of data for both agencies and optimises the investment in new monitoring assets.

ICT Asset Disaster Recovery

ICT Asset Disaster Recovery Plans continue to play a vital role in ensuring TMR maintains resilient and highly available ICT systems that support frontline employees and ensures essential services are provided to the community.

In 2022–23, TMR continued to place a key focus on the capability and resiliency of vital systems, ensuring support for business continuity and minimisation of service disruption. With the ever-increasing threat of cyber-attack, exemplified by a number of high-profile companies experiencing cyber breaches in 2022–23, TMR has focused on hardening its security technologies and processes.

Focus areas included:

- increasing cyber-awareness through ongoing campaigns and training
- reconfirming security requirements with key service delivery partners
- participating in disaster recovery scenario activities across government and selected key partners to maintain confidence in TMR's capability to continue to deliver services to Queenslanders.

Key achievements during 2022–23 included:

- continued investment in the Information Security Management System, including security tools, processes, and the risk management framework
- established of a dedicated ICT Resilience Practice to drive alignment of ICT systems resilience and disaster recovery capability to meet critical business services' continuity requirements
- continued to enhance TMR's service resiliency and disaster recovery capabilities by migrating departmental services to the cloud
- established a new microservices offering that breaks down monolithic systems by compartmentalising ICT business domains, enhancing resiliency and flexibility of solutions moving forward, leveraging newer technologies such as self-healing technology.

Strengthening cyber security resilience and disaster readiness for government

Digitisation has a tremendous impact on the Queensland economy, government, and citizens. New technology reduces costs and increases productivity, transforming the way we live and do business.

To enhance the Queensland Government's cyber security resilience and disaster readiness, the QGCDG's CSU worked across government to develop and release the *Queensland Government Cyber Security Hazard Plan*.

The plan formalises Queensland's strategic arrangements, roles, and responsibilities in response to a cyber incident with state or nationwide impacts, in alignment with the state and federal disaster management arrangements. It provides a clear path for all levels of government in Queensland to follow when responding to a cyber incident.

The Queensland Government will use the plan to align, integrate, and embed cyber incident response arrangements into the plans, procedures, and arrangements of individual agencies.

⬇️ **For more information**
https://www.disaster.qld.gov.au/__data/assets/pdf_file/0035/388790/cyber-security-hazard-response-plan.pdf

Building trust in government services

Over the past two years, over 1.6 billion malicious activities were detected or blocked on the whole-of-government Internet Gateway—an average of 133 million each month. Cyber-attacks continue to escalate not only in scale, but also speed.

QGCDG's CSU is responsible for strengthening whole-of-government cyber security capability and investing in new cyber threat management technologies to stay at the forefront of the evolving threat landscape by providing a range of cyber protection services across government agencies. The CSU continues to lead the enhancement of technical capability, preparedness, and resilience across the sector.

The CSU guides and assists agencies to detect, respond to, and recover from cyber-attacks. It works with government agencies to target behavioural change and enhance cyber awareness and skills across the sector. A cyber skills accelerator program is training new practitioners in partnership with TAFE Queensland to meet government's growing demand for cyber professionals.

Through this program of work, the CSU is ensuring that public sector employees at every level have the skills and capability to recognise, report, and combat unusual activities online and ensure government services are reliable and trusted.

Our people

Highlights

- Revised the TMR *Strategic Workforce Plan 2020–2024 (revised for 2022–2024)* to align TMR's focus to a rapidly changing operating environment, organisational risks, and employee and labour market expectations.
- Supported the release of the Managing the Risk of Psychosocial Hazards at Work Code of Practice 2022 by Workplace Health and Safety Queensland.
- Sponsored the Darkness to Daylight 2023, with over 100 TMR participants raising over $6127.
- Held TMR's Annual White Ribbon Day Event—Road to Respect.
- Continued to deliver the Griffith University MATE Bystander prevention program, with over 4166 employees completing face-to-face or online training.
- Released the *TMR Disability Services Plan 2022–2025* identifying how TMR will build inclusive and accessible workplaces and transport products and services.
- Released the *Mental Health and Wellbeing Strategy 2022–2024* which will equip our employees with the information and resources to consciously manage their own wellbeing but also support a culture of care throughout TMR.
- Revised TMR's recruitment strategy and campaign for the graduate program to maximise our candidate attraction and retention opportunities within a very competitive labor market.
- Welcomed 46 new graduates in 2023 as part of TMR's graduate program. This intake brings TMR's graduate program total to 86 across 20 disciplines.
- Piloted a disability entry pathway in partnership with disability employment providers and Customer Services Branch.
- Celebrated Queensland Women's Week by holding TMR's annual Women's week event with speakers from within TMR, as well as the Federal Women's Economic Equality Taskforce and The Fathering Project to highlight the importance of gender equity for all.
- Won the 2022 Australian Human Resources (HR) institute award for Gender Equality, which recognises organisations that actively encourage, promote, and instil a commitment to achieving equality across all gender identities in their workforce and recognise that gender equality is critical to the organisation's success.
- Delivered the ninth year of OneTMR and eighth year of Women in Leadership TMR mentoring programs, which encourage and support professional development, with 36 matched pairs in the Women in Leadership program and 45 matched pairs in the OneTMR Mentoring program.
- Partnered with the University of the Sunshine Coast's Thompson Institute to deliver health and wellbeing initiatives.
- Held TMR's ninth annual CUBIE Awards, which acknowledge and recognise our people and teams for demonstrating each of the TMR values: Customers First, Unleash Potential, Be Courageous, Empower People, and Ideas Into Action.
- Commenced and finalised negotiations with the relevant unions to replace all four certified agreements applying to TMR employees.
- Designed a Digital Leadership pathway to give leaders the confidence to lead others into the future and ensure a pipeline of ready leaders.
- Reviewed the TSafe Safety Charter, endorsed by Senior Leadership Team members and re-committed to embedding safety as a core value in everything we do.
- Made significant progress on the replacement of our Workplace Health and Safety management system, to ensure that Workplace Health and Safety events and processes can be effectively reported and managed. The system will be able to be accessed from any TMR device, desktop computer, laptop, or mobile phone, in any location and at any time.
- Delivered the, in-house developed, Positive Performance Management Program to 380 participants to support our managers, supervisors, and team leaders with the knowledge, practical skills, and confidence to positively manage the performance of their people.

Supporting our people

TMR's people are vital to delivering on the vision of creating a single integrated transport network accessible to everyone. In 2022–23, TMR delivered on key projects to support employees in their work and personal lives.

Over 2022–23, there have been a number of initiatives to support employees to bring their whole selves to work. TMR supported employee innovation and creativity, recognising that when employees can bring their authentic selves to work, they are able to share their unique perspectives, ideas, and experiences to help deliver for the diverse community TMR serves.

Key focus areas included:

- employee wellness and mental health
- diversity, equity, and inclusion
- leadership development
- learning and development
- employee safety.

TMR has always emphasised the importance of employees' health and wellbeing and recognised creating a culture that supports employee health and wellbeing improves productivity, retention, and workplace safety. In 2022–23, there has been as strong emphasis on mental health, with programs including:

- Be Your Best You campaign
- work done with University of Sunshine Coast's Thompson Institute focusing on employees' mental health and wellbeing, and equipping them with the skills and knowledge to respond and assist distressed colleagues
- *TMR Mental Health and Wellbeing Strategy 2022–23*.

TMR improved creativity and innovation, problem solving, customer insights, and employee engagement and retention through embracing diversity, equity, and inclusion. The annual Design Thinking Week also highlighted how design thinking is applied in TMR, covering topics from the basics of design thinking, to specifics on security, accessibility, and making personal, virtual connections. The *TMR Gender Equity Plan (2022–2024)* supports progress towards a gender equal workplace and reaffirms TMR's roadmap for the future.

In 2022–23, TMR made progress in raising cultural awareness through celebration of significant First Nations events and continuing the IEN. TMR also continued to roll out activities within the *LGBTIQ+ Plan 2021–2023* and *Disability Service Plan 2022–2025* to ensure staff have a diverse workplace that is inclusive for all employees.

TMR recognises leadership development programs, that provide people with the skills, knowledge, and experience they need to be effective leaders, can enhance communication, decision-making, problem-solving, and collaboration skills which are essential for driving innovation and success in TMR. Based on this, TMR designed a bespoke Leadership development roadmap that gives leaders the confidence to lead others into the future and ensure a pipeline of ready leaders.

TMR's leaders demonstrate a learning and development mindset and create a culture of continuous learning. By investing in employee learning and development, TMR created a culture of growth and development, leading to increased employee engagement, retention, and productivity.

The *Learning and Strategy 2021–24* underpinned TMR's continuous growth culture, delivering key tools including:

- LinkedIn Learning
- TMR Learning Personas
- Learning Architecture Guides
- TMR Learning calendar
- TMR Development Library.

Every employee has a right to a safe and healthy workplace. TMR is committed to providing a safe working environment that ensures employees are not exposed to any physical or emotional harm while performing their job duties. The TMR Safety Charter was renewed in 2023 to formalise TMR's commitment to embedding safety as a core value in everything TMR does. TMR has also made significant progress on the Workplace Health and Safety (WHS) management system replacement to ensure that WHS events and processes can be effectively reported and managed as soon as possible.

TMR has successfully delivered on key people and culture initiatives for the year. TMR has fostered a more inclusive and diverse workplace culture, implemented new employee development programs and improved the safety and wellbeing initiatives on offer to its workforce. TMR remains committed to building a strong and engaged workforce that is empowered to drive TMR's success.

Establishing an agile and future-ready workforce

Workforce profile

As at 16 June 2023, there were 9438 full-time equivalent (FTE) employees within TMR, representing an increase of 2033 on last year's total FTEs*. Our workforce composition is complex and includes 80 occupational groups spread across trade, professional, technical, and administrative disciplines throughout Queensland.

Machinery-of-government changes, effective 18 May 2023, saw the transition of the Queensland Government Customer and Digital Group (QGCDG) from the former Department of Communities, Housing and Digital Economy.

Table 10: Workforce statistics for TMR at 16 June 2023

	2022–23	2021–22	2020–21	2019–20	2018–19	2017–18	2016–17	2015–16	2014–15
Full-time equivalent employees*	9438	7405	7382	7333	7199	7180	7192	7032	6891
Employee headcount	11,636	9474	9460	9446	9186	9181	9112	8899	8737
Permanent	75%	72%	72%	70%	70%	70%	70%	71%	73%
Temporary	8%	8%	7%	8%	7%	8%	8%	7%	5%
Casual	17%	21%	21%	22%	22%	22%	22%	22%	22%
Permanent employee separation rate	10%	8%	5%	6%	6%	6%	5%	6%	5%
Non-Corporate roles	72%	84%	84%	82%	82%	82%	82%	82%	81%
Average age	48.8	48.8	48.5	48.3	48.1	47.6	47.1	46.2	45.8
Manager to employee ratio	1:6.3	1:6.3	1:6.8	1:7.2	1:7.3	1:7.2	1:7.5	1:7.9	1:8.2
SES/SO eligible to retire**	17%	16%	20%	29%	29%	25%	22%	22%	23%
Located outside SEQ	26%	30%	31%	31%	32%	32%	36%	36%	37%
Average retirement age	64.1	63.9	64.5	64.2	63.9	64.3	62.9	63.8	63.1
Average length of service	10.3	10.6	10.6	10.3	10.3	10.1	9.8	n/a	n/a
Occupational groups	80	79	79	79	79	79	80	79	80
Permanent Retention Rate	91%	93%	95%	95%	94%	94%			

Note: Percentages have been rounded to the nearest whole number. Data source: TMR SAP Business Warehouse.

*From 1 July 2019 the methodology for calculating the number of public sector full-time equivalent (FTE) workers has been amended. The Review into Queensland Public Sector Workforce Stage 1 – Reporting, undertaken by Professor Peter Coaldrake recommended a shift in methodology from calculating the number of public sector workers by their substantive appointment, to calculating the number of public sector workers by where they are actually paid. The recommendation was accepted by government. This change in methodology has allowed for a more accurate 'count' of public sector workers with a reduction in 'double counting' of public sector workers on secondment, no longer counting public sector workers who are on leave without pay in their first 8 weeks of leave without pay, and counting public sector workers on recreation leave at the actual FTE rate that they are taking that leave.

** SES/SO employees' birth date and the preservation age has been interrogated to provide the most accurate information on retirement date.

FTE data for fortnight ending 16 June 2023.

Table 11: Target group data equal employment opportunities (EEO) 16 June 2023 1: EEO Groups

		Women	Women in Leadership Roles 2	Aboriginal Peoples and Torres Strait Islander Peoples	Australian South Sea Island Peoples	People with a disability	Culturally and Linguistically Diverse – Born overseas in a mainly non-English speaking country	Culturally and Linguistically Diverse – Speak a language at home other than English including ATSI/ASSI languages
2022–23	Headcount	6307	166	190	23	526	458	586
	% of TMR	54%	37%	2%	0.2%	5%	4%	5%
2021–22	Headcount	4982	131	153	6	416	213	251
	% of TMR	53%	36%	2%	0.1%	4%	2%	3%
2020–21	Headcount	5018	116	146		440		698
	% of TMR	53%	34%	2%		5%		7%
2019–20	Headcount	4993	106	131		470		674
	% of TMR	53%	32%	1%		5%		7%
2018–19	Headcount	4892	97	132		480		600
	% of TMR	53%	30%	1%		5%		7%
2017–18	Headcount	4885	104	122		543		596
	% of TMR	53%	32%	1%		6%		6%
2016–17	Headcount	4844	101	97		663		524
	% of TMR	53%	30%	1%		7%		6%
2015–16	Headcount	4703	85	106		718		525
	% of TMR	53%	27%	1%		8%		6%
2014–15	Headcount	4639	78	107		771		535
	% of TMR	53%	27%	1%		9%		6%

Table 12: Target group data equal employment opportunities (EEO) 16 June 2023 1: Gender

		Man	Woman	Non-binary
2022–23	Headcount	5318	6307	11
	% of TMR	46%	54%	0.1%
2021–22	Headcount	4491	4982	‹5
	% of TMR	47%	53%	0.01%

1 To ensure privacy, in tables where there are less than 5 respondents in a category, specific numbers should be replaced by ‹5.

2 The Women in Leadership Roles figure only includes employees at classification Senior Officers = Employees classified as SO or s122/ s155 SO and Senior Executive Service and Chief Executives = Employees classified as SES, CEO, s122/s155 SES or s122/s155CEO as per 2023 set out in Section 15 Annual Reporting requirements. Previous years' figures included MSQ equivalent salary level employees.

** Headcount is the actual number of employees at a point in time.

Data Source: TMR SAP Business Warehouse

Table 13: Comparative workforce data as at 16 June 2023

Headcount

Gender	Full time	Part time	Casual	Total
Woman	3741	1095	1471	6307
Man	4614	149	555	5318
Non-binary	8	2	1	11
Grand Total	**8363**	**1246**	**2027**	**11,636**

Age	Full time	Part time	Casual	Total
‹ 25 Years	273	30	52	355
25–34 Years	1282	145	113	1540
35–44 Years	2113	436	187	2736
45–54 Years	2449	300	303	3052
55–64 Years	1878	262	512	2652
› 65 Years	368	73	860	1301
Grand Total	**8363**	**1246**	**2027**	**11,636**

Equivalent Salary Level	Full time	Part time	Casual	Total
AO1	12	1	0	13
AO2	752	45	1898	2695
AO3	1713	620	109	2442
AO4	1074	101	1	1176
AO5	1255	147	1	1403
AO6	1156	123	9	1288
AO7	1116	130	9	1255
AO8	832	60	0	892
SO	310	17	0	327
SES	143	2	0	145
Grand Total	**8363**	**1246**	**2027**	**11,636**

Comparison	Full time	Part time	Casual	Total
Jun–23	8363	1246	2027	11,636
Jun–22	6606	907	1961	9474
Jun–21	6531	909	2020	9460
Jun–20	6487	844	2115	9446

Full Time Equivalent (FTE)

Gender	Full time	Part time	Casual	Total
Woman	3662	761	235	4658
Man	4562	105	102	4769
Non-binary	8	2	1	11
Grand Total	**8232**	**868**	**338**	**9438**

Age	Full time	Part time	Casual	Total
‹ 25 Years	270	17	15	301
25–34 Years	1250	96	33	1379
35–44 Years	2077	308	37	2422
45–54 Years	2429	217	56	2702
55–64 Years	1850	183	77	2109
› 65 Years	356	48	120	524
Grand Total	**8232**	**868**	**338**	**9438**

Equivalent Salary Level	Full time	Part time	Casual	Total
AO1	12	0	0	12
AO2	741	25	264	1030
AO3	1683	421	61	2165
AO4	1056	73	0	1130
AO5	1239	106	1	1345
AO6	1136	88	6	1229
AO7	1101	94	6	1202
AO8	819	46	0	865
SO	304	13	0	317
SES	142	2	0	144
Grand Total	**8232**	**868**	**338**	**9438**

Comparison	Full time	Part time	Casual	Total
Jun–23	8232	868	338	9438
Jun–22	6481	623	301	7405
Jun–21	6431	630	321	7382
Jun–20	6404	583	346	7333

Data Source: TMR SAP Business Warehouse

Strategic workforce planning

TMR is people-focused and strives to build, grow, and inspire its workforce to be agile, adaptable, capable, purpose-driven, safe, healthy, and resilient.

This includes investing in and building capability, mobilising staff to areas of need, and ensuring people are safe at work and supported to lead healthy lives.

TMR's Strategic Workforce Plan 2020–2024 (revised for 2022–24) sets out the roadmap to meet purpose-driven, capable, mobile, and healthy workforce priorities. Priority projects include:

- Mental Health and Wellbeing
- Enterprise Bargaining
- Leadership and Management
- Talent Attraction and Retention.

In 2022–23, TMR has invested in our agile and future ready workforce through the following initiatives:

- progressed actions from our Learning Strategy, including developing Learning personas, a learning calendar, establish a learning network and TMR Development Library with 18 capabilities available
- delivered an in-house developed Positive Performance Management Program for supervisors and established a new Leadership Development Roadmap
- reviewed workforce and succession planning tools and HR capability uplift
- developed proof of concept for WHS System Replacement and a new service delivery model for safety in TMR
- reviewed Flexible Work Statement to support business and employees to navigate flexible working.

Cloud enablement

In 2022–23, TMR continued to invest in cloud platforms, building on the strong foundational hybrid cloud strategy underpinned by the whole-of-government *Cloud Computing Strategy*.

TMR continues to embrace cloud-based solutions, which have increased by a further 20 per cent in 2022–23, with TMR continuing to adopt a cloud first approach for new services and progressing the transition of on-premises data centre workload to public cloud vendors within Australia. This transition has been progressed through TMR's Cloud Horizon Project (Public Cloud). Both projects are expected to be completed by December 2023.

Adoption of cloud-based services enables enhanced agility, resiliency, security, and cost transparency to deliver digital online solutions for Queenslanders and line of business solutions for TMR business units.

Cloud computing allows TMR to benefit from enhanced security capabilities that are intrinsic to the service offered by the Public Cloud vendors, including compliance with Australian and international security standards such as IRAP and ISO 27001, automatic protection from distributed denial-of-service (DDOS) attacks and responsibility for security of the cloud platform itself, including the underlying IT infrastructure, storage, computer, and network services.

Digital capability

The TMR Learning Strategy identifies digital and data as a priority capability. To ensure TMR's workforce is prepared for modern ways of working and able to leverage technology, data, and information, TMR facilitates a range of courses and programs for staff including:

- Digital Capability Explorer (DCX) Learning Pathway—a guided learning pathway of monthly eLearning courses and learning circles tailored for TMR staff
- Digital Mindset Coach eLearning course
- DigiCAT—TMR's web-based capability self-assessment tool which assesses individuals against TMR's Digital Capability Framework and suggests a tailored course of learning and development options upon completion.

These offerings are regularly reviewed and updated to ensure they capture current trends in technology and ways of working. In 2022–23:

- DCX pathway was shared with and made available across Queensland Government agencies
- ability for teams in TMR to undertake the DCX pathway was introduced
- a Future Technology course was added to the DCX pathway exploring upcoming technology and how it may impact TMR
- DigiCAT platform was expanded to include a procurement capability self-assessment.
- TMR held annual events to build staff capability including Design Thinking Week and Incite data and analytics showcase, with presentations and workshops from TMR teams and industry experts.

Industrial relations

The Employee Relations team continued to proactively engage with TMR's HR Network to ensure the prompt and effective management of Industrial Relations matters.

The 2022–23 financial year saw the introduction of a new *Public Sector Act 2022*, effective 1 March 2023, and publication of new and amended Directives by the Public Sector Commission. TMR implemented these public sector reforms, including a number of policy and procedure updates, the development of supportive resources, and the education of staff across TMR. Work will

continue on delivering further aspects of the Public Sector Act and related Directives updates.

TMR's HR practitioners continued to support senior leaders by providing multidisciplinary analysis on complex matters and strategic advice and guidance on early intervention strategies to mitigate such cases from escalating to investigation and potential disciplinary processes.

TMR also commenced and finalised negotiations with the relevant unions to replace all four certified agreements applying to TMR employees and continued to progress towards certification of these agreements in 2023–2024.

TMR continued to foster strong relationships with other Queensland Government departments, the Public Sector Commission, and the Office of Industrial Relations to support whole-of-government policies and directives being met.

Redundancy and retrenchment

No redundancy, early retirement or retrenchment packages were paid during the 2022–23 financial period.

Digital uplift of our information and processes

Information and Communications Technology resources strategic planning

An Information and Communications Technology (ICT) asset register is used to uphold a consistent and evidenced-based approach for managing ICT assets and planning. In conjunction with the ICT portfolio of work, it provides details on current and planned activities that impact TMR's ICT resources and the effectiveness and efficiency of those resources in supporting the delivery of TMR's services.

The ICT asset register records functional, financial, and lifecycle information about the application, technology, and information assets TMR has investment authority over. The register supports business capability planning and ICT portfolio investment analysis at TMR and whole-of-government level. Additionally, it is the enterprise source of information for the Queensland QGCDG ICT Resources reporting which contributes to improving whole-of-government ICT policies and custodianship.

TMR has robust planning processes supported by an ICT Portfolio Management Framework. The ICT portfolio of work is determined by the Information and Systems Committee using a portfolio definition cycle to set the direction of the ICT portfolio over a planning horizon of four years aligned to TMR's strategic plan.

Driving a modern digital workplace

TMR's execution of the modern digital workplace plan has gathered pace over the course of 2022–23 with a key focus on collaboration and improved mobility for staff.

Supporting this shift was TMR's upgraded Microsoft Enterprise Licensing, which allowed staff access to a suite of new tools hosted on Microsoft's Azure Cloud platform. This enabled the move away from legacy Skype calling to a holistic collaboration platform, Microsoft Teams.

To further improve mobility and take advantage of modern ways of working, a shift away from desktop hardware has taken place with only 20 per cent of TMR's devices remaining as desktop PCs.

Improvements to IT self-service tools have given staff access to an enhanced remote IT support experience. Ensuring staff are supported with technology when in and out of the office has been a key pillar in enabling a modern digital workplace.

Source 2 Pay Project

The Source 2 Pay project was launched in March 2021 with a two year implementation plan aimed at enabling a more contemporary, streamlined, and customer-focused way of procuring goods and services.

Wave one saw the introduction of SAP Ariba in April 2022, followed a year later by the implementation of SAP Fieldglass at the end of wave two.

The technology streamlines procurement and payment approval processes, that are compliant by design, providing staff more flexibility and support to perform their day-to-day roles. Processes are quicker and simpler, allowing for rapid purchasing and approval 'on the go' resulting in less red tape, while ensuring accountability and transparency in purchasing.

The implementation also improves how TMR collaborates with suppliers and enables improvements to payment turn-around times in support of small business. The SAP Ariba and Fieldglass rollout is a significant step in TMR's digital transformation journey, transitioning away from manual procurement processes to focus resources on frontline service delivery. Significant benefits are already being achieved for our suppliers with on-time performance at 90 per cent.

The project was delivered on-time, on schedule and below the approved budget. Following the formal close of the project in April 2023, TMR is now focused on transitioning additional categories of spend onto the new platforms.

Creating a diverse and inclusive workforce

Inclusion and diversity programs

TMR continues to ensure that we have a diverse workforce and workplaces that are inclusive for all.

Geoff Magoffin, Deputy Director-General (Customer Services, Safety and Regulation), is TMR's Inclusion and Diversity Champion, TMR is committed to building an inclusive and diverse workforce that better reflects the community we serve.

TMR has continued to make progress in raising the cultural awareness of employees through the celebration of significant First Nations events, such as Reconciliation Week and NAIDOC Week, and ongoing commitment to the Indigenous Employee Network (IEN).

The IEN was formed in 2015. The network supports First Nations employees and looks to grow the knowledge and capability of TMR, to deliver a culturally inclusive service to Queensland communities.

The IEN boasts 48 members from across Queensland who meet quarterly in an online forum. A First Nations Reference group was also established from the IEN to keep informed of activities taking place and provide feedback on policies and advice. This year the IEN forum was held at the Queensland State Library and provided an opportunity to review our progress in Reconciliation Action Plan as well as updates from the Cultural Working Group. IEN members also participated in a Culture Walking Tour of significant First Nations artworks in Brisbane City. These cultural walks have been attended by members of TMR's Senior Leadership Team and are an important part of growing cultural capability. Indigenous owned company The BlackCard facilitated a cultural capability session for 40 members of TMR's graduate cohort in April 2023. These sessions provide additional context and ensure the perspectives of First Nations peoples is embedded in all aspects of the work we do at TMR.

In 2022, TMR released the *TMR Gender Equity Plan* (2022–2024), with the goals of:
- enhancing career development opportunities
- creating truly flexible and supportive workplaces
- ensuring all TMR workplaces are free from sexual harassment and discrimination
- reducing the gender pay gap
- becoming an employer of choice for women
- increasing the representation of women in Senior Officer and Senior Executive Service roles.

The annual Queensland Women's Week event was held in March 2023. Speakers included:
- Ms Chiou See Anderson, President of the National Council of Women and a member of the Federal Women's Economic Equality Taskforce
- Mr John Rutter, The Fathering Project
- Ms Max Jamwal-Girdler, 2022 TMR Wonder Woman.

At this event, the fourth cohort of TMR's Wonder Women was announced, showcasing our diverse and talented women who inspire others and lead positive change. TMR's Wonder Women program is made up of visible role models who are actively involved in gender equity initiatives and lead change across TMR.

TMR also supports diverse employees through the *LGBTIQ+ Plan 2021–2023* and the OneTMR Pride Network, which has grown from three members to 80 members and works closely with Pride in Diversity to provide awareness, education, and support to employees. TMR supported the LGBTQ - Light Up and the Night Charity Gala by purchasing tickets for a table.

TMR also supports the whole-of-government commitment to people with disability and has incorporated the 'opportunities for all' vision, where people with disability are included and enabled to lead valued and fulfilling lives into our *Disability Service Plan 2022–2025*.

The TMR Disability Service Plan, a three year roadmap on how TMR builds safe inclusive and accessible workplaces and transport products and services, was released in February 2023.

TMR also implemented the Australian Network on Disability, Access, and Inclusion Self-Assessment Index. This index provides an insight into our strengths and opportunities to target our programs of work to embed principles of accessibility and inclusion for people with disability.

Programs on the prevention of domestic and family violence

In 2022–23, TMR continued to champion domestic and family violence (DFV) awareness and prevention.

We continued to ensure staff are equipped to recognise, respond, and refer fellow colleagues or customers who are experiencing DFV. This training has been completed by 84.5 per cent of TMR staff.

The Griffith University MATE Bystander prevention program continued to be rolled out with over 4116 employees completing face to face or online training. The program empowers people to take action when they witness problematic behaviours in the workplace, home, or community.

TMR continued its partnership with WorkHaven on the Fresh Start for Me online coaching program. This program assists employees who are impacted by DFV and a number of TMR staff have used it to build a life beyond DFV.

TMR raised awareness of DFV and prevention within TMR by supporting the following events during 2022–23:

- TMR's Annual White Ribbon Day Event—TMR Road to respect with guest speakers discussing how TMR can work together to end DFV and gendered violence
- sponsorship of Challenge DV's Darkness to Daylight event
- Road to Respect event—an event to raise funds and awareness for DFV.

Cultural heritage graduates

TMR currently employs four cultural heritage graduates as part of the TMR Graduate Program, based in Brisbane, Bundaberg, Sunshine Coast and at a statewide level. Cultural Heritage graduates conduct cultural heritage assessments on QTRIP projects, consult with Traditional Owners, survey project areas, deliver heritage asset management, and contribute to TMR cultural heritage policy development and technical support across the State.

Cultural Heritage is a specialist career that requires development and on-the-job training. By having Cultural Heritage graduates, TMR is not only supporting TMR's future Cultural Heritage workforce but producing highly skilled staff who could work in consultancies that deliver services to TMR.

The graduates have many development opportunities, including formal training, mentoring, and project work

Women in Engineering program

The Women in Engineering Program aims to attract, support, retain, and celebrate women in engineering by focusing on:

- early awareness—providing an opportunity for primary and secondary school students to engage with science, technology, engineering, and mathematics (STEM) through practical activities
- continued engagement—supporting female high school and university students to consider or continue studies in STEM
- professional support and development—delivering workplace engagement and networking events to inspire, celebrate, and retain female engineers.

TMR- supported initiatives during 2022–23 included:

- sponsored the Engineering Link Group: 391 high-school students, of which 40 per cent were female, participated in workshops and competitions
- awarded four bursaries of $1000 each to high-performing women studying a Bachelor of Engineering, delivered in partnership with the National Council of Women of Queensland
- sponsored a table at the Engineers Australia International Women in Engineering lunch
- supported TMR graduates to participate in an all-female build-in the Constructionarium program.

RoadTek Respect Action Plan

The RoadTek Respect Action Plan was developed in December 2021 with an expected delivery by December 2024 and outlines the steps TMR is taking to promote a culture that supports respectful relationships, challenges gender stereotypes, and enhances staff's capability to recognise and respond to unacceptable behaviour.

Initiatives that have been implemented under the action plan include:

- implementation of a Respect at RoadTek survey
- introduction of a *RoadTek Charter of Respect*
- access to specialist support services for staff who experience sexual harassment and/or assault
- the establishment of a Women in RoadTek working group
- the roll out of resources to help raise awareness of how staff can raise their concerns
- the face-to-face delivery of the highly regarded Griffith University MATE bystander program. As of 30 June 2023, RoadTek has trained approximately 1485 RoadTek employees and contractors. Training continues during 2023, ensuring everyone in RoadTek can participate.

Women in Maritime

MSQ launched its Women in Maritime Committee in March 2020 to develop a long-term, meaningful commitment to careers for women in maritime.

The committee seeks to create diverse employment avenues for current and potential staff to take up opportunities in a variety of maritime roles and training avenues in Queensland. It consists of members from a range of regions, job roles, and gender.

Since commencing, the committee has launched initiatives including:

- MSQ's first job shadowing program, open to participants TMR wide
- showcasing profile cards of women currently in MSQ
- female only pollution response training courses, attended by both MSQ and external stakeholders
- networking events.

The Women in Maritime Committee has a range of initiatives planned for 2023 including expanding the committee and looks forward to creating more avenues for women within the maritime industry.

RoadTek Women in Construction

RoadTek welcomed its 8th Women in Construction Program cohort this financial year. The program provides women across Queensland with an entryway into the construction industry 23 joined the program, with 19 of those graduating and 11 still employed with RoadTek in June 2023.

Participants undertook theoretical and practical training to gain certification in six units of a Certificate III in Civil Construction (Road Construction and Maintenance).

This unique blend of classroom and practical training ensures that women have basic safety and underpinning civil construction knowledge to achieve a longterm career in the civil construction industry.

The program's success is evidenced by the increase in female construction workers in RoadTek's workforce from 2 per cent in 2017 to over 5.9 per cent.

Women in Project Management program

Following the successful delivery of the Women in Construction program, the inaugural Women in Project Management program was launched in 2022. The program aimed to attract and engage more female project managers into the civil construction industry.

Seven participants were engaged from a variety of backgrounds and have had the opportunity to build on their current skill sets, receiving on the job training while working with existing project managers.

Working at both site and office locations, responsibilities involved project managing the delivery of assigned civil activities including:

- construction
- maintenance
- rehabilitation
- preconstruction
- electrical
- business projects.

The first program cohort all graduated prior to June 2023, and participant feedback was positive: 'It is a really good program and provides opportunities for women to gain experience in project management. This program is well supported and gives me job satisfaction'.

The program will be released again in 2023 to build on the success of the 2022 pilot program.

Attracting talented people

Backing maritime jobs

The Queensland Government has committed $21 million funding to the Backing Queensland Maritime Jobs initiative, giving financial assistance under three new grant programs. This initiative will revitalise and strengthen coastal shipping and create ongoing maritime jobs in Queensland.

Grant programs were established after a parliamentary inquiry into promoting sustainable intrastate shipping industry in Queensland.

Successful applicants were announced during March 2023 for the Maritime Training Grant Program with 10 companies to receive grants for training 29 of their employees. Maritime Employment Grant Programs were announced during March 2023 with two companies receiving grants for the funding of 10 maritime positions, these include four maritime cadets or trainees.

The funding arrangements create a partnership with industry to deliver increased maritime employment, potentially through establishing new coastal shipping services or other innovative approaches with new roles with existing operators in Queensland to address skill shortages and create opportunities for seafarers to grow skills.

This initiative aligns with the Queensland Government's good jobs objective—to create and support secure jobs in our traditional and emerging industries.

Successful applicants across all streams were required to enter into formal grant agreements with MSQ acting on behalf of the State.

Learning strategy

TMR's *Learning Strategy 2021–2024* underpins the continuous growth of TMR's learning culture through targeted initiatives that support employees to drive their own development, managers to develop their teams for performance excellence and capability specialists to design quality and accessible learning to meet the needs of our people.

Since its inception, the strategy has changed the learning landscape in TMR, delivering a number of key resources and tools including:

- LinkedIn Learning
- TMR Learning Personas
- Learning Architecture Guides
- TMR Learning Calendar
- TMR Development Library.

The Development Library is a tailored development offering with curated resources designed to grow capability across TMR's six priority capability areas:

- digital and data
- portfolio, program and project management
- safety and wellbeing
- leadership and management
- general business skills
- occupational technical competencies.

In September 2022, we held our second annual TMR Learning Network Forum as part of International Adult Learners' Week. The theme was 'connect with learning' and welcomed guest speakers from Queensland Health and Griffith University who shared their valuable insights on learning and academic partnerships.

Leadership development

Developing leadership and management capability is one of the four strategic workforce priorities for TMR and continues to be a critical capability for our organisation.

In response, TMR designed a bespoke Leadership Development Roadmap to support leaders at all levels with a range of learning opportunities—to give our leaders the confidence to lead others into the future and to ensure a pipeline of ready leaders.

TMR rolled out a suite of leadership development offerings, including:

- 125 participants in Good-decision training delivered by the Queensland Ombudsman
- 380 participants in the Positive Performance Management Program
- 508 participants in the Management Fundamental series, including

  - 77 participants in Positive Performance Engagement
  - 77 participants in Developing Your Team
  - 44 participants in Employee Wellbeing
  - 101 participants in Psychosocial Health and Safety at Work
  - 39 participants in Early Intervention
  - 37 participants in Case Management
  - 66 participants in Finance Basics
  - 37 participants in Safety Rehabilitation and Return to Work
  - 110 participants in Workforce Planning, Business, and Strategic Planning

- over 180 employees participated in TMR's Digital leadership pathway
- 45 and 36 matched pairs in OneTMR Mentoring Program and Women in Leadership Mentoring Program, respectively
- 76 participants in Australian and New Zealand School of Government's (ANZSOG) masterclasses
- 1 scholarship for the ANZSOG Executive Master of Public Administration
- 23 participants in the ANZSOG First Nations Conference
- 12 participants in the QUT Public Sector Management Program
- 35 participants in the QUT online Everyday Conversations for Healthy Minds and for Better Conversations programs.

Formal training, as well as coaching, mentoring, job shadowing, networking, individual research, and on-the-job learning opportunities, and relieving in senior roles was also offered to eligible employees.

LinkedIn Learning corporate membership has enabled approximately 11 per cent of active LinkedIn Learners to engage with Leadership content during the last year—299 unique learners upskilled in areas including interpersonal, team, project, executive leadership, and more. This was an increase of approximately 48 per cent learners from the previous year engaging in LinkedIn Learning Leadership content.

TMR graduate program

In February 2023, TMR onboarded 45 new graduates in various roles across the state. The additional intake of graduates increased the program total to 89 graduates across 20 disciplines in 10 locations across the state.

Over 60 per cent of TMR graduates are in technical streams, building an ongoing pipeline of capabilities in these critical roles.

Alongside technical development, professional capability development for these graduates is aligned to *TMR's Strategic Workforce Plan 2021–2024* and the attributes of future TMR employees. This will ensure TMR has a pipeline of employees who hold capabilities to become TMR's future leaders.

The TMR Graduate Program is focused on providing an engaging and enriching experience. When asked why they applied for TMR's program, many TMR graduates reported that they were drawn to the program due to its positive reputation in peer and university networks.

TMR's work-life balance, inclusive practices, and a positive culture were also a strong motivator for graduate candidates to apply. In a recent survey, over 90 per cent of TMR's cohort reported that the program has met or exceeded their expectations.

TMR's program has placed in the top 75 of the Australasian Association of Graduate Employers of graduate programs in 2020 and has also placed in Australian Financial Review's top 100 in 2022 as part of the broader Queensland Government category.

TMR is an inclusive organisation that supports staff to bring different perspectives, beliefs, ideas, and cultures to the workplace. Of the 45 new graduate roles:

- 42 per cent identified as people from a non-English speaking background
- 4.7 per cent identified as disabled
- 37 per cent identified as female.

All of these are increases from previous years reaffirms TMR's commitment to supporting its diverse workforce.

> For more information
> https://www.tmr.qld.gov.au/About-us/Employment-and-careers/
> Entry-Pathways-Program/Graduate-program

Mentoring in TMR

Women in Leadership Mentoring Program

The Women in Leadership Mentoring Program, now in its ninth year, is a key initiative within TMR's Gender Equity Plan.

The program is designed to help women create broader networks, overcome challenges and breakdown workplace barriers to achieve their goals.

In 2023, the program matched 36 pairs, with participation from across TMR. The program runs from June to December. It launched with virtual workshops in early-June, with a mid-program reflection in September and an end-of-program webinar in December 2023.

OneTMR Mentoring Program

The OneTMR Mentoring Program is now in its tenth year and provides employees with the opportunity to get guidance and support from experienced peers.

The program is open to all employees and assists in making OneTMR a reality by offering the opportunity to build capability, leadership skills, and networks to better understand the business through cross-collaboration.

The 2023 mentoring program runs from June to December. It launched with virtual workshops in early-June, with a mid-program reflection in September and an end of program webinar in early-December 2023. There are 45 matched pairs for the 2023 OneTMR Mentoring program.

Program outcomes

100 per cent of OneTMR and Women in Leadership (WiL) workshop survey participants had valuable learnings throughout the mentoring program and were satisfied with the program. 97 per cent of OneTMR and WiL workshop survey participants also agreed that mentoring is a useful tool for career development.

Building a Strong Culture

CUBIE Awards 2022

In September 2022, the annual CUBIE Awards were held for the ninth year. The awards are aligned to the Queensland Public Sector values, and candidates are nominated by their peers and managers based on their commitment to these values.

Winners are awarded in eight categories, including:

- customers first
- unleash potential
- be courageous
- ideas into action
- empower people
- OneTMR Individual
- OneTMR Team
- Director-General's all-rounder.

A total of 1250 submissions were received, with nominations shortlisted by TMR's 17 branches before progressing to the Values and Culture Network panel, and then to the final judging panel convened by the Director-General. The 2022 CUBIE awards ceremony was held in Brisbane and livestreamed to employees across Queensland.

People for People (P4P) Week is an annual event in TMR, where teams come together to recognise local CUBIE winners. 2022−23 celebrated 21 years since the first 'People for People' celebration occurred at the former Department of Transport.

