



Department of Transport and Main Roads

# 2012–13 Annual Report

Volume 1 of 2

## How to read and access the report

### How to read the report

The 2012–13 Department of Transport and Main Roads Annual Report presents performance information for the period 1 July 2012 to 30 June 2013.

In line with the *Transport and Main Roads Strategic Plan 2012–2016*, the annual report presents information under four strategic objectives:

- Plan an integrated, reliable and cost-effective transport system
- Deliver transport infrastructure that supports economic growth and provides access to services for the community
- Manage the transport system to improve safety, useability and customer service
- Ensure a sustainable and capable workforce with effective processes and systems that enable better delivery of transport outcomes.

Each section provides an overview of key information including highlights, achievements and future priorities. A glossary of terms is also available at the end of the report.

### Queensland Government Open Data website

A number of annual reporting requirements formerly included in Transport and Main Roads' annual reports have been published on the Queensland Government Open Data website at [www.qld.gov.au/data](http://www.qld.gov.au/data).

This data includes:

- consultancies
- overseas travel
- the department's performance against core outcomes of the *Queensland Multicultural Policy – Queensland Multicultural Action Plan: 2011–14*.

### Accessing the report

The annual report is available on the department's website at [www.tmr.qld.gov.au](http://www.tmr.qld.gov.au) or in hard copy on request.

### For more information

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# Letter of compliance

18 September 2013

The Honourable Scott Emerson MP  
Minister for Transport and Main Roads  
Level 15  
Capital Hill Building  
85 George Street  
Brisbane Qld 4000

Dear Minister

I am pleased to present the Annual Report 2012–2013 and financial statements for the Department of Transport and Main Roads.

The report outlines the department's activities and achievements. Transport and Main Roads' financial statements include statements from the former TransLink Transit Authority from 1 January 2013 following the repeal of the *Transport Operations (TransLink Transit Authority) Act 2008* and establishment of the TransLink Division within the department.

I certify that this Annual Report complies with the prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*, and the detailed requirements set out in the *Annual report requirements for Queensland Government agencies*.

A checklist outlining the annual reporting requirements can be accessed at [www.tmr.qld.gov.au/About-us/Corporate-information/Publications/Annual-report.aspx](http://www.tmr.qld.gov.au/About-us/Corporate-information/Publications/Annual-report.aspx).

Yours sincerely



Neil Scales OBE  
Director-General  
Department of Transport and Main Roads  
C.Eng. BSc, MSc, MBA, DMS, FIMechE, FIET, FICE, FILT, FCIT, FRSA, FIRTE, FSOE, MAICD

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# About us

## Our vision

Connecting Queensland

## Our purpose

To plan, deliver and manage a transport system that connects Queensland.

## Our key principles

- 1 Plan an integrated, reliable and cost-effective transport system
- 2 Deliver transport infrastructure that supports economic growth and provides access to services for the community
- 3 Manage the transport system to improve safety, useability and customer service
- 4 Ensure a sustainable and capable workforce with effective processes and systems that enable better delivery of transport outcomes.

Figure 1 – Key statistics for Queensland at 30 June 2013

4,610,900	population of Queensland (ABS estimate as at 31 December 2012)
33,339	kilometres of state-controlled road network
6,792	kilometres of rail corridors
4,676,352	registered vehicles
3,374,824	licensed vehicle drivers
49,525	authorised drivers of public transport
3,261	taxi licences
561	limousine service licences
4,862	accredited transport operators
245,390	registered recreational vessels
761,686	recorded recreational marine driver licence holders
15	trading ports
286.0 million	tonnes of goods passed through Queensland ports
3,641,883	customer interactions (2012–13)*
175.7 million** (South-east Queensland)	Patronage on government-contracted services (2012–13)
12.2 million*** (Rest of Queensland)	

### Notes:

\* Customer interactions are face-to-face, phone and online interactions through our customer service network.

\*\* This includes patronage for the period 1 July 2012 to 31 December 2012 from the former TransLink Transit Authority.

\*\*\* The results include estimated patronage for some operators due to the inherent time lag in obtaining data.

## Who we are

The Department of Transport and Main Roads was formed in March 2009 when the former Queensland Transport and Department of Main Roads merged. The department operates under the *Administrative Arrangements Order (No.3) 2012* and the *Public Service Departmental Arrangements Notice (No.1) 2012*.

The department's principal place of business is Capital Hill Building, 85 George Street, Brisbane, Queensland.

Our customer service centres and other metropolitan and regional bases are provided on pages 102 to 103.

## What we do

In 2012–13, the department administered an operating budget of \$4.073 billion and a capital budget of \$4.915 billion, enabling the delivery of a safe, efficient and integrated transport system connecting Queensland.

The department currently administers 23 instruments of legislation (see page 78 for details).

In 2012–13 the department delivered services through five key service areas:

- **Transport system planning** – planning the effective, efficient and sustainable delivery of integrated transport infrastructure, systems and services
- **Investment and program development** – investing strategically and effectively in transport infrastructure and delivering works efficiently to achieve value for money from cost-effective engineering solutions, using innovative delivery mechanisms
- **Transport infrastructure delivery** – delivering transport infrastructure projects that provide a safe, efficient and reliable transport system while ensuring value for money
- **Transport system management, operation and regulation** – improving public transport and managing, operating and regulating the transport system safely, economically and sustainably
- **Transport safety** – providing policies, education programs, compliance activity, engineering treatments and funding support that promote and influence safe, efficient and sustainable use of the transport system.

## Our operating environment

In working to meet our strategic objectives and achieve our vision of *Connecting Queensland*, the department applies a robust risk management framework to manage risks related to environmental factors. These include:

- economic growth – meeting the demands placed on the transport system by industry
- funding prioritisation – maintaining and operating the transport system within funding
- global forces – providing environmentally and financially sustainable transport infrastructure
- identifying transport needs – working across government, industry and the community
- future disasters and failures – disrupted transport infrastructure and services due to significant events
- population growth – addressing changes in transport accessibility, mobility, safety, security and pollution
- workplace challenges – maintaining business systems and capability to meet operational needs.

The department counters the potential impact of these risks by identifying and realising strategic opportunities including:

- providing affordable transport services and infrastructure
- using funding sources which provide value for money
- increasing contestability of investment in our projects for greater choice and efficiency in transport solutions
- using technology and innovative solutions to reduce costs, red tape and waste
- encouraging travel alternatives other than private motor vehicle use
- establishing working relationships with stakeholders and interest groups
- redistributing savings toward services for the community.

## Our stakeholders

The department works with diverse stakeholders from transport industry bodies to government-owned corporations, other state government and Australian Government agencies, and local governments to develop integrated transport system policy and plans, and to facilitate the delivery of vital transport infrastructure across Queensland. We also partner with public transport operators to deliver bus, train and ferry services to south-east Queensland.

Stakeholders with an interest in the department's achievements in 2012–13 and future priorities can find more information in objectives 1 to 4 (see pages 21 to 57).

## Priorities for the future

The department's future priorities are set out at the end of each objective. See pages 28, 39, 52, 56 and 57.

## Machinery of government changes

### TransLink Division

On 31 July 2012, the Queensland Government announced that the TransLink Transit Authority would be integrated into Transport and Main Roads as the TransLink Division, and their role expanded to include the delivery of public transport services throughout Queensland. The *Transport Operations (TransLink Transit Authority) Act 2008* was repealed on 1 January 2013, which formalised this change.

### Gold Coast Waterways Authority

Following the establishment of the Gold Coast Waterways Authority on 1 December 2012, 17 staff employed at Maritime Safety Queensland's Gold Coast Region were transferred to the authority.

# Progressing public sector reform

During 2012–13, the department progressed major reform initiatives as part of the Public Sector Renewal Program, including TransLink's integration into the department, and reform in the areas of rail, procurement, RoadTek services, the department's structure and service strategy.

## Rail reform

In April 2013, the *Queensland Rail Transit Authority Bill 2013* was introduced to State Parliament. On 3 May 2013, Queensland Rail's status as a Government Owned Corporation was revoked and it was transitioned to a Statutory Authority upon commencement of the *Queensland Rail Transit Authority Act 2013*. The legislative change means Queenslanders will benefit from more efficient rail services. Other benefits, such as increased train crews, improved timetables and additional trains servicing the network, are expected as a result of the transition.

## Procurement reform

In 2012, the department began implementing a significant program of procurement reform to help us achieve a savings target of \$240 million by 2015–16.

We are now in the early stages of embedding our procurement reform. By the end of 2012, we identified opportunities to deliver savings of about \$81 million, and validated hard dollar savings of \$2.9 million for 2012–13. We have also streamlined our processes by establishing a dedicated procurement function under a centre-led model to improve our quality of data and identify opportunities across our spend areas. Our new Chief Procurement Office brings together procurement experts from across the department, integrates our procurement governance and supports the introduction of a category management approach, where like items and activities are grouped into categories to realise savings and benefits in procurement.

Our centralised approach allows us to be more adaptable to changes in business requirements and be more influential, proactive and strategic in our procurement objectives.

## RoadTek reform

During 2012, RoadTek ceased competitive tendering in the south-east corner, and the department is currently progressing the development and tendering of the Road Asset Management Contracts in the south east, which will allow private industry to deliver maintenance and rehabilitation works in the Brisbane, Gold Coast and Sunshine Coast regions.

RoadTek is now focused on delivering technically difficult and hard-to-scope projects for the department. It provides specialist statewide services, such as structure inspections and servicing, and delivers civil construction and maintenance services to regional and remote areas, where there is a gap in private provision. RoadTek will also deliver critical emergency response services across Queensland.