Table 14: Winners for the 2022 CUBIE awards

Category	Winner	Highly Commended
Customers First	Katrina Sullivan, Translink, Passenger Transport Integration Eric Spronck, Infrastructure Management and Delivery, Program Delivery and Operations	
Unleash Potential	Melody Wu, Translink, Passenger Transport Services	Senarath Weerakoon, Customer Services, Safety and Regulation, Maritime Safety Queensland
Be courageous	Tarsha Scott, Customer Services, Safety and Regulation, Customer Services Branch	Adam Clarke, Corporate, Human Resources Branch Jade Ryan, Infrastructure Management and Delivery, Engineering and Technology Lesley Branch, Policy, Planning and Investment, Transport Strategy and Planning
Ideas into Action	Richard Cresswell, Customer Services, Safety and Regulation, Maritime Safety Queensland	Shardae Hutson, Customer Services, Safety and Regulation, Customer Services Branch Bronwyn Kelly, Infrastructure Management and Delivery, Program Delivery and Operations
Empower people	Leslie Monagle, Infrastructure Management and Delivery, RoadTek	Andy Meyer, Translink, Passenger Transport Integration
OneTMR Individual	Sharon Light, Customer Services, Safety and Regulation, Land Transport Safety and Regulation	Raewyn Ricketts, Corporate, Human Resources Branch
OneTMR Team	Indigenous Driver Licensing Unit	Osprey Nest Relocation
Director-General's All Rounder	Customer Service Centres	

Maritime industry award

MSQ was a finalist for the Maritime Services Award for the South East Queensland 2022 Flood Response and the CSC Friendship Rescue.

Torrential rain in the Brisbane River catchment created a large runoff resulting in river flows that dislodged pontoons, boats, and debris sending them downriver creating dangerous conditions on the Brisbane River, its tributaries, the Mary and Burnett Rivers, and the Gold Coast and Wide Bay areas.

MSQ stood up to coordinate an emergency response to waterborne threats and later managed the complex task of returning the rivers to safe working order. The response included attending debris posing a significant threat to other vessels and structures including dislodged trees, vessels, and pontoons adrift on the river.

In addition to responding to threats on the Brisbane River, the laden 185 meter tanker, CSC Friendship, parted lines and broke away from its berth.

Despite grounding, the vessel had not been holed. However, conditions ensured the situation remained uncertain and a crisis management team was quickly assembled by MSQ to stabilise the situation and prepare for recovery.

Over the next few hours, the vessel was monitored as more water was required to re-float it. As the water level lifted the vessel clear of the riverbed, it was carefully moved clear of the rocks, departing for the inner anchorage for inspection.

The collaborative and determined efforts by MSQ and partners to respond to this weather event prevented protentional significant safety, economic, and environmental impacts.

MSQ was highly commended for both nominations.

Working for Queensland Survey

The Working for Queensland (WfQ) survey provides an opportunity for TMR to help shape the future of the Queensland public service, while improving employees' work experience.

Survey results inform the focus on enhancing employee engagement and building a positive workplace culture, strategy development, and resource investment.

Despite ongoing challenges during 2022, 74 per cent of employees and contractors responded to the WfQ survey and the results showed improvements across key areas including:

*   my workgroup
*   my manager
*   keeping you well
*   flexible work.

Ongoing communications by the ELT regarding an increased focus on employee wellbeing have been identified by employees as key drivers in these improved results.

During 2022–23, TMR has focused on three focus areas including:

*   workload
*   performance and development
*   change management.

Survey results continued to assist TMR in identifying local opportunities to improve employee engagement.

Community Recovery Awards

Each year TMR employees volunteer to become part of a group of public service volunteers working away from their regular roles to assist with disaster recovery, called the Ready Reserves.

Through their participation in community recovery, they make a real difference to supporting vulnerable people and communities of Queensland when its needed most.

The Ready Reserve Reward and Recognition Awards ceremony was presented in Brisbane in October 2022.

The awards ceremony provided an opportunity to recognise and thank the Ready Reserves for their efforts, promote cross-government collaboration, and to highlight Ready Reserve members who have made an exceptional difference in one or more of the following recovery efforts:

A total of ten TMR employees were nominated this year.

Minister's Special Commendation Award

Nominated: Donna Nathan, Strategic Property, Portfolio Investment and Programming

Quiet Achievers Award

Winner: Deb McDonald, Mobility Policy and Insights, Engineering and Technology

Nominated:

- Brett Collard, Service Operations, Information Technology Branch
- Chris Oldham, Corridor Management and Protection, Transport Strategy and Planning

Exceptional Services Award

Nominated:

- Craig Carter, Executive Directorate, Information Technology Branch
- Chris Oldham, Corridor Management and Protection, Transport Strategy and Planning
- Ian Fitzgerald, Corridor Management and Protection, Transport Strategy and Planning

Team Excellence Award

Winner: Owen Sadler, Portfolio Management Office, Portfolio Investment and Programming and Ian Fitzgerald, Corridor Management and Protection, Transport Strategy and Planning. Owen and Ian were part of a multi-agency team for the Gympie Flood Team.

Nominated: Colin Campbell, Metro District Technical Services, Program Delivery and Operations

Values and culture network

TMR's Values and Culture Network actively promotes the Queensland public sector values and fosters a OneTMR culture. With over 30 members from across TMR, the network meets quarterly to discuss areas of focus which, during 2022–23 included:

- continuing to build relationships in regional and remote areas
- championing values and culture across key departmental initiatives, such as People 4 People Week, R U OK Day, Fly the Flag Day for Mates in Construction, TMR's annual Darkness to Daylight event, and the 10,000 Step Challenge
- participating in a WfQ focus group. The event received positive feedback including 100 per cent of respondents reporting initiatives having an impact, particularly related to health and wellbeing. Nearly 100 per cent of respondents indicated the WfQ highlights reflected their local experience.

Health and Wellbeing

Wellbeing programs

In 2022–23, TMR continued to deliver health and wellbeing programs in line with the *TMR Mental Health and Wellbeing Strategy 2022–2024*, originally developed to align with the Queensland Government's 'Be Healthy, Be Safe, Be Well Framework'. TMR's wellbeing program focuses on the individual wellbeing of our employees, providing the tools and resources to robustly manage their own wellbeing and overcome challenges.

The strategy is supported by the 'Be Your Best You' challenge, launched in July 2022, which highlights the five pillars of wellbeing (physical, psychological, social, financial, and work). The wellbeing program is actively supported through ongoing communications from the Director-General and TMR's Executive Champion for Health and Wellbeing.

TMR employees participated in wellbeing initiatives throughout the year, such as the 10,000 Step Challenge, 'Steptember', which involved fundraising for cerebral palsy and promoting the benefits of physical exercise, and again winning the Queensland Government Lifeblood Challenge.

TMR has also partnered with the University of Sunshine Coast's Thompson Institute, a world-leading mental health and neuroscientific research hub, to provide a suite of wellbeing programs and workshops. The workshops help equip employees with skills and knowledge to assist distressed colleagues and identify people who are at risk of suicide.

The 'Expert Series' of online webinars delivered by the Thompson Institute supported the internal wellbeing campaign 'Be your Best You' on various topics such as nutrition, sleep, and stress.

The package also included an early intervention health coaching program, the provision of a research student to complete a PhD scholarship examining organisation-wide wellbeing and measuring TMR's wellbeing climate by integrating workforce data, training programs feedback and employee survey data into a story-driven dashboard. In 2022–23, a total of 794 employees engaged with the programs.

Injury management

Through the *Workplace Rehabilitation Policy* and centralised management of rehabilitation and workers' compensation claims, TMR remained committed to ensuring that rehabilitation and return to work services are provided in keeping with injury management best practice.

TMR recognises that workplace rehabilitation assists in the recovery process and helps restore the employee's normal function sooner. In the event of an injury or illness, regardless of whether it is work-related, TMR is committed to assisting employees to achieve a safe return to work in a way that will facilitate their best possible recovery. This is achieved by:

- accommodating a gradual return to work, with a focus on suitable duties in accordance with medical advice
- building a positive culture around injury management and providing suitable duties to assist in employees' recovery
- working closely with WorkCover Queensland and QSuper to ensure proactive case management.

Table 15: Comparison of workers' compensation claims lodged over a five year period

	2022–23	2021–22	2020–21	2019–20	2018–19
Claims	226	207	241	280	301

Data source: WorkCover Queensland – Online services for employers.

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

*Based on data from July 2022 to June 2023 extrapolated for 2022–23 FY

Table 16: Comparison of final return to work percentages

	2022–23	2021–22	2020–21	2019–20	2018–19
Final FTW	97.00%	94.00%	95.25%	99.00%	96.00%

Data source: WorkCover Queensland – Online services for employers.

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

Please note: The WorkCover information for QGCDG and CAA employees is not included as they are not on the TMR workers' compensation policy at this time

Creating a safe and healthy workspace for staff and customers

TMR has made significant efforts to ensure the safety and well-being of its frontline employees, who sometimes face challenging situations while dealing with customers.

While most customers are respectful, instances of customer misbehaviour can have physical, psychological, and social impacts on employees.

Recognising the importance of addressing this issue, TMR has partnered with Griffith University to design and deliver Customer Misbehavior Intervention training. This training is designed to equip frontline employees with the necessary skills and strategies to effectively respond to instances of customer misbehavior, reduce the intensity of such incidents and assist employees to manage their emotional response, minimising personal, team, and organisational impacts.

In 2022, over 600 frontline employees who handle customer interactions in person underwent this training, with an additional 120 undergoing the training in 2023. Additionally, 200 employees who handle interactions over the phone also received this training.

The training aims to enhance the capability of managers and supervisors in supporting employees who respond to instances of customer misbehaviour, thereby creating a safe and supportive work environment for all employees.

It is expected that this training will have a positive impact on employee well-being and job satisfaction, which in turn will translate into better customer service outcomes.

Through this proactive initiative, TMR demonstrates its commitment to ensuring the safety and well-being of its employees, even in challenging situations.

Safety of our staff

Safety performance

Reporting on workplace health and safety demonstrates how safety is managed and where improvements are required. This leads to increased safety awareness within TMR and contributes to improved safe work culture and health and safety outcomes.

In 2022–23, TMR recorded a total of 2516 incidents, which is an increase from the 2238 incidents reported for the previous financial year. Of the 2516 incidents reported for 2022–23, 2050 were work related, 466 were non-work related.

There has been a steady increase in reporting of Principal Contractors incidents, due to an improved awareness from Principal Contractors and within TMR. Reporting of incidents involving psychosocial hazards (customer aggression, mental health and stress, and assaults) have been on the increase since 2020, however, 2022–23 has seen a further increase.

The increase coincides with the improved awareness of psychosocial hazards in the workplace as part of TMR's preparation for the commencement of the new *Managing the risk of psychosocial hazards at work Code of Practice*.

TMR is taking an active approach to enhance our prevention and management of incidents involving psychosocial hazards through identifying and managing work related factors, implementing controls to manage hazards and reduce the risk of future incidents, support for impacted workers including early intervention programs and promoting health and wellbeing.

For 2022–23, TMR recorded 51 lost time injuries, which is less than the 65 recorded during the last financial year. There is also a decrease in the number of working days lost compared to last financial year. There has been 733 days lost in the financial year to date compared with 1381 last financial year.

TMR is developing a new WHS management system to enhance its safety reporting and capability. The new system, scheduled for release in October 2023 will ensure that WHS events and processes can be effectively reported and managed and provide improved safety performance report for TMR. TMR is the lead agency for implementation of a whole-of-government solution that will deliver efficiency and cost savings for all agencies.

System testing involving representatives of all TMR business areas will commence in August 2023, and the release date for the new system is October 2023.

Our organisation

Highlights

- Following machinery-of-government changes in May 2023, TMR welcomed the Queensland Government Customer and Digital Group to TMR.
- Developed and delivered an annual plan of internal audits covering assurance and improving the effectiveness of controls, systems, project management, operations. and risk management.
- Incorporated training products and awareness campaigns relating to customer complaints handling including a focus or instruction on human rights to reinforce the objectives of the *Human Rights Act 2019*.
- To deliver TMR's $9.86 billion program in 2022–23, TMR leveraged the Queensland Procurement Policy and Queensland Indigenous Procurement Policy to incorporate a range of local, social, and innovative procurement objectives that create opportunities for local, regional, and statewide suppliers.
- Undertook a comprehensive review and update of the Risk Management Framework, Risk Management Policy, Risk Management Guide, Risk Assessment and Rating Matrix and other risk tools to promote a consistent risk management approach across all business areas in TMR.
- Released an update to the Data and Analytics Strategy 2023–2026, outlining steps to improve data and analytics capabilities and develop an ecosystem that informs an integrated, accessible transport network.
- Continued to improve guidelines, policies, and procedures to support the effective management of personal information, to meet community expectations and compliance obligations.
- Assisted with Parliamentary inquiries into three infrastructure projects.
- Creation of a Statewide Network Operations branch.
- Endorsed the development of a TMR Workplace Psychological Health Framework.
- Endorsed the design and commencement of delivery of a training and development program associated with increasing capability for the management of workplace psychosocial hazards.
- Awarded more than 90 per cent of contracts to Queensland suppliers and increased the number of First Nations businesses engaged by 5.83 per cent.
- Awarded 2064 contracts to Queensland suppliers contributing $2.85 billion directly into the Queensland economy.

Management and structure

DG — Transport and Main Roads

COO — Chief Operations Officer

Strategic Program

EGM — Accessible Transport Network

ED — Mobility as a Service

Ch — Transport Network Security and Resilience

DDG — Policy, Planning and Investment

Develops strategies, policies and plans for an integrated transport system that safely and efficiently moves people and goods, and delivers value to the community.

- **GM** — Customer Experience
- **GM** — Transport Strategy and Planning
- **GM** — Portfolio Investment and Programming
- **GM** — Transport Policy

DDG — Infrastructure Management and Delivery

Delivers the integrated program of infrastructure projects and maintains and operates the state-controlled road network.

- **CE** — Engineering and Technology
- **GM** — Program Delivery and Operations
- **GM** — RoadTek
- **GM** — Statewide Network Operations

DDG — Customer Services, Safety and Regulation

Provides customer, safety, and regulatory services for Queenslanders, our transport system, and our waterways.

- **GM** — Customer Services
- **GM** — Land Transport Safety and Regulation
- **GM** — Maritime Safety Queensland

DDG — Translink

Leads and shapes Queensland's passenger transport system, by providing an integrated transport network, safe, and accessible to all.

- **GM** — Strategic Rail
- **GM** — Passenger Transport Strategy and Technology
- **GM** — Passenger Transport Services
- **GM** — Passenger Rollingstock and Signalling
- **GM** — Passenger Transport Integration
- **EPD** — Rail Infrastructure Delivery

DDG — Corporate

Provides the department with strategic corporate services including governance, finance and procurement, human resources, information, and communication technology and audit services to enable TMR to achieve its business objectives.

- **CFO** — Finance and Procurement
- **GM** — Governance
- **CPCO** — Human Resources
- **CIO** — Information Technology
- **CA** — Internal Audit

CCDO — Queensland Government Customer and Digital Group

Leads and drives a more digitally-enabled and responsive government while facilitating simple and effective access to services for all Queenslanders.

- **GM** — Customer and Digital Strategy
- **DDG** — Transformation and Enabling Technologies
- **DDG** — Service Delivery and Operations

Title abbreviation

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

Organisation Chart as at 30 June 2022

Management Structure and ELT Bios

A/DG	**Transport and Main Roads** Sally Stannard		**COO**	**Chief Operations Officer** Anne Moffat
DDG	**Policy, Planning and Investment** Andrew Mahon		**EGM**	**Accessible Transport Network** Kevin Cocks
DDG	**Infrastructure Management and Delivery** Julie Mitchell		**A/ED**	**Mobility as a Service** Melissa Perkins
DDG	**Customer Services, Safety and Regulation** Geoff Magoffin		**Ch**	**Transport Network Security and Resilience** Don Bletchly
A/DDG	**Translink** Peter Milward			
DDG	**Corporate** Tracy O'Bryan			
CCDO	**Queensland Government Customer and Digital Group** Chris McLaren			

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

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

- Appointed as Director-General January 2013 to 3 June 2023
- Champion for Accessibility
- Champion for Domestic and Family Violence Awareness
- Champion for Privacy
- Champion for Safety
- Government Champion for Woorabinda

Under the *Financial Accountability Act 2009*, the Director-General is accountable to the Minister for Transport and Main Roads and the Premier of Queensland for the efficient, effective, and financially responsible performance of the Department of Transport and Main Roads. He leads the department with an operating budget of more than $8.223 billion, capital budget of $4.704 billion and managed assets worth $106.719 billion.

Former positions:
- Chief Executive Officer, Translink Transit Authority
- Chief Executive and Director-General, Merseytravel, United Kingdom

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

Sally Stannard
Acting Director-General (Transport and Main Roads)

BE/BA Hons, Dip Eng Prac, GAICD

- Appointed as Acting Director-General from 4 June 2023
- Champion for Accessibility
- Champion for Domestic and Family Violence Awareness
- Champion for Privacy
- Champion for Safety
- Government Champion for Woorabinda

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

As Acting Director-General, Sally leads the department with an operating budget of more than $8.223 billion, capital budget of $4.704 billion and managed assets worth $106.719 billion. She also leads TMR's portfolio of work across road, rail, bus, cycling, and marine infrastructure in Queensland as well as the Queensland Government Customer and Digital Group.

Former positions:

- Deputy Director-General (Translink)
- Executive Director (Service Planning and Infrastructure)
- Director (Strategy and Planning)

In her previous role as Deputy Director-General (Translink), Sally led the delivery of customer-focused passenger transport services across Queensland including policy, planning, ticketing, contract management, and customer services.

Sally is the Chair of Cross River Rail and Chair of Public Transport Association Australia New Zealand.

Anne Moffat
Chief Operations Officer

BBus, FSBCQ, MAICD

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

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

Former positions:

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

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

DDG	**Policy, Planning and Investment** Andrew Mahon
GM	**Customer Experience** Julie Salsbury
GM	**Transport Strategy and Planning** Joshua Hannan
GM	**Portfolio Investment and Programming** Tony Philp
GM	**Transport Policy** Lucinda Hoffman
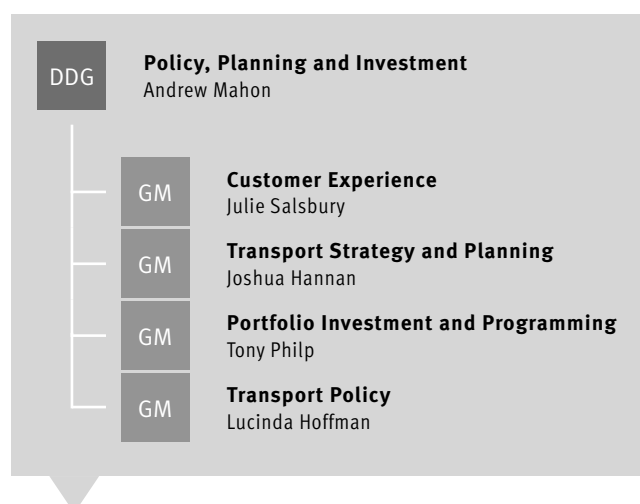
Andrew Mahon
Deputy Director-General (Policy, Planning and Investment)

MPA, BJus, GAICD, PostGradDipPolicyAnalysis

- Appointed as Deputy-Director General (Policy, Planning and Investment) October 2022
- Champion for Health and Wellbeing

Andrew leads a broad and strategic portfolio which creates the foundations for an integrated, multi-modal, state-wide transport system. He provides the principal source of advice to the Director-General and Minister for Transport and Main Roads on a broad range of major transport policy and planning issues as well as having a key role in the development of strategic linkages with other key agencies and industry. He has corporate responsibility for and oversees the investment direction and prioritisation of major business programs which form the $32.1 billion Queensland Transport Roads and Investment Program and provides key input into the Queensland Infrastructure Plan.

As Health and Wellbeing Champion, Andrew actively promotes wellbeing initiatives driven by our *TMR Mental Health and Wellbeing Strategy 2022–2024*, along with active transport initiatives.

Andrew is an experienced executive leader and public policy professional with a twenty-two year track record of delivery in strategic policy, regulation, customer service, contract management, legislative, policy, and consultative environments. Working across multiple disciplines including land transport safety, maritime safety, passenger transport, along with experience in multiple departments.

Former positions:

- General Manager (Land Transport Safety and Regulation)
- A/General Manager (Maritime Safety Queensland)

DDG	**Infrastructure Management and Delivery** Julie Mitchell
CE	**Engineering and Technology** Dennis Walsh
GM	**Program Delivery and Operations** Ann-Maree Knox
A/GM	**RoadTek** Kym Murphy
GM	**Statewide Network Operations** Vincent Doran
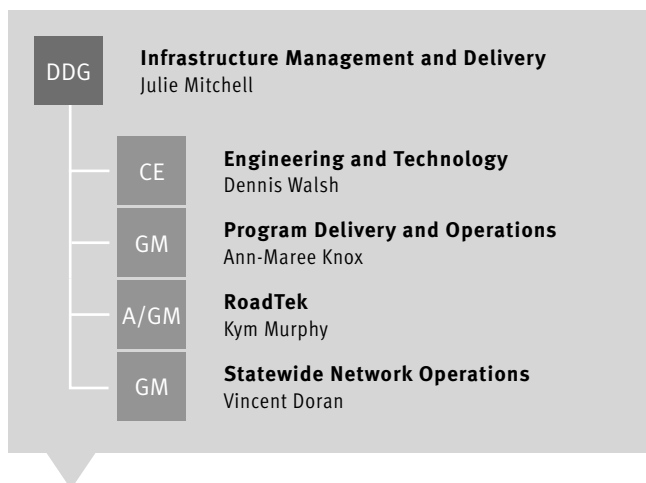
Julie Mitchell
Deputy Director-General
(Infrastructure Management and Delivery)

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

- Appointed as Deputy Direct-General (Infrastructure Management and Delivery) October 2022.
- Champion for Innovation

Julie manages the state-controlled road transport system in Queensland, and ensures the investment across road, public transport, active transport, and freight networks ($32.1 billion over four years) is delivered as part of a single integrated transport network.

Julie implements key strategies, policies, and plans for an integrated transport system that supports the safe and efficient movement of people and goods, while driving value for the community.

Julie is a highly respected leader with more than 35 years of experience in civil engineering, policy, planning, design, business case, delivery, and asset management of large complex transport infrastructure, including eight years as Chief Engineer and four years as the Deputy Director-General (Policy, Planning and Investment). She is a member of the ELT at TMR and has extensive experience in strategic organisational and technical leadership and development, significant organisational change agendas on customer focus, efficiency, staff empowerment, reducing infrastructure costs, and technical innovation.

Julie is experienced in planning and delivery for major infrastructure projects. Her focus is on exploring innovations and efficiencies, collaborating with industry partners and the safety of her people.

As Innovation Champion, Julie has delivered programs that have made a real impact for our network and the community and is dedicated to providing infrastructure and services that connect people, places, goods, and services safely, efficiently, and effectively across Queensland.

Former positions:

- Deputy Director-General (Policy, Planning and Investment)
- Chief Engineer

DDG	**Customer Services, Safety and Regulation** Geoff Magoffin
GM	**Customer Services** Michael Crago
A/GM	**Land Transport Safety and Regulation** Joanna Robinson
GM	**Maritime Safety Queensland** Kell Dillon

Geoff Magoffin
Deputy Director-General
(Customer Services, Safety and Regulation)

MBA, GradDipBusAdmin, GradCertMgt, GAICD

- Appointed as Deputy Director-General (Customer Services, Safety and Regulation) 31 October 2022
- Inclusion and Diversity Champion

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

Former positions:

- General Manager (Customer Services)

For over 30 years, Geoff has held leadership positions within the customer service industry, initially as a Stock and Station Agent with Elders, before starting a banking career with QIDC (now Suncorp) in 1991. Geoff's banking career spanned 20 years, primarily in senior agribusiness management roles in Suncorp, before taking up a senior executive position with Rural Bank as the State Manager for New South Wales, Queensland, and the Northern Territory.

Translink
Peter Milward

A/DDG

GM	**Strategic Rail** Jane Brander
A/GM	**Passenger Transport Strategy and Technology** Ishra Baksh
GM	**Passenger Transport Services** Graham Davis
A/GM	**Passenger Rollingstock and Signalling** Paul Hoffmann
A/GM	**Passenger Transport Integration** Suzanne Rose
EPD	**Rail Infrastructure Delivery** Peter Papantoniou
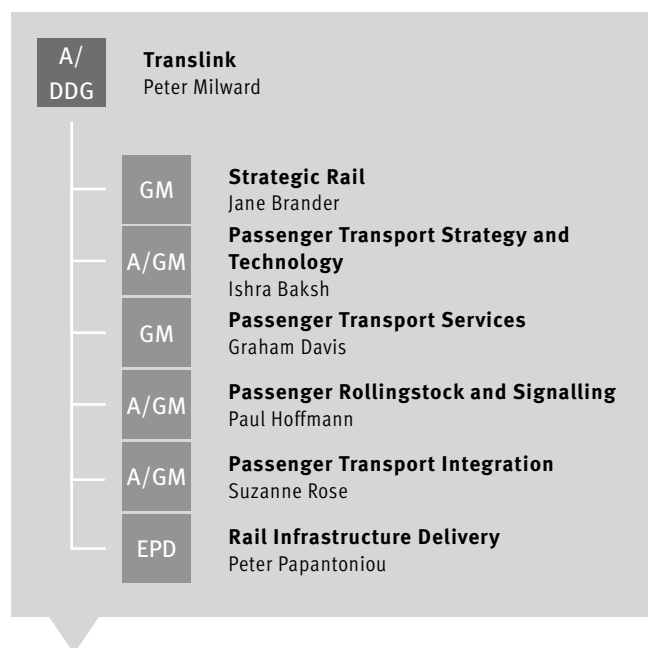
Peter Milward
Acting Deputy Director-General
(Translink)

BCom, MBA, CertSuperannuationMan, GAICD

- Appointed as Acting Deputy Director-General (Translink) June 2023

- Champion for Customers

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

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

Former positions:

- General Manager, Passenger Transport Integration (Translink)

- Acting Deputy Director-General (Corporate)

- Executive Director, Service Policy and Investment (Translink)

- Director Economic Policy, Department of the Premier and Cabinet (Queensland)

Over the past 14 years, Peter has been involved in the delivery of transport policy, services, and projects in Queensland and has over 35 years' experience in both private and public sectors in superannuation management and economic and transport policy, projects, and service delivery.

Peter has led the coordination and integration of major projects into the South East Queensland public transport network. He also leads the policy settings for public transport in Queensland, including the regulation of the personalised transport sector, concessions, and input to the reforms of the Disability Standards for Accessible Public Transport.

Corporate
Tracy O'Bryan

DDG

CFO	**Finance and Procurement** Nick Shaw
CPCO	**Human Resources** Fiona Leyden
CIO	**Information Technology** Sandra Slater
A/GM	**Governance** Brydie Bodnar
A/CA	**Internal Audit** Samara Dowling
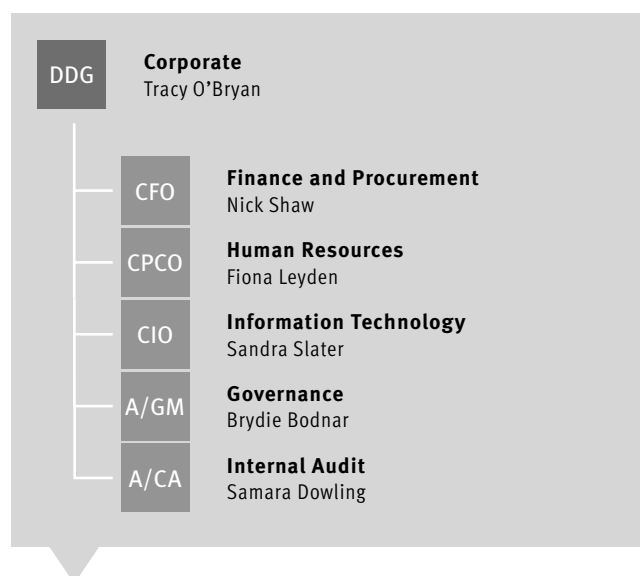
Tracy O'Bryan
Deputy Director-General
(Corporate)

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

- Appointed Deputy Director-General in May 2017

- Champion for Values and Culture

Tracy leads the department's corporate services, including governance (encompassing cabinet and legislation, legal, media and communications, Right to Information, and risk), finance and procurement, ICT, HR, and internal audit to enable TMR to achieve its business objectives.

Former positions:

- Executive Director (Department of National Parks, Sport and Racing)

- Acting Deputy Director-General, Corporate (Department of Environment and Heritage Protection)

Tracy has more than 25 years' experience in the Queensland public sector in the fields of law, policy, governance, major projects, program design and delivery, and stakeholder engagement.

She has also led major reform and commissions of inquiry for government and worked in a number of Queensland Government departments including the Department of the Premier and Cabinet. Tracy has also won ministerial awards and been nominated for a Premier's Excellence Award.

CCDO	**Chief Customer and Digital Officer** Chris McLaren
GM	**Customer and Digital Strategy** Darrin Bond
DDG	**Transformation and Enabling Technologies** Dallas Stower
DDG	**Service Delivery and Operations** Andrew Spina

Chris McLaren
Chief Customer and Digital Officer

BEE (Honours) FAICD

• Appointed as Queensland Government Chief Customer and Digital Officer in April 2022

Chris is responsible for driving Queensland's digital economy, delivering better citizen-centric services and optimising Queensland Government's investment and use of technology.

Former positions:
• Country CEO (USA), XpertiseNow
• Partner, KMPG
• Vice-President, Capgemini

Chris is a globally-experienced senior executive with a successful 25-year track record leading, growing, transforming and advising technology, telecom, utility, energy, services and software organisations, including multinationals and start-ups. Chris specialises in digital enablement and transformation, customer experience, operations improvement and technology innovation. Chris has an Honours degree in Electrical Engineering from University of Technology Sydney and has completed studies in Governance at Australian Institute of Company Directors and Digital Strategy and Transformation at Massachusetts Institute of Technology.

Key organisational changes

The following structural changes occurred within TMR during the 2022–23 period:

• April 2023: Infrastructure Management and Delivery Division created a Statewide Network Operations branch to consolidate existing operations capability from Program Delivery and Operations and the Engineering and Technology branches.

• May 2023: Following machinery-of-government changes, the department underwent a structural realignment resulting in the inclusion of the Queensland Government Customer and Digital Group to the department.

• November 2022: Translink Division created a Rail infrastructure Delivery Office.

• November 2022: TMR transitioned the management of mobile phone and seatbelt camera detected infringements to Queensland Treasury's Queensland Revenue Office (QRO).

Governance Committees

Audit and Risk Committee

The Audit and Risk Committee (ARC) plays a key assurance and advisory role in TMR, by monitoring the effectiveness and efficiency of departmental financial and operation systems, risk identification and management systems, reporting processes, and compliance with legislative and regulatory requirements.

ARC members are appointed based on their skills and experience, and not by their position in TMR. They are nominated by the Director-General and assist the Director-General with oversight of:

• integrity of TMR's financial statements and internal controls

• compliance with legislative and regulatory requirements, including TMR's ethical standards and policies

• risk management, performance management, integrity oversight, misconduct prevention, the internal control environment, and key supporting systems

• effectiveness of risk management and control systems

• performance of the internal audit function.

TMR's ARC met six times in 2022–23 and had due regard to Queensland Treasury's Audit Committee Guidelines. As at 30 June 2023, costs associated with external member's fees totaled $46,940.55 (including GST).

For our external members, TMR abides by the Queensland Treasury Audit Committee Guidelines, which state that an audit committee should consist of members who have an appropriate mix of skills and experience that will enable the committee to perform all its

functions effectively. These guidelines state the Chair should be independent and have sufficient independence and expertise to discharge their responsibilities under the Committee Charter. The guidelines also state that one independent member must hold an appropriate accounting qualification and that one should possess expertise in the industry in which the agency operates.

Chair: Ms. Julie-Anne Schafer LLB (Honors) FAICD

Members:

- Mr. Ian Webb BA (Honors), Post Graduate development program, AGSM
- Ms. Abigail Cheadle BBus, CA
- Ms. Tracy O'Bryan (see page 129–130)
- Mr. Andrew Mahon (see page 127)
- Mr. Graham Davis General Manager (Passenger Transport Services) GAICD, FCIL
- Mr. Michael Crago General Manager (Customer Services Branch).

During 2022–23, the committee reviewed:

- the integrity of TMR's financial statements and internal controls supporting the integrity of TMR's financial statements
- the adequacy of the internal control structure to support IT security and control
- processes to identify risks and appropriateness of control treatments regarding TMR's risk appetite
- compliance with legislative and regulatory requirements, including government policies
- compliance with TMR's integrity framework, fraud and corruption framework, policies, and procedures
- performance management reporting, risk management processes, and the adequacy of mitigating control systems
- performance and maturity of the internal audit function and co-ordination with the external auditor.

Finance and Procurement Committee

The Finance and Procurement Committee monitors financial and procurement performance ensuring that TMR has the financial resources to deliver on its vision to create a single integrated transport network accessible to everyone.

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

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

The key role of the committee is to:

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

Chair: Deputy Director-General (Corporate)

Members:

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

The committee met 10 times during 2022–23 and:

- monitored progress and actions outlined in TMR's *Financial Sustainability Plan*
- oversaw the budget process ensuring the budget aligned to agreed business plans
- monitored TMR's financial position and workforce, ensuring that cost pressures, trends, and future opportunities were well understood
- reviewed TMR's key financial related risks and took necessary action to mitigate these risks where required
- oversaw the continued implementation of the *Queensland Procurement Policy*.

Information and Systems Committee

The Information and Systems Committee is the peak ICT governance board for all business-led ICT and ICT-enabled investments.

The committee helps ensure TMR achieves maximum value for investments. The Information and Systems Committee also acts as the information security governance body, establishing the information security strategy and ensuring information security objectives are achieved.

The Chair is the Director-General and the committee meets monthly.

Chair: Director-General

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

The committee met 11 times during 2022–23 and:
- continued to strengthen ICT delivery through improved governance, practices, methods, and tools
- endorsed two key strategies including the *TMR Cyber Security Strategy and Roadmap 2023–26* and *TMR Data and Analytics Strategy 2023–26*
- oversight of the delivery of key projects including: Environmental and Tide System, Webform, Source to Pay, and On Demand Transport Enabling Technology
- maintained a multi-year rolling program of work, ensuring ICT investments align to departmental and government priorities
- embedded benefits management and assurance recommendation management processes across the portfolio
- oversight of the performance of critical departmental ICT systems.

RoadTek Performance Committee

The RoadTek Performance Committee provides strategic guidance and governance, while reviewing RoadTek's annual performance contract, strategic, and business plans and performance indicators.

Chair: Director-General

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

Key achievements of the committee during 2022–23:
- RoadTek's performance against the Service Delivery Statement measures and forecast end of year results
- RoadTek's ongoing cultural change activities including the implementation of the *RoadTek Respect Action Plan*
- shaped RoadTek's strategic direction, through engagement and development of the Value Laden Statements, and progress towards setting RoadTek's 10 year strategy
- RoadTek's environmental performance against the REP2030 continues to see increasing positive results in waste being diverted from landfill to recycling centers and increased solar power generation
- considered the results of the externally led review of the Transport and Main Roads' Commercialisation Framework.

TMR People and Capability Board

The TMR People and Capability Board (TPaC) provides governance to the ELT and the Chief People and Culture Officer on the attraction, development, engagement, and wellbeing of TMR's workforce.

In 2022, TPaC approved the TMR *Strategic Workforce Plan 2020–2024 (revised for 2022–2024)* and continues to drive and monitor our workforce capability, culture, and wellbeing objectives, that will foster TMR as an employer of choice.

Chair: Director-General

Members:

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

Key achievements during 2022–23:

- implementation of permanent roles for Graduate Program participants from 2022 cohort onwards
- exploration of TMR's approach towards attracting and maintain talent
- provided input for the consultation on the *Strategic Workforce Plan* and determined the priority projects on our path to a healthy, purpose driven, capable, and mobile workforce.
- agreed on a leadership focus to our 2022 WfQ results on workload
- reviewed the TPaC charter and implemented a process to further communicate board outcomes through bi-annual meetings with divisional leadership teams.

TMR Safety Board

TMR's Safety Board (TSafe) is a governance board of the ELT and meets quarterly. It is responsible for setting and enabling clear strategic direction and priorities that will build and maintain an effective safety culture and systems across TMR, and includes:

- monitoring of the Safety Enterprise Operating Risk and our strategic response
- sharing of safety information and lessons learnt across TMR
- building our safety capability across TMR
- ensuring the successful delivery of the safety management system
- enabling strong safety performance, including the achievement of safety objectives
- ensuring safety priorities are communicated and workers are consulted on the potential impact of safety in their workplace
- promoting safety programs and initiatives
- providing a forum where members can mature their understanding of risk and responsibility
- compliance with the *Work Health and Safety Act 2011* (the Act), associated regulations, codes of practice, and advisory standards.

Chair: Director-General

Members:

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

Key achievements during 2022–23:

- endorsed the *Safety Audit Plan* for 2022–23, which was developed to provide assurance to leaders in meeting workplace health and safety obligations
- endorsed the development of a TMR Workplace Psychological Health Framework to support the TMR Mental Health and Wellbeing Strategy and elevate the management of workplace psychological health
- endorsed the design and commencement of delivery of a training and development program associated with increasing capability for the management of workplace psychosocial hazards
- championed the revision of *the Safety Leadership Charter* which outlines TMR's Senior Leadership Team and a commitment to putting people first and driving safety as a core value across the business
- oversaw the whole-of-government procurement of a technology solution for workplace, health and safety that reinforces TMR's commitment to ensuring safety is a priority to the people.

Robust management standards

Information management

Driven by the Information Management (IM) Strategy 2021–26 and five year Roadmap, TMR has progressed its IM Program to leverage contemporary ICT solutions, optimise IM processes, uplift IM culture, and improve information governance. The transformation will ensure staff have access to the right information at the right time to make informed decisions, achieve efficiencies, and seamless service delivery.

Detailed planning for a new content management solution is underway, following approval of preliminary evaluations in late 2022. The project will analyse contemporary and compliant solutions to take TMR into the future and retire multiple legacy systems.

The transformation of TMR's intranet to SharePoint Online has commenced this year, which will establish the platform as an authoritative source of information for staff, as well as improve collaboration and information sharing. This transformation is anchored in the TMR Intranet Strategy.

The design of a new IM framework, policy framework, and governance model was completed in late-2022, with activities to operationalise these commencing 2023. The IM Framework sets out the principles, requirements, and roles, providing a robust approach to best practice information management.

Information privacy

Queensland's information privacy legislation is designed to provide a framework for the lawful management and handling of individuals' personal information. TMR is committed to protecting the personal information it holds in accordance with its obligations under the *Information Privacy Act 2009* (IP Act). The IP Act regulates how personal information is collected, stored, used, and disclosed by all Queensland Government agencies and their contracted service providers.

In 2022–23, TMR has continued to improve its guidelines, policies, and procedures to support the effective management of personal information in order to meet community expectations and compliance obligations.

TMR provides employees with awareness on information privacy through face-to-face training, a mandatory online course, and regular internal communications, including animated case studies, yammer publications, and screensavers. These regular communications provide employees with a comprehensive

awareness of how the information privacy principles apply to an employee's day-to-day responsibilities.

TMR's Information Privacy Plan demonstrates to members of the public how TMR meets its obligations under the IP Act. This plan provides a guideline for employees and contractors of TMR who deal with personal information and illustrates TMR's commitment to respecting the privacy rights of employees and members of the public.

TMR is increasingly using emerging technologies to carry out its functions, inform policy and deliver services. To ensure compliance with the IP Act and the Information Privacy Principles, TMR actively conducts Privacy Impact Assessments to embed privacy protections when planning and delivering projects and programs that involve the management of personal information.

As TMR's dedicated Privacy Champion, the Director-General continues to provide and support awareness campaigns and resources to TMR staff to promote a culture that respects and protects the personal information of staff and customers.

> ⤓ **For more information**
> https://www.tmr.qld.gov.au/Help/Privacy

Information security management system

TMR is heavily reliant on digital technologies, devices, applications, and business systems to deliver a range of core and critical services to our customers.

To ensure TMR's information, application, technology, and critical infrastructure assets are appropriately protected TMR complies with the requirements of the Queensland Government Information Security Policy (IS18:2018).

In accordance with IS18:2018, TMR utilises an Information Security Management System in place which forms the basis of the governance, processes, and controls necessary to ensure risks to TMR's systems and information are understood and effectively managed.

TMR continues to prioritise maturing its ISMS framework of policies and controls that manage security and risks and continues to improve TMR's security posture through:

- ongoing cyber security education and awareness campaigns supported by mandatory annual training for all staff
- the development and implementation of the Cyber Security Strategy and Roadmap 2023–26
- increased response in relation to external breaches

- effective governance responsible for the implementation of strategy, policy, standards, and processes
- actively reporting, monitoring, mitigating, and ongoing management of information security and cyber risks
- embedding resiliency requirements for systems aligned to the delivery of critical business services.

During the mandatory annual information security reporting process, the Director-General attested to the appropriateness of the information security risk management within TMR to the Queensland Government Chief Information Security Officer, noting that appropriate assurance activities have been undertaken to inform this opinion and TMR's information security risk position.