## Structural reform

From 6 August 2012, a new high-level organisational structure came into effect. The structural reform followed an intensive and comprehensive review of the department's core business, business model, functions, services, workforce and budget.

The new structure completely transformed the department's five groups (now five divisions) and integrated the TransLink Transit Authority. The new structure was designed to improve service delivery and reduce duplication.

Some of the benefits from the organisational structure changes include:

- ensuring an integrated multi-modal approach by bringing together previously dispersed road, rail, freight and maritime functions at the different stages of the business model
- creating stronger alignment between strategy and programming to maximise value from available investment funding
- rationalising the asset management function to facilitate clearer priorities, better network performance planning and better understanding of network deficiencies
- bringing customer services, regulation and safety into one area to provide an integrated business that offers an end-to-end approach to regulatory functions, such as vehicle registration and licensing
- combining the 'doing' functions in one division to refocus frontline service delivery to Queenslanders. The integration of all aspects of infrastructure delivery and network management will enable a greater focus on affordable solutions, delivery efficiency and effective infrastructure provision for industry and the community
- combining engineering expertise and technical governance with infrastructure delivery
- reforming RoadTek to enable ceased competitive tendering across the south-east corner
- expanding TransLink's service to integrate passenger transport across the state
- introducing new centre-led operating models for procurement, workplace health and safety, human resource management, finance, information technology, legal services, and communication
- introducing changes to ensure appropriate spans of control with the management structure.

## Service strategy

From March 2012, the department made sweeping changes throughout its business. In a very short time, almost all of our business underwent significant change – from a revision of our purpose and strategic objectives, cascading to a new mix of services and a complete rethink about how many of these services are delivered.

Key components of the department's reforms included:

- revising our purpose, objectives and principles of approach. This ensured business directions aligned with whole-of-government priorities, at the highest level
- developing a new *Transport Coordination and Delivery Plan*, which translated whole-of-government and agency priorities into long-term strategic transport planning and service delivery
- delivering a new mix of services, with a number of services stopped that no longer contribute to agency or whole-of-government priorities
- undertaking widespread changes or investigations into the way the department delivered its services, which answered fundamental questions including:
  - whether there was a clear rationale for government to deliver the service
  - whether the government should directly deliver the service
  - who was best placed to deliver the service
  - how effectively and efficiently was the service being delivered.

The result was a significant change to the department's service mix, while an irreducible core suite of services will continue to be delivered.

## Contestable delivery of services

The department is focused on implementing recommendations from the *Queensland Government Response to the Independent Commission of Audit Final Report – April 2013* (CoA). The recommendations include rail, bus, and ports reforms, and ensuring contestable delivery of corporate and other departmental services to provide the best cost efficiency, quality and productivity in service delivery.

To progress the recommendations, the department established a CoA Program Board comprised of members of the Board of Management in June 2013 to consider issues related to overseeing all department-led CoA recommendations.

We will use the contestability framework developed by the Public Service Commission to assess our current service delivery model and determine a future service model.

# Director-General's report

## Delivering better value for money

I am pleased to present my inaugural report as Director-General of the Department of Transport and Main Roads. The past year has been challenging with departmental reform and the delivery of a new structure. In conjunction with the Public Sector Renewal Program, we reviewed the roles and functions within the department to ensure that our expenditure was focused on delivering better services and value for money to the Queensland community. The program achieved about a 20 per cent reduction in the department's workforce, and contributed to a reduction in government expenditure and an alignment of business strategies with government priorities.

### Innovation is key

As we continue down the path of public sector reform, we must rethink the conventional way of doing things. Our challenge is to find new ways to deliver highly effective, fit-for-purpose and cost-efficient services.

In the past 12 months, we have restructured the department to find savings and be more flexible, responsive and efficient in delivering our services. But ensuring we operate as efficiently as possible is only part of the picture.

Innovation is vital. To achieve this, we must look to identify innovative ways to deliver and maintain Queensland's main roads and transport infrastructure by developing new approaches to building and maintaining this infrastructure. Innovation is also about making those small improvements to the way we do business which ultimately make a big difference.

We can, and are, innovating through crisis and reconstruction works, to deliver more efficient public transport and better value.

When ex-tropical cyclone *Oswald* and severe weather events struck Queensland in January 2013, more than 7655km of state (including the Capricorn, Wide Bay, Burnett, Warrego and Mount Lindesay highways) and local roads and almost 3100 kilometres (about 43 per cent) of the state rail network were significantly impacted. Working innovatively became the key to helping communities in crisis.

In the city of Bundaberg, where the Burnett River broke its banks and more than 2000 residents were evacuated, RoadTek crews worked tirelessly to repair the Tallon Bridge – a vital second link for local motorists. We collaborated with the Australian Defence Force, Bundaberg Regional Council and local contractors to facilitate reconstruction.

By thinking outside the square, we repaired the Tallon in half the time – two weeks, instead of one month or more – and at half the cost, and returned some normality to Bundaberg.

We are now delivering the largest program of works in the department's history, with more than \$6.9 billion budgeted over five years to reconstruct Queensland's state-controlled roads. We are working smarter – packaging works in a way that minimises the impacts of roadworks on our major industries of tourism, agriculture and resources. We are also fast-tracking federal and state government projects to deliver complementary works in conjunction with reconstruction works, reducing delays for motorists and efficiently delivering infrastructure projects.

### Planning our program of work

Planning for the future remains a priority. In 2013, we will implement the 10-year *Transport Coordination and Delivery Plan*, which outlines the criteria used to decide on the priorities for spending on transport and complements other state government strategies and regional plans to ensure land use and transport planning are effectively managed to support economic development.

We will deliver better transport infrastructure to connect Queensland through major projects, such as the Moreton Bay Rail Link and the Bruce Highway upgrade, and progress our significant program of work including:

- delivering a new fare structure for public transport in south-east Queensland
- completing the design on the Telegraph Road rail crossing at Bracken Ridge in Brisbane
- releasing a new Freight Strategy for Queensland for consultation
- trialling new Rail Level Crossing Technology
- announcing the first wave of waterways projects under the Marine Infrastructure Fund.

### Thank you

I would like to offer my sincere thanks to our Minister, the Honourable Scott Emerson MP and our Assistant Minister, Steven Minnikin MP, for their support since I stepped into the role of Director-General in October.

I am particularly grateful for the commitment and strong support shown by fellow members of the Board, who are driving organisational and business change across the department. In recent months the Board of Management has travelled across the state – from Roma to Rockhampton and Cairns to Carseldine – to meet our people and discuss our new vision and direction. Our challenge going forward is to address the issues raised and fix them, if that is possible.

I am on record as saying that my role and responsibilities as Director-General are very much a shared journey with all of you and I really believe this is still true. I hope you have seen I am committed to sharing the journey, and I ask for your continued support as we traverse new ground, challenge business practices and adapt to a changing environment.

To those of you who selflessly gave your time to repair and reopen roads, keep our waterways safe and remain available and responsive to the many communities in crisis following last summer's cyclone and flooding events – thank you. To those recipients of a National Emergency Medal or Queensland Flood and Cyclone Citation awarded in recognition of your work, I offer my sincere congratulations.

Finally, I look forward to continuing to work with our industry partners, other government agencies, stakeholders and customers as we transform into a more innovative, agile and flexible organisation that delivers better and wiser transport services to Queensland.

**Neil Scales OBE** – Director-General

C.Eng, BSc, MSc, MBA, DMS, FIMechE, FIET, FICE, FILT, FCIT, FRSA, FIRTE, FSOE, MAICD

# Financial summary

We continue to provide an integrated, safe, efficient and reliable transport system that connects Queensland. We have managed our fiscal responsibility in a professional manner, and reported an operating surplus of \$4.093 billion. A comprehensive set of financial statements covering all of the department's activities is provided in Volume 2 of this report.

Figure 2 – Financial summary

Category	For the financial year 2012–13 \$'000	For the financial year 2011–12 \$'000	% change	Comments
<b>Total income</b>	9,308,737	6,961,868	34%	Total income in 2012–13 mainly comprised of departmental services revenue of \$4.457 billion, grants of \$1.538 billion for natural disaster repairs, and revaluation decrement reversals of \$2.662 billion. Increases in these items have contributed to the change from 2011–12.
<b>Total expenses</b>	5,216,176	4,297,417	21%	Expenses have increased as a result of the inclusion of items previously reported by the former TransLink Transit Authority. Total expenditure in 2012–13 includes significant items such as supplies and services costs of \$1.253 billion, grants and subsidies of \$1.942 billion and depreciation and amortisation costs of \$1.068 billion.
<b>Operating result</b>	4,092,561	2,664,451	54%	The operating result is mainly due to the reversal of prior revaluation decrements of \$2.662 billion and additional grants for natural disaster repairs.
<b>Capital expenditure</b>	3,934,472	4 158 079	(5%)	Capital expenditure represents money mainly spent to construct transport network assets.
<b>Total assets</b>	58,472,910	50 863 593	15%	The department's assets are mainly represented by roads, structures and property, plant and equipment.
<b>Total liabilities</b>	2,420,167	2 373 280	2%	Liabilities mainly comprise of current trade creditors and borrowings received from Queensland Treasury Corporation.
<b>Equity</b>	56,052,743	48,490,313	16%	Equity represents Transport and Main Roads' net worth and has increased mainly from additions and revaluations to infrastructure assets.

## Chief Finance Officer's statement

The Chief Finance Officer (CFO) has fulfilled the responsibilities as required by the *Financial Accountability Act 2009*. He has provided the accountable officer with a statement advising that, in his opinion, the financial internal controls of the department are operating efficiently, effectively and economically in conformance with section 77 of the *Financial Accountability Act 2009*.

## Funding

Funding to meet departmental operational requirements and for capital investment in the transport network is received from the Queensland Government, own sourced revenue (primarily recoverable works revenue), and from allocations from the Australian Government. In 2012–13 the budgeted revenue totalled \$6.652 billion for operational requirements and \$4.940 billion for capital investment.

### Our funding – source and application

Figures 3 and 4 show the source and application of funds for the year.

Funding from government comprises departmental services revenue, equity injections, and allocations from the Australian Government for capital and maintenance works on the National Network.

Capital expenditure was \$3.934 billion which includes projects funded by the Queensland and Australian Governments.

\* The Transport Infrastructure Development Scheme (TIDS) provides grants to local governments for roads and transport infrastructure projects.

\*\* NDRRA is the Natural Disaster Relief and Recovery Arrangements.

Figure 3 – Source of funds

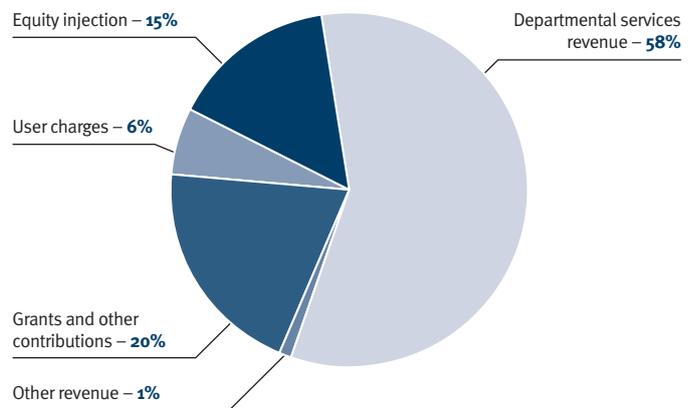
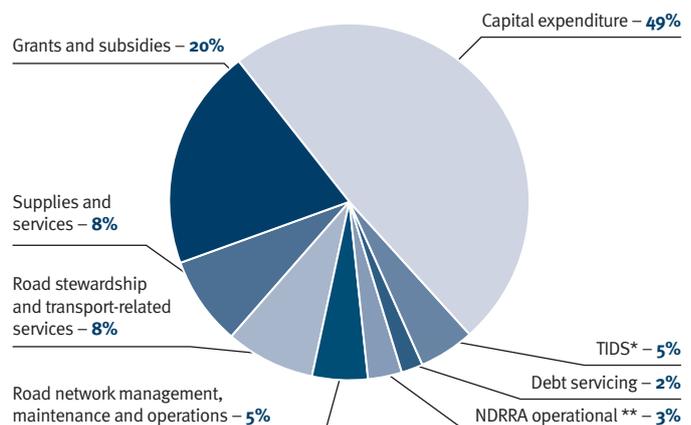


Figure 4 – Application of funds



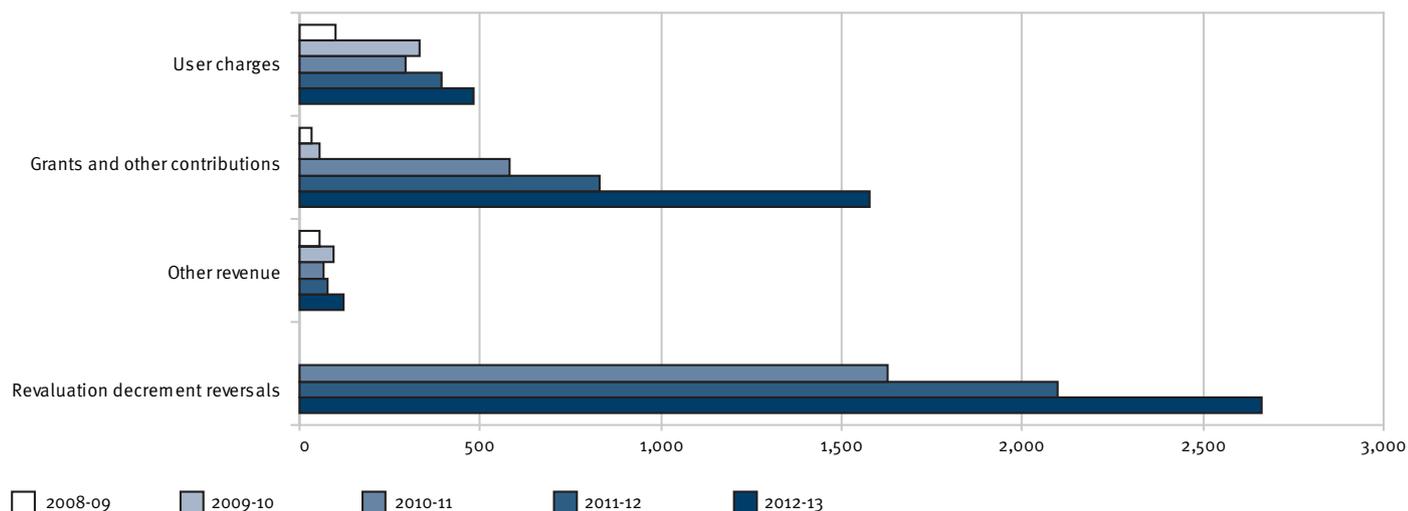
## Financial performance

### Our income

Total income for the department is \$9.309 billion. Figure 5 illustrates the different categories of income earned by the department. Queensland Government appropriations are the main source of income for us and account for approximately 48 per cent of the total income earned for the reporting period ending on 30 June 2013. Due to the size of this item it is not shown in Figure 5.

User charges are controlled by the department and are mainly derived from external sales, provision of services to other government agencies, marine pilotage and recoverable works from other government authorities.

Figure 5 – Major income items (\$ 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 for motor vehicle registrations, traffic fines, and other regulatory fees and fines. Refer to Note 46 of the Financial Statements.

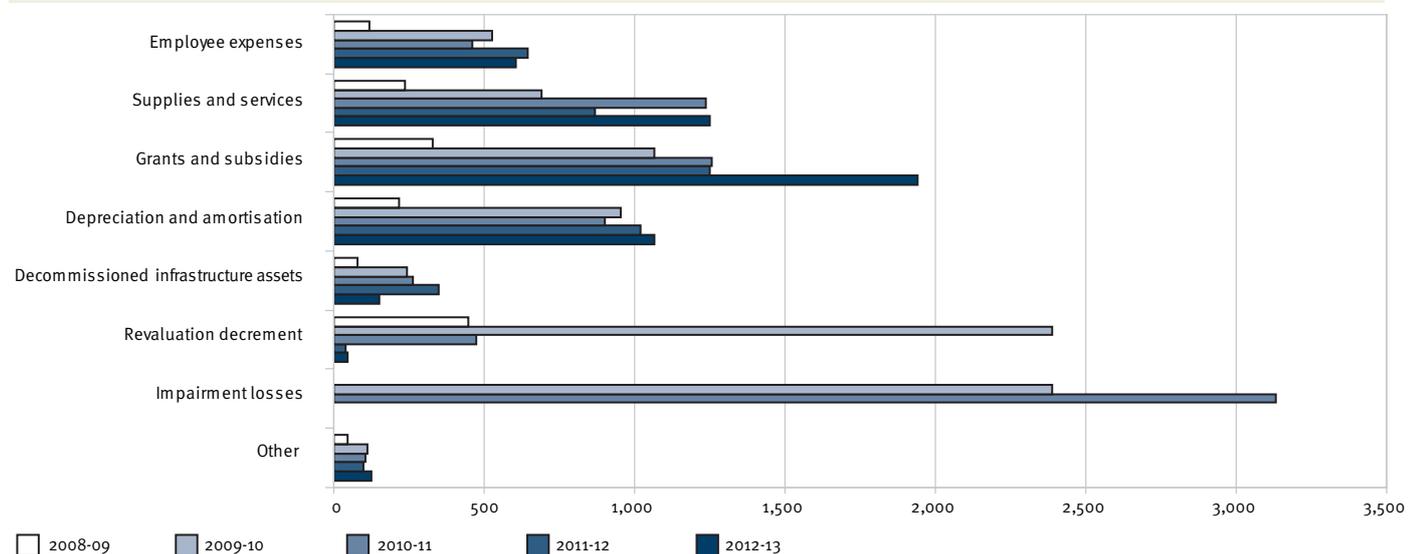
### Our expenses

Total expenditure for the department is \$5.216 billion. Figure 6 illustrates that supplies and services, depreciation and grants and subsidies costs account for most of our expenditure. Approximately 44 per cent of the supplies and services costs are a result of payments to contractors mainly for maintenance activities.

Our depreciation is the direct result of our large infrastructure asset base.

Another major expenditure item is rail service costs which are reported within grants and subsidies. This expenditure is for the rail services and infrastructure support services purchased by the Queensland Government for all aspects of the rail network.

Figure 6 – Major expense items (\$ million)



## Our assets

Figure 7 shows our non-current assets include infrastructure assets, capital work in progress, and other property, plant and equipment. The road network makes up most of our assets and is valued at \$54.450 billion.

Please refer to Note 3(o) of the Financial Statements for further disclosure on the valuation methodology for the department's infrastructure assets.

Figure 8 shows cash and other asset categories which include \$286 million of prepayments and \$593 million of receivables from external customers.