Internal accountability

Performance management and monitoring

TMR monitors performance against service standards in the Service Delivery Statements and progress of strategic initiatives through quarterly performance reports to the ELT.

The internal quarterly performance reports inform strategic decisions, drive improvements, and allow course correction or re-evaluation of objectives to ensure value is continually delivered to our customers, stakeholders, and the community.

These reports also fulfil the requirements of the Queensland Government's *Financial and Performance Management 2019* and *Financial Accountability Act 2009*.

TMR's commitment to continuous improvement is affirmed through key representatives from each division/branch, who connect regularly to strengthen planning and performance capability and to champion a performance culture across TMR.

Complaints management

TMR is committed to building a culture of customer service excellence. TMR encourages a people-focused and proactive approach to complaints management. We ensure our complaints management process is accessible, fair, and responsive. We work together with our customers to innovate and enhance services, improve decision-making, and increase government accountability.

TMR's complaints management system complies with the *Public Sector Act 2022* (Section 264), is compatible with the *Human Rights Act 2019*, and meets the guiding principles of the Australian Standard 10002:2022 Guidelines for complaint management in organisations.

Between 1 July 2022 and 30 June 2023, TMR reported 39,680 customer complaints, including 38 human rights complaints. TMR's 39,680 cusomter complaints represented less than one per cent of the overall 20.5 million customer interactions managed by TMR and the 153 million trips on South East Queensland public transport. Of the 37 human rights complaints, eight were determined to involve a breach of the *Human Rights Act 2019*.

36 per cent of the 39,679 complaints were substantiated, requiring corrective action.

Table 17: Complaints received

Year	Customer Complaints Volume	Customer Interactions Volume
2018–19	45,057	16,000,000
2019–20	35,159	15,500,000
2020–21	25,853	17,500,000
2021–22	28,673	19,000,000
2022–23	39,716	20,500,000

Data source: TMR Complaints Management System

For more information
https://www.tmr.qld.gov.au/About-us/Contact-us/Compliments-and-complaints

Internal Audit

Internal Audit operates independently, and provides assurance and advice to the Director-General, senior management, and the ARC on whether TMR's financial and operational controls are operating in an efficient and effective manner.

Internal Audit considers the coverage and management of risks and controls across TMR to assess whether an appropriate level of assurance is maintained.

Internal Audit operates a quality assurance and improvement program that identifies opportunities to ensure the efficient, effective, and economical operation of the function. During 2022–23, the Internal Audit Unit completed 36 internal audit reviews, completed 19 management requests, followed-up on open audit recommendations, provided independent advice on a variety of project committees and provided ad-hoc advice to managers on a range of issues.

Internal Audit is a key component of TMR's corporate governance structure. The function operates under a charter, which complies with the Institute of Internal Auditors' international standards and is approved by TMR's Director-General.

The Chief Auditor is directly accountable to the Director-General for leading an effective and efficient internal audit function and for ensuring internal audit activity is risk-based and value adding to TMR. This includes the implementation of risk-based strategic and annual internal audit plans and coordinating internal audit activities with the external auditors, Queensland Audit Office.

The Chief Auditor reports regularly to the ARC (see page 130–131), which is responsible for reviewing the work of the internal audit function. The relationship with the committee is based on Queensland Treasury's Audit Committee Guidelines.

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

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

2022–23 achievements included:

- developed and delivered an annual plan of internal audits approved by the Director-General and completed 36 (as at 30 June 2023) internal audit reports, covering assurance and improving effectiveness of controls, systems, project management, operations, and risk management
- engaged with the ARC about proposed internal audit plans and their alignment to the risks of TMR
- provided advice and assistance on key projects and initiatives
- monitored and reported on the implementation of agreed recommendations
- maintained an effective working relationship with the Queensland Audit Office and other external assurance providers.

Data and Analytics Strategy

TMR's *Data and Analytics Strategy 2023–2026* outlines the steps TMR is taking to improve its data and analytics capabilities and develop an ecosystem that informs an integrated, accessible transport network. The updated strategy was released in January 2023.

The strategy is underpinned by TMR's strategic data analytics framework, the Transport Data Exchange (TDx). Through the TDx, TMR has implemented cloud-based analytics solutions to solve complex business and customer challenges.

Examples included:

- the continued development of self-service analytics dashboards, which automate the previous manual process of business reporting efforts and enable greater sharing of data
- promotion of training across multiple modern cloud-enabled data and analytics tools and technologies to enable the capability uplift of TMR's staff
- the implementation of new cloud data assets to TMR's TDx Data Catalogue, enhancing the visibility of cloud data assets across the organisation.

For more information
https://www.tmr.qld.gov.au/about-us/corporate-information/publications/data-and-analytics-strategy

Integrity Commissioner

In accordance with the provisions of the *Integrity Act 2009*, TMR maintains a lobbyist contact register, and, upon request reports lobbyist contact with TMR employees to the Integrity Commissioner—a statutory officer holder and officer of the Queensland Parliament.

The role of the Integrity Commissioner involves:

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

In order to encourage integrity principles within the workplace, TMR provides advice, training, and awareness to the TMR employees and manages conduct matters pertaining to conflicts of interest.

Suppliers and procurement

TMR is committed to delivering social, environmental and economic outcomes through the Queensland Government's Buy Queensland approach to support quality, local jobs, boost the Queensland economy, and leave a legacy for current and future generations of Queenslanders through well considered procurement and contract management strategies.

To deliver TMR's $9.86 billion program in 2022–23, TMR leveraged the *Queensland Procurement Policy* and *Queensland Indigenous Procurement Policy* to incorporate a range of local,

social, and innovative procurement objectives that create opportunities for local, regional, and statewide suppliers.

In 2022–23, TMR awarded more than 90 per cent of contracts to Queensland suppliers and increased the number of First Nations' businesses engaged by 5.83 per cent.

TMR also awarded 2064 contracts to Queensland suppliers, contributing $2.85 billion directly into the Queensland economy. Additionally, goods and services were procured from 2698 regional suppliers contributing over $2.65 billion directly into local regional economies and $47.9 million directly to First Nations' businesses.

Table 18: Transport and Main Roads addressable spend with First Nations, Regional and Queensland Vendors by financial year

	2020–2021	2021–2022	2022–2023
First Nations	$32,257,234	$51,402,940	$47,907,007
Regional	$2,121,476,520	$2,367,306,824	$2,655,880,371
Queensland	$7,122,693,376	$7,786,082,694	$8,804,593,947
Total Spend	$7,571,206,324	$8,745,468,369	$9,859,671,441
Regional spend as per cent	28.02 per cent	27.07 per cent	26.94 per cent

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

Spend data sourced from TMR Spend Cube.

External accountability

Protecting the public interest: Queensland Ombudsman

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

For the reporting period, TMR responded to 41 Ombudsman matters referred to the Director-General for administrative review or investigation. 41 of these matters were concluded following TMR review in 2022–23.

TMR works closely with the Queensland Ombudsman to enhance agency decision-making and administrative practices. The outcomes of investigations or reviews can identify significant opportunities for organisational improvement. TMR readily implements appropriate recommendations based on Queensland Ombudsman advice to advance the shared commitment to continuous improvement in public administration.

Auditor-General Reports

Our operations are subject to regular scrutiny from external oversight bodies.

In addition to the audit of TMR's financial statements, during 2022–23 the Auditor-General audit recommendations, where recommendations were either specifically addressed to TMR, were for agencies to consider, or included learnings potentially applicable to TMR, were addressed.

These audits included:

- Report 2: Improving grants management
- Report 4: Status of Auditor-General's recommendations
- Report 6: Managing workforce agility in the Queensland public sector
- Report 7: Major projects 2022
- Report 11: State entities 2022
- Report 13: Managing Queensland's debt and investments 2022.

For more information
www.qao.qld.gov.au

Transparency and the Right to Information

TMR is committed to providing open and transparent access to information about our functions and operations. Publications detailing our activities are available on TMR's website and, wherever possible, information is proactively released to the community.

In addition, people may wish to access information held by TMR by lodging a formal application under the *Right to Information Act 2009* (Qld) (the RTI Act) or the *Information Privacy Act 2009* (Qld).

Applications for documents that do not contain an applicant's personal information are processed under the RTI Act, while requests for documents containing their personal information are processed under the IP Act.

Details on how to make an application under the RTI Act or IP Act is available on our website: www.tmr.qld.gov.au/About-us/Right-to-Information.

As TMR is responsible for overseeing Queensland's transport network, information is regularly requested about vehicle registrations, domestic commercial vessels, and major departmental projects. With the demand for digital technology, TMR has experienced an increase in the number of requests it receives for CCTV footage, particularly capturing incidents which have occurred on TMR's road network.

During 2022–23, TMR received 788 applications under the RTI and IP Acts, with 785 applications being completed in this period (some of these were carried over from 2022–23). The remaining applications will be finalised during 2023–24.

> ⬇ **For more information**
> www.tmr.qld.gov.au/About-us/Right-to-Information/Disclosure-log

Human Rights Act 2019

The Queensland Government *Human Rights Strategy* sets the vision of a modern, fair, and responsive Queensland where we respect, protect, and promote human rights. A key objective to achieve this vision is to build a culture in the Queensland public sector that respects and promotes human rights.

Consistent with fulfilling this vision, TMR is committed to ensuring we act and make decisions compatible with the *Human Rights Act 2019*.

As part of this commitment, TMR has taken steps to further the objectives of the Human Rights Act including:
- incorporating human rights into strategic plans, staff position descriptions, performance management, briefing notes, and professional development targets
- reviewing internal policies for example, complaint-handling policy and procedures to ensure compatibility with the Act
- developing the necessary templates and processes to ensure that TMR complies with the scrutiny of legislation provision in the Act
- embedding human rights in regular reporting and decision-making through education, training, and awareness by promoting cultural safety in disciplinary processes
- establishing a Human Rights reference page within TMR's internal intranet channel and a Human Rights compatibility Assessment Tool to assist decision-markers

- incorporating training products and awareness campaigns relating to Customer Complaints handling including a focus / instruction on human rights to reinforce the objectives of the *Human Rights Act 2019*.

TMR continues to drive efforts in supporting practices of its leaders and workforce to build human rights capacity, capability, and maturity amongst staff by actively participating as a member of the Human Rights Interdepartmental Committee (HRIDC) led by the Department of Justice and Attorney-General.

The HRIDC is comprised of representatives from across Queensland Government departments with a key forum to help drive the development of a human rights culture across Queensland Government departments and to provide a forum and opportunity for regular communication and sharing of information between all Queensland Government departments.

The purpose of the HRIDC is to:
- champion the development of a human rights culture across Queensland Government
- support capacity building and the development of human rights maturity within Queensland Government departments
- identify issues, discuss challenges and develop solutions to respond to the needs of Queensland Government departments
- facilitate the sharing and distribution of information and resources across Queensland Government departments
- provide cohesive and consistent advice in relation to the *Human Rights Act 2019*.

Human Rights complaints

Since the commencement of the Act, TMR has updated its complaints and grievance policies, procedures, and mechanisms to ensure human rights complaints can be recorded, assessed, and responded to appropriately. TMR examines all complaints received by TMR to ensure decisions made by the services and its employees are compatible with the Act.

In 2022–2023, TMR recorded:
- 38 complaints where it was identified that one or more human rights may have been unreasonable limited
- Of the 38 complaints, 8 complaints involved human rights limitations (one complaint can include more than one human rights limitation).

Each time TMR received a complaint, human rights limitations were assessed to determine if any rights were unreasonably limited. The human rights aspect of each complaint was investigated along with the allegation/s, which assisted in determining the appropriate resolution.

For example, a customer complained to TMR about the lack of public access to facilities at a purpose-built stand-alone CSC building. The customer had a condition requiring urgent use of the toilet facilities.

The customer was advised at the time by the site security guard the centre did not have onsite facilities and didn't make the customer aware of the nearest public toilet being approximately 230–500 metres from the CSC, on the other side of a four-lane road.

During the investigation, TMR identified the customer's human rights were breached under Section 15 - Recognition and equality before the law, and assessed as a contravention of the *Anti-Discrimination Act 1991* due to unlawful indirect discrimination.

TMR apologised to the customer who was able to return at a later date to complete their transaction.

To prevent future similar instances, a special service was implemented, allowing customers experiencing a disability or impairment to access a priority queue to conduct their transaction.

TMR uses learnings from any complaints to inform future practice.

As at 30 June 2023, 13,588 staff had completed the mandatory online *Human Rights Act 2019* training course since being launched in November 2019.

Open data

TMR is consistently one of the largest contributors to the Queensland Government's Open Data Portal. TMR has a collection of 262 published datasets in 2022–23, up from 256 in 2021–22.

Publicly available datasets enable business partners and industry to help deliver better traffic and transport services for the community and empower Queenslanders to make informed decisions about how and when they travel.

⌨ **For more information**
https://www.data.qld.gov.au/dataset?organization=transport-and-main-roads

Coronial inquests and recommendations

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

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

TMR's response for the period January to June 2023 is required to be provided to the Attorney-General by 29 September 2023.

No new recommendations were directed toward TMR in the period 2022–23. TMR's report for the period January to June 2023 will provide an update on seven recommendations in total.

Crime and Corruption Commission reports

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

Pursuant to the *Crime and Corruption Act 2001*, the Director-General has a statutory obligation to notify the CCC when there is a reasonable suspicion of corrupt conduct. TMR maintains a robust investigative capacity to ensure the expectations of the CCC and the Director-General are effectively discharged consistent with the CCC publication 'Corruption in Focus'.

The Director-General has statutory obligations within the *Crime and Corruption Act 2001* to thoroughly investigate allegations of suspected corrupt conduct, ensure any person involved in a corruption investigation is afforded natural justice and provide timely outcome advice to the complainant.

TMR maintains dedicated policies for dealing with suspected corrupt conduct and serious misconduct to ensure investigations are open and honest.

TMR has zero tolerance to suspected corrupt conduct. In addition to reacting to any allegation of wrongdoing by investigation, TMR provides employees with mandatory ethical awareness training, both on-line and in face-to-face presentations to foster a strong corruption prevention focus. In keeping with the introduction of the *Public Sector Act 2022*, face to face and online ethical awareness training is subject to refresh to reflect relevant amendments to public sector ethics and integrity expectations imposed on all TMR staff.

Parliamentary Committees

Parliamentary committees are responsible for the review of legislation, investigating specific issues, reporting to the Queensland Parliament, and can have continuing roles to monitor and review public sector organisations or keep areas of the law or other activities under review.

The committee which relates to TMR's portfolio is the Transport and Resources Committee.

The committee is responsible for:

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

The committee may initiate an inquiry into any matter it considers appropriate within its portfolio area.

During 2022–23, the committee considered the following relating to TMR's portfolio:

- inquiry into the Transport Legislation (Road Safety and Other Matters) Amendment Bill 2022
- inquiry into the Tow Truck Bill 2023
- examination of subordinate legislation:

    – *Transport and Other Legislation Amendment Regulation (No.2) 2022*
    – *Transport Legislation (Fee Unit Conversion and Registration Fees) Amendment Regulation 2022*
    – *Transport Legislation (Fees and Other Matters) Amendment Regulation 2022*
    – *Transport and Other Legislation Amendment Regulation (No. 3) 2022*
    – *Transport Operations (Passenger Transport) Amendment Regulation 2022*
    – *Gold Coast Waterways Authority Regulation 2022*
    – *Rail Safety National Law National Regulations (Fees and FOI) Amendment Regulations 2022* (South Australia)
    – *Transport Operations (Road Use Management – Road Rules) and Other Legislation Amendment Regulation 2022*
    – *Transport Legislation Amendment Regulation 2023*
    – *Heavy Vehicle (Vehicle Standards) National Amendment Regulation 2023*

- examination of 2022–23 Budget Estimates
- consideration of TMR's 2021–22 Annual Report
- inquiry into Peninsula Developmental Road (Laura to Weipa) Project
- inquiry into Sumners Road Interchange Upgrade Project
- inquiry into the state-controlled roads from Birdsville to Bedourie and Birdsville to Windorah.

Risk management

Risk management is essential for TMR to maximise opportunity and minimise loss associated with achieving its objectives. Risk management practices are integrated into TMR's strategic and business planning, business operations, and decision-making processes. The risk management framework is based on the international standard *ISO 31000:2018*, which establishes a consistent approach to identifying, recording, assessing, evaluating, and managing risks.

In accordance with the *Financial Accountability Act 2019*, overall accountability for risk management resides with the Director-General and is exercised through the ELT. The ARC is appointed by the Director-General and charged with assisting the Director-General with oversight of the effective performance of TMR's risk management and control systems. All employees in TMR are required to have a diligent involvement with risk management in relation to their duties that impact on both internal and external operations.

Strategic and operational risks at and above branch level (including enterprise operating, divisional, branch, and portfolio risks) are recorded and monitored in the TMR Risk Management System with regular review and reporting requirements. Other operational risks (including risks in business areas below branch level, program, and project risks) are recorded and managed locally with ongoing support and assistance provided by the Corporate Risk Advisory Services Team and local Risk Management Reference Group members.

Key risk achievements during 2022–23 included:

- consolidation of strategic risk and enterprise operational risk management practices by the ELT through a commitment to regular risk review workshops and meetings
- review and update of strategic risks for the new Strategic Plan (2023–2027)
- a comprehensive review and update of the Risk Management Framework, Risk Management Policy, Risk Management Guide, Risk Assessment and Rating Matrix, and other risk tools to promote a consistent risk management approach across all business areas in TMR
- continued enhancement of risk dashboards and Risk Management System functionality for better reporting and management decision-making
- integration of the new internal control practices into the Risk Management Framework to enhance the risk and control environment.

TMR will continue to focus on developing a proactive approach for the identification, categorisation, monitoring, and reporting of emerging risks. This includes newly developing risks that cannot yet be fully assessed but could, in the future, affect TMR's strategic direction.

Financial Statements

Department of Transport and Main Roads
Financial Statements as at 30 June 2023

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Department of Transport and Main Roads
Statement of comprehensive income
for the year ended 30 June 2023

OPERATING RESULT	Note	2023 $'000	2022 $'000
Income			
Appropriation revenue	2	6,371,614	5,927,541
User charges and fees	3	778,843	703,281
Grants and other contributions	4	276,088	216,753
Service concession arrangements revenue	16	232,180	232,180
Other revenue		31,784	50,448
Total revenue		**7,690,509**	**7,130,203**
Gains on disposal of assets		2,642	3,127
Total income		**7,693,151**	**7,133,330**
Expenses			
Employee expenses	5	709,747	650,326
Supplies and services	7	4,536,142	4,250,502
Grants and subsidies	8	796,688	812,378
Finance and borrowing costs	9	97,277	79,971
Depreciation and amortisation	10	1,506,325	1,355,679
Impairment losses	12	1,409	1,162
Other expenses	11	32,865	28,131
Total expenses		**7,680,453**	**7,178,149**
Operating result before income tax equivalent expense		**12,698**	**(44,819)**
Income tax equivalent expense	23	7,702	16,260
OPERATING RESULT FOR THE YEAR		**4,996**	**(61,079)**
Items not reclassified to operating result			
Increase in asset revaluation surplus	15, 16	15,103,128	10,757,900
Total other comprehensive income		**15,103,128**	**10,757,900**
TOTAL COMPREHENSIVE INCOME		**15,108,124**	**10,696,821**

The accompanying notes form part of these financial statements.

Department of Transport and Main Roads
Statement of financial position
as at 30 June 2023

	Note	2023 $'000	2022 $'000
Assets			
Current assets			
Cash		670,102	245,430
Receivables	12	245,064	226,713
Inventories		21,716	17,936
Prepayments	13	113,085	93,791
Non-current assets classified as held for sale		3,562	2,824
Total current assets		**1,053,529**	**586,694**
Non-current assets			
Receivables	12	3,421	3,274
Prepayments	13	80,550	144,427
Intangible assets	14	69,214	90,176
Property, plant and equipment	15	104,496,070	86,999,719
Service concession assets	16	14,097,645	12,917,452
Deferred tax assets	23	3,001	3,296
Right-of-use assets	17	98,871	2
Investment in subsidiary	26	15,601	5,601
Total non-current assets		**118,864,373**	**100,163,947**
Total assets		**119,917,902**	**100,750,641**
Liabilities			
Current liabilities			
Payables	18	942,274	683,237
Borrowings	19	44,204	40,276
Provisions	20	317,937	228,718
Accrued employee benefits	21	40,445	31,859
Unearned revenue – service concession arrangements	16	232,180	232,180
Lease liabilities	17	24,962	96
Other	22	241,599	234,194
Total current liabilities		**1,843,601**	**1,450,560**
Non-current liabilities			
Borrowings	19	1,137,243	1,251,955
Provisions	20	196,130	181,810
Unearned revenue – service concession arrangements	16	6,923,134	7,155,314
Lease liabilities	17	85,780	3,274
Other	22	108	-
Total non-current liabilities		**8,342,395**	**8,592,353**
Total liabilities		**10,185,996**	**10,042,913**
NET ASSETS		**109,731,906**	**90,707,728**
Equity			
Contributed equity		70,014,674	66,098,620
Accumulated surplus		3,682,603	3,677,607
Asset revaluation surplus		36,034,629	20,931,501
TOTAL EQUITY		**109,731,906**	**90,707,728**

The accompanying notes form part of these financial statements.

Department of Transport and Main Roads
Statement of comprehensive income by major departmental services
for the year ended 30 June 2023

OPERATING RESULT	Transport system investment planning and programming 2023 $'000	Transport infrastructure management and delivery 2023 $'000	Transport safety and regulation 2023 $'000	Customer experience 2023 $'000	Passenger transport services 2023 $'000	Transport infrastructure construction and maintenance 2023 $'000
Income						
Appropriation revenue	119,472	2,625,581	33,984	398,092	3,180,773	-
User charges and fees	37,897	63,670	299,771	17,483	315,211	816,446
Grants and other contributions	259	211,807	3,685	720	59,593	-
Service concession arrangements revenue	-	223,020	-	-	9,160	-
Other revenue	1,677	39,414	1,237	39	9,520	2,876
Total revenue	**159,305**	**3,163,492**	**338,677**	**416,334**	**3,574,257**	**819,322**
Gains on disposal of assets	905	55	131	6	48	1,497
Total income	**160,210**	**3,163,547**	**338,808**	**416,340**	**3,574,305**	**820,819**
Expenses						
Employee expenses	70,878	195,619	86,558	198,678	105,717	163,254
Supplies and services	33,416	949,155	223,700	207,884	3,157,972	613,168
Grants and subsidies	50,089	489,277	7,654	173	248,999	-
Finance and borrowing costs	2	25,250	4	5	72,309	1,719
Depreciation and amortisation	4,712	1,367,698	13,605	4,581	101,669	11,306
Impairment losses	92	1,097	73	23	82	42
Other expenses	1,021	15,457	7,214	4,996	1,959	25,318
Total expenses	**160,210**	**3,043,553**	**338,808**	**416,340**	**3,688,707**	**814,807**
Operating result before income tax equivalent expense	**-**	**119,994**	**-**	**-**	**(114,402)**	**6,012**
Income tax equivalent expense	-	-	-	-	-	7,706
OPERATING RESULT FOR THE YEAR	**-**	**119,994**	**-**	**-**	**(114,402)**	**(1,694)**
Items not reclassified to operating result						
Increase in asset revaluation surplus	910	14,874,801	67,022	2,461	157,869	65
Total other comprehensive income	**910**	**14,874,801**	**67,022**	**2,461**	**157,869**	**65**
TOTAL COMPREHENSIVE INCOME	**910**	**14,994,795**	**67,022**	**2,461**	**43,467**	**(1,629)**

Department of Transport and Main Roads

Statement of comprehensive income by major departmental services (continued)

for the year ended 30 June 2023

OPERATING RESULT	Customer and Digital Group 2023 $'000	CITEC 2023 $'000	Queensland Shared Services 2023 $'000	Corporate Administration Agency 2023 $'000	Inter-service/unit eliminations 2023 $'000	Total Department 2023 $'000
Income						
Appropriation revenue	13,712	-	-	-	-	**6,371,614**
User charges and fees	5,392	13,159	12,593	1,114	(803,893)	**778,843**
Grants and other contributions	-	-	-	24	-	**276,088**
Service concession arrangements revenue	-	-	-	-	-	**232,180**
Other revenue	2,697	1	-	-	(25,677)	**31,784**
Total revenue	**21,801**	**13,160**	**12,593**	**1,138**	**(829,570)**	**7,690,509**
Gains on disposal of assets	-	-	-	-	-	**2,642**
Total income	**21,801**	**13,160**	**12,593**	**1,138**	**(829,570)**	**7,693,151**
Expenses						
Employee expenses	6,548	3,434	6,877	756	(128,572)	**709,747**
Supplies and services	12,962	7,954	4,855	397	(675,321)	**4,536,142**
Grants and subsidies	496	-	-	-	-	**796,688**
Finance and borrowing costs	261	22	-	-	-	**97,277**
Depreciation and amortisation	1,523	1,079	152	-	(2,295)	**1,506,325**
Impairment losses	-	-	-	-	-	**1,409**
Other expenses	11	110	147	14	(23,382)	**32,865**
Total Expenses	**21,801**	**12,599**	**12,031**	**1,167**	**(829,570)**	**7,680,453**
Operating result before income tax equivalent expense	-	**561**	**562**	**(29)**	-	**12,698**
Income tax equivalent expense	-	(4)	-	-	-	7,702
OPERATING RESULT FOR THE YEAR	-	**565**	**562**	**(29)**	-	**4,996**
Items not reclassified to operating result						
Increase in asset revaluation surplus	-	-	-	-	-	**15,103,128**
Total other comprehensive income	-	-	-	-	-	**15,103,128**
TOTAL COMPREHENSIVE INCOME	-	**565**	**562**	**(29)**	-	**15,108,124**

Department of Transport and Main Roads
Statement of comprehensive income by major departmental services (continued)
for the year ended 30 June 2023

OPERATING RESULT	Transport system investment planning and programming 2022 $'000	Transport infrastructure management and delivery 2022 $'000	Transport safety and regulation 2022 $'000	Customer experience 2022 $'000	Passenger transport services 2022 $'000	Transport infrastructure construction and maintenance 2022 $'000	Inter-service/unit eliminations 2022 $'000	Total Department 2022 $'000
Income								
Appropriation revenue	105,703	2,429,967	12,726	334,505	3,044,640	-	-	5,927,541
User charges and fees	36,540	138,748	286,359	14,997	220,560	833,272	(827,195)	703,281
Grants and other contributions	62	163,448	2,884	771	49,588	-	-	216,753
Service concession arrangements revenue	-	232,180	-	-	-	-	-	232,180
Other revenue	208	57,787	11,987	36	12,175	1,686	(33,431)	50,448
Total revenue	**142,513**	**3,022,130**	**313,956**	**350,309**	**3,326,963**	**834,958**	**(860,626)**	**7,130,203**
Gains on disposal of assets	571	-	116	217	-	2,223	-	3,127
Total income	**143,084**	**3,022,130**	**314,072**	**350,526**	**3,326,963**	**837,181**	**(860,626)**	**7,133,330**
Expenses								
Employee expenses	70,619	184,622	81,968	180,508	97,718	157,283	(122,392)	650,326
Supplies and services	32,262	908,423	210,773	164,307	3,010,249	629,291	(704,803)	4,250,502
Grants and subsidies	27,555	526,201	7,154	73	251,392	3	-	812,378
Finance and borrowing costs	2	22,530	4	4	57,476	1,190	(1,235)	79,971
Depreciation and amortisation	4,657	1,229,336	12,189	5,051	93,662	10,784	-	1,355,679
Impairment losses/(reversals)	36	1,738	(674)	(30)	126	(34)	-	1,162
Other expenses	7,953	13,377	2,658	613	2,244	33,482	(32,196)	28,131
Total expenses	**143,084**	**2,886,227**	**314,072**	**350,526**	**3,512,867**	**831,999**	**(860,626)**	**7,178,149**
Operating result before income tax equivalent expense	-	**135,903**	-	-	**(185,904)**	**5,182**	-	**(44,819)**
Income tax equivalent expense	-	-	-	-	-	16,260	-	16,260
OPERATING RESULT FOR THE YEAR	-	**135,903**	-	-	**(185,904)**	**(11,078)**	-	**(61,079)**
Items not reclassified to operating result								
Increase in asset revaluation surplus	652	10,571,551	11,612	1,642	172,400	43	-	10,757,900
Total other comprehensive income	**652**	**10,571,551**	**11,612**	**1,642**	**172,400**	**43**	-	**10,757,900**
TOTAL COMPREHENSIVE INCOME	**652**	**10,707,454**	**11,612**	**1,642**	**(13,504)**	**(11,035)**	-	**10,696,821**

Department of Transport and Main Roads
Statement of assets and liabilities by major departmental services
as at 30 June 2023

Assets	Transport system investment planning and programming 2023 $'000	Transport infrastructure management and delivery 2023 $'000	Transport safety and regulation 2023 $'000	Customer experience 2023 $'000	Passenger transport services 2023 $'000	Transport infrastructure construction and maintenance 2023 $'000
Current assets						
Cash	11,911	131,224	35,907	46,548	369,349	6,305
Receivables	9,073	23,635	69,013	4,017	74,453	65,866
Inventories	-	1,196	1,518	170	3,407	91,697
Prepayments	1,573	9,688	2,434	1,432	83,576	960
Non-current assets classified as held for sale	3,562	-	-	-	-	-
Total current assets	**26,119**	**165,743**	**108,872**	**52,167**	**530,785**	**164,828**
Non-current assets						
Receivables	-	19,000	-	-	3,421	-
Prepayments	47	7,224	504	210	70,764	-
Intangible assets	13,398	5,564	17,798	21,878	2,345	-
Property, plant and equipment	3,847	102,425,848	269,872	22,224	1,688,877	77,286
Service concession assets	-	12,726,611	-	-	1,371,034	-
Deferred tax assets	-	-	-	-	-	3,001
Right-of-use assets	-	-	-	-	-	-
Investment in subsidiary	-	15,601	-	-	-	-
Total non-current assets	**17,292**	**115,199,848**	**288,174**	**44,312**	**3,136,441**	**80,287**
Total assets	**43,441**	**115,365,591**	**397,046**	**96,479**	**3,667,226**	**245,115**
Liabilities						
Current liabilities						
Payables	6,773	189,734	45,420	41,873	710,319	38,151
Borrowings	-	10,786	-	-	33,418	-
Provisions	-	264,877	-	-	52,096	-
Accrued employee benefits	3,103	8,564	3,789	8,698	4,628	5,729
Unearned revenue – service concession arrangements	-	223,020	-	-	9,160	-
Lease liabilities	-	-	-	-	106	-
Other	106,119	31,145	1,524	-	100,804	-
Total current liabilities	**115,995**	**728,126**	**50,733**	**50,571**	**910,531**	**43,880**
Non-current liabilities						
Borrowings	-	383,909	-	-	753,334	19,000
Provisions	-	190,548	-	-	5,582	-
Unearned revenue – service concession arrangements	-	6,814,737	-	-	108,397	-
Lease liabilities	-	-	-	-	3,421	-
Other	-	-	-	-	-	-
Total non-current liabilities	**-**	**7,389,194**	**-**	**-**	**870,734**	**19,000**
Total liabilities	**115,995**	**8,117,320**	**50,733**	**50,571**	**1,781,265**	**62,880**

Department of Transport and Main Roads
Statement of assets and liabilities by major departmental services (continued)
as at 30 June 2023

Assets	Customer and Digital Group 2023 $'000	CITEC 2023 $'000	Queensland Shared Services 2023 $'000	Corporate Administration Agency 2023 $'000	Inter-service/unit eliminations 2023 $'000	Total Department 2023 $'000
Current assets						
Cash	8,391	11,956	45,573	2,938	-	670,102
Receivables	23,391	15,036	11,740	1,371	(52,531)	245,064
Inventories	-	-	-	-	-	21,716
Prepayments	4,324	7,094	1,194	810	(76,272)	113,085
Non-current assets classified as held for sale	-	-	-	-	-	3,562
Total current assets	**36,106**	**34,086**	**58,507**	**5,119**	**(128,803)**	**1,053,529**
Non-current assets						
Receivables	-	-	-	-	(19,000)	3,421
Prepayments	1,212	583	6	-	-	80,550
Intangible assets	1,741	1,415	5,075	-	-	69,214
Property, plant and equipment	895	6,895	326	-	-	104,496,070
Service concession assets	-	-	-	-	-	14,097,645
Deferred tax assets	-	-	-	-	-	3,001
Right-of-use assets	87,514	11,357	-	-	-	98,871
Investment in subsidiary	-	-	-	-	-	15,601
Total non-current assets	**91,362**	**20,250**	**5,407**	**-**	**(19,000)**	**118,864,373**
Total assets	**127,468**	**54,336**	**63,914**	**5,119**	**(147,803)**	**119,917,902**
Liabilities						
Current liabilities						
Payables	27,592	8,806	2,211	198	(128,803)	942,274
Borrowings	-	-	-	-	-	44,204
Provisions	964	-	-	-	-	317,937
Accrued employee benefits	2,141	1,278	2,276	239	-	40,445
Unearned revenue – service concession arrangements	-	-	-	-	-	232,180
Lease liabilities	17,142	7,714	-	-	-	24,962
Other	497	1,204	3	303	-	241,599
Total current liabilities	**48,336**	**19,002**	**4,490**	**740**	**(128,803)**	**1,843,601**
Non-current liabilities						
Borrowings	-	-	-	-	(19,000)	1,137,243
Provisions	-	-	-	-	-	196,130
Unearned revenue – service concession arrangements	-	-	-	-	-	6,923,134
Lease liabilities	79,110	3,249	-	-	-	85,780
Other	-	108	-	-	-	108
Total non-current liabilities	**79,110**	**3,357**	**-**	**-**	**(19,000)**	**8,342,395**
Total liabilities	**127,446**	**22,359**	**4,490**	**740**	**(147,803)**	**10,185,996**

Department of Transport and Main Roads
Statement of assets and liabilities by major departmental services (continued)
as at 30 June 2023

	Transport system investment planning and programming 2022 $'000	Transport infrastructure management and delivery 2022 $'000	Transport safety and regulation 2022 $'000	Customer experience 2022 $'000	Passenger transport services 2022 $'000	Transport infrastructure construction and maintenance 2022 $'000	Inter-service/unit eliminations 2022 $'000	Total Department 2022 $'000
Assets								
Current assets								
Cash	5,769	57,594	15,377	17,981	161,902	(13,193)	-	245,430
Receivables	11,110	59,419	90,199	4,545	70,363	86,087	(95,010)	226,713
Inventories	-	-	1,101	137	1,899	108,162	(93,363)	17,936
Prepayments	5,409	7,439	2,993	1,844	74,947	1,159	-	93,791
Non-current assets classified as held for sale	2,824	-	-	-	-	-	-	2,824
Total current assets	**25,112**	**124,452**	**109,670**	**24,507**	**309,111**	**182,215**	**(188,373)**	**586,694**
Non-current assets								
Receivables	-	-	-	-	3,274	-		3,274
Prepayments	48	4,505	258	32	139,584	-		144,427
Intangible assets	15,703	4,507	48,478	19,593	1,895	-		90,176
Property, plant and equipment	21,309	84,360,358	251,934	106,374	2,190,193	69,551		86,999,719
Service concession assets	-	11,629,066	-	-	1,288,386	-		12,917,452
Deferred tax assets	-	-	-	-	-	3,296		3,296
Right-of-use assets	-	2	-	-	-	-		2
Investment in subsidiary	-	5,601	-	-	-	-		5,601
Total non-current assets	**37,060**	**96,004,039**	**300,670**	**125,999**	**3,623,332**	**72,847**	**-**	**100,163,947**
Total assets	**62,172**	**96,128,491**	**410,340**	**150,506**	**3,932,443**	**255,062**	**(188,373)**	**100,750,641**
Liabilities								
Current liabilities								
Payables	7,427	170,233	39,416	30,457	556,330	48,747	(169,373)	683,237
Borrowings	-	10,229	-	-	30,047	19,000	(19,000)	40,276
Provisions	-	182,203	-	-	46,515	-	-	228,718
Accrued employee benefits	3,013	7,878	3,497	7,702	4,170	5,599	-	31,859
Unearned revenue – service concession arrangements	-	223,020	-	-	9,160	-	-	232,180
Lease liabilities	-	-	-	-	96	-	-	96
Other	51,344	86,377	1,227	-	95,246	-	-	234,194
Total current liabilities	**61,784**	**679,940**	**44,140**	**38,159**	**744,564**	**73,346**	**(188,373)**	**1,450,560**
Non-current liabilities								
Borrowings	-	394,694	-	-	857,261	-		1,251,955
Provisions	-	122,271	-	-	59,539	-		181,810
Unearned revenue – service concession arrangements	-	7,037,755	-	-	117,559	-		7,155,314
Lease liabilities	-	-	-	-	3,274	-		3,274
Total non-current liabilities	**-**	**7,554,720**	**-**	**-**	**1,037,633**	**-**	**-**	**8,592,353**
Total liabilities	**61,784**	**8,234,660**	**44,140**	**38,159**	**1,779,197**	**73,346**	**(188,373)**	**10,042,913**

Department of Transport and Main Roads
Statement of changes in equity
for the year ended 30 June 2023

	Note	2023 $'000	2022 $'000
Contributed equity			
Opening balance		66,098,620	63,271,312
Transactions with owners as owners:			
Appropriated equity injections	2	3,856,323	2,841,289
Non-appropriated equity adjustments		54	-
Net assets transferred to other Queensland Government entities		(39,176)	(13,981)
Net assets received due to machinery-of-government change	1	98,853	-
Closing balance		**70,014,674**	**66,098,620**
Accumulated surplus/(deficit)			
Opening balance		3,677,607	3,735,072
Derecognition of heritage and cultural asset class	15	-	3,614
Operating result for the year		4,996	(61,079)
Closing balance		**3,682,603**	**3,677,607**
Asset revaluation surplus			
Opening balance		20,931,501	10,177,214
Derecognition of heritage and cultural asset class through accumulated surplus/(deficit)	15	-	(3,614)
Rounding adjustment		-	1
Increase in asset revaluation surplus	15, 16	15,103,128	10,757,900
Closing balance		**36,034,629**	**20,931,501**
TOTAL EQUITY		**109,731,906**	**90,707,728**

The closing balance of Asset revaluation surplus comprises:

Land		3,599,935	2,892,698
Buildings		249,193	166,025
Major property, plant and equipment		150,662	105,519
Infrastructure		29,185,206	16,241,831
Service concession assets		2,849,633	1,525,428
Closing balance		36,034,629	20,931,501

The accompanying notes form part of these financial statements.

Accounting policy

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

Department of Transport and Main Roads
Statement of cash flows
for the year ended 30 June 2023

	2023 $'000	2022 $'000
Cash flows from operating activities		
Inflows:		
Service appropriation receipts	6,361,615	5,944,558
User charges and fees	824,841	670,648
Grants and other contributions	224,708	145,177
GST input tax credits from ATO	1,025,155	853,228
GST collected from customers	86,427	67,297
Other	32,532	51,967
Outflows:		
Employee expenses	(701,220)	(653,361)
Supplies and services	(4,357,085)	(4,180,982)
Grants and subsidies	(776,813)	(702,273)
Finance and borrowing costs	(92,208)	(76,487)
GST paid to suppliers	(1,037,371)	(840,708)
GST remitted to ATO	(84,310)	(68,322)
Income tax equivalent paid	(8,937)	(14,519)
Other	(17,165)	(22,940)
Net cash provided by operating activities	**1,480,169**	**1,173,283**
Cash flows from investing activities		
Inflows:		
Sales of property, plant and equipment	6,286	18,878
Outflows:		
Payments for property, plant and equipment	(4,753,026)	(4,077,969)
Payments for intangibles	(22,756)	(17,912)
Payment for investment in subsidiary	(10,000)	-
Net cash used in investing activities	**(4,779,496)**	**(4,077,003)**
Cash flows from financing activities		
Inflows:		
Equity injections	5,098,665	4,032,675
Outflows:		
Equity withdrawals	(1,238,140)	(1,191,386)
Borrowing redemptions	(205,288)	(36,264)
Lease payments	(2,710)	(223)
Net cash provided by financing activities	**3,652,527**	**2,804,802**
Net increase/(decrease) in cash	353,200	(98,918)
Increase in cash due to machinery-of-government change (refer to Note 1)	71,472	-
Cash – opening balance	245,430	344,348
CASH – CLOSING BALANCE	**670,102**	**245,430**

The accompanying notes form part of these financial statements.

Cash disclosure

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

The department's bank accounts are grouped within the whole-of-government banking set-off arrangement with Queensland Treasury Corporation and do not earn interest. The department has an overdraft facility with the Commonwealth Bank of Australia with an approved limit of $215.450m (2022: $200m). There is no interest charged on this overdraft facility.

Department of Transport and Main Roads
Notes to the Statement of cash flows
for the year ended 30 June 2023

	2023 $'000	2022 $'000
RECONCILIATION OF OPERATING RESULT TO NET CASH PROVIDED BY OPERATING ACTIVITIES		
OPERATING RESULT	4,996	(61,079)
Non-cash items included in operating result		
Goods, services and assets received at below fair value	(51,830)	(71,576)
Gains on disposal of assets	(2,642)	(3,127)
Service concession arrangements revenue	(232,180)	(232,180)
Assets provided at below fair value	7,289	64,742
Depreciation and amortisation	1,506,324	1,355,679
Loss on disposed assets	15,618	5,191
Change in assets and liabilities:		
(Increase)/decrease in receivables	27,696	(3,918)
(Increase)/decrease in inventories	(3,780)	(1,926)
(Increase)/decrease in prepayments	59,649	73,092
(Increase)/decrease in deferred tax assets	295	556
Increase/(decrease) in payables	138,605	(11,682)
Increase/(decrease) in accrued employee benefits	4,413	628
Increase/(decrease) in other liabilities	5,716	58,883
Net cash provided by operating activities	**1,480,169**	**1,173,283**

CHANGES IN LIABILITIES ARISING FROM FINANCING ACTIVITIES
LEASE LIABILITIES – Note 17

	2023	2022
Opening balance	3,370	3,467
New leases	502	231
Cost escalation	350	-
Accrued repayments	92	(105)
Net transfers from machinery-of-government change (refer to Note 1)	109,138	-
Non-cash changes	110,082	126
Cash repayments	(2,710)	(223)
Closing balance	**110,742**	**3,370**

BORROWINGS – Note 19

	2023	2022
Opening balance	1,292,231	1,252,383
New borrowings – service concession arrangements	91,288	75,593
Accrued repayments	(274)	(255)
Remeasurement of liability	3,490	774
Non-cash changes	94,504	76,112
Cash repayments	(205,288)	(36,264)
Closing balance	**1,181,447**	**1,292,231**

Department of Transport and Main Roads
Notes to the financial statements 2022–23

1 ACCOUNTING POLICIES AND BASIS FOR FINANCIAL STATEMENTS PREPARATION

Refer to individual notes for specific accounting policies.

STATEMENT OF COMPLIANCE

The department has prepared these financial statements in compliance with section 38 of the *Financial and Performance Management Standard 2019*.

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

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

THE REPORTING ENTITY

The Department of Transport and Main Roads is a Queensland Government department established under the *Public Sector Act 2022*. The department is controlled by the State of Queensland which is the ultimate parent. The principal address of the department is:

61 Mary Street
Brisbane, Queensland 4000

The objectives of the department are:
- Accessible – Deliver a transport system that is accessible and inclusive for our customers
- Safe – Provide a safe and secure transport system and Department of Transport and Main Roads workplaces
- Responsive – Actively manage a transport system that is responsive to evolving customer expectations and business disruptions
- Efficient – Deliver an efficient and reliable system to advance the movement of people and goods and optimise our resources
- Sustainable – Create an environmentally, economically and socially sustainable transport system that supports liveable and prosperous communities
- Digital – Support a thriving digital economy where Queenslanders, their businesses and communities can transact successfully with government and each other.

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

The department has elected not to consolidate its investment in the controlled entity Transmax Pty Ltd in accordance with AASB 127 *Separate Financial Statements*. Refer to Note 26.

DEPARTMENTAL SERVICES AND PRINCIPAL ACTIVITIES

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

Transport system investment planning and programming

The objective of this service area is to develop and prioritise transport policy and investment to support economic and regional development and meet Queensland's long term transport needs.

Transport infrastructure management and delivery

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

Transport safety and regulation

The objective of this service area is to enhance the safety of the transport system through quality regulation, road and maritime safety programs.

Department of Transport and Main Roads
Notes to the financial statements 2022–23 (continued)

1 ACCOUNTING POLICIES AND BASIS FOR FINANCIAL STATEMENTS PREPARATION (continued)

DEPARTMENTAL SERVICES AND PRINCIPAL ACTIVITIES (continued)

Customer experience

The objective of this service area is to understand evolving customer needs and expectations, to improve customer experiences and reduce complaints.

Passenger transport services

The objective of this service area is to connect Queensland through reliable and accessible passenger transport services.

Transport infrastructure construction and maintenance (RoadTek)

RoadTek provides transport infrastructure solutions, including construction and maintenance services, to enable the department to deliver on Queensland Government priorities, with a focus on best value outcomes for our customers, stakeholders and the community.

Customer and digital services

The objective of this service area is to put Queenslanders and their businesses at the heart of government service delivery and oversees investments to enable successful delivery of a digitally enabled economy.

Centre for Information Technology and Communications (CITEC)

CITEC provides high quality, cost effective, whole-of-government information and technology solutions that support the delivery of quality frontline services to Queensland communities and businesses.

Queensland Shared Services

The objective of this service area is to provide easy and effective corporate services and supporting technologies that enable agencies to deliver high quality services to Queenslanders.

Corporate Administration Agency

The objective of this service area is to provide value-for-money corporate services to customers.

AGENCY ARRANGEMENTS

The department performs certain transactions in an agent capacity, and the receipts of such funds are not considered to be revenue for the department, nor are payments of these amounts considered to be expenses of the department. These transactions are not recognised in the financial statements but are disclosed in these notes for the information of users. Significant agency transactions are disclosed in Note 28.

ACCOUNTING ESTIMATES AND JUDGEMENTS

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

Estimates and assumptions that have a potential significant effect are outlined in the following financial statement notes:
• Note 12 Receivables
• Note 14 Intangible assets
• Note 15 Property, plant and equipment
• Note 16 Public private partnerships
• Note 20 Provisions.

CURRENCY, ROUNDING AND COMPARATIVES

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

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

Department of Transport and Main Roads
Notes to the financial statements 2022–23 (continued)

1 ACCOUNTING POLICIES AND BASIS FOR FINANCIAL STATEMENTS PREPARATION (continued)

CLIMATE RISK DISCLOSURE

The State of Queensland, as the ultimate parent of the Department of Transport and Main Roads, has published a wide range of information and resources on climate change risks, strategies and actions including the following whole-of-government publications:
- Climate Action Plan 2020–30
- Climate Adaptation Strategy
- Queensland Energy and Jobs Plan
- Queensland Sustainability Report.

The department continues to monitor the emergence of material climate-related risks that may impact the financial statements, including those arising under the Queensland Government Climate Action Plan 2020–2030, other Government publications and directives.

The department considers specific financial impacts relating to climate related risks by identifying and monitoring material accounting judgements and estimates used in preparing the financial report. This includes the potential for changes in asset useful lives, changes in the fair value of assets, provisions or contingent liabilities and changes in expenses and revenue.

The department has not identified any material climate related risks relevant to the financial statements at the reporting date, and no climate risk related adjustments have been recognised against the carrying value of recorded assets or other balances in the financial statements.

NEW AND REVISED ACCOUNTING STANDARDS

Australian Accounting Standards and Interpretations that have been issued or amended, but are not yet effective, have not been adopted by the department in accordance with Queensland Treasury policy.

MACHINERY-OF-GOVERNMENT CHANGES

Fines and penalty debt administration – Stage 2

As a result of the Public Service Departmental Arrangements Notice (No.1) 2022, mobile phone and seatbelt offences and related penalty debt administration functions of the department were transferred to the Queensland Revenue Office within Queensland Treasury, effective from 1 December 2022. There were no assets or liabilities transferred as part of the arrangement, however 29 employees were transferred from the department to the Queensland Revenue Office.

Queensland Government Customer and Digital Group

Public Service Departmental Arrangements Notice (No.2) 2023 dated 18 May 2023 transferred the functions of the Queensland Government Chief Customer and Digital Officer (QGCCDO) within the former Department of Communities, Housing and Digital Economy (DCHDE) to the Department of Transport and Main Roads.

Pursuant to section 80 of the *Financial Accountability Act 2009*, for financial reporting purposes the effective date of the transfer was 1 June 2023.

The functions of Queensland Government Customer and Digital Group include:
- Administration of Crown Copyright and Intellectual Property
- Cyber Security Operations and Management and Policy
- Digital Economy
- Digital Transformation
- Facilitation of access to Government Owned Optical Fibre Networks
- Government Information and Communication Technology Policy and Planning
- Government Wireless Network Contract Directorate
- Open Data
- Strategic Digital Projects
- Strategic Information and Communications Technology
- Strategic Sourcing.

Department of Transport and Main Roads
Notes to the financial statements 2022–23 (continued)

1 ACCOUNTING POLICIES AND BASIS FOR FINANCIAL STATEMENTS PREPARATION (continued)

MACHINERY-OF-GOVERNMENT CHANGES (continued)

Queensland Government Customer and Digital Group (continued)

In addition, the Queensland Government Customer and Digital Group includes the below entities:
• Centre for Information Technology and Communications (CITEC)
• Queensland Shared Services (QSS)
• Corporate Administration Agency (CAA)

As a result of this change assets to the value of $247.841m and liabilities with a value of $148.988m were transferred to the Department of Transport and Main Roads. Also transferred to the department were 1881 employees, representing 1769 full-time equivalent employees.

Revenue and expenses attributable to the above functions that are reported in the Statement of comprehensive income relate to the period 1 June 2023 to 30 June 2023 only, with no comparative information required to be disclosed.

The increase in net assets of $98.853m has been accounted for as an increase in contributed equity as disclosed in the Statement of changes in equity.

Budgeted controlled appropriation revenue of $32.648m was reallocated from the former Department of Communities, Housing and Digital Economy to the department as part of the machinery-of-government change.

A summary of assets and liabilities transferred as a result of this change follows:

Transfer in from former Department of Communities, Housing and Digital Economy (Controlled)					
Category	**Customer and Digital Group** $'000	**CITEC** $'000	**QSS** $'000	**CAA** $'000	**Total** $'000
Controlled					
Assets					
Cash	15,840	10,191	41,878	3,563	**71,472**
Receivables	13,118	16,158	14,097	738	**44,111**
Prepayments	6,110	6,327	1,912	717	**15,066**
Intangible assets	1,846	1,360	5,213	-	**8,419**
Property, plant and equipment	909	7,016	177	-	**8,102**
Right-of-use assets	88,905	11,762	4	-	**100,671**
Total assets	**126,728**	**52,814**	**63,281**	**5,018**	**247,841**
Liabilities					
Payables	21,580	7,445	2,801	133	**31,959**
Lease liabilities	97,654	11,480	4	-	**109,138**
Accrued employee benefits	1,488	815	1,419	388	**4,110**
Other	1,782	1,714	196	89	**3,781**
Total liabilities	**122,504**	**21,454**	**4,420**	**610**	**148,988**
Net assets	**4,224**	**31,360**	**58,861**	**4,408**	**98,853**

Department of Transport and Main Roads
Notes to the financial statements 2022–23 (continued)

1   ACCOUNTING POLICIES AND BASIS FOR FINANCIAL STATEMENTS PREPARATION (continued)

MACHINERY-OF-GOVERNMENT CHANGES (continued)

Queensland Government Customer and Digital Group (continued)

Transfer in from former Department of Communities, Housing and Digital Economy (Administered)	
Category	Customer and Digital Group $'000
Administered Assets	
Cash	1,520
Total assets	**1,520**
Liabilities	
Payables	763
Total liabilities	**763**
Net assets	**757**

	2023 $'000	2022 $'000
2 APPROPRIATIONS		
Reconciliation of payments from Consolidated Fund to appropriated revenue recognised in operating result		
Original budgeted appropriation revenue	6,232,769	5,947,975
Transfers to other departments	(4,267)	(1,322)
Transfers (to)/from other headings	133,113	(2,095)
Total appropriation received	6,361,615	5,944,558
Less: Opening balance of appropriation revenue receivable	(1,993)	(19,010)
Plus: Closing balance of appropriation revenue receivable	7,483	1,993
Plus: Transfer of deferred appropriation payable due to machinery-of-government change *	6,229	-
Less: Closing balance of deferred appropriation payable to Consolidated Fund	(1,720)	-
Net appropriation revenue	6,371,614	5,927,541
Appropriation revenue recognised in Statement of comprehensive income	**6,371,614**	**5,927,541**
Reconciliation of payments from Consolidated Fund to equity adjustment recognised in contributed equity		
Original budgeted equity adjustment appropriation	3,081,243	2,419,324
Transfers from other headings	212,731	91,639
Unforeseen expenditure **	566,551	330,326
Equity adjustment receipts	3,860,525	2,841,289
Plus: Closing balance of equity adjustment receivable	2,032	-
Plus: Transfer of equity adjustment payable due to machinery-of-government change *	289	-
Less: Closing balance of equity adjustment payable	(6,523)	-
Equity adjustment recognised in contributed equity	**3,856,323**	**2,841,289**

* Refer to Note 1 for details of machinery-of-government change.

** Unforeseen expenditure in 2023 is primarily due to accelerated expenditure on various capital programs.

Accounting policy

Appropriations provided under the *Appropriation Act 2022* are recognised as revenue when received. Where the department has an obligation to return unspent or unapplied appropriation receipts to the Consolidated Fund at year end, a deferred appropriation liability to the Consolidated Fund is recognised with a corresponding reduction to appropriation revenue, reflecting the net appropriation revenue position with the Consolidated Fund for the reporting period. Capital appropriations are recognised as adjustments to equity.

Department of Transport and Main Roads
Notes to the financial statements 2022–23 (continued)

	2023 $'000	2022 $'000
3 USER CHARGES AND FEES		
Compulsory third party administration fees	38,920	39,628
Fare revenue *	294,667	202,654
Information, communication and technology services **	18,474	-
Merchant fees collected	12,562	10,431
National Heavy Vehicle Regulator	19,995	15,462
Other services rendered	33,458	26,474
Personalised plates sales	81,599	88,182
Pilotage	105,934	96,927
Property rental	38,677	36,420
Recoverable works ***	26,913	98,072
Registration fee surcharge	23,266	19,452
Services provided by shared service providers **	13,699	-
Toll revenue	19,958	19,727
Other	50,721	49,852
Total	**778,843**	**703,281**

* Fare revenue increase across passenger transport services is mainly due to the lifting of COVID-19 restrictions.

** Relates to services provided by entities transferred due to the machinery-of-government change. Refer to Note 1.

*** Recoverable works includes works completed for Queensland Rail relating to park and ride infrastructure of $5.873m in 2023 (2022: $66.907m) and the City of Gold Coast for local infrastructure improvements of $0.651m in 2023 (2022: $16.923m).

Accounting policy

User charges and fees are recognised as performance obligations are met and as goods or services are provided to the customer.

4   GRANTS AND OTHER CONTRIBUTIONS

	2023 $'000	2022 $'000
Goods, services and assets received at below fair value *	51,830	71,576
Grants from City of Gold Coast **	10,230	17,000
Grants from Queensland Health	6,688	8,726
Grants from Queensland Reconstruction Authority ***	152,462	71,270
Subsidies from Department of Education for students with disabilities	49,640	43,137
Other	5,238	5,044
Total	**276,088**	**216,753**

* Includes infrastructure assets received from local governments of $51.560m in 2023 (2022: $54.840m).

** Grants related to the Gold Coast Light Rail system Stage 3.

*** Grants received for the rebuilding of transport infrastructure following natural disasters under the Disaster Recovery Funding Arrangements.

Accounting policy

Grants, contributions and donations are non-reciprocal transactions where the department does not directly give approximately equal value to the grantor.

Where the grant agreement is enforceable and contains sufficiently specific performance obligations for the department to transfer goods or services to a third-party on the grantor's behalf, the transaction is accounted for under AASB 15 *Revenue from Contracts with Customers*. In this case revenue is initially deferred as a contract liability and recognised as or when the performance obligations are satisfied.

Otherwise, the grant is accounted for under AASB 1058 *Income of Not-for-Profit Entities*, whereby revenue is recognised upon receipt of the grant funding, except for special purpose capital grants received to construct non-financial assets controlled by the department. Special purpose capital grants are recognised as unearned revenue when received, and subsequently recognised progressively as revenue as the department satisfies its obligations under the grant through construction of the asset.

Department of Transport and Main Roads
Notes to the financial statements 2022–23 (continued)

4 GRANTS AND OTHER CONTRIBUTIONS (continued)

Accounting policy (continued)

Contributions of services are recognised only if the services would have been purchased if they had not been donated and their fair value can be measured reliably. Where this is the case, the amount representing the fair value is recognised as revenue with a corresponding expense for the same amount.

Contributed physical assets are recognised at their fair value.

	2023 $'000	2022 $'000
5 EMPLOYEE EXPENSES		
Employee benefits		
Annual leave levy	52,718	47,365
Employer superannuation contributions	70,054	62,555
Long service leave levy	15,726	13,613
Wages and salaries	548,064	506,510
Other employee benefits	5,297	4,393
Employee related expenses		
Workers' compensation premium	3,275	3,029
Other employee related expenses	14,613	12,861
Total	**709,747**	**650,326**

The department's total employee expenditure was $953.868m in 2023 (2022: $897.836m). Of this $244.121m (2022: $247.510m) was capitalised to construction work in progress leaving $709.747m (2022: $650.326m) reported as employee expenses.

Number of full-time equivalent employees	**9,354**	**7,405**

* In 2023 a total of 1769 full-time equivalent employees were transferred into the department as a result of the 18 May 2023 machinery-of-government change. Refer to Note 1.

Refer to Note 21 for the policies related to employee entitlements.

6 KEY MANAGEMENT PERSONNEL AND REMUNERATION EXPENSES

Key management personnel

The department's responsible Minister, the Minister for Transport and Main Roads, is identified as part of the department's key management personnel, consistent with guidance included in AASB 124 *Related Party Disclosures*.

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

Remuneration expenses

Ministerial remuneration entitlements are outlined in the Legislative Assembly of Queensland's Members' Remuneration Handbook. The department does not bear any cost of remuneration for the Minister. The majority of Ministerial entitlements are paid by the Legislative Assembly, with the remaining entitlements being provided by Ministerial Services Branch within the Department of the Premier and Cabinet.

As all Ministers are reported as key management personnel of the Queensland Government, aggregate remuneration expenses for all Ministers is disclosed in the Queensland General Government and Whole of Government Consolidated Financial Statements, which are published as part of Queensland Treasury's Report on State Finances.

Department of Transport and Main Roads
Notes to the financial statements 2022–23 (continued)

6   KEY MANAGEMENT PERSONNEL AND REMUNERATION EXPENSES (continued)

Remuneration expenses (continued)

Remuneration policy for the department's key management personnel is set by the Queensland Public Service Commission as provided for under the *Public Sector Act 2022*.

The remuneration and other terms of employment for the key management personnel are specified in employment contracts. The contracts may provide for other benefits including a motor vehicle allowance, however they do not provide for the provision of performance payments.

The following disclosures focus on the expenses incurred by the department for non-Ministerial personnel during the reporting period attributable to the key management positions.

Remuneration expenses for key management personnel comprise the following components:

• Short term employee expenses including:
  - salaries, allowances and leave entitlements earned and expensed for the entire year or for that part of the year
     during which the employee occupied the specified position
  - non-monetary benefits and any applicable fringe benefits tax.
• Long term and post employment expenses including:
  - amounts expensed in respect of long service leave entitlements earned
  - amounts expensed in respect of employer superannuation obligations.
• Termination benefits include payments in lieu of notice on termination and other lump sum separation entitlements payable on
     termination of employment.

1 July 2022 – 30 June 2023

Position	Short term employee expenses $'000	Long term and post employment expenses $'000	Termination benefits $'000	Total $'000
Director-General (Exited 03.06.2023)	506	76	-	**582**
Acting Director-General (04.06.2023–30.06.2023)	45	6	-	**51**
Deputy Director-General (Customer Services, Safety and Regulation) (Acting 01.07.2022–28.10.2022) (Appointed 31.10.2022)	282	39	-	**321**
Acting Deputy Director-General (Infrastructure Management and Delivery) (01.07.2022–01.11.2022) (19.11.2022–26.11.2022) (12.12.2022–28.12.2022)	111	15	-	**126**
Deputy Director-General (Infrastructure Management and Delivery) (Appointed 31.10.2022)	205	27	-	**232**
Deputy Director-General (Policy, Planning and Investment) (01.07.2022–01.11.2022)	110	14	-	**124**
Deputy Director-General (Policy, Planning and Investment) (Acting 02.11.2022–15.03.2023) (Appointed 16.03.2023)	184	24	-	**208**

Department of Transport and Main Roads
Notes to the financial statements 2022–23 (continued)

6 KEY MANAGEMENT PERSONNEL AND REMUNERATION EXPENSES (continued)

Remuneration expenses (continued)

1 July 2022 – 30 June 2023 (continued)

Position	Short term employee expenses $'000	Long term and post employment expenses $'000	Termination benefits $'000	Total $'000
Deputy Director-General (Translink)	289	39	-	**328**
Deputy Director-General (Corporate)	270	36	-	**306**
Chief Operations Officer	252	33	-	**285**
Chief Finance Officer (Joined ELT 19.10.2022)	188	26	-	**214**
Chief Customer and Digital Officer *	30	4	-	**34**

* Joined ELT following the 18 May 2023 machinery-of-government change. Remuneration expenses that are reported relate to the period 1 June 2023 to 30 June 2023. Refer to Note 1.

1 July 2021 – 30 June 2022

Position	Short term employee expenses $'000	Long term and post employment expenses $'000	Termination benefits $'000	Total $'000
Director-General	553	79	-	**632**
Deputy Director-General (Customer Services, Safety and Regulation) (Exited 17.09.2021)	59	8	-	**67**
Acting Deputy Director-General (Customer Services, Safety and Regulation) (20.09.2021–30.06.2022)	212	31	-	**243**
Deputy Director-General (Infrastructure Management and Delivery)	299	38	-	**337**
Deputy Director-General (Policy, Planning and Investment)	295	38	-	**333**
Deputy Director-General * (Translink) (Appointed December 2021)	305	20	-	**325**
Deputy Director-General (Corporate)	259	34	-	**293**
Chief Operations Officer	242	31	-	**273**

* Includes $151,071 as the key management personnel officer was employed as a contractor for the period 1 July 2021 to 10 December 2021. The recruitment followed standard departmental policies and conditions for the procurement of such services.

Performance payments
None of the non-Ministerial key management personnel remuneration packages provide for performance or bonus payments.

Transactions with related parties of key management personnel
There are no material related party transactions for non-Ministerial key management personnel during the period, other than domestic transactions that form part of the usual course of business, which are not required to be reported as related party disclosures.

Department of Transport and Main Roads
Notes to the financial statements 2022–23 (continued)

	2023 $'000	2022 $'000
7 SUPPLIES AND SERVICES		
Administration	69,317	65,749
Contractors – including service contracts:		
Administrative and professional	75,406	59,956
Information technology	121,929	78,320
Queensland Transport and Roads Investment Program (QTRIP)	500,632	483,024
Repairs and maintenance	78,747	86,948
Transport services – Queensland Rail *	2,087,635	1,998,842
Transport services – other	1,157,923	1,086,346
Other	41,010	40,270
Information, communication and technology service charges	68,293	55,304
Motor vehicles – Qfleet	10,801	10,265
Office accommodation	56,219	53,984
Payments to other government agencies **	57,888	50,641
Raw materials	41,621	44,395
Utilities	61,592	54,808
Other	107,129	81,650
Total	**4,536,142**	**4,250,502**

* The department has a contract with Queensland Rail to provide rail passenger services in suburban and regional Queensland, and to ensure the Queensland Rail network can support safe and reliable passenger and freight services.

** Payments to other government agencies represent payments made mainly prior to the 18 May 2023 machinery-of-government change and includes Queensland Shared Services of $21.654m in 2023 (2022: $20.802m), the Queensland Government's primary information services provider CITEC of $24.941m in 2023 (2022: $24.952m), and other government entities of $6.583m in 2023 (2022: $4.887m).

The department's total supplies and services expenditure was $9,256m in 2023 (2022: $7,994m). Of this $4,720m (2022: $3,743m) was capitalised to construction work in progress leaving $4,536m (2022: $4,251m) reported as supplies and services.

	2023	2022
8 GRANTS AND SUBSIDIES		
Assets provided to third parties at below fair value *	7,289	64,742
Public transport	63,303	89,208
School transport	190,609	164,927
Transport infrastructure **	426,887	410,337
Transport Infrastructure Development Scheme (TIDS)	83,778	69,870
Other	24,822	13,294
Total	**796,688**	**812,378**

* Includes $0.204m in 2023 and $61.068m in 2022 for infrastructure assets transferred to local governments.

** Includes $140.0m in 2023 and $80.0m in 2022 paid to the Brisbane City Council for the Brisbane Metro project.

	2023	2022
9 FINANCE AND BORROWING COSTS		
Interest on lease liabilities	376	90
Interest on service concession arrangements	46,604	46,653
Interest on New Generation Rollingstock arrangement	50,297	33,228
Total	**97,277**	**79,971**

Accounting policy

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

No borrowing costs are capitalised into qualifying assets.

Department of Transport and Main Roads
Notes to the financial statements 2022–23 (continued)

	2023 $'000	2022 $'000
10 DEPRECIATION AND AMORTISATION		
Depreciation incurred for property, plant and equipment		
Buildings	59,991	48,950
Plant and equipment	40,406	39,294
Major plant and equipment	46,951	42,535
Infrastructure	1,157,193	1,038,373
Service concession assets	188,033	174,729
Right-of-use assets	2,304	167
Total	**1,494,878**	**1,344,048**
Amortisation incurred		
Software purchased	3,099	2,642
Software internally generated	8,348	8,989
Total	**11,447**	**11,631**
11 OTHER EXPENSES		
Queensland Audit Office – external audit fees *	989	741
Audit fees – other **	515	1,033
Discontinued capital projects	5,303	1,250
Fees, permits and other charges	1,291	1,795
Insurance premiums	10,621	9,350
Loss on disposal of property, plant and equipment	9,426	3,941
Losses:		
Public monies	343	356
Public property	75	33
Special payments: ***		
Ex gratia payments	250	784
Court awarded damages	31	-
Compensation claims ****	3,494	8,233
Other	527	615
Total	**32,865**	**28,131**

* Total audit fees quoted by the Queensland Audit Office relating to the 2023 financial statements are $0.758m. These fees were quoted prior to the machinery-of-government changes which took effect from 18 May 2023 and made no allowance for audit fees related to the transferred entities. Other audit services of $0.231m relate to the Queensland Audit Office audit of the report on service provider controls at QSS, CITEC and CAA. Refer to Note 1. Actual fees paid relating to the 2022 audit were $0.740m.

** Relates mainly to probity audits associated with road infrastructure projects.

*** Special payments represent ex gratia expenditure and other expenditure that the department is not contractually or legally obligated to make to other parties. There were 38 special payments made over $5000 in 2023 comprising of 28 compensation claims related to property damage and disruption payments associated with operation of the state controlled road network, five ex gratia payments for School Transport Assistance Scheme Voluntary Optimisation payments and five payments related to employment matters.

**** The balance in 2022 includes $7.206m paid to toll road operators for suspension of tolling due to the South East Queensland flood event.

The department's total other expenses was $61.461m in 2023 (2022: $48.405m). Of this $28.596m (2022: $20.274m) was capitalised to construction work in progress leaving $32.865m (2022: $28.131m) reported as other expenses.

Department of Transport and Main Roads
Notes to the financial statements 2022–23 (continued)

11 OTHER EXPENSES (continued)

Insurance

With the exception of bridge and tunnel assets, the department's road assets are not insured. The risk associated with these assets is therefore borne by government. In certain circumstances, damage to the road network may be proportionally covered through the Australian Government's *Disaster Recovery Funding Arrangements*.

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

The department's project risks and other non-current physical assets are insured through the Queensland Government Insurance Fund, with the exception of land, and New Generation Rollingstock and Gold Coast Light Rail assets which are insured by the service operator. Under this scheme the department's liability is limited to $10,000 for each claim.

In addition, the department pays premiums to WorkCover Queensland for its obligations for employee compensation and insures its fleet assets through the open insurance market.

	2023 $'000	2022 $'000
12 RECEIVABLES		
Current		
Trade debtors	118,072	123,738
Other debtors	5,320	5,574
Less: Loss allowance *	(5,358)	(5,406)
	118,034	**123,906**
GST receivable	97,795	82,165
GST payable	(11,676)	(6,779)
	86,119	**75,386**
Annual leave reimbursements	19,931	15,406
Appropriation revenue receivable	7,483	1,993
Equity adjustment receivable	2,032	-
Long service leave reimbursements	6,427	5,012
Other	5,038	5,010
	40,911	**27,421**
Total	**245,064**	**226,713**
Non-current		
Sublease receivable	3,421	3,274
Total	**3,421**	**3,274**
* Movements in the loss allowance		
Opening balance	5,406	11,776
Increase in allowance recognised in the operating result	1,409	1,162
Amounts written off during the year	(1,457)	(613)
Impairment loss reversal (amount recovered) **	-	(6,935)
Amounts recovered during the year previously written off	-	16
Closing balance ***	5,358	5,406

** Recovery of previously impaired debt following renegotiation of the outstanding amount with the customer.

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

Department of Transport and Main Roads
Notes to the financial statements 2022–23 (continued)

12   RECEIVABLES (continued)

Receivables credit risk – ageing analysis

	Overdue				
Past due but not impaired	**1-30 days** $'000	**31-60 days** $'000	**61-90 days** $'000	**More than 90 days** $'000	**Total** $'000
2023 Trade debtors	7,651	1,689	2,014	982	**12,336**
2022 Trade debtors	2,372	106	406	1,390	**4,274**

Accounting policy

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

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

In accordance with AASB 9 *Financial instruments* the department has assessed the historical trend of its receivables to calculate loss rates adjusted for forward-looking information. Historical rates are calculated using credit losses experienced during the past 10 years preceding 30 June 2023, adjusted by the unemployment rate, which is determined to be the most relevant forward-looking indicator for the department. The calculated lifetime expected credit loss allowance is then applied to trade receivables. No additional loss allowance has been recognised in the current financial year based on materiality.

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

The department's annual and long service leave receivables relate to the Queensland Government's Annual Leave and Long Service Leave Central Schemes which are administered by QSuper on behalf of the state. Refer to Note 21.

	2023 $'000	2022 $'000
13 PREPAYMENTS		
Current		
Insurance	6,760	2,805
New Generation Rollingstock accessibility works *	69,412	61,109
Pilotage	350	1,030
Prepaid salaries	-	2,941
Software and data agreements	34,231	24,996
Other	2,332	910
Total	**113,085**	**93,791**
Non-current		
Insurance	6,177	4,019
New Generation Rollingstock accessibility works *	67,642	138,994
Software and data agreements	6,711	1,353
Other	20	61
Total	**80,550**	**144,427**

* Milestone payments on rectification works for New Generation Rollingstock train sets made in accordance with the variation deed entered into with the vendor. Residual payments have been recognised as a provision. Refer to Note 20.

Department of Transport and Main Roads
Notes to the financial statements 2022–23 (continued)

14 INTANGIBLE ASSETS

	Software purchased 2023 $'000	Software internally generated* 2023 $'000	Software work in progress 2023 $'000	Other 2023 $'000	Total 2023 $'000
Gross value	33,999	337,521	18,321	4,350	**394,191**
Less: Accumulated amortisation	(22,323)	(302,650)	-	(4)	**(324,977)**
Carrying amount at 30 June	**11,676**	**34,871**	**18,321**	**4,346**	**69,214**
Reconciliation					
Carrying amount at 1 July	14,486	27,230	44,114	4,346	**90,176**
Assets received due to machinery-of-government change (refer to Note 1)	263	6,409	1,747	-	**8,419**
Acquisitions (including upgrades)	-	-	22,757	-	**22,757**
Transfers between classes	915	9,580	(10,495)	-	**-**
Transfers to property, plant and equipment (refer to Note 15)	-	-	(366)	-	**(366)**
Disposals	(889)	-	-	-	**(889)**
Projects written off **	-	-	(39,436)	-	**(39,436)**
Amortisation	(3,099)	(8,348)	-	-	**(11,447)**
Carrying amount at 30 June	**11,676**	**34,871**	**18,321**	**4,346**	**69,214**

	Software purchased 2022 $'000	Software internally generated* 2022 $'000	Software work in progress 2022 $'000	Other 2022 $'000	Total 2022 $'000
Gross value	33,536	281,981	44,114	4,350	**363,981**
Less: Accumulated amortisation	(19,050)	(254,751)	-	(4)	**(273,805)**
Carrying amount at 30 June	**14,486**	**27,230**	**44,114**	**4,346**	**90,176**
Reconciliation					
Carrying amount at 1 July	9,847	35,426	35,935	4,346	**85,554**
Acquisitions (including upgrades)	-	-	17,912	-	**17,912**
Transfers between classes	7,281	793	(8,074)	-	**-**
Transfers to property, plant and equipment (refer to Note 15)	-	-	(409)	-	**(409)**
Projects written off	-	-	(1,250)	-	**(1,250)**
Amortisation	(2,642)	(8,989)	-	-	**(11,631)**
Carrying amount at 30 June	**14,486**	**27,230**	**44,114**	**4,346**	**90,176**

* The department holds significant internally generated software assets as follows:

- Portfolio, Program, Project and Contract Management software that has a carrying amount of $8.355m (2022: $12.533m) and a remaining amortisation period of 2 years.
- New Queensland Drivers Licence software that has a carrying amount of $5.109m (2022: $6.382m) and a remaining amortisation period of 4 years.

** Projects written off consists of $35.064m of projects expensed as a result of a review of software as a service arrangements following a change in accounting policy in 2022.

Department of Transport and Main Roads
Notes to the financial statements 2022–23 (continued)

14 INTANGIBLE ASSETS (continued)

Accounting policy

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

Expenditure on research activities relating to internally-generated intangible assets is recognised as an expense in the period in which it is incurred. Any training costs are expensed as incurred.

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

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

Class	Amortisation method	Average useful life
Intangibles – purchased	Straight-line	10
Intangibles – internally generated	Straight-line	12
Intangibles – work in progress	Not amortised	–
Intangibles – other	Not amortised	Indefinite life

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

Department of Transport and Main Roads
Notes to the financial statements 2022–23 (continued)

15 PROPERTY, PLANT AND EQUIPMENT

	Land 2023 $'000	Buildings 2023 $'000	Plant and equipment 2023 $'000	Major plant and equipment 2023 $'000	Infrastructure *** 2023 $'000	Work in progress 2023 $'000	Total 2023 $'000
Gross value	7,032,920	1,256,018	761,998	1,508,355	114,708,503	8,510,845	133,778,639
Less: Accumulated depreciation	-	(362,469)	(546,012)	(225,929)	(28,148,159)	-	(29,282,569)
Carrying amount at 30 June	**7,032,920**	**893,549**	**215,986**	**1,282,426**	**86,560,344**	**8,510,845**	**104,496,070**
Reconciliation							
Carrying amount at 1 July	6,023,069	810,686	184,626	1,169,543	73,237,010	5,574,785	86,999,719
Assets received due to machinery-of-government change (refer to Note 1)	-	-	8,102	-	-	-	8,102
Acquisitions (including upgrades)	348,507	63,535	33,900	-	-	4,533,445	4,979,387
Assets received at below fair value	272	-	-	-	48,973	2,585	54,830
Transfers to other Queensland Government entities	(38,176)	(1,018)	-	-	-	-	(39,194)
Transfers between classes	321	(329)	30,863	114,691	1,493,675	(1,639,221)	-
Transfers from intangibles (refer to Note 14)	-	-	366	-	-	-	366
Transfers from public private partnerships (refer to Note 16)	-	-	-	-	-	40,182	40,182
Disposals	(505)	(1,723)	(1,463)	-	(5,294)	-	(8,985)
Assets provided to third parties at below fair value	-	-	(2)	-	(202)	-	(204)
Assets reclassified as held for sale	(7,805)	(779)	-	-	-	-	(8,584)
Projects written off	-	-	-	-	-	(931)	(931)
Net revaluation increments	707,237	83,168	-	45,143	12,943,375	-	13,778,923
Depreciation	-	(59,991)	(40,406)	(46,951)	(1,157,193)	-	(1,304,541)
Carrying amount at 30 June	**7,032,920**	**893,549**	**215,986**	**1,282,426**	**86,560,344**	**8,510,845**	**104,496,070**

Fair value reconciliation for land and building assets classified as level 3 – fair value substantially derived from unobservable inputs (refer to the following accounting policy)

	Land 2023 $'000	Buildings 2023 $'000
Carrying amount at 1 July	104,828	528,237
Acquisitions	167	63
Transfer from level 2 to 3	36,083	-
Transfers to other Queensland Government entities	(124)	-
Disposals	-	(103)
Assets reclassified as held for sale	(20)	-
Net revaluation increments	9,593	49,921
Depreciation	-	(21,058)
Carrying amount at 30 June	150,527	557,060

* Infrastructure consists of roads with a gross replacement cost $90,292m and a current replacement cost of $71,301m, structures with a gross replacement cost of $23,516m and a current replacement cost of $14,659m and other infrastructure with a gross replacement cost of $901m and a current replacement cost of $600m.

** The department has assessed market sensitivity and the fair value movements from the valuation date to 30 June 2023 for its significant assets. Accordingly, an additional adjustment of $4,723m has been made to the carrying amount of road infrastructure assets since the valuation, as a result of significant increases in the market rates of inputs such as raw materials and labour.

Department of Transport and Main Roads
Notes to the financial statements 2022–23 (continued)

15 PROPERTY, PLANT AND EQUIPMENT (continued)

	Land 2022 $'000	Buildings 2022 $'000	Plant and equipment 2022 $'000	Major plant and equipment 2022 $'000	Infrastructure *** 2022 $'000	Work in progress 2022 $'000	Total 2022 $'000
Gross value	6,023,069	1,108,316	679,290	1,322,862	96,904,142	5,574,785	111,612,464
Less: Accumulated depreciation	-	(297,630)	(494,664)	(153,319)	(23,667,132)	-	(24,612,745)
Carrying amount at 30 June	**6,023,069**	**810,686**	**184,626**	**1,169,543**	**73,237,010**	**5,574,785**	**86,999,719**
Reconciliation							
Carrying amount at 1 July	5,250,177	764,733	199,372	1,129,823	61,106,934	6,076,782	74,527,821
Acquisitions (including upgrades)	204,348	26,192	16,059		74	3,650,529	3,897,202
Assets received at below fair value	9,676	25			59,643	2,232	74,576
Transfers from/(to) other Queensland Government entities	(19,037)				5,056		(13,981)
Transfers between classes			9,712	63,716	4,081,330	(4,154,758)	-
Transfers from intangibles (refer to Note 14)			409				409
Disposals		(128)	(1,632)		(2,989)		(4,749)
Assets provided to third parties at below fair value					(64,742)		(64,742)
Assets reclassified as held for sale	(14,915)	(1,212)					(16,127)
Net revaluation increments	592,820	70,026		18,539	9,090,077		9,771,462
Depreciation		(48,950)	(39,294)	(42,535)	(1,038,373)		(1,169,152)
Carrying amount at 30 June	**6,023,069**	**810,686**	**184,626**	**1,169,543**	**73,237,010**	**5,574,785**	**86,999,719**

Fair value reconciliation for land and building assets classified as level 3 – fair value substantially derived from unobservable inputs (refer to the following accounting policy)

	Land 2022 $'000	Buildings 2022 $'000
Carrying amount at 1 July	94,364	506,442
Acquisitions	-	353
Transfer from level 2 to level 3	(2,274)	-
Transfer from level 3 to level 2	(6)	-
Transfers to other Queensland Government entities	(13)	-
Disposals	-	(121)
Assets reclassified as held for sale	(280)	-
Net revaluation decrements	13,037	43,956
Depreciation	-	(22,393)
Carrying amount at 30 June	104,828	528,237

* Infrastructure consists of roads with a gross replacement cost $76,458m and a current replacement cost of $60,770m, structures with a gross replacement cost of $19,612m and a current replacement cost of $11,978m and other infrastructure with a gross replacement cost of $834m and a current replacement cost of $489m.

** The department has assessed market sensitivity and the fair value movements from the valuation date 30 June 2022 for its significant assets. Accordingly an additional adjustment of $7,055m has been made to the carrying amount of road assets since the valuation, as a result of significant increases in the market rates of inputs such as raw materials and plant and labour.