Figure 7 – Major asset categories (\$ million)

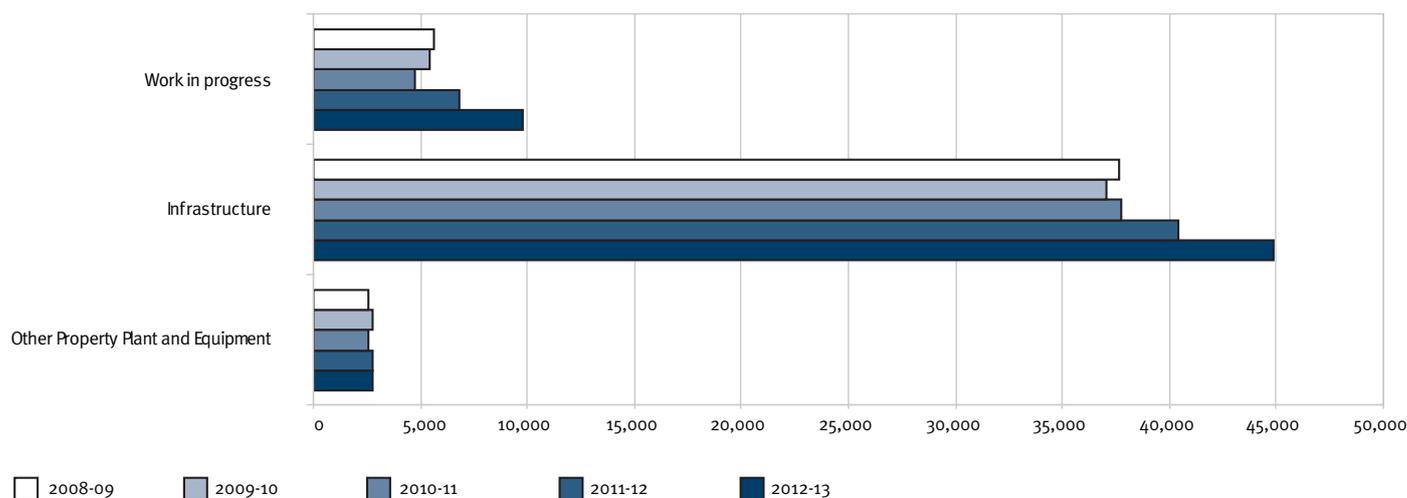
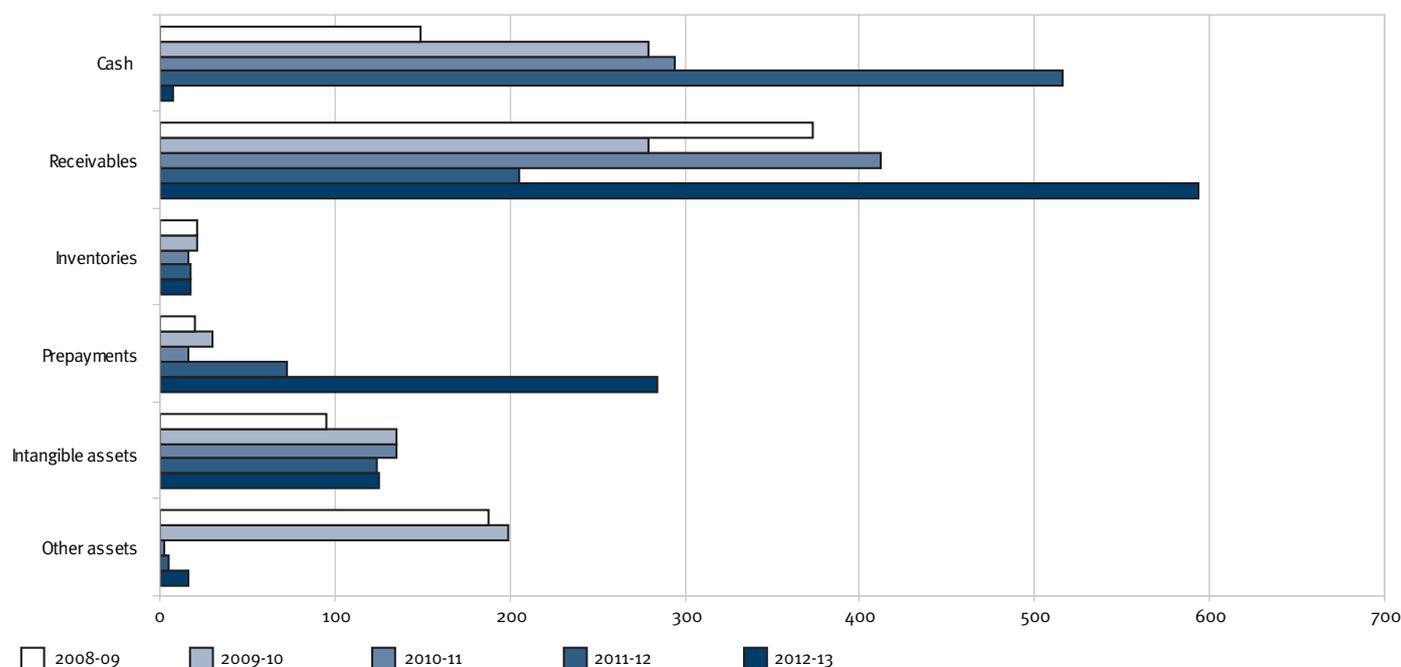


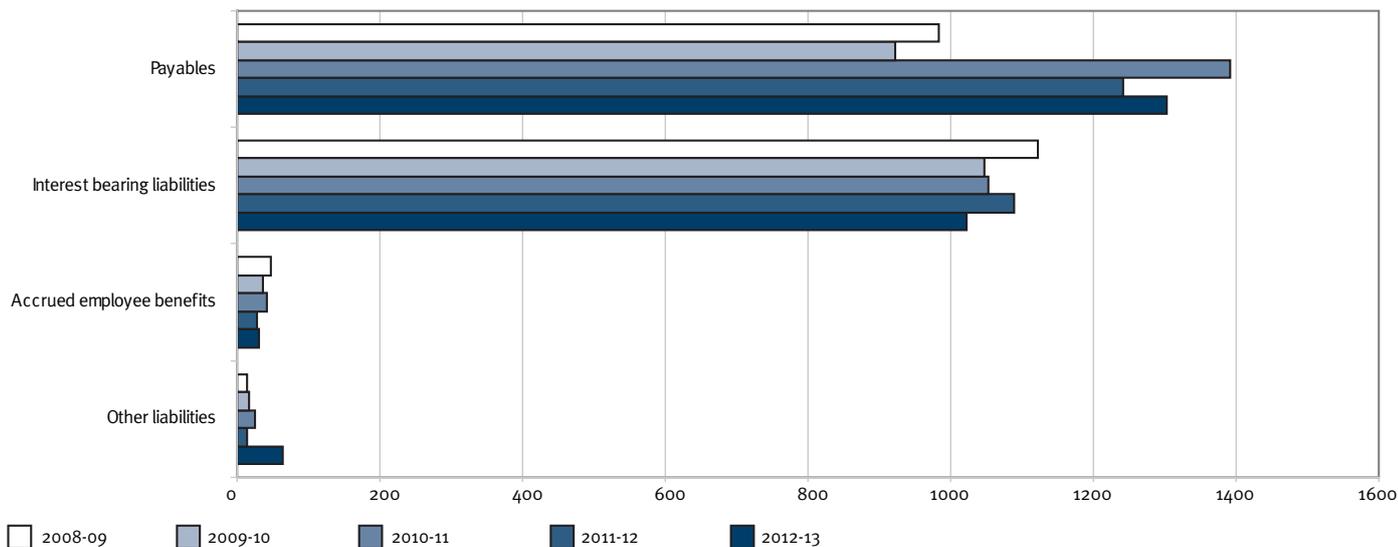
Figure 8 – Cash and other asset categories (\$ million)



## Our liabilities

Figure 9 shows the total of current and non-current liabilities. Payables and interest bearing liabilities make up most of our liabilities. Most payables are invoices that remain outstanding to trade creditors at financial year end. Borrowings received from Queensland Treasury Corporation assists in funding our infrastructure projects.

Figure 9 – Liabilities (\$ million)



## Natural Disaster Relief and Recovery Arrangements

Between 2010 and 2013 extensive damage was caused to the transport network across the state as a result of natural disasters. This damage and subsequent repairs are reported as revaluation adjustments in the Financial Statements.

## Comparison of actual financial results with budget

Actual results in comparison to the budget for 2012–13 are presented in the following tables (figures 10 to 13) with accompanying notes for Transport and Main Roads and RoadTek. Note that a direct comparison of the figures between the Transport and Main Roads audited financial statements and the figures in the statements below cannot be made due to the different basis on which the statements have been prepared.