Department of Transport and Main Roads
Notes to the financial statements 2022–23 (continued)

15   PROPERTY, PLANT AND EQUIPMENT (continued)

Accounting policy

Recognition threshold

All items of property, plant and equipment are recognised when the cost exceeds the following thresholds:
- Land $1
- Buildings $10,000
- Plant and equipment $5000
- Major plant and equipment $5000
- Infrastructure $10,000

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

Acquisition

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

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

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

Depreciation

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

Class	Depreciation method	Average useful life
Land	Not depreciated	Indefinite life
Buildings	Straight-line	35
Plant and equipment	Straight-line	11
Major plant and equipment	Straight-line	30
Work in progress	Not depreciated	–

Complex assets consist of significant separately identifiable components with different service lives, which are subject to regular replacement during the life of the complex asset. When the change in depreciation expense from separately identifying significant components is material to the class to which the assets relate, the significant components are separately identified and depreciated. The department's road infrastructure has a componentised structure as shown below.

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

Component	Sub-component	Depreciation method	Average useful life
Roads	Surfaces	Straight-line	25
	Pavements	Straight-line	58
	Formation earthworks	Not depreciated	Indefinite life
	Formation earthworks	Straight-line	30
Structures – bridges, tunnels and major culverts	–	Straight-line	95
Other – mainly marine infrastructure	–	Straight-line	54

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

Department of Transport and Main Roads
Notes to the financial statements 2022–23 (continued)

15   PROPERTY, PLANT AND EQUIPMENT (continued)

Accounting policy (continued)

Depreciation (continued)

Where the confirmed available funding for the renewal and replacement of the department's road infrastructure assets varies from one year to the next, the sub-component remaining useful lives are subject to change as a consequence of the altered works program.

Accordingly an increase in funding allocated to asset renewal or replacement is likely to result in a corresponding proportionate increase in depreciation expense, and in accumulated depreciation, with a reduction in useful lives.

A reduction in funding is likely to have a similar impact in reducing depreciation expense and accumulated depreciation and increasing expected useful lives.

Formation earthworks initially have an indefinite life irrespective of work carried out on the surface and pavement components. Earthworks that are expected to be taken out of service or reconstructed are allocated a limited life and are depreciated in accordance with the requirements of AASB 116 *Property, Plant and Equipment*.

Land under roads

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

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

Non-current assets classified as held for sale

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

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

Fair value measurement

All assets and liabilities of the department for which fair value is measured or disclosed in the financial statements, are categorised within the following fair value hierarchy, based on the data and assumptions used in the most recent specific appraisals:
• Level 1 – represents fair value measurements that reflect unadjusted quoted market prices in active markets for identical assets and liabilities
• Level 2 – represents fair value measurements that are substantially derived from inputs other than quoted prices included within level 1 that are observable, either directly or indirectly
• Level 3 – represents fair value measurements that are substantially derived from unobservable inputs.

Valuation of property, plant and equipment

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

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

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

Road infrastructure assets are valued on an annual basis by suitably qualified departmental officers and external experts. Land, buildings, major plant and equipment and other infrastructure assets are assessed by qualified valuers at least once every five years with appropriate indices being applied in the intervening years.

Department of Transport and Main Roads
Notes to the financial statements 2022–23 (continued)

15   PROPERTY, PLANT AND EQUIPMENT (continued)

Accounting policy (continued)

Valuation of property, plant and equipment (continued)

During 2023 fair values of assets within the land, buildings, major plant and equipment and other infrastructure were updated using suitable indices.

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

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

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

Land

The department's land was last revalued based on specific appraisal by external valuers and the department's Property Branch effective from September 2020. The fair value of land was based on recent comparable sales of similar land. Factors such as land restrictions, availability of market information and comparable sales were also taken into consideration during this specific appraisal.

The State Valuation Service has provided an individual factor change per property to determine fair value in 2023. In determining indices, the valuation incorporated market sales data, land valuations issued by the Valuer-General, the location of the department's land, its size, shape, street or road frontage and access and any other significant restrictions.

In accordance with AASB 13 *Fair Value Measurement,* the department's land assets are generally categorised as level 2.

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

Buildings

The department's buildings were last revalued based on specific appraisal by various external valuers and registered valuers from the department's Property Branch effective from September 2020. The fair value of building assets was based on recent comparable sales. Factors such as current building use, availability of market information and building condition were also taken into consideration during this specific appraisal.

The department's buildings were revalued in 2023 based on indexation information provided by various external valuers.

The department's building assets are categorised as a combination of level 2 and level 3 in accordance with AASB 13 *Fair Value Measurement*. Significant buildings not used for residential purposes without an active market have been classified as level 3.

Major plant and equipment

The department's major plant and equipment was last revalued based on specific appraisal by an external valuer effective from September 2020.

The valuation method used is current replacement cost as there is no active market existing for such assets. The approach consists of reviewing recent local and international rolling stock contracts adjusted for the relevant producer price index and historical exchange rates.

The department's major plant and equipment was revalued in 2023 based on indexation information provided by an external valuer.

Significant judgement is also used to assess the remaining service potential of the assets, including current condition.

In accordance with AASB 13 *Fair Value Measurement*, major plant and equipment assets are categorised as level 3.

Department of Transport and Main Roads
Notes to the financial statements 2022–23 (continued)

15   PROPERTY, PLANT AND EQUIPMENT (continued)

Accounting policy (continued)

Valuation of property, plant and equipment (continued)

<u>Infrastructure</u>
A full management valuation of the road infrastructure network asset as at 31 March 2023 was completed by suitably qualified and experienced departmental engineers and staff. The valuation methodology adopted to calculate fair value is based on the cost to acquire the service potential embodied in an asset and adjusted to reflect the asset's present condition, functionality, technological and economic obsolescence. This is the estimated cost to replace an asset with an appropriate modern equivalent using current construction materials and standards, adjusted for changes in utility and service level.

The valuation involves a resource-based assessment to develop unit rates that provide a sound representation of the cost of replacing the service potential embodied in the asset. This process utilises the following key assumptions and judgements:

- Stereotypical roads – The road network is broken down into stereotypical roads as a way of standardising the complexities involved in road construction. The department estimates 13 different road stereotypes based on the road segments' complexity in relation to the number and width of traffic lanes, standard of construction (based on date), number of carriageways, age of construction, and location (rural or urban). Stereotypes range from unformed roads through to major motorways and busways and are further defined by complex category and sub-category mapping (for example, terrain – rolling, level, mountainous).

- Project work breakdown structure (WBS) – Each stereotype is supported by a complex breakdown of WBS schedules representing the types of projects that would be undertaken to replace and renew relevant asset components. As WBS represent a standardised road construction, assumptions are made on the area used for each WBS. The areas have been determined by a firm of consultant engineers and are reviewed and updated as necessary. There is a small number of derived WBS schedules that are based on other similar WBS instead of their own schedule of work activities.

- Unit rates – The unit rates applied to stereotypical roads are priced by an expert estimating firm using current market rates of inputs such as raw materials, plant and labour to underpin the detailed WBS schedules representing the way in which certain stereotypical roads would be replaced. Inputs are sourced directly from suppliers and subcontractors competing in the marketplace in Queensland.

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

Remaining useful lives are estimated using past experience as detailed in the department's road condition models and in the extensive rule set that is applied to determine when an appropriate works intervention will occur. Consideration is also given to planned replacement programs as a result of observation of road use deterioration and environmental factors such as:

- Traffic volume
- Rutting
- Cracking
- Roughness
- Safety
- Number of years in use.

As there is no active market for the department's infrastructure assets, the valuation approach used is current replacement cost. This is the assets' measurement of their highest and best use. While the unit rates database consists of market derived component costs which includes raw materials and other costs of construction (level 2 inputs), there are also significant level 3 unobservable inputs such as useful life and asset condition which require extensive professional judgement. Differences in the assessment of these level 3 inputs would not result in material changes in the reported fair value.

The department determines the current replacement cost of structures on the infrastructure network through an approach that takes into consideration an expert review of actual construction costs and resource rates to replace existing bridges, tunnels and major culverts. This is achieved by referencing past works of similar construction method and moderating for changes in market movements through a combination of market indexation and referencing of recent actual construction costs and resource rates.

Department of Transport and Main Roads
Notes to the financial statements 2022–23 (continued)

15   PROPERTY, PLANT AND EQUIPMENT (continued)

Accounting policy (continued)

Valuation of property, plant and equipment (continued)

<u>Infrastructure (continued)</u>

Unit rates for the current replacement cost of bridges and tunnels are derived from a combination of the current and prior four years' project costs and other departmental system reports, and market indexation, moderated by internal engineering experts. Unit rates for the current replacement cost of major culverts are derived from resource rates and use of the Expert Estimation tool, moderated by internal engineering experts. These unit rates are then certified by the department's Deputy Chief Engineer (Structures).

The department's other infrastructure was revalued as at September 2020 based on specific appraisal by an external valuer using a costing database similar to the unit rates process used for road infrastructure. During 2023 these asset values were indexed using relevant producer price indices.

As with the department's road infrastructure assets, there is no active market for other infrastructure. Therefore current replacement cost is the measurement of the other infrastructure assets highest and best use.

In accordance with AASB 13 *Fair Value Measurement*, the department's infrastructure assets are categorised as level 3.

As the department is a not-for-profit entity with no cash generating units, impairment under AASB 136 *Impairment of Assets* is unlikely to arise, since property, plant and equipment is carried at fair value or an amount that approximates fair value in rare circumstances.

Department of Transport and Main Roads

Notes to the financial statements 2022–23 (continued)

16 PUBLIC PRIVATE PARTNERSHIPS

SERVICE CONCESSION ARRANGEMENTS UNDER AASB 1059

	Gold Coast Light Rail – G:link 2023 $'000	Toowoomba Bypass 2023 $'000	Airportlink M7 2023 $'000	Gateway Motorway 2023 $'000	Logan Motorway 2023 $'000	Port Drive 2023 $'000	Brisbane Airport Rail Link 2023 $'000	Work in progress * 2023 $'000	Total 2023 $'000
Service concession assets									
Gross value	930,977	1,604,033	7,204,517	3,866,852	1,999,571	62,243	548,584	272,805	16,489,582
Less: Accumulated depreciation	(192,736)	(89,569)	(1,084,164)	(589,993)	(243,335)	(3,544)	(188,596)	-	(2,391,937)
Carrying amount at 30 June	**738,241**	**1,514,464**	**6,120,353**	**3,276,859**	**1,756,236**	**58,699**	**359,988**	**272,805**	**14,097,645**
Reconciliation									
Carrying amount at 1 July	729,019	1,436,529	5,806,788	2,866,453	1,472,727	46,569	330,583	228,784	12,917,452
Acquisitions (including upgrades)	-	-	-	-	-	-	-	91,288	91,288
Transfers to property, plant and equipment (refer to Note 15)	-	-	-	-	-	-	-	(40,182)	(40,182)
Assets provided to third parties at below fair value	-	-	-	-	-	-	-	(7,085)	(7,085)
Net revaluation increments **	33,595	98,618	407,308	440,779	295,618	12,653	35,634	-	1,324,205
Depreciation	(24,373)	(20,683)	(93,743)	(30,373)	(12,109)	(523)	(6,229)	-	(188,033)
Carrying amount at 30 June	**738,241**	**1,514,464**	**6,120,353**	**3,276,859**	**1,756,236**	**58,699**	**359,988**	**272,805**	**14,097,645**
Liabilities									
Financial liabilities (refer to Note 19)	229,522	394,693	-	-	-	-	-	5,851	630,066
Unearned revenue	-	-	3,993,889	1,678,413	1,324,476	40,977	117,559	-	7,155,314
Total	**229,522**	**394,693**	**3,993,889**	**1,678,413**	**1,324,476**	**40,977**	**117,559**	**5,851**	**7,785,380**

* Work in progress relates to the Gold Coast Light Rail Stage 3 assets.

** The department has assessed market sensitivity and fair value movements from the valuation date to 30 June 2023 for its significant assets. Based on the analysis undertaken it was determined that no adjustment to the carrying amount of service concession assets was required at 30 June 2023.

Department of Transport and Main Roads
Notes to the financial statements 2022–23 (continued)

16 PUBLIC PRIVATE PARTNERSHIPS (continued)

SERVICE CONCESSION ARRANGEMENTS UNDER AASB 1059 (continued)

	Gold Coast Light Rail – G:link	Toowoomba Bypass	Airportlink M7	Gateway Motorway	Logan Motorway	Port Drive	Brisbane Airport Rail Link	Work in progress *	Total
	2022 $'000	2022 $'000	2022 $'000	2022 $'000	2022 $'000	2022 $'000	2022 $'000	2022 $'000	2022 $'000
Service concession assets									
Gross value	855,582	1,499,952	6,720,198	3,352,154	1,651,864	48,810	493,813	228,784	14,851,157
Less: Accumulated depreciation	(126,563)	(63,423)	(913,410)	(485,701)	(179,137)	(2,241)	(163,230)	-	(1,933,705)
Carrying amount at 30 June	**729,019**	**1,436,529**	**5,806,788**	**2,866,453**	**1,472,727**	**46,569**	**330,583**	**228,784**	**12,917,452**
Reconciliation									
Carrying amount at 1 July	650,600	1,313,963	5,334,682	2,439,358	1,775,177	45,622	317,557	-	11,876,959
Acquisitions (including upgrades)	-	-	-	-	-	-	-	228,784	228,784
Net revaluation increments/(decrements) **	100,698	141,198	557,318	454,400	(287,539)	1,456	18,907	-	986,438
Depreciation	(22,279)	(18,632)	(85,212)	(27,305)	(14,911)	(509)	(5,881)	-	(174,729)
Carrying amount at 30 June	**729,019**	**1,436,529**	**5,806,788**	**2,866,453**	**1,472,727**	**46,569**	**330,583**	**228,784**	**12,917,452**
Liabilities									
Financial liabilities (refer to Note 19)	256,069	404,922	-	-	-	-	-	76,367	737,358
Unearned revenue	-	-	4,111,070	1,737,302	1,370,952	41,451	126,719	-	7,387,494
Total	**256,069**	**404,922**	**4,111,070**	**1,737,302**	**1,370,952**	**41,451**	**126,719**	**76,367**	**8,124,852**

* Work in progress relates to the Gold Coast Light Rail Stage 3 assets.

** The department has assessed market sensitivity and fair value movements from the valuation date to 30 June 2022 for its significant assets. Accordingly an additional adjustment of $329.530m has been made to the carrying amount of the Toowoomba Bypass, Airportlink, Gateway and Logan Motorway assets since the valuation, as a result of significant increases in the market rates of inputs such as raw materials, plant and labour.

Department of Transport and Main Roads
Notes to the financial statements 2022–23 (continued)

16   PUBLIC PRIVATE PARTNERSHIPS (continued)

SERVICE CONCESSION ARRANGEMENTS UNDER AASB 1059 (continued)

Accounting policy

Service concession assets are measured at current replacement cost on initial recognition or reclassification and are subsequently measured at fair value determined using current replacement cost.

Assets under service concession arrangements were last revalued by suitably qualified and experienced departmental engineers and various external valuers during the 2020–21 financial year. Assets under service concession arrangements consist of major plant and equipment, plant and equipment, buildings and infrastructure asset classes.

During 2023 the fair values of assets for the Gold Coast Light Rail – G:link, Toowoomba Bypass, Airportlink and Brisbane Airport Rail Link were remeasured using suitable indices. A full management valuation as at 31 March 2023 was completed by suitably qualified and experienced departmental engineers and staff for Gateway Motorway, Logan Motorway and Port Drive assets.

Major plant and equipment, plant and equipment, buildings and infrastructure asset measurement and valuation methodologies are disclosed in Note 15.

The current replacement cost valuation of infrastructure assets undertaken by external valuers takes into consideration the cost of a similar standard asset providing the same functionality in the same location. The new asset is assumed to be constructed to current standards however with no additional functionality.

In accordance with AASB 13 *Fair Value Measurement*, the department's service concession assets are categorised as level 3.

Straight-line depreciation has been applied to all depreciable asset components and the following depreciation rates are applied in each arrangement:

Component	Service concession arrangement	Average useful life
Buildings	Gold Coast Light Rail – G:link	29
Plant and equipment	Gold Coast Light Rail – G:link	29
Major plant and equipment	Gold Coast Light Rail – G:link	33
Infrastructure	Gold Coast Light Rail – G:link	78
	Toowoomba Bypass *	82
	Airportlink M7 *	46
	Gateway Motorway *	78
	Logan Motorway *	67
	Port Drive *	44
	Brisbane Airport Rail Link	46

* Arrangements containing formation earthworks asset components which are non-depreciable.

Gold Coast Light Rail – G:link

In May 2011 the department entered into a contractual arrangement with GoldLinQ Consortium to finance, design, build, operate and maintain a 13 kilometre light rail system linking key activity centres from Griffith University (Gold Coast Campus) and the Gold Coast University Hospital to Broadbeach via Southport. On 20 July 2014 construction was completed and the G:link commenced operations.

On 28 April 2016 the department entered into a contractual arrangement with GoldLinQ for Stage two of the Gold Coast Light Rail system. The 7.3km Stage two route connects the existing light rail system at Gold Coast University Hospital to heavy rail at Helensvale station. Stage two of the system commenced operations on 18 December 2017.

During the 15 year operations period, at an implicit rate of 9.23%, GoldLinQ is paid monthly performance based payments for operations, maintenance and repayment of the debt finance used to construct the light rail system. The state receives fare-box and advertising revenue generated by the light rail system.

In March 2022 the department entered into a contractual arrangement with GoldLinQ for Stage three of the Gold Coast Light Rail system. Early works have been completed and construction on Stage three of the system has commenced. Stage three will extend the light rail from Broadbeach to Burleigh Heads. The 6.7km extension south of the existing tram network will link Helensvale to Burleigh Heads and provide eight additional stations and five new light rail vehicles.

Department of Transport and Main Roads
Notes to the financial statements 2022–23 (continued)

16 PUBLIC PRIVATE PARTNERSHIPS (continued)

SERVICE CONCESSION ARRANGEMENTS UNDER AASB 1059 (continued)

Gold Coast Light Rail – G:link (continued)

Planning has begun for the Gold Coast Light Rail Stage four, a 13km extension south of the light rail Stage three, linking Burleigh Heads to Coolangatta via the Gold Coast Airport.

At the expiry of the concession period the department will retain ownership of the light rail system.

	Note	2023 $'000	2022 $'000
The estimated future cash flows excluding GST are detailed below:			
Estimated cash flows			
Inflows:			
Not later than one year		23,207	17,721
Later than one year but not later than five years		99,254	96,732
Later than five years but not later than ten years		26,271	103,165
Outflows:			
Not later than one year		(122,573)	(111,650)
Later than one year but not later than five years *		(880,957)	(506,474)
Later than five years but not later than ten years		(141,135)	(281,783)
Estimated net cash flow		**(995,933)**	**(682,289)**

* Increase is due to the inclusion of estimated outflows relating to Stage 3 of the Gold Coast Light Rail system.

	Note	2023	2022
Operating statement impact			
Revenue			
Advertising		515	458
Fare revenue	3	20,513	11,813
Expenses			
Depreciation	10	24,373	22,279
Interest	9	25,457	24,204
Service expenses		62,640	62,553
Net impact on operating result		**(91,442)**	**(96,765)**

Toowoomba Bypass

In August 2015 the department entered into a contractual arrangement with Nexus Infrastructure Consortium to finance, design, build, operate and maintain a range crossing connecting the Warrego Highway at Helidon Spa in the east with the Gore Highway at Athol in the west, via Charlton. The bypass opened to traffic in September 2019 and toll collection commenced in December 2019, with Transurban Queensland contracted to provide the tolling collection service on behalf of the department.

The department will make ongoing quarterly service payments over the 25 year operation and maintenance period at an implicit interest rate of 5.32%, which includes repayment of the debt finance used to construct the bypass. Maintenance payments are expensed during the relevant year.

At the expiry of the concession period the department will retain ownership of the road infrastructure.

Department of Transport and Main Roads
Notes to the financial statements 2022–23 (continued)

	Note	2023 $'000	2022 $'000
16 PUBLIC PRIVATE PARTNERSHIPS (continued)			
SERVICE CONCESSION ARRANGEMENTS UNDER AASB 1059 (continued)			
Toowoomba Bypass (continued)			
The estimated future cash flows excluding GST are detailed below:			
Estimated cash flows			
Inflows:			
Not later than one year		19,853	19,269
Later than one year but not later than five years		88,536	87,467
Later than five years but not later than ten years		137,305	129,186
Later than ten years		414,826	453,455
Outflows:			
Not later than one year		(49,221)	(46,997)
Later than one year but not later than five years		(206,447)	(202,062)
Later than five years but not later than ten years		(299,612)	(296,108)
Later than ten years		(692,275)	(748,988)
Estimated net cash flow		**(587,035)**	**(604,778)**
Operating statement impact			
Revenue			
Interest rate adjustment		2,690	13,496
Toll revenue	3	19,958	19,727
Expenses			
Depreciation	10	20,683	18,632
Interest	9	21,147	21,675
Service expenses		18,127	8,579
Tolling operations		1,771	1,687
Net impact on operating result		**(39,080)**	**(17,350)**

Airportlink M7

In 2008 the state entered into a 45 year service concession arrangement with BrisConnections to design, construct and maintain Airportlink, a 6.7km toll road, connecting the Clem 7 Tunnel, Inner City Bypass and local road network at Bowen Hills, to the northern arterials of Gympie Road and Stafford Road at Kedron, Sandgate Road and the East West Arterial leading to the airport. Airport link commenced operations on 24 July 2012. In April 2016 Transurban Queensland assumed responsibility for Airportlink and now operates Airportlink under a service concession arrangement.

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

At the expiry of the concession period, the department will retain ownership of the toll road assets.

Department of Transport and Main Roads
Notes to the financial statements 2022–23 (continued)

	Note	2023 $'000	2022 $'000

16   PUBLIC PRIVATE PARTNERSHIPS (continued)

SERVICE CONCESSION ARRANGEMENTS UNDER AASB 1059 (continued)

Airportlink M7 (continued)

Operating statement impact

Revenue

	Note	2023 $'000	2022 $'000
Amortisation of unearned revenue *		117,181	117,181
Expenses			
Depreciation	10	93,743	85,212
Net impact on operating result		**23,438**	**31,969**

* Revenue relating to service concession arrangements represents the progressive unwinding of unearned revenue which is amortised over the 45 year concession period with 34 years remaining at 30 June 2023.

Gateway and Logan Motorways

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

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

At the expiry of the concession period, the department will retain ownership of the toll road assets.

Operating statement impact

Revenue

	Note	2023 $'000	2022 $'000
Amortisation of unearned revenue *		105,365	105,365
Expenses			
Depreciation	10	42,482	42,216
Net impact on operating result		**62,883**	**63,149**

* Revenue relating to service concession arrangements represents the progressive unwinding of unearned revenue which is amortised over the 40 year concession period with 28 years remaining at 30 June 2023.

Port Drive

A Road Franchise Agreement (RFA) was established between the state and Port of Brisbane Pty Ltd in November 2000 to maintain and manage the Port Drive motorway. In 2010, APH Consortium signed a 99 year lease over the port, which included an agreement to fund a major upgrade to the motorway.

The Port Drive motorway is a franchised road, but is not a toll road. The operator obtains indirect benefits of ongoing maintenance of the road infrastructure through increased capacity and access to the port precinct.

At the expiry of the concession period the department will retain ownership of the motorway assets.

Department of Transport and Main Roads
Notes to the financial statements 2022–23 (continued)

	Note	2023 $'000	2022 $'000
16 PUBLIC PRIVATE PARTNERSHIPS (continued)			

SERVICE CONCESSION ARRANGEMENTS UNDER AASB 1059 (continued)

Port Drive (continued)

Operating statement impact

	Note	2023 $'000	2022 $'000
Revenue			
Amortisation of unearned revenue *		474	474
Expenses			
Depreciation	10	523	509
Net impact on operating result		**(49)**	**(35)**

* Revenue relating to service concession arrangements represents the progressive unwinding of unearned revenue which is amortised over the 99 year concession period with 86 years remaining at 30 June 2023.

Brisbane Airport Rail Link (Airtrain)

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

In return for collecting passenger fares, Airtrain Citylink Limited must maintain, operate and manage the rail link for the period of the concession and also assume the demand and patronage risk for the concession period.

At the expiry of the concession period, the BARL assets revert to the state at no cost.

Operating statement impact

	Note	2023 $'000	2022 $'000
Revenue			
Amortisation of unearned revenue *		9,160	9,160
Expenses			
Depreciation	10	6,229	5,881
Net impact on operating result		**2,931**	**3,279**

* Revenue relating to service concession arrangements represents the progressive unwinding of unearned revenue which is amortised over the 35 year concession period with 13 years remaining at 30 June 2023.

PUBLIC PRIVATE PARTNERSHIPS OUTSIDE OF THE SCOPE OF AASB 1059

New Generation Rollingstock (NGR)

In January 2014 the department entered into a contractual arrangement with NGR Project Company Pty Ltd (Bombardier NGR Consortium) for the design, construction and maintenance of 75 new six-car train sets for south-east Queensland and a new purpose-built maintenance centre at Wulkuraka in Ipswich, over 32 years at an implicit rate of 12.25%. The arrangement involves the department paying the consortium a series of availability payments over the concession period. The project was refinanced from July 2021 to a floating interest rate. The interest rates for 2022–23 ranged from 7.83% to 9.87%. Alstom acquired Bombardier Transportation in January 2021.

In June 2016 the maintenance centre was accepted by the department and a lease asset and lease liability was recognised. All 75 train sets were accepted and recognised by December 2019.

Upon the application of AASB 1059 *Service Concession Arrangements: Grantors*, the NGR public private partnership was assessed and determined to be out of scope of the accounting standard, as the provider of the assets does not operate or manage the passenger train services provided by the train sets. Accordingly, the department accounts for the arrangement as an outsourced service contract with the payment stream representing availability payments and borrowing repayments.

Department of Transport and Main Roads
Notes to the financial statements 2022–23 (continued)

16   PUBLIC PRIVATE PARTNERSHIPS (continued)

PUBLIC PRIVATE PARTNERSHIPS OUTSIDE OF THE SCOPE OF AASB 1059 (continued)

New Generation Rollingstock (NGR) (continued)

The train sets are recognised as major plant and equipment assets, while the maintenance centre, associated rail infrastructure and technical equipment are classified as buildings, infrastructure, plant and equipment and work in progress respectively in Note 15.

	Note	2023 $'000	2022 $'000
Assets			
Buildings		190,625	174,818
Major plant and equipment		1,260,168	1,149,491
Infrastructure		41,341	41,184
Plant and equipment		9,573	11,531
Work in progress		36,651	46,199
Closing balance		**1,538,358**	**1,423,223**
Liabilities			
Financial liabilities	19	551,381	554,873
Total		**551,381**	**554,873**

In March 2019, an amendment deed was signed by NGR Project Company Pty Ltd to rectify the trains in accordance with the *Disability Standards for Accessible Public Transport 2002 (Cth)*. Rectification of the trains is expected to be completed by 2024. Rectification works have been completed for 26 trains in 2022–23, with a total of 44 units upgraded to date under this agreement. Refer to Note 20.

Ownership of the train sets and maintenance centre resides with the department during the period of the arrangement.

The estimated future cash flows excluding GST are detailed below:

	Note	2023 $'000	2022 $'000
Estimated cash flows			
Inflows:			
Not later than one year		-	-
Later than one year but not later than five years		-	-
Later than five years but not later than ten years		-	-
Later than ten years		-	-
Outflows:			
Not later than one year		(74,426)	(46,764)
Later than one year but not later than five years		(519,774)	(356,386)
Later than five years but not later than ten years		(794,029)	(812,509)
Later than ten years		(2,367,894)	(2,512,194)
Estimated net cash flow		**(3,756,123)**	**(3,727,853)**

	Note	2023 $'000	2022 $'000
Operating statement impact			
Expenses			
Depreciation	10	54,660	49,659
Interest	9	50,297	33,228
Service expenses		48,947	46,048
Net impact on operating result		**(153,904)**	**(128,935)**

Department of Transport and Main Roads
Notes to the financial statements 2022–23 (continued)

17   LEASES

LEASES AS LESSEE

Right-of-use assets	Note	Buildings	Land	Plant and equipment	Total
		2023 $'000	2023 $'000	2023 $'000	2023 $'000
Opening balance		2	-	-	**2**
Assets received due to machinery-of-government change	1	4,713	-	95,958	**100,671**
Additions		-	-	502	**502**
Depreciation charge	10	(591)	-	(1,713)	**(2,304)**
Closing balance		**4,124**	**-**	**94,747**	**98,871**
		2022 $'000	2022 $'000	2022 $'000	2022 $'000
Opening balance		43	126	-	**169**
Additions		-	-	-	**-**
Depreciation charge	10	(41)	(126)	-	**(167)**
Closing balance		**2**	**-**	**-**	**2**

Lease liabilities

	2023 $'000	2022 $'000
Current		
Lease liabilities	24,962	96
Non-current		
Lease liabilities	85,780	3,274
Carrying amount at 30 June	**110,742**	**3,370**

Accounting policy

Right-of-use assets

Right-of-use assets are initially recognised at cost comprising the following:
• the amount of the initial measurement of the lease liability
• lease payments made at or before the commencement date, less any lease incentives received
• initial direct costs incurred, and
• the initial estimate of restoration costs.

Right-of-use assets are subsequently depreciated over the lease term and be subject to impairment testing on an annual basis.

The carrying amount of right-of-use assets are adjusted for any remeasurement of the lease liability in the financial year following a change in discount rate, a reduction in lease payments payable, changes in variable lease payments that depend upon variable indexes/rates of a change in lease term.

In accordance with Queensland Treasury policy, the department does not recognise right-of-use assets and lease liabilities from short-term leases and leases of low value assets. Short term leases are for periods less than 12 months and low value assets are those that cost less than $10,000 when new. Payments for these leases are expensed on a straight-line basis over the lease term.

Department of Transport and Main Roads

Notes to the financial statements 2022–23 (continued)

17   LEASES (continued)

LEASES AS LESSEE (continued)

Accounting policy (continued)

Lease liabilities

Lease liabilities are initially recognised at the present value of lease payments over the lease term that are not yet paid. The lease term includes any extension or renewal options that the department is reasonably certain to exercise. The future lease payments included in the calculation of the lease liability comprise the following:
• fixed payments (including in-substance fixed payments), less any lease incentives receivable
• variable lease payments that depend on an index or rate, initially measured using the index or rate as at the commencement date
• amounts expected to be payable by the department under residual value guarantees
• the exercise price of a purchase option that the department is reasonably certain to exercise
• payments for termination penalties, if the lease term reflects the early termination.

When measuring the lease liability, the department uses its incremental borrowing rate as the discount rate where the interest rate implicit in the lease cannot be readily determined, which is the case for all of the department's leases under AASB 16 *Leases*. To determine the incremental borrowing rate, the department uses loan rates provided by Queensland Treasury Corporation that correspond to the commencement date and term of the lease.

Details of leasing arrangements as lessee

Land	The department enters into land leases as a lessee at commercial terms in order to carry out its community objectives. The department also enters into legislative perpetual leases principally to further enhance the department's objectives.
Buildings	The department enters into residential property leases to accommodate its employees when government employee housing facilities are not readily available. The majority of staff accommodation is in regional Queensland. The lease terms range from 12 months to 2 years. The department has also entered into a commercial lease of a data centre for the housing of information, communication and technology equipment.
Plant and equipment	Following the 18 May 2023 machinery-of-government change the department's leasing activities include the Government Wireless Network, a digital radio network provisioned, operated and maintained by a telecommunication service provider under a service agreement created in September 2013. The lease is a means of funding the acquisition and replacement of information and communication equipment.
	The department also enters into various other plant and equipment lease agreements with external parties to fulfil its operational requirements. The lease terms range from 12 months to 5 years.

Office accommodation, employee housing and motor vehicles

The Department of Energy and Public Works (EPW) provides the department with access to office accommodation, employee housing and motor vehicles under government-wide frameworks. These arrangements are categorised as procurement of services rather than as leases because EPW has substantive substitution rights over the assets. Refer to Note 7.

	Note	2023 $'000	2022 $'000
Operating statement impact			
Revenue			
Income from sublease of right-of-use assets		193	145
Expenses			
Depreciation of right-of-use assets	10	(2,304)	(167)
Interest on lease liabilities	9	(376)	(90)
Short-term and low value leases	7	(1,001)	(750)
Net impact on operating result		**(3,488)**	**(862)**
Amounts recognised in Statement of cash flows			
Total cash outflow for leases		2,710	223

Department of Transport and Main Roads
Notes to the financial statements 2022–23 (continued)

17   LEASES (continued)

LEASES AS LESSOR

Details of leasing arrangements as lessor

State-owned boat harbours	The department owns and maintains public boating infrastructure in Queensland such as boat ramps, floating walkways, pontoons, jetties and breakwaters. The department is also responsible for maintaining the entrance and internal public navigation channels to those facilities. These facilities are leased to commercial operators and boat clubs to promote boating activities along the Queensland coast. Lease income from state-owned boat harbours is reported as Property rental in Note 3.
Sublease of land	The department's lease with Brisbane Airport Corporation Limited is subleased to Airtrain Citylink Limited (Airtrain) for the design, construction, operation and maintenance of the Brisbane Airport Rail Link. Refer to Note 12.

Maturity analysis

The following table sets out a maturity analysis of future undiscounted lease payments receivable by the department from state-owned boat harbours and Airtrain.

	2023 $'000	2022 $'000
Maturity analysis		
Less than one year	4,431	4,206
One to two years	3,859	3,598
Two to three years	3,722	3,585
Three to four years	3,344	3,449
Four to five years	3,277	3,109
More than five years	30,141	30,410
Total	**48,774**	**48,357**

Accounting policy

The department recognises lease payments from operating leases as income on a straight-line basis over the lease term.

18   PAYABLES

Current

	2023 $'000	2022 $'000
Deferred appropriation payable to Consolidated Fund	1,720	-
Equity adjustment payable	6,523	-
Grants and subsidies payable	87,793	75,092
Trade creditors	814,986	575,496
Other	31,252	32,649
Total	**942,274**	**683,237**

Accounting policy

The department's standard payment terms are 28 days from vendor invoice date where the business is not a registered small business. Where the vendor is registered as a small business, the *Queensland Government On-Time Payment Policy* applies, and the standard terms offered will be 20 days from vendor invoice date. Standard terms may be varied where there is a benefit to the department, or where there is a legislative or contractual requirement.

Department of Transport and Main Roads
Notes to the financial statements 2022–23 (continued)

	2023 $'000	2022 $'000
19 BORROWINGS		
Current		
Financial liabilities – service concession arrangements	40,472	36,775
New Generation Rollingstock arrangement	3,732	3,501
Total	**44,204**	**40,276**
Non-current		
Financial liabilities – service concession arrangements	589,594	700,583
New Generation Rollingstock arrangement	547,649	551,372
Total	**1,137,243**	**1,251,955**
20 PROVISIONS		
Current		
Print and Imaging as a Service contract	964	-
Property resumptions	264,877	182,203
New Generation Rollingstock rectification works	52,096	46,515
Total	**317,937**	**228,718**
Non-current		
Property resumptions	190,548	122,271
New Generation Rollingstock rectification works	5,582	59,539
Total	**196,130**	**181,810**

Movements in provision for Print and Imaging as a Service contract

Current		
Transfers from machinery-of-government change	964	-
Closing balance	964	-

Provision for Print and Imaging as a Service contract

The Print and Imaging as a Service (PIAAS) provision represents the estimated balloon payment related to the PIAAS contract with the payment due in 2023–24. This provision was transferred to the department as a result of the machinery-of-government change dated 18 May 2023. Refer to Note 1.

Movements in provision for property resumptions

Current		
Opening balance	182,203	148,582
Restatement of provision	31,116	6,009
Additional provision recognised	136,814	11,686
Reduction in provision as a result of payments	(49,430)	(29,857)
Reclassification from/(to) non-current provision	(35,826)	45,783
Closing balance	264,877	182,203
Non-current		
Opening balance	122,271	151,027
Restatement of provision	(308)	(9,584)
Additional provision recognised	39,189	27,269
Reduction in provision as a result of payments	(6,430)	(658)
Reclassification (to)/from current provision	35,826	(45,783)
Closing balance	190,548	122,271

Department of Transport and Main Roads
Notes to the financial statements 2022–23 (continued)

	2023 $'000	2022 $'000

20   PROVISIONS (continued)

Provision for property resumptions

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

Movements in provision for New Generation Rollingstock rectification works

Current

Opening balance	46,515	46,515
Reduction in provision as a result of payments	(48,376)	(27,908)
Reclassification from non-current provision	53,957	27,908
Closing balance	52,096	46,515

Non-current

Opening balance	59,539	87,447
Reclassification to current provision	(53,957)	(27,908)
Closing balance	5,582	59,539

Provision for New Generation Rollingstock rectification works

The department undertook a review of the New Generation Rollingstock (NGR) train sets' compliance with the disability legislation and functional requirements in June 2017 and it was identified that the train sets required rectification works to be undertaken to ensure compliance with the *Disability Standards for Accessible Public Transport 2002 (Cth)*. In 2018 the Minister for Transport and Main Roads committed to working with the disability sector to modify the trains. Rectification works are scheduled to be completed by 2024. This gives rise to a constructive obligation as there is an expectation that the department will honour this commitment. The department recognises a provision to account for the remainder of the rectification works it expects to pay for NGR train sets based on the variation deed entered into with the vendor.

Accounting policy

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

21   ACCRUED EMPLOYEE BENEFITS

Current

Annual leave levy payable	25,103	18,078
Long service leave levy payable	6,324	5,078
Salaries and wages outstanding	6,487	6,087
Other	2,531	2,616
Total	**40,445**	**31,859**

Department of Transport and Main Roads
Notes to the financial statements 2022–23 (continued)

21 ACCRUED EMPLOYEE BENEFITS (continued)

Accounting policy

Annual leave and long service leave

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

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

Sick leave

Prior history indicates that on average, sick leave taken each reporting period is less than the entitlement accrued. This is expected to continue in future periods. Accordingly, it is unlikely that existing accumulated entitlements will be used by employees and no liability for unused sick leave entitlements is recognised.

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

Superannuation

Post-employment benefits for superannuation are provided through defined contribution (accumulation) plans or the Queensland Government's QSuper defined benefit plan as determined by the employee's conditions of employment. The former QSuper defined benefit categories are now administered by the Government Division of the Australian Retirement Trust.

Contributions are made to eligible complying superannuation funds based on the rates specified in the relevant enterprise bargaining agreement or other conditions of employment. Contributions are expensed when they are paid or become payable following completion of the employee's service each pay period.

The liability for defined benefits is held on a whole-of-government basis and reported in those financial statements pursuant to AASB 1049 *Whole of Government and General Government Sector Financial Reporting*. The amount of contributions for defined benefit plan obligations is based upon the rates determined on the advice of the State Actuary. Contributions are paid by the department at the specified rate following completion of the employee's service each pay period. The department's obligations are limited to those contributions paid.

	2023 $'000	2022 $'000
22 OTHER LIABILITIES		
Current		
Advance payments from Queensland Reconstruction Authority *	27,884	29,286
Advance payments from Australian Rail Track Corporation **	105,479	103,740
go card deposits held	46,499	43,940
go card stored value – unearned revenue ***	54,190	51,005
Other	7,547	6,223
Total	**241,599**	**234,194**
Non-current		
Other	108	-
Total	**108**	**-**

* Advance payments received from the Queensland Reconstruction Authority for projects relating to natural disasters.

** Land acquisition payments received from the Australian Rail Track Corporation for the Inland Rail project.

*** Represents unused *go* card balances which are recognised as revenue as patrons undertake travel.

Department of Transport and Main Roads
Notes to the financial statements 2022–23 (continued)

	2023 $'000	2022 $'000
23 INCOME TAX EQUIVALENTS		
Income tax equivalent expense		
Current tax equivalents	7,252	9,500
Deferred tax equivalent expense relating to temporary differences	290	556
Under provision in previous years	160	6,204
Income tax equivalent expense attributable to profit from ordinary activities	**7,702**	**16,260**
Numerical reconciliation of income tax equivalent expense to prima facie tax payable		
Accounting profit before tax	29,893	33,580
Prima facie tax at applicable rate of 30%	8,968	10,074
Adjustments for non-temporary differences and excluded temporary differences:		
Other non-deductible expenses	-	(18)
Deductible temporary differences not recognised	249	-
Effect of tax losses recognised	(1,675)	-
Under provision in previous years	160	6,204
Income tax equivalent expense attributable to profit from ordinary activities	**7,702**	**16,260**
Deferred tax equivalent expense/(income) included in income tax equivalent expense comprises:		
Deferred tax assets opening balance	3,296	3,852
Transfer in due to machinery-of-government change	(4)	-
Decrease in deferred tax assets	(291)	(556)
Deferred tax assets at 30 June	**3,001**	**3,296**
Proof of deferred tax assets		
Deferred tax assets:		
Property, plant and equipment	3,070	3,153
Other items	(69)	143
Net deferred tax assets at 30 June	**3,001**	**3,296**
Reconciliation of current tax (receivable)/payable		
Opening balance	(1,301)	(2,486)
Net movements	(1,526)	1,185
Current tax receivable at 30 June	**(2,827)**	**(1,301)**

Accounting policy

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

The RoadTek and CITEC business units are subject to the requirements of the National Tax Equivalents Regime (NTER). The liability for income tax equivalents under NTER is calculated substantially on the same basis as a corporate tax payer. The department remits its tax equivalents to Queensland Treasury in accordance with NTER arrangements.

The amount of deferred tax provided is based on the expected manner of realisation or settlement of the carrying amount of assets and liabilities compared to their respective tax bases, in the ordinary course of business.

A deferred tax asset is recognised only to the extent that it is probable that future taxable profits will be available against which the tax asset can be used. Deferred tax assets and liabilities are set off on the basis that they relate to income taxes levied by the same taxation authority and the department has a legally enforceable right to set off current tax assets against current tax liabilities.

Department of Transport and Main Roads
Notes to the financial statements 2022–23 (continued)

	2023 $'000	2022 $'000
24 COMMITMENTS FOR EXPENDITURE		

Commitments inclusive of non-recoverable GST input tax credits are payable as follows:

Refer to Note 16 for commitments related to service concession arrangements.

Property, plant and equipment *

	2023 $'000	2022 $'000
Not later than one year	1,080,840	1,242,285
Later than one year and not later than five years	4,874,364	2,761,947
Later than five years	889,171	-
Total	**6,844,375**	**4,004,232**

Grants and subsidies

	2023 $'000	2022 $'000
Not later than one year	522,318	580,511
Later than one year and not later than five years	1,513,871	1,427,412
Later than five years	-	32,500
Total	**2,036,189**	**2,040,423**

Other commitments

	2023 $'000	2022 $'000
Not later than one year	1,393,501	4,135,391
Later than one year and not later than five years	10,668,229	9,488,934
Later than five years	3,252,981	3,485,431
Total	**15,314,711**	**17,109,756**

* Increase in 2023 relates mainly to the Queensland Train Manufacturing Program.

25 CONTINGENCIES

Contingent assets

The department holds securities amounting to $770m (2022: $498m) provided by contractors in the event of non-performance with the agreed contract terms. These securities are not recognised as assets in the Statement of financial position due to the probability of realisation being remote.

Contingent liabilities

At balance date the department has been named as defendant in four cases and 82 other claims not yet subject to court action. The department's legal advisers and management believe it would be misleading to estimate the final amounts payable for litigation filed in the courts.

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

Department of Transport and Main Roads
Notes to the financial statements 2022–23 (continued)

26 INVESTMENT IN SUBSIDIARY

Transmax Pty Ltd

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

The department exercises control over Transmax through 100 percent ownership of all its issued shares. This investment is recognised at cost and is valued at $15.601m (2022: $5.601m). The department made an equity injection of $10.0m in 2023 for Transmax's STREAMS Next Generation Mobility Platform.

The amount of the investment and transactions relating to Transmax are not material to these financial statements, and the department has elected not to prepare consolidated financial statements in accordance with AASB 127 *Separate Financial Statements*.

The department engaged Transmax for the provision of software licencing, technical support and related professional services to the value of $33.210m (2022: $23.240m) GST inclusive during the financial year.

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

	Note	2023 $'000	2022 $'000
27 FINANCIAL INSTRUMENTS			

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

CATEGORISATION OF FINANCIAL INSTRUMENTS

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

	Note	2023 $'000	2022 $'000
Financial assets			
Cash		670,102	245,430
Financial assets at amortised cost:			
Receivables	12	248,485	229,987
Total		**918,587**	**475,417**
Financial liabilities			
Financial liabilities measured at amortised cost:			
Payables	18	942,274	683,237
Lease liabilities	17	110,742	3,370
Service concession arrangements	19	630,066	737,358
New Generation Rollingstock arrangement	19	551,381	554,873
Total		**2,234,463**	**1,978,838**

FINANCIAL RISK MANAGEMENT

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

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

Department of Transport and Main Roads
Notes to the financial statements 2022–23 (continued)

27   FINANCIAL INSTRUMENTS (continued)

CREDIT RISK EXPOSURE

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

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

The department manages credit risk through the use of a credit management strategy. This strategy aims to reduce the exposure to credit default by ensuring the department invests in secure assets and monitors all funds owed. Exposure to credit risk is monitored on an ongoing basis. Refer to Note 12 for receivables credit risk ageing analysis.

LIQUIDITY RISK

The department manages liquidity risk through regular fortnightly appropriation payments from the Consolidated Fund. This strategy reduces the exposure to liquidity risk by ensuring the department has sufficient funds available to meet its obligations when they fall due.

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

Financial liabilities	Note	Payable in			
		‹1 year $'000	1-5 years $'000	›5 years $'000	Total $'000
2023					
Payables	18	942,274	-	-	**942,274**
Lease liabilities		28,030	83,974	8,748	**120,752**
Service concession arrangements		86,371	326,938	538,691	**952,000**
New Generation Rollingstock arrangement		69,888	285,319	1,277,892	**1,633,099**
Total		**1,126,563**	**696,231**	**1,825,331**	**3,648,125**
2022					
Payables	18	683,237	-	-	683,237
Lease liabilities		185	924	3,492	4,601
Service concession arrangements		155,483	324,932	621,218	1,101,633
New Generation Rollingstock arrangement		35,870	181,619	1,346,314	1,563,803
Total		**874,775**	**507,475**	**1,971,024**	**3,353,274**

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

INTEREST RATE SENSITIVITY ANALYSIS

The department is exposed to interest rate risk through floating interest rate components for the Toowoomba Bypass and New Generation Rollingstock public private partnerships.

The following interest rate sensitivity analysis depicts the outcome on net income if the interest rates would change by +/-1 percent from the year-end rates applicable to the department's financial liabilities. The department would have a surplus and equity increase/(decrease) of $9.461m.

Department of Transport and Main Roads
Notes to the financial statements 2022–23 (continued)

27 FINANCIAL INSTRUMENTS (continued)

INTEREST RATE SENSITIVITY ANALYSIS (continued)

Financial liabilities	Carrying amount	Interest rate risk			
		-1%		1%	
		Profit $'000	Equity $'000	Profit $'000	Equity $'000
2023					
Toowoomba Bypass	394,693	(3,947)	(3,947)	3,947	3,947
New Generation Rollingstock arrangement	551,381	(5,514)	(5,514)	5,514	5,514
Potential impact		**(9,461)**	**(9,461)**	**9,461**	**9,461**
2022					
Toowoomba Bypass	404,922	(4,049)	(4,049)	4,049	4,049
New Generation Rollingstock arrangement	554,873	(5,549)	(5,549)	5,549	5,549
Potential impact		**(9,598)**	**(9,598)**	**9,598**	**9,598**

FAIR VALUE

The department does not recognise any financial assets or financial liabilities at fair value. The fair value of trade receivables and payables is assumed to approximate the value of the original transaction, less any allowance for impairment.

	2023 $'000	2022 $'000

28 SCHEDULE OF ADMINISTERED ITEMS

The department administers, but does not control, certain resources on behalf of the government. In doing so, it has responsibility and is accountable for administering related transactions and balances but does not have the discretion to deploy these resources for the achievement of the department's objectives.

The department also performs the following certain agency transactions which are not recognised in the department's financial statements:

Agency		
Compulsory Third Party (CTP) insurers – premiums	1,119,979	1,061,188
Motor Accident Insurance Commission – levy	94,802	130,547
National Injury Insurance Agency Queensland – levy	565,943	505,164
Queensland Revenue Office – stamp duty, fines and penalties	793,082	779,967
National Heavy Vehicle Regulator – registration fee	48,074	46,125
Total	**2,621,880**	**2,522,991**

Administered revenue is recognised upon receipt.

In July 2022 stage two of the Public Service Departmental Arrangements Notice (No. 1) 2022 was gazetted to transfer the fines and penalty debt administration functions of the department associated with mobile phone and seatbelt offences to the Queensland Revenue Office within Queensland Treasury, effective from 1 December 2022. Refer to Note 1.

Public Service Departmental Arrangements Notice (No.2) 2023 dated 18 May 2023 transferred the functions, including administered items, of the Queensland Government Customer and Digital Group (QGCDG) from the former Department of Communities, Housing and Digital Economy (DCHDE) to the Department of Transport and Main Roads. Refer to Note 1.

The following balances are administered by the department on behalf of the state and mainly relate to the Transport Safety and Regulation departmental service area.

Department of Transport and Main Roads
Notes to the financial statements 2022–23 (continued)

	2023 $'000	2022 $'000
28 SCHEDULE OF ADMINISTERED ITEMS (continued)		
Administered income		
Appropriation revenue	81,170	77,841
Grants and other contributions	381	11,397
User charges, fees and fines *	2,989,422	2,909,272
Other	10,410	9,812
Total income	**3,081,383**	**3,008,322**
Administered expenses		
Supplies and services	95	-
Grants and subsidies	81,615	86,385
Impairment losses on trade receivables	8	27
Transfers of administered revenue to government	2,999,791	2,919,052
Other	466	505
Total expenses	**3,081,975**	**3,005,969**
OPERATING RESULT FOR THE YEAR	**(592)**	**2,353**
* User charges, fees and fines includes:		
Fines and forfeiture	32,171	107,853
Motor vehicle registration	2,230,061	2,108,230
Transport and traffic fees	553,512	532,758
Other registration	91,270	83,059
Other regulatory fees	81,318	76,348
Other	1,090	1,024
Total	2,989,422	2,909,272
Administered assets		
Current		
Cash	18,402	19,849
Receivables	29,706	30,883
Total current assets	**48,108**	**50,732**
Non-current		
Land	134,327	123,279
Receivables *	197,033	127,101
Total non-current assets	**331,360**	**250,380**
Total assets	**379,468**	**301,112**
Administered liabilities		
Current		
Payables	38,383	44,379
Unearned revenue	5,789	6,119
Total current liabilities	**44,172**	**50,498**
Non-current		
Payables *	197,033	127,101
Total non-current liabilities	**197,033**	**127,101**
Total liabilities	**241,205**	**177,599**
NET ADMINISTERED ASSETS	**138,263**	**123,513**

Department of Transport and Main Roads
Notes to the financial statements 2022–23 (continued)

	2023 $'000	2022 $'000
28 SCHEDULE OF ADMINISTERED ITEMS (continued)		
Administered equity		
Contributed equity	3,648	9,939
Accumulated deficit	(76,460)	(75,868)
Asset revaluation surplus	211,075	189,442
TOTAL ADMINISTERED EQUITY	**138,263**	**123,513**

* Represents $197.033m of payables in 2023 (2022: $127.101m) relating to grant funding for the Cross River Rail Delivery Authority. The comparative amount including the receivable from government has been restated from current to non-current.

29   ADMINISTERED APPROPRIATIONS

Reconciliation of payments from Consolidated Fund to administered income

Budgeted administered appropriation revenue	111,437	44,930
Transfers to other headings	(99,844)	(33,950)
Total administered revenue	11,593	10,980
Transfer of appropriation receivable from other department *	-	(34,867)
Less: Opening balance of administered revenue receivable	(127,101)	(25,373)
Plus: Closing balance of administered revenue receivable	196,678	127,101
Administered income recognised in Note 28	**81,170**	**77,841**

Reconciliation of payments from Consolidated Fund to administered equity adjustment

Budgeted administered equity adjustment appropriation	1,116,746	1,544,448
Transfers to other headings	(246,000)	(55,594)
Total administered equity adjustment receipts	870,746	1,488,854
Plus: Opening balance of administered equity adjustment payable	-	1,000
Less: Closing balance of administered equity adjustment payable	-	-
Administered equity adjustment recognised in contributed equity	**870,746**	**1,489,854**

* Transfer of appropriation receivable relates to the transfer of funding arrangements for the Cross River Rail Delivery Authority from the Department of Tourism, Innovation and Sport to the department in November 2020.

30   BUDGETARY REPORTING

STATEMENT OF COMPREHENSIVE INCOME	Original budget	Actual result	Variance
	2023 $'000	2023 $'000	2023 $'000
Income			
Appropriation revenue	6,228,502	6,371,614	143,112
User charges and fees	663,432	778,843	115,411
Grants and other contributions	189,096	276,088	86,992
Service concession arrangements revenue	232,180	232,180	-
Other revenue	13,676	31,784	18,108
Total revenue	**7,326,886**	**7,690,509**	**363,623**
Gains on disposal of assets	4,727	2,642	(2,085)
Total income	**7,331,613**	**7,693,151**	**361,538**

Department of Transport and Main Roads
Notes to the financial statements 2022–23 (continued)

30   BUDGETARY REPORTING (continued)

STATEMENT OF COMPREHENSIVE INCOME (continued)	Original budget 2023 $'000	Actual result 2023 $'000	Variance 2023 $'000
Expenses			
Employee expenses	646,718	709,747	63,029
Supplies and services	4,339,612	4,536,142	196,530
Grants and subsidies	777,369	796,688	19,319
Finance and borrowing costs	75,656	97,277	21,621
Depreciation and amortisation	1,388,878	1,506,325	117,447
Impairment losses	1,671	1,409	(262)
Other expenses	19,926	32,865	12,939
Total expenses	**7,249,830**	**7,680,453**	**430,623**
Operating result before income tax equivalent expense	**81,783**	**12,698**	**(69,085)**
Income tax equivalent expense	8,598	7,702	(896)
OPERATING RESULT FOR THE YEAR	**73,185**	**4,996**	**(68,189)**
Items not reclassified to operating result			
Increase in asset revaluation surplus	-	15,103,128	15,103,128
Total other comprehensive income	**-**	**15,103,128**	**15,103,128**
TOTAL COMPREHENSIVE INCOME	**73,185**	**15,108,124**	**15,034,939**

Explanation of major variances

User charges and fees

Variance of $115.411m to budget is mainly explained by the following:
• $21.517m higher than anticipated personalised plates sales
• $19.367m higher than anticipated fare revenue due to increase in patronage after COVID-19 pandemic
• $7.416m higher than anticipated for pilotage fees received
• $5.715m for Inland Rail project land acquisition contributions and cost recovery
• $4.277m higher than anticipated revenue for recoverable works including cash contributions from local government for the Gold Coast Light Rail Stage 3 project and various transport infrastructure projects
• $2.730m for Brisbane Metro project cost recoveries
• $32.258m relating to QGCDG revenues which had not been allocated in the original Department of Transport and Main Roads budget due to budget development occurring prior to the 18 May 2023 machinery-of-government change.

Grants and other contributions

Variance of $86.992m mainly reflects:
• $48.974m for the recognition of Coomera Link Road at Coomera received from the City of Gold Coast. This asset transfer was not taken in account at the time of preparing the 2022–23 budget.
• $27.462m higher than anticipated reimbursements from the Queensland Reconstruction Authority related to rebuilding of transport infrastructure following natural disasters, resulting in a timing issue.

Employee expenses

Variance of $63.029m mainly reflects:
• $44.472m increase in full-time equivalent employee costs compared to published budget to ensure customer service standards are maintained in Customer Service Centres and RoadTek continuing to deliver an increasing infrastructure program
• $17.660m lower than budgeted employee costs being charged to capital programs leading to these costs being reported in the Statement of comprehensive income
• $17.615m of QGCDG expenses which had not been allocated in the original Department of Transport and Main Roads budget due to budget development occurring prior to the 18 May 2023 machinery-of-government change
• Offset by ($16.718m) relating to Enterprise Bargaining Agreement funding included in the published budget, which was not incurred as the enterprise agreement was not ratified during the financial year.

Department of Transport and Main Roads
Notes to the financial statements 2022–23 (continued)

30   BUDGETARY REPORTING (continued)

STATEMENT OF COMPREHENSIVE INCOME (continued)

Explanation of major variances (continued)

Finance and borrowing costs

Variance of $21.621m mainly reflects $17.756m over budget due to the floating interest rate experiencing a significant increase for the New Generation Rollingstock borrowing arrangement and $3.490m related to recognition of the service concession arrangement interest cost for Gold Coast Light Rail Stage 3.

Increase in asset revaluation surplus

Variance of $15,103m mainly consists of a revaluation increment for infrastructure assets as a result of the annual revaluation for 2022–23. A budget was not allocated due to the unavailability of reliable measures for future movement in replacement costs of existing and new infrastructure assets.

STATEMENT OF FINANCIAL POSITION	Original budget 2023 $'000	Actual result 2023 $'000	Variance 2023 $'000
Assets			
Current assets			
Cash	88,508	670,102	581,594
Receivables	166,561	245,064	78,503
Inventories	17,210	21,716	4,506
Prepayments	100,883	113,085	12,202
Non-current assets classified as held for sale	4,514	3,562	(952)
Total current assets	**377,676**	**1,053,529**	**675,853**
Non-current assets			
Receivables	3,229	3,421	192
Prepayments	91,594	80,550	(11,044)
Intangible assets	212,471	69,214	(143,257)
Property, plant and equipment	80,737,926	104,496,070	23,758,144
Service concession assets	11,524,605	14,097,645	2,573,040
Deferred tax assets	1,780	3,001	1,221
Right-of-use assets	4	98,871	98,867
Investment in subsidiary	5,601	15,601	10,000
Total non-current assets	**92,577,210**	**118,864,373**	**26,287,163**
Total assets	**92,954,886**	**119,917,902**	**26,963,016**
Liabilities			
Current liabilities			
Payables	694,666	942,274	247,608
Borrowings	44,202	44,204	2
Provisions	200,678	317,937	117,259
Accrued employee benefits	31,441	40,445	9,004
Unearned revenue – service concession arrangements	232,180	232,180	-
Lease liabilities	244	24,962	24,718
Other	193,409	241,599	48,190
Total current liabilities	**1,396,820**	**1,843,601**	**446,781**

Department of Transport and Main Roads

Notes to the financial statements 2022–23 (continued)

30   BUDGETARY REPORTING (continued)

STATEMENT OF FINANCIAL POSITION (continued)	Original budget 2023 $'000	Actual result 2023 $'000	Variance 2023 $'000
Non-current liabilities			
Borrowings	1,131,388	1,137,243	5,855
Provisions	158,469	196,130	37,661
Unearned revenue – service concession arrangements	6,923,134	6,923,134	-
Lease liabilities	3,228	85,780	82,552
Other	-	108	108
Total non-current liabilities	**8,216,219**	**8,342,395**	**126,176**
Total liabilities	**9,613,039**	**10,185,996**	**572,957**
NET ASSETS	**83,341,847**	**109,731,906**	**26,390,059**
TOTAL EQUITY	**83,341,847**	**109,731,906**	**26,390,059**

Explanation of major variances

Cash

Variance of $581.594m reflects an increase in cash of $526.513m largely due to the acceleration of equity funding to align with capital program delivery and timing of planned expenditure. This is slightly offset by a lower than anticipated opening balance of $13.777m due to the timing of future planned transport operations and maintenance expenditure. Additionally, $68.858m in cash held relating to QGCDG had not been allocated in the original Department of Transport and Main Roads budget due to budget development occurring prior to the 18 May 2023 machinery-of-government change.

Receivables – current

Variance of $78.503m reflects an accrual of $26.965m relating to grant revenue from the Queensland Reconstruction Authority for the rebuilding of transport infrastructure following natural disaster events and $51.538m of receivables relating to QGCDG which had not been allocated in the original Department of Transport and Main Roads budget due to budget development occurring prior to the 18 May 2023 machinery-of-government change.

Intangible assets

The variance of ($143.257m) primarily reflects a reclassification of expenditure associated with departmental cloud computing arrangements due to a change in accounting policy in 2022 and $8.231m relating to intangible assets transferred in due to the 18 May 2023 machinery-of-government change.

Property, plant and equipment

The variance of $23,758m is mainly due to the timing differences to obtain reliable measures for road infrastructure valuations to enable budget allocations. Actual asset revaluation increments were not able to be determined at the time of budget development.

Service concession assets

The variance of $2,573m is mainly due to the timing differences to obtain reliable measures for service concession asset valuations to enable budget allocations. Actual asset revaluation increments were not able to be determined at the time of budget development.

Right-of-use assets

The variance of $98.867m relates to QGCDG right-of-use assets which had not been allocated in the original Department of Transport and Main Roads budget due to budget development occurring prior to the 18 May 2023 machinery-of-government change.

Investment in subsidiary

Variance is due to an equity injection of $10.0m for Transmax's STREAMS Next Generation Mobility Platform.

Department of Transport and Main Roads
Notes to the financial statements 2022–23 (continued)

30   BUDGETARY REPORTING (continued)

STATEMENT OF FINANCIAL POSITION (continued)

Explanation of major variances (continued)

Payables
Variance of $247.608m is primarily due to higher than anticipated capital program delivery, $96m relating to the Queensland Train Manufacturing Program mobilisation milestone and $38.807m of payables relating to QGCDG which had not been allocated in the original Department of Transport and Main Roads budget due to budget development occurring prior to the 18 May 2023 machinery-of-government change.

Provisions – current
Variance of $117.259m reflects an increase in provision re-measurement of the value of land resumptions after the budget had been published. Actual re-measurement of the value of land resumptions was not budgeted for due to the unavailability of reliable estimates.

Lease liabilities – current
Variance of $24.718m is mainly due to lease liabilities relating to QGCDG at 30 June 2023 which had not been allocated in the original Department of Transport and Main Roads budget due to budget development occurring prior to the 18 May 2023 machinery-of-government change.

Other liabilities – current
Variance of $48.190m mainly comprises higher than anticipated land acquisition payments received from the Australian Rail Track Corporation for the Inland Rail project**.**

Lease liabilities – non-current
Variance of $82.552m is mainly due to lease liabilities relating to QGCDG at 30 June 2023 which had not been allocated in the original Department of Transport and Main Roads budget due to budget development occurring prior to the 18 May 2023 machinery-of-government change.

Total equity
The variance of $26,390m is mainly due to the timing differences to obtain reliable measures for asset valuations to enable budget allocations. Asset revaluation increments were not able to be determined at the time of budget development.

STATEMENT OF CASH FLOWS	**Original budget 2023 $'000**	**Actual result 2023 $'000**	**Variance 2023 $'000**
Cash flows from operating activities			
Inflows:			
Service appropriation receipts	6,228,502	6,361,615	133,113
User charges and fees	672,936	824,841	151,905
Grants and other contributions	186,981	224,708	37,727
GST input tax credits from ATO	749,061	1,025,155	276,094
GST collected from customers	69,778	86,427	16,649
Other	13,676	32,532	18,856
Outflows:			
Employee expenses	(646,615)	(701,220)	(54,605)
Supplies and services	(4,339,535)	(4,357,085)	(17,550)
Grants and subsidies	(777,369)	(776,813)	556
Finance and borrowing costs	(75,656)	(92,208)	(16,552)
GST paid to suppliers	(750,272)	(1,037,371)	(287,099)
GST remitted to ATO	(66,028)	(84,310)	(18,282)
Income tax equivalent paid	(7,681)	(8,937)	(1,256)
Other	(15,654)	(17,165)	(1,511)
Net cash provided by operating activities	**1,242,124**	**1,480,169**	**238,045**

Department of Transport and Main Roads
Notes to the financial statements 2022–23 (continued)

30   BUDGETARY REPORTING (continued)

STATEMENT OF CASH FLOWS (continued)	Original budget 2023 $'000	Actual result 2023 $'000	Variance 2023 $'000
Cash flows from investing activities			
Inflows:			
Sales of property, plant and equipment	23,977	6,286	(17,691)
Outflows:			
Payments for property, plant and equipment	(4,445,703)	(4,753,026)	(307,323)
Payments for intangibles	(32,066)	(22,756)	9,310
Payments for investment in subsidiary	-	(10,000)	(10,000)
Net cash used in investing activities	**(4,453,792)**	**(4,779,496)**	**(325,704)**
Cash flows from financing activities			
Inflows:			
Equity injections	4,280,532	5,098,665	818,133
Outflows:			
Equity withdrawals	(1,199,288)	(1,238,140)	(38,852)
Borrowing redemptions	(40,275)	(205,288)	(165,013)
Lease payments	-	(2,710)	(2,710)
Net cash provided by financing activities	**3,040,969**	**3,652,527**	**611,558**
Net increase/(decrease) in cash	(170,699)	353,200	523,899
Increase in cash due to machinery-of-government change	-	71,472	71,472
Cash – opening balance	259,207	245,430	(13,777)
CASH – CLOSING BALANCE	**88,508**	**670,102**	**581,594**

Explanation of major variances

User charges and fees
Variance of $151.905m to budget is mainly explained by the following:
• $41.400m reflects the accrual of grant revenue from Queensland Reconstruction Authority relating to the natural disaster events
• $21.517m higher than anticipated personalised plates sales
• $19.367m higher than anticipated fare revenue due to increase in patronage after the COVID-19 pandemic
• $7.416m higher than anticipated pilotage fees received
• $5.715m for Inland Rail project land acquisition contributions and cost recovery
• $4.277m higher than anticipated revenue from recoverable works including cash contributions from local government for the Gold Coast Light Rail Stage 3 project and various QTRIP projects
• $2.730m for Brisbane Metro project cost recoveries
• $32.258m relating to QGCDG revenues which had not been allocated in the original Department of Transport and Main Roads budget due to budget development occurring prior to the 18 May 2023 machinery-of-government change.

Grants and other contributions
Variance of $37.727m mainly reflects:
• $27.462m higher than anticipated reimbursements from the Queensland Reconstruction Authority relating to a timing issue
• $6.688m for the National Partnership Agreement reimbursement for COVID-19 cleaning cost from Queensland Health.

GST input tax credits from ATO
Variance of $276.094m is mainly due to variability of the timing, value and payment of invoices issued to and received from external parties.

Department of Transport and Main Roads

Notes to the financial statements 2022–23 (continued)

30   BUDGETARY REPORTING (continued)

STATEMENT OF CASH FLOWS (continued)

Explanation of major variances (continued)

GST paid to suppliers
Variance of ($287.099m) is mainly due to variability of the timing, value and payment of invoices issued to and received from external parties.

Payments for property, plant and equipment
Variance of ($307.323m) mainly reflects increased capital program delivery.

Equity injections
Variance of $818.133m mainly relates to Queensland and Australian Government funding brought forward from within the forward estimates to fund increased capital program delivery, and a cash injection to supplement working capital due to COVID-19 pandemic impacts.

Borrowing redemptions
Variance of ($165.013m) mainly relates to cash payments made to GoldLinQ to reduce the service concession liability for the Gold Coast Light Rail Stage 3 project.

SCHEDULE OF ADMINISTERED ITEMS	Original budget 2023 $'000	Actual result 2023 $'000	Variance 2023 $'000
Administered income			
Administered revenue	182,035	81,170	(100,865)
Grants and other contributions	-	381	381
User charges, fees and fines	2,871,201	2,989,422	118,221
Other	9,757	10,410	653
Total income	**3,062,993**	**3,081,383**	**18,390**
Administered expenses			
Supplies and services	-	95	95
Grants and subsidies	182,035	81,615	(100,420)
Impairment losses on trade receivables	-	8	8
Transfers of administered revenue to government	2,880,958	2,999,791	118,833
Other	-	466	466
Total expenses	**3,062,993**	**3,081,975**	**18,982**
OPERATING RESULT FOR THE YEAR	**-**	**(592)**	**(592)**

Department of Transport and Main Roads

Notes to the financial statements 2022–23 (continued)

30   BUDGETARY REPORTING (continued)

SCHEDULE OF ADMINISTERED ITEMS (continued)	Original budget 2023 $'000	Actual result 2023 $'000	Variance 2023 $'000
Administered assets			
Current			
Cash	21,516	18,402	(3,114)
Receivables	20,506	29,706	9,200
Total current assets	**42,022**	**48,108**	**6,086**
Non-current			
Land	110,692	134,327	23,635
Receivables	195,654	197,033	1,379
Total non-current assets	**306,346**	**331,360**	**25,014**
Total assets	**348,368**	**379,468**	**31,100**
Administered liabilities			
Current			
Payables	35,474	38,383	2,909
Unearned revenue	6,315	5,789	(526)
Total current liabilities	**41,789**	**44,172**	**2,383**
Non-current			
Payables	195,654	197,033	1,379
Total non-current liabilities	**195,654**	**197,033**	**1,379**
Total liabilities	**237,443**	**241,205**	**3,762**
NET ADMINISTERED ASSETS	**110,925**	**138,263**	**27,338**
TOTAL ADMINISTERED EQUITY	**110,925**	**138,263**	**27,338**

Explanation of major variances

Administered item appropriation

Variance of ($100.865m) mainly reflects the deferral of funding to 2023–24 for the Cross River Rail Delivery Authority of ($66.344m) and for the Mount Isa to Townsville Rail Line ($33.500m).

Grants and subsidies

Variance of ($100.420m) mainly reflects the deferral of funding to 2023–24 for the Cross River Rail Delivery Authority of ($66.344m) and for the Mount Isa to Townsville Rail Line ($33.500m).

Land

Variance of $23.635m mainly consists of $21.632m increase in valuations not budgeted for in 2022–23 and $0.381m in additional rail corridor land received at below fair value.

Equity

Variance of $27.338m mainly due to timing differences to obtain reliable measures for asset revaluation increments which were not able to be determined at the time of budget development.

Department of Transport and Main Roads
Notes to the financial statements 2022–23 (continued)

MANAGEMENT CERTIFICATE OF THE DEPARTMENT OF TRANSPORT AND MAIN ROADS
for the year ended 30 June 2023

These general purpose financial statements have been prepared pursuant to section 62(1) of the *Financial Accountability Act 2009* (the Act), section 38 of the *Financial and Performance Management Standard 2019* and other prescribed requirements. In accordance with section 62(1)(b) of the Act we certify that in our opinion:

a)   the prescribed requirements for establishing and keeping the accounts have been complied with in all material respects; and

b)   the financial statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of the Department of Transport and Main Roads for the financial year ended 30 June 2023 and of the financial position of the department at the end of that year.

The Director-General, as the Accountable Officer of the Department, acknowledges responsibility under sections 7 and 11 of the *Financial and Performance Management Standard 2019* for the establishment and maintenance, in all material respects, of an appropriate and effective system of internal controls and risk management processes with respect to financial reporting throughout the reporting period.

Nick Shaw FCPA
Chief Finance Officer

29 August 2023

Sally Stannard BE/BA Hons, Dip Eng Prac
Acting Director-General

29 August 2023

Queensland
Audit Office
Better public services

INDEPENDENT AUDITOR'S REPORT

To the Accountable Officer of the Department of Transport and Main Roads

Report on the audit of the financial report

Opinion

I have audited the accompanying financial report of the Department of Transport and Main Roads.

In my opinion, the financial report:

a)   gives a true and fair view of the department's financial position as at 30 June 2023, and its financial performance and cash flows for the year then ended

b)   complies with the *Financial Accountability Act 2009*, the *Financial and Performance Management Standard 2019* and Australian Accounting Standards.

The financial report comprises the statement of financial position and statement of assets and liabilities by major departmental service as at 30 June 2023, the statement of comprehensive income, statement of changes in equity, statement of cash flows and statement of comprehensive income by major departmental service for the year then ended, notes to the financial statements including summaries of significant accounting policies and other explanatory information, and the management certificate.

Basis for opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

I am independent of the department in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

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

Key audit matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial report for the current period. I addressed these matters in the context of my audit of the financial report as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

Queensland Audit Office

Better public services

Valuation of infrastructure assets ($86.560 billion) and estimating depreciation expense ($1.157 billion)

Refer to note 15 in the financial report

Key audit matter	How my audit addressed the key audit matter
The fair value measurement of infrastructure assets is based on current replacement cost (cost approach). The valuations are dependent on certain key assumptions that require significant management judgement including for the following: • componentising the assets into the significant parts that have different useful lives. • classifying assets into categories that have similar replacement costs. • estimating the gross replacement cost for each combination of asset component and category to develop unit rates for the modern equivalent asset. • estimating the remaining useful life of each asset.	My procedures included, but were not limited to: • assessing the reasonableness of the methods and accounting principles used in the cost approach and depreciation expense estimates • evaluating the qualifications, competence, capability, and objectivity of the internal subject matter experts involved in developing and approving internally generated unit rates • examining a sample of the input data used in the unit pricing model for relevance, completeness, and accuracy • examining a sample of unit rates and evaluating the reasonableness of key assumptions and relevance, completeness, and accuracy of supporting documentation • examining a sample of asset valuation movements since the last revaluation date and corroborating the changes with other available information • examining the reasonableness of the funding available used as input for the remaining useful lives and relevance of supporting documentation for the estimates • testing the mathematical accuracy of the infrastructure valuation and depreciation models.

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Recognition and measurement of *service concession assets ($14.097 billion), borrowings – financial liabilities on service concession arrangements ($630.066 million) and other liabilities on service concession arrangement ($7.155 billion)*

Refer to note 16 and note 18 in the financial report

Key audit matter	How my audit addressed the key audit matter
AASB 1059 *Service Concession Arrangements: Grantors* involves a high degree of complexity and certain key assumptions that require significant management judgement including the following: - estimating the recognition and measurement of the service concession asset at current replacement cost in accordance with the cost approach described in AASB 13 *Fair Value Measurement*: - componentising the assets into the significant parts that have different useful lives. - classifying assets into categories that have similar replacement costs. - estimating the gross replacement cost for each combination of component and asset category to develop unit rates for the modern equivalent asset. - estimating the remaining useful life of each asset. - classifying and measuring the service concession liabilities as a financial liability or unearned revenue depending on how the operator is compensated.	My procedures included, but were not limited to: - assessing the appropriateness of the recognition and accounting measurement principles used to determine the value and classification of service concession assets, unearned revenue and financial liabilities on service concession arrangements. - evaluating the qualifications, competence, capability and objectivity of the internal and external subject matter experts involved in developing the current replacement cost valuations for service concession assets - examining the measurement estimates of service concession assets, unearned revenue and financial liabilities on service concession arrangements and evaluating a sample of supporting documentation for reasonableness, relevance, completeness and accuracy. - testing the mathematical accuracy of the models used to calculate the service concession assets, unearned revenue estimates and financial liabilities including depreciation, interest and service payments.

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Responsibilities of the department for the financial report

The Accountable Officer is responsible for the preparation of the financial report that gives a true and fair view in accordance with the *Financial Accountability Act 2009*, the *Financial and Performance Management Standard 2019* and Australian Accounting Standards, and for such internal control as the Accountable Officer determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

The Accountable Officer is also responsible for assessing the department's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the department or to otherwise cease operations.

Auditor's responsibilities for the audit of the financial report

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. This is not done for the purpose of forming an opinion on the effectiveness of the department's internal controls, but allows me to form an opinion on compliance with prescribed requirements.

- Evaluate the appropriateness of material accounting policy information used and the reasonableness of accounting estimates and related disclosures made by the department.

- Conclude on the appropriateness of the department's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the department's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. I base my conclusions on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the department to cease to continue as a going concern.

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- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Accountable Officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

From the matters communicated with the Accountable Officer, I determine those matters that were of most significance in the audit of the financial report of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on other legal and regulatory requirements

Statement

In accordance with s.40 of the *Auditor-General Act 2009*, for the year ended 30 June 2023:

a)   I received all the information and explanations I required.

b)   I consider that, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.

Prescribed requirements scope

The prescribed requirements for the establishment and keeping of accounts are contained in the *Financial Accountability Act 2009*, any other Act and the *Financial and Performance Management Standard 2019*. The applicable requirements include those for keeping financial records that correctly record and explain the department's transactions and account balances to enable the preparation of a true and fair financial report.

Vaughan Stemmett
as delegate of the Auditor-General

31 August 2023
Queensland Audit Office
Brisbane

Appendices

Appendix 1 – Legislation administered by the department

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

Minister for Transport and Main Roads

- *Air Navigation Act 1937*
- *Century Zinc Project Act 1997 (sections 5(2) to (7), 11, 12 and 13)*
- *Civil Aviation (Carriers' Liability) Act 1964*
- *Cross River Rail Delivery Authority Act 2016*
- *Gold Coast Waterways Authority Act 2012*
- *Heavy Vehicle National Law Act 2012*
- *Maritime Safety Queensland Act 2002*
- *Photo Identification Card Act 2008*
- *Queensland Rail Transit Authority Act 2013*
- *Rail Safety National Law (Queensland) Act 2017*
- *State Transport Act 1938*
- *State Transport (People Movers) Act 1989*
- *Sustainable Ports Development Act 2015*
- *Thiess Peabody Mitsui Coal Pty. Ltd. Agreements Act 1965**
- *Tow Truck Act 1973*
- *Transport Infrastructure Act 1994*
- *Transport Operations (Marine Pollution) Act 1995*
- *Transport Operations (Marine Safety) Act 1994*
- *Transport Operations (Marine Safety – Domestic Commercial Vessel National Law Application) Act 2016*
- *Transport Operations (Passenger Transport) Act 1994*
- *Transport Operations (Road Use Management) Act 1995*
- *Transport Planning and Coordination Act 1994*
- *Transport (South Bank Corporation Area Land) Act 1999*
- *Transport Security (Counter-Terrorism) Act 2008*

*Except to the extent administered by the Treasurer and Minister for Trade and Investment and the Minister for Resources.

Appendix 2 – Associated authorities

TMR works collaboratively with three statutory authorities, four government-owned corporations (GOC) and one publicly owned private (Pty Ltd) company. TMR also provides strategic advice to the Minister for the Ports and Gold Coast Waterways Authority.

Statutory authorities

- Gold Coast Waterways Authority
- Queensland Rail
- Cross River Rail Delivery Authority

Government-owned corporations

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

Government-owned corporation with shareholding Ministerial obligations.

Publicly-owned private company

- Transmax Pty Ltd**

**Director-General of TMR is the company's sole shareholder.*

Gold Coast Waterways Authority

The Gold Coast Waterways Authority was established to strategically plan for, facilitate, and manage the development and use of the Gold Coast waterways. The authority manages the waterways south of the Logan River to the New South Wales border. The Gold Coast Waterways Authority operates in accordance with the *Gold Coast Waterways Authority Act 2012*.

> For more information visit:
> https://gcwa.qld.gov.au/our-publications/#reports

Queensland Rail

Queensland Rail is a statutory authority and operates in accordance with the *Queensland Rail Transit Authority Act 2013*. It is responsible for the operation of passenger rail services and ensuring that supporting rail infrastructure remains safe, reliable, and at a fit-for-purpose standard.

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

> For more information visit:
> www.queenslandrail.com.au/aboutus/governance/annualreports

Cross River Rail Delivery Authority

The Cross River Rail Delivery Authority was created to plan, carry out, promote, and coordinate activities to facilitate economic development and development for community purposes, in a cross river rail priority development area, and to facilitate the efficient delivery of the cross river rail project and transport-related projects. The *Cross River Rail Delivery Authority Act 2016* has been administered by TMR's Director-General since 12 November 2020. The Director-General is also Chairperson of the Cross River Rail Delivery Board.

> For more information visit:
> https://crossriverrail.qld.gov.au

Shareholding ministers

The above listed ports are GOCs governed under the *Government Owned Corporations Act 1993*. Each GOC must fulfil its obligations and keep the shareholding minister(s) reasonably informed of the operations, financial performance, financial position, and governance of the company and its subsidiaries. The companies must report in a timely manner on all issues likely to have a significant financial or operating impact. Each must also develop a Corporate Plan, Statement of Corporate Intent, and table an annual performance report each year which are available on their website.

Transmax

Transmax Pty Ltd is an unlisted Australian company incorporated in 2002. Transmax is wholly owned by TMR and is governed by a board of independent directors. Transmax provides traffic management systems and other Intelligent Transport Systems (ITS) used to optimise the traffic system and reduce congestion and supports other transport departments around Australia to achieve safer and more reliable road journeys.

> For more information visit:
> https://www.transmax.com.au/who-we-are/corporate-publications/

Appendix 3 – Performance statements 2022–23

Service area: Transport System Investment Planning and Programming

Service area objective

To develop and prioritise transport policy and investment to support economic and regional development and meet Queensland's long term transport needs.

Table 19: Transport System Investment Planning and Programming effectiveness measures

Service standards	Notes	2022–23 Target / Estimate	2022–23 Actual
Urban road system condition – the percentage of urban state-controlled roads with condition better than the specified benchmark	1	97–99%	98.66%
Rural road system condition – the percentage of rural state-controlled roads with condition better than the specified benchmark	2	95–97%	96.40%
Road ride quality – Traffic weighted roughness (percentage of the network in very poor/poor condition)	3	11.0–12.0%	11.01%

Table 20: Transport System Investment Planning and Programming efficiency measure

Service standards	Notes	2022–23 Target / Estimate	2022–23 Actual
Administrative cost to plan, develop and manage the Queensland Transport and Roads Investment Program (QTRIP) as a percentage of the overall value of the program	4, 5	1.0%	0.30%

Notes:

1. The 2022–23 Actual is not available due to technical issues affecting data source availability. This has resulted in TMR being unable to calculate and publish an Actual result for the 12 month period ending 30 June 2023. The most recent data received is for the 3 month period ending 31 March 2023, where the percentage of urban state-controlled roads with condition better than the specified benchmark (urban road system condition) is 98.66 per cent.