**Figure 10 – Department of Transport and Main Roads (excluding RoadTek)**

*Statement of Comprehensive Income for the year ended 30 June 2013*

	Notes	2012–13 Actual \$'000	2012–13 Adjusted Budget \$'000	2012–13 Variance \$'000
<b>Income from continuing operations</b>				
<i>Revenue</i>				
Services revenue	1	4,457,462	4,148,778	308,684
User charges	2	437,395	473,151	(35,756)
Grants and other contributions	3	1,544,331	1,851,995	(307,664)
Other revenue	4	247,414	175,475	71,939
Gain on sale/revaluation of property, plant and equipment and investments	5	2,669,305	2,500	2,666,805
<b>Total income from continuing operations</b>		<b>9,355,907</b>	<b>6,651,899</b>	<b>2,704,008</b>
<b>Expenses from continuing operations</b>				
<i>Expenses</i>				
Employee expenses	6	565,391	515,477	49,914
Supplies and services	7	1,404,244	1,477,350	(73,106)
Grants and subsidies	8	1,756,229	1,409,623	346,606
Depreciation and amortisation		1,045,709	1,078,550	(32,841)
Finance/borrowing costs		71,480	71,285	195
Other expenses		206,940	198,817	8,123
Losses on sale/revaluation of property, plant and equipment and investments	9	225,476	145,547	79,929
<b>Total expenses from continuing operations</b>		<b>5,275,469</b>	<b>4,896,649</b>	<b>378,820</b>
<b>Operating result from continuing operations</b>		<b>4,080,438</b>	<b>1,755,250</b>	<b>2,325,188</b>

**Notes:**

- The conditions outlined in the notes below have impacted on the amount of service revenue received by the department.
- Variance primarily reflects reduced fare revenue and reduced recoverable revenue from the former TransLink Transit Authority (the adjusted budget provided for recoverable revenue to be received from the former TransLink Transit Authority for work performed on its behalf for a full year but actual fees were only received for six months as the TransLink Transit Authority was incorporated into the department from 1 January 2013) offset by increased rent revenue.
- Decrease reflects lower than anticipated expenditure on NDRRA works and the difference in timing between when NDRRA expenditure is incurred and claims are made on Queensland Reconstruction Authority for reimbursement of that expenditure.
- Increase reflects higher than anticipated revenue received from developers' contributions and dividends from RoadTek.
- Increase reflects a revaluation decrement reversal related to the road network recorded in prior years as a result of recent natural disasters.
- Increase is due to the cost of redundancies related to the fiscal repair measures announced in the 2012–13 Budget. At the time of the 2012–13 Budget, the cost of redundancies was held centrally.
- Variance is mainly due to the reprioritisation of funding to meet expenditure on 2013 NDRRA events.
- Variance is primarily due to reclassification of the contribution to the Airportlink project from equity to grant expenditure and higher Transport Service Contract payments for Regional Freight and Livestock (2012–13 Adjusted Budget provided for payments for only half the year pending the outcome of negotiations for a new contract).
- Variance is primarily due to assets written off and decrement for land being higher than anticipated.

**Figure 11 – Department of Transport and Main Roads (excluding RoadTek)**  
Statement of Financial Position as at 30 June 2013

	Notes	2012–13 Actual \$'000	2012–13 Adjusted Budget \$'000	2012–13 Variance \$'000
<b>Assets</b>				
<i>Current assets</i>				
Cash assets	1	(44,314)	253,819	(298,133)
Receivables	2	586,469	470,970	115,499
Inventories		9,428	10,014	(586)
Other	3	283,986	15,949	268,037
Non-financial assets held for sale	4	10,114	-	10,114
<b>Total current assets</b>		<b>845,683</b>	<b>750,752</b>	<b>94,931</b>
<i>Non-current assets</i>				
Other financial assets	5	601	30,421	(29,820)
Property, plant and equipment	6	57,322,494	51,811,909	5,510,585
Intangibles	7	124,676	178,202	(53,526)
Other	8	1,080	3	1,077
<b>Total non-current assets</b>		<b>57,448,851</b>	<b>52,020,535</b>	<b>5,428,316</b>
<b>Total assets</b>		<b>58,294,534</b>	<b>52,771,287</b>	<b>5,523,247</b>
<b>Liabilities</b>				
<i>Current liabilities</i>				
Payables	9	1,366,207	1,172,024	194,183
Accrued employee benefits	10	20,485	34,982	(14,497)
Interest-bearing liabilities		72,875	72,931	(56)
Other		49,839	50,967	(1,128)
<b>Total current liabilities</b>		<b>1,509,406</b>	<b>1,330,904</b>	<b>178,502</b>
<i>Non-current liabilities</i>				
Accrued employee benefits	10	5,931	6,249	(318)
Interest-bearing liabilities		949,552	949,915	(363)
Other		-	(1,246)	1,246
<b>Total non-current liabilities</b>		<b>955,483</b>	<b>954,918</b>	<b>565</b>
<b>Total liabilities</b>		<b>2,464,889</b>	<b>2,285,822</b>	<b>179,067</b>
<b>Net assets</b>		<b>55,829,645</b>	<b>50,485,465</b>	<b>5,344,180</b>
<b>Equity</b>				
Contributed equity	11	51,896,188	52,866,566	(970,378)
Accumulated surplus/(accumulated deficit)	12	1,707,005	(2,381,133)	4,088,138
Asset revaluation surplus	13	2,226,452	32	2,226,420
<b>Total equity</b>		<b>55,829,645</b>	<b>50,485,465</b>	<b>5,344,180</b>

**Notes:**

1. Decrease mainly due to the transfer of cash balances to the Consolidated Fund as part of the end of year process.
2. Increase represents a cash receivable from the Consolidated Fund towards the department's payments in 2013–14.
3. Increase is due to recognition of a prepaid lease asset for the Gold Coast Rapid Transit project.
4. Variance is due to the unbudgeted recognition of land held for sale.
5. Variance is primarily due to elimination of a balance internal to the department arising from departmental restructure.
6. Movement is mainly due to a revaluation decrement reversal related to the road network recorded in prior years as a result of recent natural disasters and revaluation of land for 2012–13.
7. Variance is mainly due to the new Queensland driver licence system being reclassified to the Property, Plant and Equipment asset class.
8. Increase is due to recognition of an insurance prepayment.
9. Increase is mainly due to higher than anticipated payables for expenditure on capital projects.
10. Decrease reflects a reduction in the annual leave levy payable due to an extra payment made for the prior year in 2011–12 and a change in the methodology for the calculation of the levy.
11. Decrease is mainly due to reclassifying the Airportlink payment from equity to operating, re-alignment of Australian Government and State funding to match anticipated expenditure, reprioritising funding for the recent flooding events and reallocating funding for the Gold Coast Rapid Transit project.
12. Variance reflects a reduction in the impairment of the road network due to the repair works carried out as a result of natural disasters, additional contributions from developers and additional dividend revenue from RoadTek.
13. Variance is due to unbudgeted asset revaluation surplus for 2013.

**Figure 12 – RoadTek**  
Statement of Comprehensive Income for the year ended 30 June 2013

	Notes	2012–13 Actual \$'000	2012–13 Adjusted Budget \$'000	2012–13 Variance \$'000
<b>Income from continuing operations</b>				
<i>Revenue</i>				
User charges	1	885,364	575,366	309,998
Grants and other contributions		23	-	23
Other revenue		3,849	3,453	396
Gain on sale/revaluation of property, plant and equipment and investments	2	2,516	980	1,536
<b>Total income from continuing operations</b>		<b>891,752</b>	<b>579,799</b>	<b>311,953</b>
<b>Expenses from continuing operations</b>				
<i>Expenses</i>				
Employee expenses	3	152,770	142,714	10,056
Supplies and services	4	606,711	376,443	230,268
Grants and subsidies		101	120	(19)
Depreciation and amortisation	5	22,395	19,823	2,572
Finance/borrowing costs		3,130	3,695	(565)
Other expenses		5,486	4,918	568
Losses on sale/revaluation of property, plant and equipment and investments	6	3,598	907	2,691
<b>Total expenses from continuing operations</b>		<b>794,191</b>	<b>548,620</b>	<b>245,571</b>
<b>Operating result from continuing operations before income tax equivalent expense</b>		<b>97,561</b>	<b>31,179</b>	<b>66,382</b>
Income tax equivalent expense	7	29,361	9,354	20,007
<b>Operating result from continuing operations after income tax equivalent expense</b>		<b>68,200</b>	<b>21,825</b>	<b>46,375</b>
<b>Total comprehensive income</b>		<b>68,200</b>	<b>21,825</b>	<b>46,375</b>

**Notes:**

1. Increase is due to extensive flood damage emergent and recovery work across Queensland from flood events that have occurred in 2011, 2012 and 2013.
2. Increase is due to the increased number of items put to the disposal market with increased gains on sale against book value.
3. Increase is due to voluntary separation payments made which were not budgeted.
4. Increase is due to the increased work associated with the restoration of the road network as a result of flood damage.
5. Increase is due to the relieving of a number of major plant items.
6. Increase is due to an increased number of items put to the disposal market with a resulting loss on sale against book value.
7. Increase is due to an increased surplus from trading.

**Figure 13 – RoadTek**  
Statement of Financial Position as at 30 June 2013

	Notes	2012–13 Actual \$'000	2012–13 Adjusted Budget \$'000	2012–13 Variance \$'000
<b>Assets</b>				
<i>Current assets</i>				
Cash assets	1	48,558	5,308	43,250
Receivables	2	118,798	96,477	22,321
Inventories	3	39,640	50,667	(11,027)
Other		798	503	295
<b>Total current assets</b>		<b>207,794</b>	<b>152,955</b>	<b>54,839</b>
<i>Non-current assets</i>				
Property, plant and equipment	4	105,350	123,906	(18,556)
Deferred tax assets	5	5,088	1,784	3,304
<b>Total non-current assets</b>		<b>110,438</b>	<b>125,690</b>	<b>(15,252)</b>
<b>Total assets</b>		<b>318,232</b>	<b>278,645</b>	<b>39,587</b>
<b>Liabilities</b>				
<i>Current liabilities</i>				
Payables	6	47,741	40,347	7,394
Interest-bearing liabilities		29,000	29,000	-
Current tax liabilities	7	12,863	11,318	1,545
Accrued employee benefits		5,528	6,482	(954)
<b>Total current liabilities</b>		<b>95,132</b>	<b>87,147</b>	<b>7,985</b>
<i>Non-current liabilities</i>				
Payables		-	-	-
Interest-bearing liabilities		-	-	-
Accrued employee benefits		-	-	-
<b>Total non-current liabilities</b>		<b>-</b>	<b>-</b>	<b>-</b>
<b>Total liabilities</b>		<b>95,132</b>	<b>87,147</b>	<b>7,985</b>
<b>Net assets</b>		<b>223,100</b>	<b>191,498</b>	<b>31,602</b>
<b>Equity</b>				
Contributed equity		113,214	113,214	-
Accumulated surplus/(accumulated deficit)	8	109,886	78,267	31,619
Asset revaluation surplus		-	17	(17)
<b>Total equity</b>		<b>223,100</b>	<b>191,498</b>	<b>31,602</b>

**Notes:**

1. Increase is due to profitable trading and a reduction in planned procurement of construction plant and equipment.
2. Increase is due to an increased program of work which has resulted in increased invoicing and accounts receivable balance.
3. Decrease reflects a reduction in work in progress held as inventory due to improved invoicing.
4. Decrease is due to an increased disposal program and a reduced purchase replacement program.
5. Increase is due to an accelerated book depreciation rate.
6. Increase is due to the increased program of work which has resulted in a higher level of payables.
7. Increase is due to profitable trading exceeding budget for 2012–13.
8. Increase is due to profitable trading for 2012–13.

# Strategic plan 2012–2016

**Our vision:** *Connecting Queensland*

**Our purpose:** Plan, deliver and manage a transport system that connects Queensland

**We value:** Commit to excellence in everything we do; Deliver results and value for money for Queensland; Re-engineer our regions

Strategic risks	Our priorities	Strategic opportunities
<ul style="list-style-type: none"> <li>• <b>Economic growth</b> – meeting the demands placed on the transport system by industry.</li> <li>• <b>Funding prioritisation</b> – maintaining and operating the transport system within funding.</li> <li>• <b>Global forces</b> – providing environmentally and financially sustainable transport infrastructure.</li> <li>• <b>Identifying transport needs</b> – working across government, industry and the community.</li> <li>• <b>Future disasters and failures</b> – disrupted transport infrastructure and services due to significant events.</li> <li>• <b>Population growth</b> – addressing changes in transport accessibility, mobility, safety, security and pollution.</li> <li>• <b>Workplace challenges</b> – maintaining business systems and capability to meet operational needs.</li> </ul>	<ul style="list-style-type: none"> <li>• Focus on core business – better public transport and transport infrastructure.</li> <li>• Deliver cost-effective programs and services efficiently.</li> <li>• Make investment decisions that support government priorities and ensure the best use of available resources.</li> <li>• Address impacts on our natural, cultural and built environments in project delivery.</li> <li>• Create opportunities to partner with our customers and the business community in policy development through to service delivery.</li> <li>• Ensure the safety and security of the transport system, its users and our workforce.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide affordable transport services and infrastructure.</li> <li>• Use funding sources which provide value for money.</li> <li>• Increase contestability of investment in our projects for greater choice and efficiency in transport solutions.</li> <li>• Use technology and innovative solutions to reduce costs, red tape and waste.</li> <li>• Encourage travel alternatives other than private motor vehicle use.</li> <li>• Establish working relationships with stakeholders and interest groups.</li> <li>• Redistribute savings toward services for the community.</li> </ul>

Corporate objectives	Key performance indicators	Strategies
1. Plan an integrated, reliable and cost-effective transport system	a) Transport efficiency b) TMR influence over national and state transport-related policy	1.1 Plan, deliver and manage transport systems 1.2 Plan and make balanced investments in cost-effective transport infrastructure and services 1.3 Address traffic congestion throughout South East Queensland 1.4 Develop and implement integrated transport system policies and plans 1.5 Lead and influence state and national transport-related policy
2. Deliver transport infrastructure that supports economic growth and provides access to services for the community	a) Transport infrastructure delivery b) Transport infrastructure condition	2.1 Develop effective infrastructure programs and plans based on government priorities 2.2 Deliver effective infrastructure programs and plans based on government priorities 2.3 Maintain transport system assets
3. Manage the transport system to improve safety, useability and customer service	a) Transport effectiveness b) Active transport c) Transactional service delivery d) Inclusiveness of transport services e) Safety of transport users	3.1 Achieve effective use and operation of the transport system 3.2 Encourage increased public transport patronage, cycling and walking 3.3 Continuously improve front line customer service 3.4 Provide fair access to public transport 3.5 Encourage improved safety of vehicles, vessels and trains 3.6 Maximise the safety of people using the transport system
4. Ensure a sustainable and capable workforce with effective processes and systems that enable better delivery of transport outcomes	a) Capability and capacity of our organisation b) Workplace health and safety c) Effective processes and systems	4.1 Ensure an agile, capable and high performing workforce 4.2 Improve the health and safety of workplaces through a culture of Zero Harm 4.3 Ensure effective business systems and processes, and value for money procurement practices

# How we plan

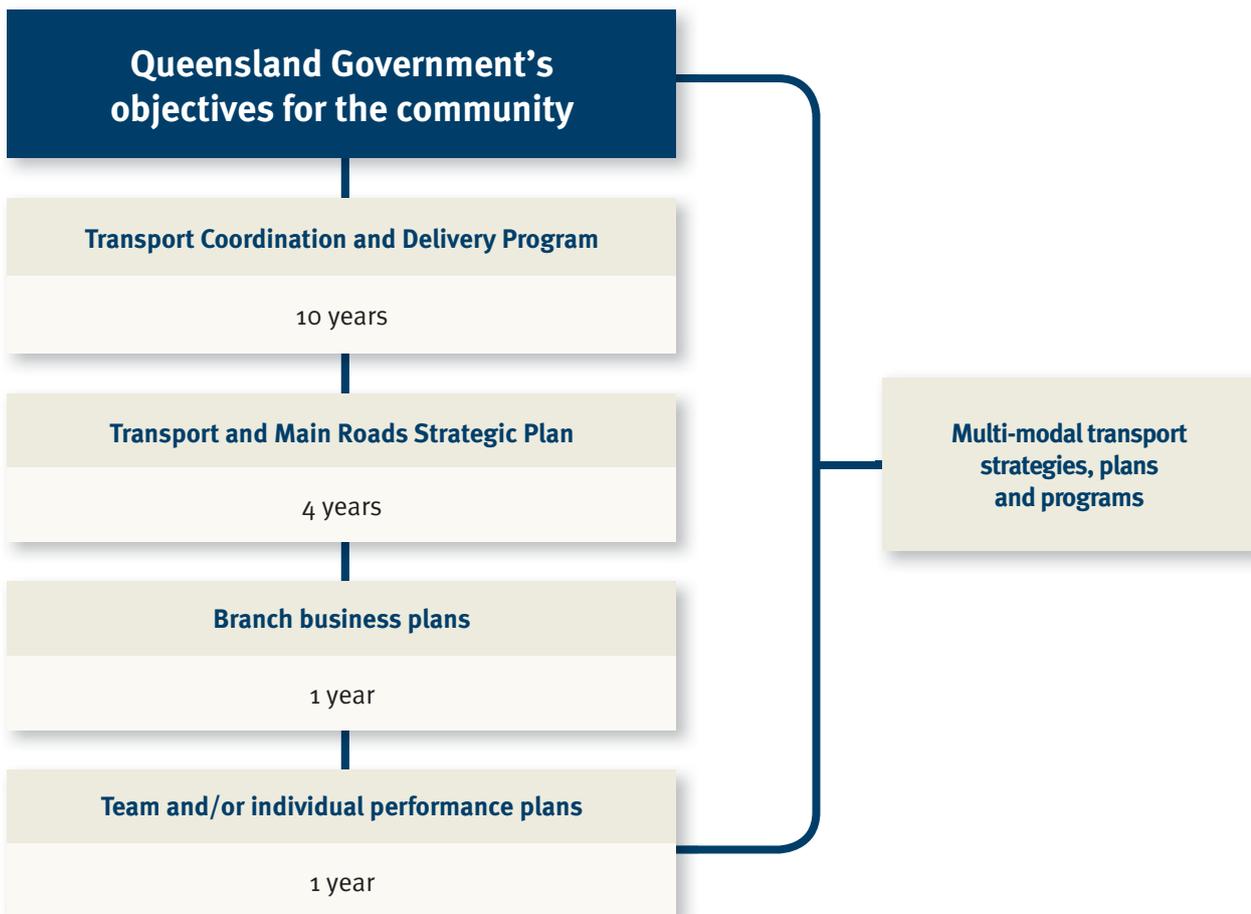
The Department of Transport and Main Roads contributes to the government's community objectives and has a key role in supporting the government objective to *Invest in better infrastructure and better planning*. Our *Transport Coordination and Delivery Plan* (TCDP) sets departmental strategy and direction to deliver on the government's objectives over a ten-year horizon. It provides a clear strategic framework for making decisions to achieve the government's vision for the transport system and is supported by:

- criteria for making decisions about spending on transport
- long-term objectives and performance indicators for the transport system
- guiding principles that inform policy, planning and decision making
- a simple governance structure with clear accountabilities.

The TCDP informs Transport and Main Roads strategic plan, which sets out the department's vision, purpose, objectives, performance indicators and strategies, and spans a four-year horizon. Our strategic plan is translated through one-year operational business plans, which form the foundation for the development of team and/or individual performance plans.

These documents are used in conjunction with other departmental plans and strategies to manage our services.

For more information on the department's achievements against the government's objectives, see pages 21 to 57.