2. The 2022–23 Actual is not available due to technical issues affecting data source availability. This has resulted in TMR being unable to calculate and publish an Actual result for the 12 month period ending 30 June 2023. The most recent data received is for the 3 month period ending 31 March 2023, where the percentage of rural state-controlled roads with condition better than the specified benchmark (rural road system condition) is 96.40 per cent.

3. The 2022–23 Actual is not available due to technical issues affecting data source availability. This has resulted in TMR being unable to calculate and publish an Actual result for the 12 month period ending 30 June 2023. The most recent data received is for the 3 month period ending 31 March 2023, where the traffic weighted roughness (percentage of the network in very poor/poor condition) (road ride quality) is 11.01 per cent.

4. This service standard has been discontinued for the 2023–24 Service Delivery Statements and has been replaced by 'Administrative cost to plan and develop the Queensland Transport and Roads Investment Program (QTRIP) per $1000 of the overall value of the program' which is a more suitable measure of efficiency for the Service area 'Transport System Investment Planning and Programming'.

5. The variance between the 2022–23 Target/Estimate and 2022–23 Actual has been achieved by managing administration costs through efficiencies and savings.

Service area: Transport Infrastructure Management and Delivery

Service area objective

To maintain and operate an integrated transport network accessible to all.

Service: Transport Infrastructure Management

Table 21: Transport Infrastructure Management effectiveness measures: South East Queensland road network efficiency—average travel time (minutes) per 10 kilometres

Service standards	Notes	2022–23 Target / Estimate	2022–23 Actual
AM peak		9.5 mins	9.6 mins
Off peak		9.2 mins	9.3 mins
PM peak	1	10.0 mins	10.6 mins

Table 22: Transport Infrastructure Management effectiveness measures: South East Queensland road network reliability—percentage of the road network with reliable travel times

Service standards	Notes	2022–23 Target / Estimate	2022–23 Actual
AM peak		86%	86%
Off peak		90%	89%
PM peak		79%	77%

Table 23: Transport Infrastructure Management effectiveness measures: South East Queensland road network productivity—percentage of the road network with good productivity

Service standards	Notes	2022–23 Target / Estimate	2022–23 Actual
AM peak		75%	72%
Off peak		75%	73%
PM peak		71%	67%

Table 24: Transport Infrastructure Management effectiveness measures: South East Queensland arterial intersection performance—percentage of intersections congested less than 20 minutes per hour

Service standards	Notes	2022–23 Target / Estimate	2022–23 Actual
AM peak		87%	87%
Off peak		91%	90%
PM peak		81%	80%

Table 25: Transport Infrastructure Management efficiency measure

Service standards	Notes	2022–23 Target / Estimate	2022–23 Actual
Average cost per 100 vehicle kilometres travelled to operate state-controlled roads		$0.09	$0.09

Service: Transport Infrastructure Delivery

Table 26: Transport Infrastructure Delivery effectiveness measure

Service standards	Notes	2022–23 Target / Estimate	2022–23 Actual
Number of fatal crashes on state-controlled roads per 100 million vehicle kilometres travelled where the road condition was likely to be a contributing factor		0.05	0.05

Table 27: Transport Infrastructure Delivery efficiency measure

Service standards	Notes	2022–23 Target / Estimate	2022–23 Actual
Administration costs of managing and delivering the QTRIP as a percentage of the current financial year QTRIP allocation	2, 3	‹5.1%	1.9%

Notes:

1. The variance between the 2022–23 Target/Estimate and 2022–23 Actual is due to a slight increase in average traffic volumes during this peak period. TMR is continuing a multi-faceted approach to tackling traffic congestion in South East Queensland.

2. This service standard has been discontinued for the 2023–24 Service Delivery Statements and has been replaced by 'Administrative cost of delivering the Queensland Transport and Roads Investment Program (QTRIP) per $1000 of the QTRIP published budget' which is a more suitable measure of efficiency for the Service 'Transport Infrastructure Delivery'.

3. The variance between the 2022–23 Target/Estimate and 2022–23 Actual is due to an increase in program budget with relatively stable administrative costs being maintained.

Service area: Transport Safety and Regulation

Service area objective

To enhance the safety of the transport system through quality regulation, road and maritime safety programs.

Table 28: Transport Safety and Regulation effectiveness measures

Service standards	Notes	2022–23 Target / Estimate	2022–23 Actual
Fatalities per 100,000 population on state-controlled roads	1	2.60	2.88
Road fatalities per 100,000 population	1	4.30	5.10
Hospitalised road casualties per 100,000 population	1, 2	110	140.07
Marine fatalities per 100,000 registered vessels regulated in Queensland	3	4.70	6.52

Table 29: Transport Safety and Regulation effectiveness measures—percentage of vessel movements without serious incidents

Service standards	Notes	2022–23 Target / Estimate	2022–23 Actual
Pilotage areas		100%	100%
ReefVTS area		100%	100%

Table 30: Transport Safety and Regulation efficiency measure

Service standards	Notes	2022–23 Target / Estimate	2022–23 Actual
Direct operational cost of Vessel Traffic Services per monitored vessel movement		$607	$551

Notes:

1. The variance between the 2022–23 Target/Estimate and 2022–23 Actual is based on a number of societal influences that can vary throughout the year resulting in changes in the number of road crashes. The new Queensland Road Safety Strategy 2022–31 and the first Road Safety Action Plan (2022–2024) under the new strategy have been developed and recently announced. The Action Plan contains 20 actions for implementation over the next 3 years and focus on areas such as motorcycle safety, drug driving, young drivers, and road safety on regional and rural roads.

2. The 2022–23 Actual is not available due to delays in receiving data sets from other agencies' reporting systems. This has resulted in TMR being unable to calculate and publish an Actual result for the 12 month period ending 31 December 2022. The most recent data received is for the 12 month period ending 30 September 2022, where the preliminary number of hospitalised road casualties is 7416 which equates to a rate of 140.07 hospitalised casualties per 100,000 population.

3. The variance between the 2022–23 Target/Estimate and 2022–23 Actual reflects the ongoing impact of an unexpected increase in the number of vessels registered during the COVID-19 pandemic. Fatalities caused by non-conformance to marine safety standards and regulations has outpaced the increase in registered vessels. Maritime Safety Queensland is continuing to review and progress policy, education, and compliance activities that reinforce safe boating behaviours.

Service area: Customer Experience

Service area objective

To understand evolving customer needs and expectations, to improve customer experiences and reduce complaints.

Table 31: Customer Experience effectiveness measures

Service standards	Notes	2022–23 Target / Estimate	2022–23 Actual
Overall customer satisfaction with transactional services (on a scale of 1 to 10)		8.0	8.2
Customer service complaints in South East Queensland per 10,000 trips		‹ 3.0	2.3

Table 32: Customer Experience effectiveness measures—customer experience ratings of passenger transport service by type (on a scale of 1 to 5)

Service standards	Notes	2022–23 Target / Estimate	2022–23 Actual
South East Queensland bus		≥ 3.5	4.1
South East Queensland rail		≥ 3.5	3.9
South East Queensland ferry		≥ 3.5	4.5
South East Queensland tram		≥ 3.5	4.3
Regional urban bus		≥ 3.5	4.2

Table 33: Customer Experience efficiency measures

Service standards	Notes	2022–23 Target / Estimate	2022–23 Actual
Average unit cost per transaction in a Customer Service Centre		$22.80	$21.68
Average cost per customer call enquiry – Translink Contact Centre	1	$6.39	$6.53

Notes:

1. The variance between the 2022–23 Target/Estimate and 2022–23 Actual is due to a lower-than-expected call volume for the period, resulting in a higher average cost per customer call enquiry.

Service area: Passenger Transport Services

Service area objective

To connect Queensland through reliable and accessible passenger transport services.

Table 34: Passenger Transport Services effectiveness measures: Patronage on government contracted services (millions)—South East Queensland

Service standards	Notes	2022–23 Target / Estimate	2022–23 Actual
Bus		93.36	97.18
Rail		43.04	41.45
Tram		8.74	10.39
Ferry		4.04	4.23
South East Queensland total	1	149.18	153.25

Table 35: Passenger Transport Services effectiveness measures: Patronage on government contracted services (millions)—Rest of Queensland

Service standards	Notes	2022–23 Target / Estimate	2022–23 Actual
Regional air	2	0.14	0.15
Long distance bus		0.06	0.08
Regional urban bus		7.80	9.18
Traveltrain		0.27	0.34
Regional ferry		2.02	2.31
Rest of Queensland total	2	10.29	12.06

Table 36: Passenger Transport Services effectiveness measures—Citytrain

Service standards	Notes	2022–23 Target / Estimate	2022–23 Actual
Average on-time running performance in peak times – Citytrain	3	95.0%	91.65%
Scheduled services delivered – Citytrain	3	99.5%	99.24%

Table 37: Passenger Transport Services efficiency measure

Service standards	Notes	2022–23 Target / Estimate	2022–23 Actual
Cost per passenger trip to administer statewide government contracted passenger transport services		$20.36	$19.47

Notes:

1. South East Queensland 2022–23 Actual patronage of 153.25 million is 4.07 million trips above the 2022–23 Target/Estimate of 149.18 million, as the network continues to recover from the impacts of COVID-19. Tram was the best performing mode, supported by strong tourism demand on the Gold Coast. The return to an uninterrupted school year assisted bus in achieving a higher than targeted result. Rail is the only mode which came in under target. Rail continues to recover, but the recovery in the groups of Adult and Tertiary has been slower than anticipated.

2. The 2022–23 Target/Estimate published for regional air in the 2022–23 Service Delivery Statements of 0.12 million was subject to a calculation error and should be 0.14 million, which has resulted in the Rest of Queensland 2022–23 Target/Estimate being updated from 10.27 million to 10.29 million.

3. The variance between the 2022–23 Target/Estimate and 2022–23 Actual is due to a variety of factors including track and signal failures and boom gate strikes.

Service area: (RoadTek) Transport Infrastructure Construction and Maintenance

Service area objective

To provide transport infrastructure solutions, including construction and maintenance services to enable the department to deliver on Queensland Government priorities, with a focus on best value outcomes for our customers, stakeholders and the community.

Table 38: (RoadTek) Transport Infrastructure Construction and Maintenance effectiveness measure

Service standards	Notes	2022–23 Target / Estimate	2022–23 Actual
Customers' and stakeholders' overall value of RoadTek (on a scale of 1 to 5)		›4	4.59

Table 39: (RoadTek) Transport Infrastructure Construction and Maintenance efficiency measures

Service standards	Notes	2022–23 Target / Estimate	2022–23 Actual
Long-term debt / equity	1	9.9%	10.4%
Long-term debt / total assets		7.2%	7.7%
Return on equity	2	10.5%	9.7%
Return on revenue (after tax)	2	2.5%	2.1%
Profit margin (earnings before income tax / user charges)	2	3.5%	3.1%

Notes:

1. The variance between the 2022–23 Target/Estimate and 2022–23 Actual is due to long-term debt remaining stable while equity position had fluctuated due to slightly lower than expected trading results. Dividend payment due to rising input costs with an on-budget performance expected in 2023–24.

2. The variance between the 2022–23 Target/Estimate and 2022–23 Actual is partially due to rising input costs resulting from inflationary pressures on many commodities.

Service area: Customer and Digital Services

Service area objective

To benefit Queenslanders and their businesses by delivering and improving government services and investing in a digitally enabled economy.

Table 40: Customer and Digital Services effectiveness measures

Service standards	Notes	2022–23 Target / Estimate	2022–23 Actual
Percentage of customers satisfied with the services provided by Smart Service Queensland on behalf of government agencies		≥90%	94%
Percentage of data sets available on data.qld.gov.au achieving a data usability rating of 3 out of 5 or higher		≥75%	76.03%
Percentage of whole-of-government ICT spend awarded to small to medium sized enterprises (transactions over $5000)	1	25%	23.1%

Table 41: Customer and Digital Services efficiency measures

Service standards	Notes	2022–23 Target / Estimate	2022–23 Actual
Cost per customer interaction (phone, counter, online , SMS) provided by Smart Service Queensland	2, 3	$1.00	$0.66
Operating cost per $1000 of managed spend on ICT products and services	4	‹$10	$3.50

Notes:

1. The variance between the 2022–23 Target/Estimate and 2022–23 Actual is due to the Target/Estimate representing a target which is challenged by the ICT category operating environment being characterised by majority large multinational and national suppliers.

2. The wording of this service standard has been amended to include SMS interactions from the 2022–23 Service Delivery Statements.

3. The variance between the 2022–23 Target/Estimate and 2022–23 Actual is due to the decreasing cost per customer interaction resulting from new lower cost channels, such as SMS, as well as significant growth in online interactions.

4. The variance between the 2022–23 Target/Estimate and 2022–23 Actual is due to a 10 per cent decrease in ICT strategic sourcing operating expenses.

Commercialised Business Unit: CITEC

Objective

To provide whole-of-government and commercial information and technology solutions that support the delivery of frontline services to Queensland communities and businesses.

Service: CITEC ICT

Table 42: CITEC ICT effectiveness measures

Service standards	Notes	2022–23 Target / Estimate	2022–23 Actual
CITEC ICT overall customer satisfaction	1	›75%	90%
CITEC ICT service availability		99.9%	99.99%

Table 43: CITEC ICT efficiency measure

Service standards	Notes	2022–23 Target / Estimate	2022–23 Actual
CITEC ICT earnings before interest and tax less depreciation and amortisation (EBITDA)	2	$15.009M	$19.650M

Service: CITEC IB

Table 44: CITEC IB effectiveness measure

Service standards	Notes	2022–23 Target / Estimate	2022–23 Actual
CITEC IB overall customer satisfaction	1	›80%	88%

Table 45: CITEC IB efficiency measure

Service standards	Notes	2022–23 Target / Estimate	2022–23 Actual
CITEC IB earnings before interest and tax less depreciation and amortisation (EBITDA)	3	$16,000	-$1.410M

Notes:

1. The positive variance between the 2022–23 Target/Estimate and 2022–23 Actual is due to CITEC's ongoing commitment to service excellence and strategic focus on positive engagements and partnerships.

2. The variance between the 2022–23 Target/Estimate and the 2022–23 Actual is due to higher than budgeted revenue resulting from increased usage of CITEC services and the addition of new customers, as well as lower than budgeted expenses.

3. The variance between the 2022–23 Target/Estimate and the 2022–23 Actual is due to several factors including reduced revenue combined with an increase in expenditure associated with the replacement of a key legacy financial system.

Shared Service Provider: Queensland Shared Services

Objective

To provide effective corporate services that support Queensland Government entities.

Service: Transactional and advisory human resource services

Table 46: Transactional and advisory human resource services effectiveness measures

Service standards	Notes	2022–23 Target / Estimate	2022–23 Actual
Overall customer satisfaction with human resources services		80%	82%

Table 47: Transactional and advisory human resources services efficiency measures

Service standards	Notes	2022–23 Target / Estimate	2022–23 Actual
Number of pays processed per FTE per fortnight	1	345	375

Service: Transactional and advisory finance services

Table 48: Transactional and advisory finance services effectiveness measures

Service standards	Notes	2022–23 Target / Estimate	2022–23 Actual
Overall customer satisfaction with Finance Services	2	80%	85%

Table 49: Transactional and advisory finance services efficiency measures

Service standards	Notes	2022–23 Target / Estimate	2022–23 Actual
Number of accounts payable transactions processed per FTE per annum	3	13,500	19,340

Notes:

1. The variance between the 2022–23 Target/Estimate and the 2022–23 Actual is due to productivity efficiencies.

2. The variance between the 2022–23 Target/Estimate and the 2022–23 Actual is due to a continued customer service focus on delivering quality and timely services.

3. The variance between the 2022–23 Target/Estimate and the 2022–23 Actual is due to an increase in process automation volumes.

Shared Service Provider: Corporate Administration Agency

Objective

To provide effective corporate services that support Queensland Government entities, primarily statutory bodies.

Table 50: Corporate Administration Agency effectiveness measures

Service standards	Notes	2022–23 Target / Estimate	2022–23 Actual
Overall customer satisfaction with CAA Services	1	90%	85%
Overall customers consider CAA services are value for money		95%	100%

Table 51: Corporate Administration Agency efficiency measures

Service standards	Notes	2022–23 Target / Estimate	2022–23 Actual
CAA operating surplus/(deficit)	2	+2%	-2.50%
Cost per pay for salary-based employees		≤ $15.82	$15.52

Notes:

1. The variance between the 2022–23 Target/Estimate and the 2022–23 Actual is largely due to a decrease in satisfaction in some CAA service lines; attributable to greater than forecast demands in these areas and key staff turnover within both CAA and customers.

2. The variance between the 2022–23 Target/Estimate and the 2022–23 Actual is due to unforeseen delays in forecasted projects being completed which is attributed to greater than forecast demands on business-as-usual services.

Appendix 4 – Camera Detected Offence Program

Note. Total 2022–23 expenditure on Camera Detected Offence Program (CDOP) related activities can include funding from prior year and expenditure brought forward.

Revenue

Table 52: CDOP financial overview for 2022–23

Revenue	$'000
Department of Transport and Main Roads	32,171
Queensland Treasury	408,966
Total Revenue	441,137

Administrative/operational costs

Table 53: CDOP financial overview for 2022–23—Administrative/operational costs

Expenditure	$'000
Department of Transport and Main Roads - operating	24,956
Department of Transport and Main Roads - equity	13,343
Queensland Police Service - operating (including road safety enforcement initiatives)	35,925
Queensland Police Service - equity	2193
Queensland Treasury	33,421
Total administrative/operational costs	109,838

Expenditure from remaining revenue

Table 54: CDOP financial overview for 2022–23—Road safety education and awareness and enabling practices

Expenditure	$'000
Department of Transport and Main Roads - operating	23,468
Department of Transport and Main Roads - equity	3266
Queensland Fire and Emergency Services	1051
Queensland Police Service - operating	1217
Queensland Police Service - equity	52

Table 55: CDOP financial overview for 2022–23—Road accident injury rehabilitation programs

Expenditure	$'000
Queensland Health - to support the purchase of blood products used in the treatment of victims of road trauma	4500

Table 56: CDOP financial overview for 2022–23—Improvements to the safety of state-controlled roads

Expenditure	$'000
Department of Transport and Main Roads - operating	2472
Department of Transport and Main Roads - equity	202,234

Table 57: CDOP financial overview for 2022–23—Totals

Totals	$'000	$'000
Total Revenue		441,137
Total administrative/operational costs	*109,838*	
Total Expenditure from remaining revenue	*238,260*	
Total Expenditure 2022–23		348,098
Total Revenue less Total Expenditure		93,039

Community attitudes

The following results were drawn from recent research* indicating that the community generally regards speeding to be a dangerous and unacceptable behaviour. With regards to low-level speeding, the community has paradoxical attitudes, such that they understand the risks associated with the behaviour, but many still report engaging in the behaviour themselves.

Of those motorists surveyed:

- 80 per cent agreed with the statement 'Speeding is unsafe in most circumstances'.
- 47 per cent agreed with the statement 'Low-level speeding is a major contributor to crashes'.
- 90 per cent agreed with the statement 'The faster you drive, the more severe the crash'.
- 85 per cent agreed with the statement 'If I drive 10 km/h over the speed limit, I have a greater risk of being in a crash, than if I was driving at the speed limit'.
- 27 per cent were classified as compliant with speed limits, while 54 per cent were classified as low-level speeders**.

* Each year, Transport and Main Roads commissions a study investigating road safety attitudes and behaviours, which is conducted by an independent market research company. The 2022 survey asked transport-related questions of a sample of 944 Queensland motorists.

** Respondents were classified as "low-level speeders" if they reported travelling at 1–10 km/h over the posted speed limit for more than 10 per cent of the time they were driving, but never reported travelling more than 20 km/h over the limit.

Figure 5: Mobile speed cameras—Vehicles monitored per notice issued
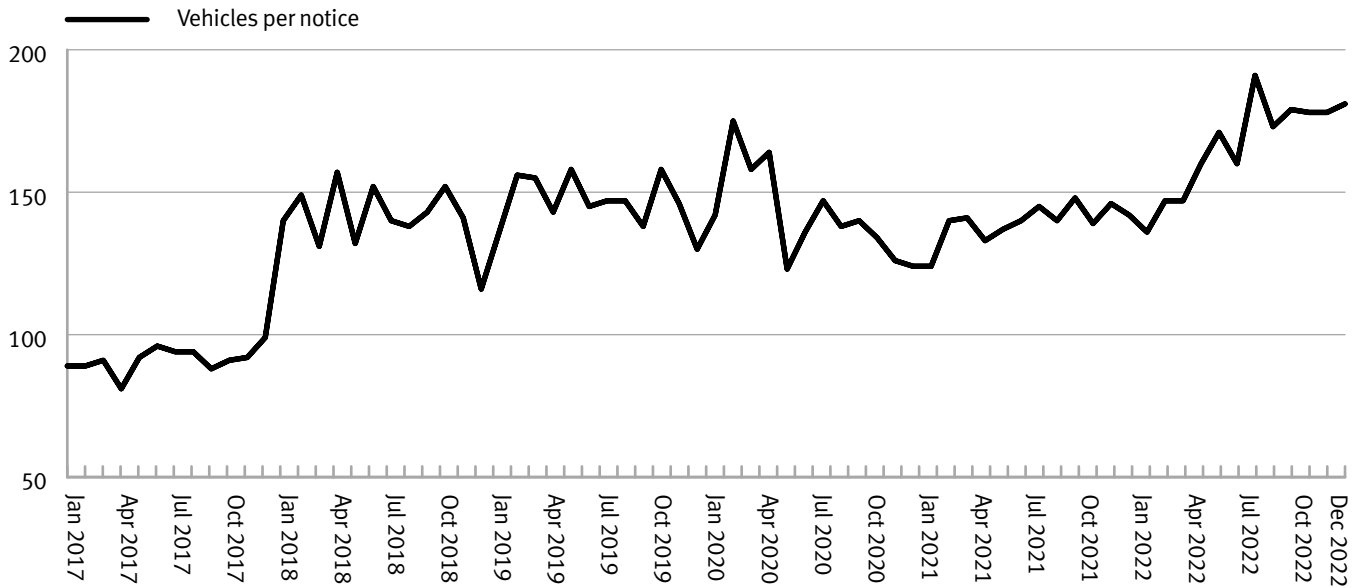
	2017	**2018**	**2019**	**2020**	**2021**	**2022**
Vehicles per notice	1096	1691	1759	1707	1675	2001

Data source: Queensland Police Service.

Note: Prior to 2018 data reported included all mobile speed camera notices including overt, covert and portable camera units. For 2018 onwards, data displays overt and covert cameras only.

Table 58: Number of mobile speed camera infringements per penalty bracket for 2022

Penalty bracket	‹ 13 km/h	13–20 km/h	21–30 km/h	31–40 km/h	› 40 km/h	Total
Number of mobile speed camera infringements	438,010	103,072	14,326	2163	999	558,570
Percentage	78.42%	18.45%	2.56%	0.39%	0.18%	

Data source: Transport and Main Roads Data Analysis Team.

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

Figure 6: Red light cameras—Vehicles monitored per notice issued
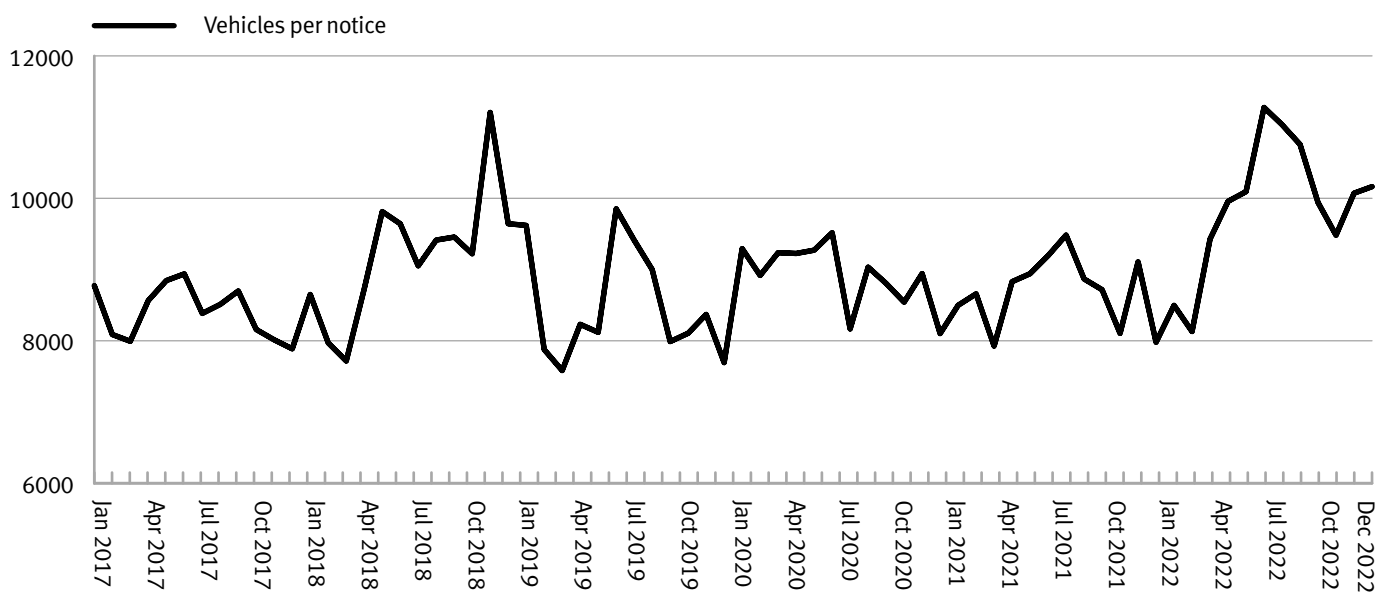
	2017	2018	2019	2020	2021	2022
Vehicles per notice	100,855	110,514	101,852	107,054	104,310	118,833

Data source: Queensland Police Service.

Note: This graph does not include red light camera notices issued by combined red light/speed cameras. See Figure 8.

Figure 7: Fixed speed cameras—Vehicles monitored per notice issued
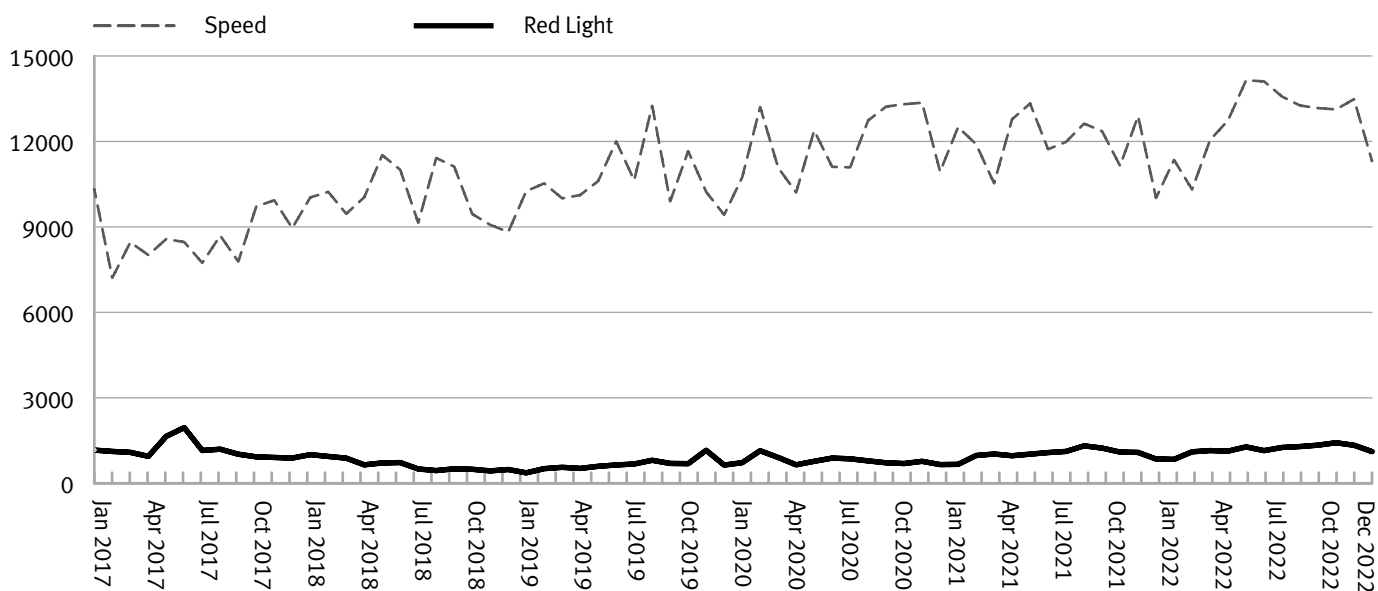
	2017	2018	2019	2020	2021	2022
Vehicles per notice	10,851	13,107	14,918	13,556	15,234	21,156

Data source: Queensland Police Service.

Note: This graph does not include fixed speed camera notices issued by combined red light/speed cameras. See Figure 8.

Table 59: Number of fixed speed camera infringements per penalty bracket for 2022

Penalty bracket	Less than 13 km/h	13–20 km/h	21–30 km/h	31–40 km/h	More than 40 km/h	Total
Number of fixed speed camera infringements	134,667	23,014	2895	564	336	161,476
Percentage	83.40%	14.25%	1.79%	0.35%	0.21%	

Data source: Queensland Police Service.

Notes: Penalty bracket is vehicle exceeding the speed limited by this amount. This data reflects all fixed speed camera notices including those detected by combined red light/speed cameras.

Figure 8: Combined red light/speed camera—Vehicles monitored per notice issued
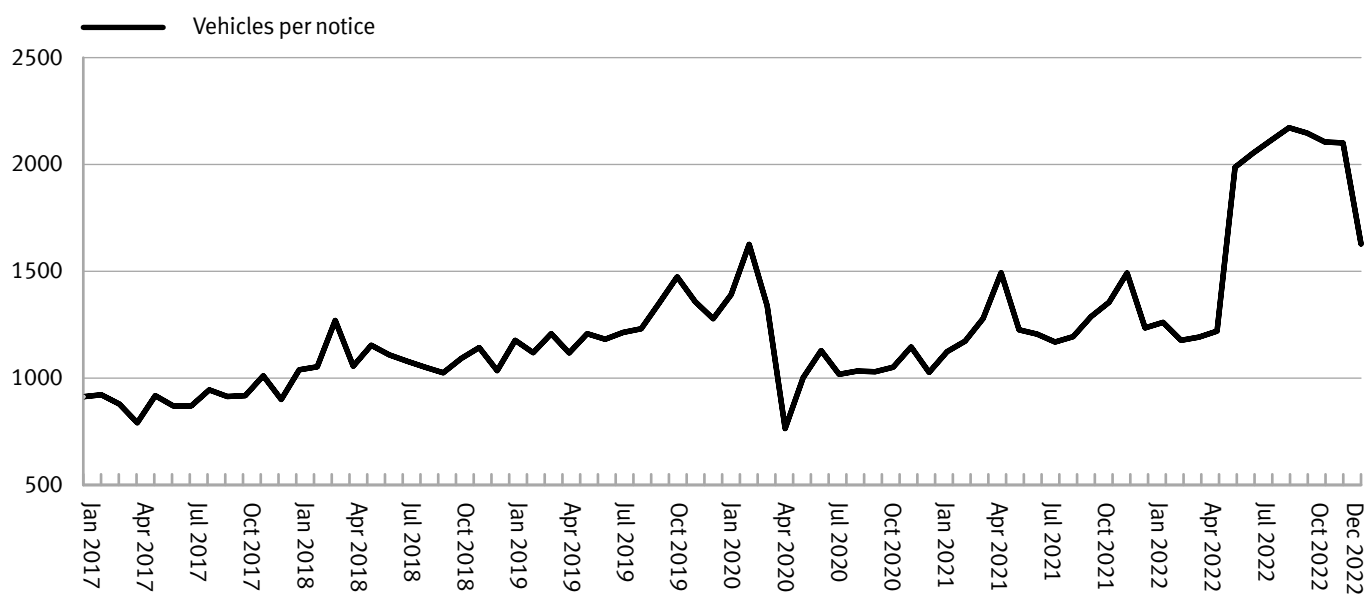
	2017	2018	2019	2020	2021	2022
Vehicles per notice: Speed	14,013	7795	7879	9570	12,443	14,411
Vehicles per notice: Red Light	103,863	121,319	128,607	143,378	143,791	152,630

Data source: Queensland Police Service.

*Notes: * Combined red light/speed cameras were introduced on 2 August 2011.*

Table 60: Number of point-to-point speed camera infringements per penalty bracket for 2022

Penalty bracket	Less than 13 km/h	13–20 km/h	21–30 km/h	31–40 km/h	More than 40 km/h	Total
Number of point-to-point speed camera infringements	4295	2661	378	79	26	7439
Percentage	57.74%	35.77%	5.08%	1.06%	0.35%	

Data source: Queensland Police Service.

Notes: Penalty bracket is vehicle exceeding the speed limit by this amount.

A point-to-point (or average) speed camera system uses a number of cameras over a length of road to measure a vehicle's average speed. The system uses the time it takes for a vehicle to travel between the two points to calculate the average speed of the vehicle: Speed = Distance ÷ Time.

Appendix 5 – Transport operator payments

Passenger transport operator payments: South East Queensland

Payments are for the period of 1 July 2022 to 30 June 2023 and are GST exclusive

Bus

Table 61: Passenger transport operator payments: South East Queensland—Bus

Operator	$ Amount 2022–23
Brisbane Bus Lines Pty Ltd ACN 009 739 593	173,452
Brisbane City Council (Transport for Brisbane) ABN 72 002 765 795	356,314,364
Bus Queensland Pty Ltd ACN 010 516 757 t/a Park Ridge Transit	17,506,413
Bus Queensland (Lockyer Valley) Pty Ltd ACN 140 535 888	1,792,991
CDC South East Queensland Pty Ltd ACN 085 000 693	15,879,428
Caboolture Bus Lines Pty Ltd ACN 010 974 599	14,471,154
Reginald Graham Clark & Yvonne Hazel Clark t/a Clarks Bus Service ABN 26 755 113 656	35,774,185
GK & JM Thompson Pty Ltd ACN 064 465 176 t/a Thompson Bus Services	10,700,988
Hornibrook Bus Lines Pty Ltd ACN 010 013 224	20,263,713
Mt Gravatt Bus Service Pty Ltd ACN 010 232 827 atf The L G Cole Family Trust	5,660,915
S & S Webster Investments Pty Ltd ACN 004 804 497 t/a Kangaroo Bus Lines	19,213,253
Southern Cross Transit (QLD) Pty Ltd ACN 097 130 615 atf the G. Oliveri Family Trust (QLD)	205,173
Surfside Buslines Pty Ltd ACN 010 957 552	103,496,842
Transdev Queensland Pty Ltd ACN 087 046 044	30,139,727
Transit Australia Pty Limited ACN 065 794 943 t/a Sunshine Coast Sunbus	44,062,771
Westside Bus Co Pty Ltd ACN 083 497 312 atf Westside Unit Trust	27,274,750
Cavbus Pty Ltd ACN 096 924 677 t/a Logan Coaches	594,013
	$703,524,132

Ferry

Table 62: Passenger transport operator payments: South East Queensland—Ferry

Operator	$ Amount 2022–23
Brisbane City Council (Transport for Brisbane) ABN 72 002 765 795	23,410,625
Amity Trader Pty Ltd ACN 38 951 090 375 atf the trustee for the Scorpio Trust t/a Coochiemudlo Island Ferry Service	341,922
Kellstar Pty Ltd ACN 073 449 439 t/a Stradbroke Flyer	1,158,975
Stradbroke Ferries Pty Ltd ACN 009 725 713	1,008,720
Bits Assets Pty Ltd ACN 54 108 661 945	9,707,417
	$35,627,659

Citytrain

Table 63: Passenger transport operator payments: South East Queensland—Citytrain

Operator	$ Amount 2022–23
Queensland Rail Limited ACN 132 181 090	1,583,249,106

Rail replacement bus services

Table 64: Passenger transport operator payments: South East Queensland—Rail replacement bus services

Operator	$ Amount 2022–23
S & S Webster Investments Pty Ltd ACN 004 804 497 t/a Kangaroo Bus Lines	2,769,232
GK & JM Thompson Pty Ltd ACN 064 465 176 t/a Thompson Bus Services	12,932,535
Yellow Cabs Australia Pty Ltd ACN 620 658 871	14,608
Black & White Cabs Pty Ltd ACN 054 497 353	2346
Suncoast Cabs Ltd ACN 010 183 892	2928
Mt Gravatt Coach & Travel Pty Ltd ACN 052 452 025	489,770
Transdev Queensland ACN 087 046 044	1,356,331
Hornibrook Bus Lines ACN 010 013 224	445,451
Surfside Buslines Pty Ltd ACN 010 957 552	2,585,036
Brisbane City Council (Transport for Brisbane) ABN 72 002 765 795	3,014,347
	$23,612,584

Light rail

Table 65: Passenger transport operator payments: South East Queensland—Light rail

Operator	$ Amount 2022–23
Goldlinq Pty Ltd ACN 147 815 441	63,012,634

On demand transport

Table 66: Passenger transport operator payments: South East Queensland—On demand transport

Operator	$ Amount 2022–23
Surfside Buslines Pty Ltd ACN 010 957 552	1,981,975
Yellow Cabs Australia Pty Ltd ACN 620 658 871	1,029,623
	$3,011,598

Flexilink taxi service

Table 67: Passenger transport operator payments: South East Queensland—Flexilink taxi service

Operator	$ Amount 2022–23
Yellow Cabs Australia Pty Ltd ACN 620 658 871	153,405

Total payments

Table 68: Passenger transport operator payments: South East Queensland—Total payments

	$ Amount 2022–23
Total payments	$2,412,191,118

Passenger transport operator payments: Rest of Queensland

Payments are for the period of 1 July 2022 to 30 June 2023 and are GST exclusive

Regional urban bus

Table 69: Passenger transport operator payments: Rest of Queensland—Regional urban bus

Operator	$ Amount 2022–23
Jewelboost Pty Ltd ACN 55 163 460 081 atf The Porter Family Trust t/a Chillagoe Observatory & Eco-Lodge	7377
Bowen Transit Pty Ltd ACN 105 749 602	183,072
CDC Gladstone Pty Ltd ACN 612 803 406	2,059,554
Campsie Bus Co Pty Ltd ACN 000 953 328 t/a Whitsunday Transit	1,773,126
Cavglass Pty Ltd ACN 124 444 711 t/a Glasshouse Country Coaches	796,194
CDC South East Queensland Pty Ltd ACN 085 000 693 t/a Youngs Bus Service	3,050,608
Duffy's City Buses Pty Ltd ACN 053 761 023 atf The Duffy Trust	1,998,378
Fultonlawn Pty Ltd ACN 010 489 068 atf NHPriebbenow Family Trust t/a Wide Bay Transit	4,630,699
GJ & LE Christensen ABN 50 204 765 641 t/a Christensens Bus and Coach	559,363
CD & JM Haidley ABN 90 759 103 183 t/a Haidley's Panoramic Coaches & Motors	245,282
Hubbards Coaches Pty Ltd ACN 076 988 120 atf Hubbard Family Trust	4110
L.G. Stewart Family Co. Pty Ltd ACN 009 971 617 atf LG Stewart Family Trust	227,161
Mackay Transit Coaches Pty Ltd ACN 050 416 227	4,919,735
Polleys Coaches Pty Ltd ACN 134 694 992	828,385
Stradbroke Island Buses Pty Ltd ACN 151 219 420	359,097
Toowoomba Transit Pty Ltd ACN 135 249 062 t/a Bus Queensland Toowoomba	8,796,760
Trans North Pty Ltd ACN 074 538 159 t/a Trans North Bus and Coach Service	298,037
Transit Australia Pty Ltd ACN 065 794 943 t/a Marlin Coast Sunbus	20,231,220
Transit Australia Pty Ltd ACN 065 794 943 t/a Capricorn Sunbus	3,599,167
Transit Australia Pty Ltd ACN 065 794 943 t/a Townsville Sunbus	15,446,446
Bits Assets Pty Ltd ABN 54 108 661 945	496,033
The trustee for the Shelley Family Trust ABN 53 548 037 515 t/a Altitude Bus Service	2170
The trustee for the Kuhlewein Family Trust ABN 84 513 135 332 t/a Coast and Country Buses	11,220
	$70,523,194

Ferry

Table 70: Passenger transport operator payments: Rest of Queensland—Ferry

Operator	$ Amount 2022–23
Sea-Cat Charters Pty Ltd ABN 73 010 551 925 t/a Peddells Thursday Island Tours	185,681
Sealink Queensland Pty Ltd ACN 148 811 170	3,286,058
	$3,471,739

Long distance rail

Table 71: Passenger transport operator payments: Rest of Queensland—Long distance rail

Operator	$ Amount 2022–23
NSW Trains ACN 325 560 455 (NSW/QLD Interstate Rail Service Between Sydney & Brisbane)	2,950,615
Cairns Kuranda Steam Limited Partnership ACN 997 390 112 (Savannahlander)	2,033,907
Queensland Rail Limited ACN 132 181 090	533,030,478
	$538,015,000

Regional air

Table 72: Passenger transport operator payments: Rest of Queensland—Regional air

Operator	$ Amount 2022–23
Qantas Airways Ltd ACN 009 661 901	3,310,525
Regional Express Pty Ltd ACN 101 325 642	12,260,705
Skytrans Pty Ltd ACN 100 751 139	1,778,107
Hinterland Aviation Pty Ltd ACN 010 617 893	347,636
	$17,696,973

Long distance bus

Table 73: Passenger transport operator payments: Rest of Queensland—Long distance bus

Operator	$ Amount 2022–23
Greyhound Australia Pty Ltd ACN 104 326 383	3,404,030
Mackay Transit Coaches Pty Ltd ACN 050 416 227	381,877
North Burnett Regional Council ABN 23 439 388 197	533,713
Murrays Australia Pty Limited ABN 65 008 468 666 t/a Murrays Coaches	936,795
Trans North Pty Ltd ACN 074 538 159 t/a Trans North Bus and Coach Service	686,793
	$5,943,208

Regional railbus

Table 74: Passenger transport operator payments: Rest of Queensland—Regional railbus

Operator	$ Amount 2022–23
TD & GR Eckel Pty Ltd ACN 074 098 114	235,010
Outback Aussie Tours Pty Ltd ACN 010 813 313	117,907
	$352,917

Total payments

Table 75: Passenger transport operator payments: Rest of Queensland—Total payments

	$ Amount 2022–23
Total payments	$636,003,031

Appendix 6 – Queensland Government bodies (statutory bodies and other entities)

Public Transport Fares Advisory Panel

Act or instrument	Terms of Reference
Functions	The purpose of the Panel is to provide independent expert advice to the Queensland Government on changes it may propose to public transport fares, products, and ticketing in the future.
Achievements	The Panel met once during 2022–23 to consider and provide advice on fare policy proposals.
Financial reporting	Transactions for the Public Transport Fares Advisory Panel are accounted for as part of the Department of Transport and Main Roads' Financial Statements process.