# Our performance

*Objective 1 – Plan an integrated, reliable and cost-effective transport system*

*Objective 2 – Deliver transport infrastructure that supports economic growth and provides access to services for the community*

*Objective 3 – Manage the transport system to improve safety, useability and customer service*

*Objective 4 – Ensure a sustainable and capable workforce with effective processes and systems that ensure better delivery of transport outcomes*

# Our performance

## Objective 1

### Plan an integrated, reliable and cost-effective transport system

#### Strategies

- 1.1 Plan, deliver and manage transport systems
- 1.2 Plan and make balanced investments in cost-effective transport infrastructure and services
- 1.3 Address traffic congestion throughout South East Queensland
- 1.4 Develop and implement integrated transport system policies and plans
- 1.5 Lead and influence state and national transport-related policy

#### 1.1 Planning, delivering and managing our transport systems

##### Setting strategy and direction for the future

In 2012–13, we developed the 10-year *Transport Coordination and Delivery Plan* (TCDP), which provides clear goals, objectives, performance indicators and investment criteria for the planning, management and delivery of efficient, reliable, integrated and safe transport outcomes.

The framework integrates transport decision making across modes, users and regions so that priorities are not decided in isolation. For example, a decision to support increased freight movement on our road network to aid economic growth will balance the needs and safety of the state's road users, the cost of wear and tear on our roads, and local government issues and national transport policy.

The framework will be supported by five core strategies to better align our planning, investment and delivery with Queensland Government priorities and community objectives. They are:

- **The Moving People Strategy**, which will take a people-centred approach where the user's perspective is considered from the moment they think about making a trip to arrival at their destination
- **The Moving Freight Strategy**, which will focus efforts to work in partnership with the freight industry to meet the needs of freight users
- **The Road System Strategy**, which will focus on managing the state-controlled road network to optimise the performance of the road system and ensure traffic movements are planned and managed within a coordinated framework
- **The Rail Strategy**, which will focus on providing an integrated rail network that allows the efficient movement of people and freight around Queensland
- **The Maritime Strategy**, which will focus on ensuring the use of marine transport is safe, accessible, environmentally responsible and adds to the economic wellbeing of the state.

##### Planning for integrated transport outcomes

During the year, we revised our State Planning Program (SPP) – a multi-modal program that includes strategic planning through to business case development. Dedicating planning resources to all transport modes helps to ensure connecting infrastructure is maximised and congestion is managed.

Development of the SPP was informed by the TCDP, which is aligned to the Queensland Government objectives for the community.

Figure 14 – Objective 1 Strategic plan performance measures

Strategic plan performance measures	2012–13 result	Status	Notes
<b>Performance indicator: Transport efficiency</b>			
Road network performance – Efficiency			
- AM peak	10.8	▲	
- Off peak	9.6	▲	
- PM peak	11.2	▲	
Road network performance – Reliability			
- AM peak	83	▲	
- Off peak	93	▲	
- PM peak	78	▲	
Road network performance – Productivity			
- AM peak	74	▲	
- Off peak	79	▲	
- PM peak	74	▲	
<b>Performance indicator: TMR influence over national and state transport-related policy</b>			
Performance statement			1

▲ On track      ● Slight variance      ▼ Significant variance

#### Note:

1. For performance information related to this indicator, refer to 1.5 'Leading and influencing state and national transport-related policy'.

### Highlights

In line with government commitments, we **supported agriculture** by prioritising investment in major transport routes to ensure access to heavy transport options for agricultural industries and appropriate rail access for the transport of grain and cattle for processing and export.

### Identifying high priority transport infrastructure

As part of the Queensland Government's 2012 funding submission to the Australian Government for the Nation Building 2 Program (2014–15 to 2018–19), we identified 50 projects and programs that address infrastructure constraints hampering the development of the Queensland economy.

Major projects we identified in the submission included:

- Bruce Highway (Cooroy to Curra) Section A upgrade – refer to page 39
- Yeppen Floodplain Upgrade Project
- Toowoomba Second Range Crossing business case
- Brisbane Inner Rail Solution – refer to opposite column.

### Prioritising Queensland's transport and road infrastructure

To effectively plan, deliver and manage Queensland's transport system, we prioritise transport and road infrastructure projects over four years across local, state and national networks through the *Queensland Transport and Roads Investment Program (QTRIP) 2013–14 to 2016–17*. The \$17.2 billion program details planned infrastructure for roads, bridges, railways, marine infrastructure and public transport solutions across Queensland.

In addition to our focus on rebuilding transport infrastructure across Queensland (under Natural Disaster Relief and Recovery Arrangements) following the severe weather and flooding events of 2010, 2011 and 2013, QTRIP details the department's commitment to delivering key priority projects, and preserving and maintaining our transport and road assets.

More information on the QTRIP can be found on the department's website at [www.tmr.qld.gov.au](http://www.tmr.qld.gov.au).

### Prioritising key transport corridors

In 2012–13, we developed draft 10-year investment strategies for the Flinders and Barkly Highways, the Peak Downs and Gregory Highways, and the Capricorn Highway for consultation with local government, peak industry bodies and the community. When finalised, these strategies will inform our key stakeholders of the department's investment priorities on these key east-west transport and economic corridors. They will also provide a long-term vision for upgrading and managing the safety, capacity, asset condition and flood immunity of these routes to support growth and productivity for Queensland's regions.

### Planning boating infrastructure improvements

In 2012–13, we developed concept plans for boat harbours in Manly, Cabbage Tree Creek, Scarborough and Bowen, and began developing a master plan for the Rosslyn Bay (Yeppoon) boat harbour. We engaged with tenants, marine industry stakeholders and the local authorities to achieve consensus on an agreed plan for the future development of the harbours. These concept plans inform leasing arrangements and local government planning to achieve the best outcomes for the local community.

### Developing Gold Coast 2018 Commonwealth Games™ transport strategy

The department, in conjunction with the City of Gold Coast and the 2018 Commonwealth Games Organising Corporation, is developing transport strategies for the Gold Coast 2018 Commonwealth Games™ to plan and deliver transport infrastructure and services for spectators, athletes, media and officials through the provision of a games route network.

Over the next few years, we will continue to meet with stakeholders to plan for the transport tasks required to support the 2018 Commonwealth Games.

### Delivering integrated transport system solutions

#### Brisbane Inner Rail Solution

During 2012–13, we developed a plan to deliver the Brisbane Inner Rail Solution (BIRS) Early Capacity Works – a package of short-term, low-cost initiatives designed to extend the life and reliability of the rail system. The rail solution includes the future construction of the core Cross River Rail project.

Delivery of the core Cross River Rail project (BIRS major program of works) relies significantly on Australian Government funding. In 2012–13, the department updated the Business Case for the Core Cross River Rail project and provided it to the Australian Government to seek funding assistance to deliver the project.

While no funding has been allocated for 2013–14, we continue to protect the corridor in the event that funding becomes available. We are working with the private sector and developers at key sites along the Cross River Rail corridor (Yeerongpilly to Victoria Park in inner Brisbane) to ensure that development can proceed without delay at these locations.

We also established a whole-of-government steering committee to further develop and oversee delivery of the initiatives by TransLink Division and Queensland Rail.

More information on BIRS can be found at [www.tmr.qld.gov.au](http://www.tmr.qld.gov.au).

*Initial progress of the Brisbane Inner Rail Solution Early Capacity Works has resulted in improved on-time running of trains and shorter dwell times as well as a reduction in passenger-related delays*

### Improving rail access to business districts

We continued to fund and provide project governance for initiatives to improve rail access to business districts. Key projects included:

- Ferny Grove rail precinct – construction of a duplicate 2.6km track between Keperra and Ferny Grove stations and expansion of existing carparks at Ferny Grove Station were completed

- Richlands to Springfield Project – we negotiated an extra 400 carparks for the park 'n' ride for Springfield Central Station (see page 34 for more information).



Works at Springfield Central Station in January 2013 were on track for scheduled commissioning of the station in late December 2013

### Managing our transport infrastructure

#### Bruce Highway upgrades

In October 2012, we released to the public the 10-year *Bruce Highway Action Plan*, which includes a range of safety, flood and capacity improvement projects and cost-effective treatments for the long-term upgrade of the full length of the Bruce Highway. These include:

- safety improvements, such as implementing wide centre lines, audible edge lines, more overtaking lanes, critical maintenance and intersection upgrades
- flood improvements, such as raised road embankments, culverts and bridges and bypassing flood prone areas
- capacity improvements, such as using technology to better manage traffic flow, grade-separating carriageways (overpasses), additional lanes and traffic signals.

Please go to [www.tmr.qld.gov.au](http://www.tmr.qld.gov.au) for more information about the *Bruce Highway Action Plan*.

#### Rail Transport Service Contract

During 2012–13, we developed a Transport Service Contract (TSC) Framework for rail in preparation for future TSC negotiations with Queensland Rail. The new TSC for passenger rail services and rail infrastructure will be signed in July 2013.

This contract renewal process has provided the department and Queensland Rail with a more consistent and transparent funding regime by explicitly linking funding to the cost of service delivery. The contract renewal also introduces new mechanisms to improve operational performance of Queensland Rail, including on-time running for rail customers.

#### Review of long-distance passenger services

The department commenced a review of long-distance coach, rail and air services to deliver better outcomes for regional Queensland. This is the first review in almost six years and reflects changes to how people travel in regional Queensland communities. It will examine the duplication of services by different modes of air, coach and rail along particular corridors and ways to use Queensland Government regulation and investment to maximise the benefit to regional communities.

We expect to finalise the review in 2013–14.