Remuneration

Position	Name	Meetings/session attendance	Approved annual, sessional or daily fee	Approved sub-committee fees if applicable	TMR payments
Chair	Paul Low	1	$390 daily	N/A	$195
Member	Matthew Burke	1	$300 daily	N/A	$0
Member	Julie Castle	0	$300 daily	N/A	$0
Member	Blaise Itabelo	1	$300 daily	N/A	$150
Member	Gail Ker	1	$300 daily	N/A	$150
Member	Adrienne Ward	1	$300 daily	N/A	$150
No. scheduled meetings/sessions		1			
Total TMR payments			$645		

Queensland Accessible Transport Advisor Council (QATAC)

Act or instrument	Terms of Reference
Functions	The purpose of the Panel is to provide independent strategic policy and accessibility advice on significant transport and infrastructure projects across the Queensland Government transport portfolio.
Achievements	The Council met six times during 2022–23 to consider and provide advice transport and infrastructure projects.
Financial reporting	Transactions for the Queensland Accessible Transport Advisory Council are accounted for as part of the Department of Transport and Main Roads' Financial Statements process.

Remuneration

Position	Name	Meetings/ session attendance	Approved annual fee	Approved sub-committee fees if applicable	TMR payments
Chair	Michael Forde	5	$6,000 p.a.	N/A	$6,000
Deputy Chair	John Mayo	6	$3,500 p.a.	N/A	$3,885
Member	Natalie Nauman	6	N/A - Queensland Public Servant	N/A	N/A
Member	Dr Kelly Bertolaccini	6	$3,500 p.a.	N/A	$3,885
Member	Dr Emily Steel	4	N/A - Queensland Public Servant	N/A	N/A
Member	Sarah Hartley	3	$3,500 p.a.		$0
Member	Shannon Wandmaker	3	$3,500 p.a.	N/A	$3,885
Member	Steve Tucker	3	$3,500 p.a.	N/A	$0
No. scheduled meetings/sessions		6			
Total TMR payments					$17,655

* TMR payments include superannuation for Council members as they are engaged as casual board member. The Chair was engaged as a contractor therefore superannuation was not applicable.

**Payment to Ms. Hartley and Mr. Tucker will be paid and reported in FY 2023/24.

*** 50% of all TMR costs are recoverable from Queensland Rail.

Appendix 7 – Glossary

Term	Definition
3PCM	The 3PCM solution provides TMR with the capability to manage the Transport Infrastructure Portfolio, through integration of the portfolio, program, project and contract management processes. The solution manages Queensland Transport Infrastructure Program (QTRIP) activity and also delivers the QTRIP development and publications requirements.
App / Application	An application (application software) is a set of computer programs designed to permit the user to perform a group of coordinated functions, tasks, or activities.
Australian Roads Research Board	Provides research, consulting, and information services to the road and transport industry.
Black Spot Program	Black spots are locations where high-severity crashes occur. The Australian Government-funded Black Spot Program targets known crash sites through cost-effective, high-benefit engineering works to reduce accidents on Australian roads.
Busway	A dedicated roadway that separates buses from general traffic.
Camera Detected Offence Program (CDOP)	A joint partnership between TMR and Queensland Police Service, the Camera Detected Offence Program comprises revenue collected from mobile speed cameras, fixed speed cameras, red light cameras, combined red light/speed cameras and point-to-point speed camera systems, and trailer mounted speed cameras. CDOP revenue is used as a partial source of funding for the Safer Roads Sooner Program and a number of other safety-related state-funded special initiatives.
Cross River Rail Delivery Authority	Established under the *Cross River Rail Delivery Authority Act 2016*, the Cross River Rail Delivery Authority lead the development, procurement, and delivery of the Cross River Rail project.
Cycling infrastructure	Facilities such as on-road and off-road cycling networks, and end-of-trip facilities to promote increased use of cycling through safe direct and connected routes and increased transport choices.
Disability Discrimination Act	The federal *Disability Discrimination Act 1992* provides protection for everyone in Australia against discrimination based on disability. It encourages everyone to be involved in implementing the Act and to share in the overall benefits to the community and the economy that flow from participation by the widest range of people.
Disaster Recovery Funding Arrangements	A joint Commonwealth/state government funding initiative providing financial assistance and infrastructure restoration to help communities recover from the effects of disasters. The Disaster Recovery Funding Arrangements apply to disaster events that occurred on or after 1 November 2018.
Engagement	Measures the amount of interest in a social media post. It is determined by the number of people a post reaches who then like, comment, share, or click on the post.
Facebook	Facebook is an online social networking service where users can post comments, share photographs, and post links to news or other interesting content on the web, chat live, and watch short-form video.
European Train Control System	European Train Control System is an automatic train protection system.
Flashing School Zone Signs	Consists of a standard school zone sign that incorporates a flashing red circle and twin alternate flashing yellow lights mounted above the 'school zone' plate.
Full-time equivalent	Calculated by the number of hours worked in a period divided by the full-time hours prescribed by the award or industrial instrument for the person's position.
go card	Translink's smartcard (a thin, compact card about the size of a credit card) which stores up to $250 of electronic credit.
Impressions	Measures the amount of time a social media page's content is displayed.
Intelligent Transport System (ITS)	Intelligent Transport Systems describe technology applied to transport and infrastructure to transfer information between systems for improved safety, productivity, and environmental performance.
LinkedIn	LinkedIn is an online social networking service designed specifically for the business community and as a online platform for connecting with other professionals.
Local Government Association of Queensland	The Local Government Association of Queensland is the peak body for local government in Queensland. It is a not-for-profit association set up solely to serve the stat's 77 councils and their individual needs.

Term	Definition
Maritime Safety Queensland (MSQ)	A branch of TMR responsible for: improving maritime safety for shipping and small craft through regulation and education, minimising vessel-sourced waste and responding to marine pollution, providing essential maritime services such as aids to navigation and Vessel Traffic Services, and encouraging and supporting innovation in the Queensland maritime industry.
National Land Transport Network	The National Land Transport Network is a network of nationally important road and rail infrastructure links and their intermodal connections as identified by the Australian Government.
New Generation Rollingstock project	The NGR project involves the delivery of 75 six-car trains and the construction of a new purpose-built maintenance centre to maintain the new trains for the next 30 years.
OneTMR	A Department of Transport and Main Roads-wide culture and way of operating.
Park 'n' ride	A dedicated car park located at bus and train stations for customers to park their car and then catch public transport to their destination.
QLD*Traffic*	**QLD***Traffic* is the official source of traffic and travel information from the Queensland Government. It includes a website, 13 19 40 phone service, social media and the **QLD***Traffic* smartphone app, enabling motorists and commuters to check traffic conditions and plan their journeys before they go.
Queensland Government Customer and Digital Group (QGCDG)	A division of TMR that delivers whole-of-government customer service and open data services, including developing and delivering innovative digitally enable and integrated government services that are simpler and faster for the community to access online or through phone and counter channels.
Queensland Government Open Data	A Queensland Government searchable portal that allows visitors to view datasets on a range of government activities and responsibilities.
Queensland Transport and Roads Investment Program	An annually published program of works TMR plans to deliver over the next four year period.
Rail infrastructure	All physical rail-related assets, including tracks, trains (often referred to as rollingstock), stations, and associated infrastructure.
Regional Roads and Transport Group (RRTG)	The primary decision-making bodies of the Roads and Transport Alliance. RRTGs regionally prioritise investments in their communities' transport infrastructure. Each RRTG comprises representatives from TMR, and local governments.
Roads and Transport Alliance	A cooperative governance arrangement between TMR, the Local Government Association of Queensland, and local governments to invest in and regionally manage the Queensland transport network.
Roads Australia	A not-for-profit, non-political industry association with membership drawn from the Australian road sector.
Road corridor	The road corridor comprises the space alongside, under, and over the travelled way.
Road infrastructure	All physical road-related assets, including roads and pavements, bus and cycling facilities, tunnels, complex bridges, rest areas, signage, landscaping, animal crossings under and over roads, noise barriers, traffic signals, and lighting.
RoadTek	A commercial business within TMR, RoadTek is a major provider of transport infrastructure solutions throughout Queensland.
Roadworks	Planning, designing, building, maintaining, replacing, operating, or upgrading any part of the road network, state strategic roads, regional roads, and district roads (but not local roads).
Rollingstock	Rail locomotives and wagons.
Safer Roads Sooner	The Queensland Government's targeted program to improve the road safety performance of state-controlled and national road networks. It is funded by revenue from camera-detected offences, and delivers projects to address the road toll and reduce the number of people who sustain serious injuries in road crashes.
Service Delivery Statements (SDS)	Budgeted financial and non-financial information for the Budget year. In addition to financial statements, the SDS includes TMR's achievements, highlights for the forthcoming year, and performance statements.
Stakeholder	Anyone or any group who either influences or is affected by our business.
State Infrastructure Plan	Outlines the Queensland Government's strategic direction for the planning, investment, and delivery of infrastructure in Queensland.
State-controlled roads	Roads controlled and managed by the Queensland Government. They include the AusLink national road network, state strategic roads, regional roads, and district roads (but not local roads).

Term	Definition
Strategic plan	A high level document used to communicate departmental vision, purpose, and objectives to provide a foundation for operational delivery.
Translink	Translink is the brand name for passenger transport services in Queensland, including Translink buses, trains, ferries, and trams.
Transport System Planning Program	Aimed at funding transport planning, modelling, and investment proposal activities for all modes of transport across all regions of Queensland. The program plans an integrated transport system that promotes the right investment at the right time and drives better transport outcomes for Queensland.
Twitter	Twitter is an online social networking service that enables users to send and read short 140-character messages called 'tweets'.
Wide centre line treatments	Painting two white lines one metre apart in the centre of the road to provide greater separation for opposing traffic.
Yammer	A private social network used within organisations for internal communication and collaboration.

Appendix 8 – Acronyms

Acronym	Definition
AI	Artificial Intelligence
AMPT	Advanced Marine Pilot Training
ANZSOG	Australia and New Zealand School of Government's
ARC	Audit and Risk Committee
BIM	Building information modelling
CA	Chief Auditor
CAV	Cooperative and Automative Vehicle
CBD	Central business district
CCC	Crime and Corruption Commission
CCDO	Chief Customer and Digital Officer
CCTV	Closed-Circuit Television Cameras
CDOP	Camera Detected Offence Program
CE	Chief Engineer
CFO	Chief Financial Officer
Ch	Chief
CHDE	Department of Communities, Housing and Digital Economy
CIO	Chief Information Officer
COO	Chief Operations Officer
CORS	Continually Operating Reference Station
CPCO	Chief People and Culture Officer
CRN	Customer reference number
CRSG	Community Road Safety Grants
CSC	Customer Service Centre
CSU	Cyber Security Unit
Cth	Commonwealth
DCX	Digital Capability Explorer
DDG	Deputy Director-General
DFV	Domestic and Family Violence
DG	Director-General
ED	Executive Director
EEO	Equal employment opportunities
EGM	Exectuive General Manager
ELT	Executive Leadership Team
EMPA	Executive Master of Public Administration
EPD	Executive Program Director
ETCS	European Train Control System
EV	Electric vehicle
FTE	Full-time equivalent
GM	General Manager
GOC	Government owned corporations
GPC	Gladstone Ports Corporation

Acronym	Definition
GSM-R	Global System for Mobile Communications—Railway
GST	Goods and services tax
HR	Human Resources
HRIDC	Human Rights Interdepartmental Committee
IAP	Intelligent Access Program
IB	Information Brokerage
ICSS	International Customer Service Standard 2020–2025
ICT	Information and Communication Technology
IEN	Indigenous Employee Network
IM	Information Management
IP Act	Information Privacy Act 2009
IT	Information Technology
ITS	Intelligent Transport Systems
LED	Light emitting diode
LFS	Local Fare Scheme
M1	Pacific Motorway
MaaS	Mobility as a Service
MATE	Motivating Action Through Empowerment
MEM	Maritime Emergency Management
MET	Maritime Enforcement Team
MSQ	Maritime Safety Queensland
NGR	New Generation Rollingstock
NHVR	National Heavy Vehicle Regulator
NQBP	North Queensland Bulk Ports Corporation
NST	National Services Transition
OBM	On-Board-Mass
ONRSR	Office of the National Rail Safety Regulator
P4P	People for People
PCYC	Police-Citizens Youth Welfare Association
PD	Program Director
PIDSC	Palm Island Digital Service Centre
POTL	Port of Townsville Limited
PPI	Policy, Planning and Investment Division
Pty Ltd	Publicly owned private
PWC	Personal watercraft
QESH	Queensland Electric Super Highway
QGCDG	Queensland Government Customer and Digital Group
QGEA	Queensland Government Enterprise Architecture
QGP	Queensland Government Procurement
QGRN	Queensland Government Regional Network
QPS	Queensland Police Service
QPWS	Queensland Parks and Wildlife Services

Acronym	Definition
QRO	Queensland Revenue Office
QRS	Queensland Regulated Ship
QTMP	Queensland Train Manufacturing Program
QTRIP	Queensland Transport and Roads Investment Program
QUT	Queensland Univeristy of Technology
RACQ	Royal Automotive Club of Queensland
RRTG	Regional Roads and Transport Group
RTI Act	Right to Information Act 2009
RTPs	Regional Transport Plans
SAP	System, application and products
SDS	Service Delivery Statements
SEQ	South East Queensland
SES	Senior Executive Service
SES/SO	Senior Executive Service/Senior Officer
SMS	Small to medium sized enterprise
SO	Senior Officer
SPSO	Senior Protective Service Officer
STAS	School Transport Assistance Scheme
STEM	Science, technology, engineering and mathematics
STIP	School Transport Infrastructure Program
TDx	Transport Data Exchange
TIDS	Transport Infrastructure Development Scheme
TMA	Telematics Monitoring Application
TMR	Department of Transport and Main Roads
TPaC	Transport People and Capability Board
TSafe	TMR Safety Board
TUO	Tell Us Once
UQ	University of Queensland
V1	Veloway 1
vWiM	Virtual Weigh-in-Motion
WAT	Wheelchair Accessible Taxi
WfQ	Working for Queensland
WHS	Workplace Health and Safety
WiL	Women in Leadership
ZEV	Zero Emission Vehicle

Appendix 9 – Compliance checklist

Letter of compliance

Summary of requirement	Basis for requirement	Annual report reference
A letter of compliance from the accountable officer or statutory body to the relevant Minister/s	ARRs – section 7	003

Accessibility

Summary of requirement	Basis for requirement	Annual report reference
Table of contents Glossary	ARRs – section 9.1	006 233–235
Public availability	ARRs – section 9.2	004
Interpreter service statement	Queensland Government Language Services Policy ARRs – section 9.3	004
Copyright notice	*Copyright Act 1968* ARRs – section 9.4	002
Information Licensing	QGEA – Information Licensing ARRs – section 9.5	002

General information

Summary of requirement	Basis for requirement	Annual report reference
Introductory Information	ARRs – section 10	004–005, 025–026

Non-financial performance

Summary of requirement	Basis for requirement	Annual report reference
Government's objectives for the community and whole-of-government plans/specific initiatives	ARRs – section 11.1	013, 015–022
Agency objectives and performance indicators	ARRs – section 11.2	014
Agency service areas and service standards	ARRs – section 11.3	014

Financial performance

Summary of requirement	Basis for requirement	Annual report reference
Summary of financial performance	ARRs – section 12.1	142

Governance – management and structure

Summary of requirement	Basis for requirement	Annual report reference
Organisational structure	ARRs – section 13.1	125
Executive management	ARRs – section 13.2	126–130
Government bodies (statutory bodies and other entities)	ARRs – section 13.3	213, 231–232
Public Sector Ethics	*Public Sector Ethics Act 1994* ARRs – section 13.4	137

Summary of requirement	Basis for requirement	Annual report reference
Human Rights	*Human Rights Act 2019* ARRs – section 13.5	138
Queensland public service values	ARRs – section 13.6	119

Governance – risk management and accountability

Summary of requirement	Basis for requirement	Annual report reference
Risk management	ARRs – section 14.1	140–141
Audit committee	ARRs – section 14.2	130–131
Internal audit	ARRs – section 14.3	135–136
External scrutiny	ARRs – section 14.4	137–140
Information systems and recordkeeping	ARRs – section 14.5	134–135
Information Security attestation	ARRs – section 14.6	135

Governance – human resources

Summary of requirement	Basis for requirement	Annual report reference
Strategic workforce planning and performance	ARRs – section 15.1	112
Early retirement, redundancy and retrenchment	Directive No.04/18 Early Retirement, Redundancy and Retrenchment ARRs – section 15.2	113

Open data

Summary of requirement	Basis for requirement	Annual report reference
Statement advising publication of information	ARRs – section 16	004
Consultancies	ARRs – section 31.1	https://data.qld.gov.au
Overseas travel	ARRs – section 31.2	https://data.qld.gov.au
Queensland Language Services Policy	ARRs – section 31.3	https://data.qld.gov.au

Financial statements

Summary of requirement	Basis for requirement	Annual report reference
Certification of financial statements	FAA – section 62 FPMS – sections 38, 39 and 46 ARRs – section 17.1	210
Independent Auditor's Report	FAA – section 62 FPMS – section 46 ARRs – section 17.2	206–210

FAA   *Financial Accountability Act 2009*

FPMS   *Financial and Performance Management Standard 2019*

ARRs   *Annual report requirements for Queensland Government agencies*

Appendix 10 – Where to find us

LEGEND

▲ Customer Service Centre

● Queensland Government Agent Program (TMR Lead)

△ Translink regional contact centres

▬ Motor Vehicle Inspection Centre

○ Town

— State-controlled roads

Map labels:

SEQ North

SEQ South

Northern Region

Central Region

Southern Region

Tewantin
Nambour
Maroochydore
Caloundra
Landsborough
Caboolture
Toogoolawah
Redcliffe
Strathpine
Carseldine
Zillmere
Chermside
Wynnum
Toowong
Brisbane (Elizabeth St and Charlotte St)
Sherwood
Greenslopes
Dunwich
Darra
MacGregor
Cleveland
Ipswich
Logan
Beenleigh
Helensvale
Beaudesert
Southport
Bundall
Burleigh Waters
Currumbin Waters
Mossman
Mareeba
Cairns (City and Bentley Park)
Athertono
Innisfail
Tully
Inghamo
Townsville (Cannon Park and Garbutt)
Ayr
Bowen
Cannonvale
Charters Towers
Proserpine
Cloncurry
Julia Creek
Richmond
Mackay
Sarina
Mount Isa
Moranbah
Winton
Clermont
Yeppoon
Emerald
Blackwater
Rockhampton
Longreach
Barcaldine
Gladstone
Springsure
Biloela
Moura
Bundaberg
Taroom
Childers
Hervey Bay
Gayndah
Maryborough
Charleville
Mitchell
Roma
Gympie
Kingaroy
Chinchilla
Nanango
SEQ North
Dalby
Oakey
Cunnamulla
St George
Toowoomba (City and Harristown)
Pittsworth
SEQ South
Goondiwindi
Inglewood
Warwick
Texas
Stanthorpe

Our principal place of business is 61 Mary Street, Brisbane, Queensland 4000.

Addresses for the department's statewide network of Customer Service Centres are listed over the following pages. For details about the services we provide, visit our website at www.tmr.qld.gov.au or telephone our call centre on 13 23 80*.

Local call charge in Australia. Higher rates apply from mobile phones and payphones. Check with your service provider for call costs. For international callers, please phone +61 7 3834 2011.

Customer Service Centres

Suburb/town	Address
Atherton	Shop 2, 13B Herberton Road, Atherton QLD 4883
Beenleigh	31 Logan River Road, Beenleigh QLD 4207
Blackwater	8 Blain Street, Blackwater QLD 4717
Bowen	6 Herbert Street, Bowen QLD 4805
Brisbane (City)	229 Elizabeth Street, Brisbane QLD 4000
Brisbane (Charlotte Street)	Queensland Government Service Centre, 33 Charlotte Street, Brisbane QLD 4000
Bundaberg	9 Production Street, West Bundaberg QLD 4670
Bundall	30 Upton Street, Bundall QLD 4217
Bundamba	28 Brisbane Road, Bundamba, Qld, 4304
Burleigh Waters	Shop 1, Burleigh Home Space, 1 Santa Maria Court, Burleigh Waters QLD 4220
Caboolture	Cnr Aerodrome Road and Piper Street, Caboolture QLD 4510
Cairns (Bentley Park)	Shop 18, Bentley Village Shopping Centre, 96 McLaughlin Road, Bentley Park QLD 4869
Cairns (Kenny Street)	82–86 Kenny Street, Portsmith, Cairns QLD 4870
Caloundra	54 Canberra Terrace, Caloundra QLD 4551
Carseldine	532 Beams Road, Carseldine 4034
Charleville	Hood Street, Charleville QLD 4470
Charters Towers	11–15 Church Street, Charters Towers QLD 4820
Chermside	766 Gympie Road, Chermside QLD 4032
Cleveland	Ross Court Centre, Cnr Bloomfield Street and Ross Court, Cleveland QLD 4163
Cloncurry	16–22 Ramsay Street, Cloncurry QLD 4824
Currumbin Waters	Unit 3, 109 Currumbin Creek Road, Currumbin Waters QLD 4223
Dalby	20 Cunningham Street, Dalby QLD 4405
Emerald	83 Esmond Street, Emerald QLD 4720
Gladstone	2 Paterson Street, Gladstone QLD 4680
Goondiwindi	6 Brisbane Street, Goondiwindi QLD 4390
Greenslopes	Greenslopes Shopping Mall, 700 Logan Road (Cnr Plimsoll Street), Greenslopes QLD 4120
Gympie	Floor 1, 50 River Road, Gympie QLD 4570
Helensvale	Helensvale Plaza Shopping Centre, 12 Sir John Overall Drive, Helensvale QLD 4212
Hervey Bay	50–54 Main Street, Pialba QLD 4655
Innisfail	12–14 Clifford Road, Innisfail QLD 4860
Ipswich	2 Colvin Street, North Ipswich QLD 4305
Kingaroy	Artie Kerr Building, 130 Kingaroy Street, Kingaroy QLD 4610
Logan City	43–45 Jacaranda Avenue, Logan Central QLD 4114
Longreach	14 Wonga Street, Longreach QLD 4730
Macgregor	Kessels Court, 567 Kessels Road, Macgregor QLD 4109
Mackay	Cnr Endeavour Street and Industrial Street, Mackay QLD 4740

Suburb/town	Address
Mareeba	147 Walsh Street, Mareeba QLD 4880
Maroochydore	6 Kelly Court (off Kayleigh Drive), Maroochydore QLD 4558
Maryborough	Bright Street, Maryborough QLD 4650
Mount Isa	Shop 1, 29 Simpson Street, Mount Isa QLD 4825
Nambour	Cnr Stanley Street and Coronation Avenue, Nambour QLD 4560
Proserpine	17 Main Street, Proserpine, QLD 4800
Redcliffe (Kippa Ring)	Cnr Beach Street and Bingle Street, Kippa Ring QLD 4021
Rockhampton	31 Knight Street, North Rockhampton QLD 4701
Roma	56–58 Gregory Street, Roma QLD 4455
Sherwood	14 Primrose Street, Sherwood QLD 4075
Southport	265 Nerang Street, Southport QLD 4215
Strathpine	43 Bells Pocket Road, Strathpine QLD 4500
Tewantin	8 Sidoni Street, Tewantin QLD 4565
Toowong	15 Lissner Street, Toowong QLD 4066
Townsville (Cannon Park)	Shop 14, 31–57 High Range Drive, Thuringowa QLD 4817
Toowoomba (Harristown)	Cnr Yaldwyn Street and Warwick Street, Toowoomba QLD 4350
Toowoomba	Cnr Clopton and Phillip Street, Toowoomba Qld 4350
Townsville (Garbutt)	21-35 Leyland Street, Garbutt QLD 4814
Warwick	51 Victoria Street, Warwick QLD 4370
Wynnum	139 Tingal Road, Wynnum QLD 4178
Zillmere**	69 Pineapple Street, Zillmere QLD 4034

Notes:

** Limited services available due to size and location of centre office.

TMR has three mobile customer service centre units operating across Queensland to deliver services to regional and remote areas.

TMR's Indigenous Driver Licensing Unit (based in Cairns, Bentley Park office) also delivers a range of licensing services to remote areas.

Queensland Government Agency Program

Suburb/town	Address
Agnes Water QGAP	71 Springs Rd, Agnes Water QLD 4677
Aramac QGAP	Gordon Street, Aramac QLD 4726
Augathella QGAP	Augathella Visitors Centre, 98 Main Street, Augathella QLD 4477
Ayr QGAP	Ayr Magistrates Court, 163 Queen Street Ayr QLD 4807
Babinda QGAP	10 Munro Street, Babinda QLD 4861
Barcaldine QGAP	65 Ash Street, Barcaldine QLD (temporary)
Beaudesert Customer Centre**	Tenancy 2, 1 Telemon Street, Beaudesert QLD 4285
Bedourie QGAP	Police Station, Merri Street, Bedourie QLD 4829
Biloela QGAP	Cnr Melton and Grevillea Street, Biloela QLD 4715
Birdsville QGAP	Police Station, 17 MacDonald Street, Birdsville QLD 4482
Blackall QGAP	139–141 Shamrock Street, Blackall QLD 4472
Blackbutt QGAP	69 Hart Street, Blackbutt QLD 4314
Boonah QGAP	70 High Street, Boonah QLD 4310
Boulia QGAP	Boulia Police Station, 39 Herbert Street, Boulia QLD 4829
Camooweal QGAP	Barkly Street, Camooweal QLD 4828

Suburb/town	Address
Cannonvale QGAP	Shops 5–7, 11 Island Drive, Cannonvale QLD 4802
Childers QGAP	Childers Magistrates Court, 67 Churchill Street, Childers QLD 4660
Chinchilla QGAP	Chinchilla Magistrates Court, 90 Heeney Street, Chinchilla QLD 4413
Clermont QGAP	Clermont Magistrates Court, 44 Daintree Street, Clermont QLD 4721
Collinsville QGAP	64 Sonoma Street, Collinsville QLD 4804
Cooktown QGAP	172 Charlotte Street, Cooktown QLD 4895
Crow's Nest QGAP	16 Charlotte Street, Crow's Nest QLD 4355
Croydon QGAP	Samwell Street, Croydon QLD 4871
Cunnamulla QGAP	Cunnamulla Magistrates Court, 5 Stockyard Street, Cunnamulla QLD 4490
Dirranbandi QGAP	35–37 Railway Street, Dirranbandi QLD 4486
Eidsvold QGAP	48 Moreton St, Eidsvold QLD 4627
Gatton QGAP	7 William Street, Gatton, Qld, 4343
Gayndah QGAP	Gayndah Magistrates Court, 20 Capper Street, Gayndah QLD 4625
Georgetown QGAP	12 High Street, Georgetown QLD 4871
Goombungee QGAP	89 Mocatta Street, Goombungee QLD 4354
Herberton QGAP	56 Grace Street, Herberton QLD 4887
Hughenden QGAP	65 Brodie Street, Hughenden QLD 4821
Ingham QGAP	Ingham Magistrates Court, 35 Palm Terrace, Ingham QLD 4850
Inglewood QGAP	25 Albert Street, Inglewood QLD 4387
Injune QGAP	Hutton Street, Injune QLD 4454
Isisford QGAP	Police Station, St Mary Street, Isisford QLD 4731
Jandowae QGAP	Cnr George & High Sts, Jandowae QLD 4410
Julia Creek QGAP	Julia Creek Magistrates Court, 14 Burke Street, Julia Creek QLD 4823
Jundah QGAP	Police Station, Dickson Street, Jundah QLD 4736
Kilkivan QGAP	26 Bligh Street, Kilkivan QLD 4600
Laidley QGAP	9 Spicer Street, Laidley QLD 4341
Landsborough QGAP	Landsborough Magistrates Court, 12 Caloundra Street, Landsborough QLD 4550
Lowood QGAP	1 Michel Street, Lowood QLD 4311
Malanda QGAP	Malanda Police Station, 29 James Street, MALANDA QLD 4885
Maleny QGAP	Police Station, 10–14 Macadamia Drive, Maleny QLD 4552
Mary Valley QGAP	45 Main St, Kandanga QLD 4570
Middlemount QGAP	Middlemount Shopping Centre, James Randall Court, Middlemount QLD 4746
Miles QGAP	32 Constance Street, Miles QLD 4415
Mirani QGAP	20 Victoria Street, Mirani QLD 4754
Mitchell QGAP	Mitchell Magistrates Court, Cnr Mary and Dublin Streets, Mitchell QLD 4465
Monto QGAP	53 Newton Street, Monto QLD 4630
Moranbah QGAP	Moranbah Magistrates Court, 21 Griffin Street, Moranbah QLD 4744
Mossman QGAP	Mossman Magistrates Court, 27 Front Street, Mossman QLD 4873
Mount Garnet QGAP	Police Station, Garnet Street, Mt Garnet QLD 4872
Mount Morgan QGAP	32 Hall St, Mt Morgan QLD 4714
Moura QGAP	Marshall and Shirley Streets, Moura QLD 4718
Mundubbera QGAP	69 Stuart-Russell Street Mundubbera, Qld, 4626
Murgon QGAP	48 Stephens Street West, Murgon QLD 4605
Nanango QGAP	Nanango Magistrates Court, 30 Henry Street, Nanango QLD 4615

Suburb/town	Address
Normanton QGAP	24 Haig Street, Normanton QLD 4890
North Stradbroke Island QGAP	5 Ballow Street, Dunwich QLD 4183
Oakey QGAP	Oakey Magistrates Court, 73 Campbell Street, Oakey QLD 4401
Pittsworth QGAP	Pittsworth Magistrates Court, 77 Yandilla Street, Pittsworth QLD 4356
Ravenshoe QGAP	27–29 Grigg Street, Ravenshoe QLD 4888
Richmond QGAP	Richmond Magistrates Court, 53 Goldring Street, Richmond QLD 4822
Sarina QGAP	Sarina Magistrates Court, 52–54 Broad Street, Sarina QLD 4737
Springsure QGAP	Springsure Magistrates Court, 45 Eclipse Street, Springsure QLD 4722
Surat QGAP	62 Burrowes Street, Surat QLD 4417
St George QGAP	St George Magistrates Court, 44 St George's Terrace, St George QLD 4487
Quilpie QGAP	5 Buln Buln Street, QUILPIE QLD 4480
Stanthorpe QGAP	51 Marsh Street, Stanthorpe QLD 4380
Tara QGAP	19 Fry Street, Tara QLD 4421
Taroom QGAP	Taroom Magistrates Court, 33 Yaldwyn Street, Taroom QLD 4420
Texas QGAP	32 Cadell Street, Texas QLD 4385
Thargomindah QGAP	Police Station, Dowling Street, Thargomindah QLD 4492
Thursday Island QGAP	136 Douglas Street, Thursday Island QLD 4875
Toogoolawah QGAP	Toogoolawah Magistrates Court, Hopkins Place, Gardner Street North, Toogoolawah QLD 4313
Tully QGAP	Tully Magistrates Court, 46 Bryant Street, Tully QLD 4854
Wandoan QGAP	11 Lawton Street, Wandoan QLD 4419
Weipa QGAP	Memorial Square, Central Avenue Weipa QLD 4874
Windorah QGAP	Police Station, Victoria Street, Windorah QLD 4481
Winton QGAP	Winton Magistrates Court, 59 Vindex Street, Winton QLD 4735
Yarrabah QGAP	56 Sawmill Road, Yarrabah QLD 4871
Yeppoon QGAP	21–23 Normanby Street, Yeppoon QLD 4703

Key regional maritime offices

Suburb/town	Address
Brisbane	Floor 1, Pinkenba Marine Operations Base, MacArthur Avenue East, Pinkenba QLD 4008
Cairns	Floor 1, Portsmith Marine Operations, 100–106 Tingira Street, Portsmith QLD 4870
Gladstone	Floor 7, 21 Yarroon Street, Gladstone QLD 4680
Mackay	Floor 3, Mackay Government Office Building, 44 Nelson Street, Mackay QLD 4740
Townsville	60 Ross Street, Townsville QLD 4810

A full list of MSQ offices can be found here https://www.msq.qld.gov.au/About-us/How-to-contact-us/Regions

Translink regional contact centres

Suburb/town	Address
Cairns	Floor 4, 15 Lake Street, Cairns QLD 4870
Carseldine	Building B, Floor 3, 532 Beams Road, Carseldine QLD 4034
Ipswich	Floor 1, 28 Brisbane Road Bundamba QLD 4304
Mackay	Floor 3, 44 Nelson Street, Mackay QLD 4740
Sunshine Coast	50 Wises Road Buderim QLD 4556
Maryborough	Bright Street, Maryborough QLD 4650

Suburb/town	Address
Rockhampton	31 Knight Street, North Rockhampton QLD 4701
Roma	56 Gregory Street, Roma QLD 4455
Southport	Floor 8, 12 Marine Parade, Southport QLD 4215
Toowoomba	1–5 Philip Street (corner Clopton Street), Toowoomba QLD 4350
Townsville	Floor 5, Townsville Government Office Building, 445 Flinders Street, Townsville, QLD 4810

Traffic management centres

Office	Contact
Brisbane Metropolitan Transport Management Centre	Phone: (07) 3292 6000 Post: GPO Box 1434, Brisbane QLD 4001
Statewide Traffic Management Centre, Nerang	Phone: (07) 5561 3800
Maroochydore Traffic Management Centre	Phone: (07) 5313 8737
Townsville Traffic Management Centre	Phone: (07) 4421 8807
Cairns Traffic Management Centre	Phone: (07) 4045 7244
Toowoomba Traffic Management Centre	Phone: (07) 4639 0700

Transport and traffic information

Office	Contact
Public transport	Phone: 13 12 30 Web: www.translink.com.au
Traffic information	Phone: 13 19 40 Web: qldtraffic.qld.gov.au

Motor vehicle inspection centres (MVIC)

South East Queensland South

- Darra MVIC, Argyle Parade, Darra 4077
- Ipswich MVIC, 2 Colvin Street, North Ipswich 4305
- Bundall MVIC, 30 Upton Street, Bundall 4217
- Beenleigh MVIC, 31 Logan River Road, Beenleigh 4207
- Logan MVIC, 43–45 Jacaranda Avenue, Logan Central 4114

South East Queensland North

- Maroochydore MVIC, 5 Kelly Court, Maroochydore QLD 4558
- Zillmere MVIC, 69 Pineapple Street, Zillmere QLD 4034

Southern

- Bundaberg MVIC, 14 Production Street, Bundaberg QLD 4670
- Maryborough MVIC, Bright Street, Maryborough QLD 4650
- Warwick MVIC, 1 Parker Street, Warwick QLD 4370
- Roma MVIC, 44 Tiffin Street, Roma QLD 4455

- Toowoomba (Harristown) MVIC, Cnr Yaldwyn and Warwick Streets, Toowoomba QLD 4350
- Gympie MVIC, 17 Oak Street, Gympie QLD 4570

Central

- Emerald MVIC, 20 Batts Street, Emerald QLD 4720
- Mackay MVIC, Corner Endeavour and Industrial Streets, Mackay QLD 4740
- Longreach MVIC, 14 Wonga Street, Longreach QLD 4730
- Gladstone MVIC, 2 Paterson Street, Gladstone QLD 4680
- Rockhampton MVIC, 31 Knight Street, North Rockhampton QLD 4701

Northern

- Cairns MVIC, 82–86 Kenny Street, Portsmith 4870
- Townsville MVIC, 21–35 Leyland Street, Garbutt 4814
- Mount Isa MVIC, 17 Enterprise Road, Mount Isa 4825
- Innisfail MVIC, 12–14 Clifford Road, Innisfail 4860

Queensland Government Customer and Digital Group

Further information about the services we provide is available at www.qld.gov.au or by calling 13 QGOV (13 74 68).

Brisbane CBD

Office	Contact
Office of the Chief Customer and Digital Officer	111 George Street, Brisbane QLD 4000
Customer and Digital Strategy	111 George Street, Brisbane QLD 4000
Queensland Shared Services	310 Ann Street, Brisbane QLD 4000
Corporate Administration Agency	111 George Street, Brisbane QLD 4000
Smart Service Queensland (Corporate)	310 Ann Street, Brisbane QLD 4000
Smart Service Queensland (Queensland Government Service Centre)	33 Charlotte Street, Upper Plaza, Brisbane QLD 4000
Transformation and Enabling Technologies	140 Creek Street, Brisbane QLD 4000
CITEC	140 Creek Street, Brisbane QLD 4000

Smart Service Queensland Contact Centres

Office	Contact
Mount Gravatt	Garden Square Block B, 643 Kessels Road, Upper Mount Gravatt, QLD 4122
Zillmere	Dandiiri Contact Centre, 79 Pineapple Street, Zillmere QLD 4034

Regional Queensland

Office	Contact
Smart Service Queensland (Queensland Government Service Centre Maroochydore)	Mike Ahern Centre, 12 First Avenue, Maroochydore QLD 4558
Smart Service Queensland (Queensland Government Service Centre Cairns)	5B Sheridan Street, William McCormack Place, Cairns QLD 4870
Queensland Shared Services (Maroochydore)	Mike Ahern Centre, 12 First Avenue, Maroochydore QLD 4558
Queensland Shared Services (Cairns)	5B Sheridan Street, William McCormack Place, Cairns QLD 4870
Queensland Shared Services (Gold Coast)	Easy T Centre, 510 Christine Avenue, Robina QLD 4226
Queensland Shared Services (Gympie)	Cnr Louisa Street and Cartwright Road, Gympie QLD 4230
Queensland Shared Services (Rockhampton)	19 Bolsover Street, Rockhampton QLD 4700
Queensland Shared Services (Toowoomba)	Central Plaza, 532 Ruthven Street, Toowoomba QLD 4350
Queensland Shared Services (Townsville)	Commonwealth Centre, 187 Townsville Street, Townsville, QLD 4810

Appendix 11 – Index

Appendix 12 – Figures and tables

Figures

Tables