#### Bus contract reform project

The Next Generation Bus Contract reform project will deliver an improved value-for-money outcome in the procurement and delivery of scheduled bus services across the state. The project focuses on the current 3G contracts for south-east Queensland, and lessons learnt will be applied to regional and school contracts. The department expects to renegotiate contracts during 2013–14.

#### Transport Service Contracts

In 2012–13, we continued to manage Transport Service Contracts with Aurizon (formerly QR National) for transportation of freight and livestock. In December 2012, Deeds of Variation were signed for both the Regional Freight Transport Service Contract and Livestock Transport Service Contract, confirming contract schedules and pricing for the remainder of the contract period (ending June 2015 and December 2015 respectively).

The Regional Freight Transport Service Contract supports 6000 services a year and in 2012–13 provided for a defined set of road and rail services at a cost of about \$140 million.

The Livestock Transport Service Contract provided cattle train services at a cost of about \$29 million in 2012–13. During the 2012 cattle season, additional weekly cattle train services operated from Winton and Cloncurry on a trial basis. Additional services were built into the remainder of the contract, ensuring a minimum of 325 cattle train services each season from centres in western Queensland. Deck rates for cattle train customers will remain frozen during the term of the contract.

#### Heavy vehicle access

In line with the government's commitment to expand the freight network, the department actively liaised with local road network owners to improve access for heavy vehicles.

Queensland is currently assessing its road freight network for PBS Level 2B vehicles (30 metre-long vehicles). Since 2010, about 468km of strategic roads have been assessed and approved for PBS Level 2B access in south-east Queensland and the broader Townsville area, with a further 2600km of state-controlled and local government roads being considered.

For more information on PBS in Queensland and maps of approved routes, visit the department's website at [www.tmr.qld.gov.au](http://www.tmr.qld.gov.au).

#### Transport governance

In 2012–13, as a shareholding department for transport-related government-owned corporations we:

- fulfilled our governance and monitoring role for government-owned rail and port activities, including providing advice to the Queensland Government on government-owned rail and port operations and performance
- continued to review and support government-owned rail and port activities, including land use planning, advising on environmental impact statements for rail and port-related projects, and providing administrative and legislative advice to shareholding ministers in the development of port projects.

## 1.2 Planning and making balanced investments in cost-effective transport infrastructure and services

### *Balancing investment in maintenance, preservation and operation*

The department's *Queensland Road System Performance Plan 2013–14 to 2017–18* allocates \$2.34 billion for balanced investment in works that address immediate performance risks and that protect the state's largest infrastructure asset against further damage. The plan also provides the direction for the development of maintenance, preservation and operations projects under the *Queensland Transport and Roads Investment Program (QTRIP) 2013–14 to 2016–17*.

### *Sustainable asset management*

In August 2012, we launched a new Transport Infrastructure Asset Management Policy, which articulates how transport investments will be maximised to ensure Queenslanders receive value for money and sets out principles to:

- provide affordable levels of service which balance performance, costs and risks over the asset's life to ensure the transport network is sustainable
- align to international best practice for asset management
- establish a proactive approach to repairing or rehabilitating networks rather than replacing them
- ensure appropriate whole-of-life costs are factored into transport infrastructure development.

Transport infrastructure assets covered by the policy include roads, road structures, busway roads, busway structures, busway stations, light rail systems, active transport infrastructure and maritime infrastructure.

### *Investing in transport infrastructure*

#### **New generation trains**

During 2012–13, we progressed the New Generation Rollingstock Project to provide newer, more comfortable and more frequent rail services. The project includes the purchase of 75 six-car train sets, construction of a modern, purpose-built maintenance centre and the maintenance of the rollingstock for 30 years.

To be delivered under a Public Private Partnership with Projects Queensland, the contract is expected to be awarded in late 2013 with delivery of the new trains scheduled for late 2015.

#### **Royalties for the Regions**

As part of its Royalties for the Regions initiative, which is administered by the Department of State Development, Infrastructure and Planning, the Queensland Government committed \$495 million over four years from 2012–13, and \$200 million each year thereafter, to invest in new and improved community infrastructure, roads and floodplain security projects that benefit those who live, work and invest in our resource regions.

Transport and Main Roads has an important role in prioritising nominated road projects by engaging with local governments through their respective Roads Alliance Regional Roads Group, and providing local governments with technical assistance, as necessary.

### **Transport Infrastructure Development Scheme**

We continued to manage the Transport Infrastructure Development Scheme (TIDS). The scheme provides financial assistance through grants to local governments for developing and upgrading local government-controlled roads and other transport-related infrastructure. It also provides funding for local transport infrastructure upgrades to improve access to Aboriginal and Torres Strait Islander communities.

The current state-funded TIDS base funding budget is \$40 million a year, ongoing, and comprises:

- Roads Alliance – \$25.3 million per annum
- Regional Road Group capability development – \$0.6 million per annum
- Cycleways – \$2.5 million per annum
- Aboriginal and Torres Strait Islander community assistance – \$8.2 million per annum
- Safe School Travel infrastructure – \$3.4 million per annum.

The TIDS program generates benefits to local communities, such as employment opportunities, improved capacity for local councils to hire staff and the improved flexibility and efficiency of workforce management.

More information on TIDS can be found at [www.tmr.qld.gov.au](http://www.tmr.qld.gov.au).

### **Regional Airport Development Scheme**

The department provides grants through the Regional Airport Development Scheme to assist local governments to upgrade airports. The grants are provided to local governments on a 50/50 partnership basis after assessment against criteria, such as remoteness, cost-effectiveness and project impact on agencies and communities.

In 2012–13, a funded partnership with the Australian Government's Regional Aviation Access Program enabled the completion of major reconstruction works at Mornington Island, Aurukun, and Pormpuraaw airports.

A total of \$3.5 million in funding was provided to the three airport projects and to another six regional airports to upgrade lighting, runways and drainage, and construct animal-proof fencing. A significant project will deliver lighting at 10 individual island airports in the Outer Torres Straits, ensuring all-weather access to essential services and to Royal Flying Doctor Service evacuation for many residents.

For more details on works funded through the scheme, see page 32.



The Royal Flying Doctors Service plane was the first to land on the resealed airstrip at Mornington Island

### Prioritising investment in major transport routes for agricultural products

We completed phases one and two of the *Heavy Vehicle Action Plan*, with phases three and four to be finalised by the end of June 2014. The plan will provide direction over the next 10 years to improve the productivity and efficiency of High Productivity Vehicles and Over-Size/Over-Mass vehicle movements across the state.

#### Investing in cost-effective road treatments

##### Warm Mix Asphalt

Transport and Main Roads started expanding its use of Warm Mix Asphalt (WMA) in November 2012 after Australian Road Research Board field studies confirmed its suitability as a road product.

Warm mix is comparable to conventional hot mix asphalt in strength and durability, but the department's use of WMA will deliver added environmental, safety and productivity benefits including:

- lower greenhouse gas emissions and reduced energy consumption, as WMA technologies enable asphalt to be produced at temperatures lower than conventional asphalt
- improved safety and comfort for workers due to its lower temperature
- reduced costs in construction due to more efficient application, better compaction and its ability to transport over longer distances.

##### Stabilisation treatments

The department has developed cost-effective and innovative road condition rehabilitation methods following extensive research including:

- lime stabilisation, where lime is added to clay subgrades to form a strong, stable foundation
- foam bitumen stabilisation, where water is injected into hot bitumen causing it to froth and expand. The expansion allows the bitumen to readily mix with the pavement gravel to deliver a more durable roadway.

Our research forms the basis for a range of industry documents about lime and foam bitumen stabilisation technology. The lime stabilisation technique provides a fatigue-resistant stabilisation treatment for pavement layers that is especially suited to Queensland conditions. This has already enabled significant project savings.

The use of foam bitumen stabilisation on the 38km Gore Highway between Toowoomba (Westbrook) and Millmerran has resulted in a reduction of 0.5 per cent in bitumen content without compromising quality. Our anticipated savings are about \$25,000 per kilometre.

*The Queensland road design approach exceeds the current standard and delivers more economical pavements*

### 1.3 Addressing traffic congestion throughout south-east Queensland

#### Improving traffic management

In addition to investing in infrastructure upgrades and public transport services, the department has also delivered initiatives during 2012–13, including:

- trialling a new responsive and coordinated ramp signalling system 'HERO' along the Pacific Motorway and South East Freeway between Springwood and Woolloongabba in the northbound direction. The trial has successfully demonstrated the benefits of the new system by improving motorway travel speeds, productivity and reliability
- enhancing the department's ITS platform 'STREAMS' to provide an interface to the Department of Community Safety's computer-aided dispatch and vehicle location systems to enable emergency vehicle pre-emption at signalised intersections. This has improved travel time along major routes for emergency responders in the pilot Gold Coast area
- installing Bluetooth Media Access Control (MAC) recorders on the road network to provide the department with a low-cost method of automated travel time data collection. This information is enabling the department to better understand travel time performance of major roads across south-east Queensland
- partnering with RACQ to provide a single, statewide contact for road condition information using the 13 19 40 phone service. The phone service provides information on traffic incidents, road works and road closures, with the accompanying website providing live web camera images to show when congestion is occurring on major roads
- leveraging RACQ's roadside assistance expertise to provide the Traffic Response Unit and motorway towing services
- continuing to lead interagency arrangements for improving traffic incident management coordination and performance.

*Data from newly installed recorders on the road network is helping us better understand travel time performance to improve traffic flow on major roads across the region*

#### Left on red trial

In April 2013, following approval from the department, the Gold Coast City Council (GCCC) began a 'left on red' trial at selected intersections on the Gold Coast. The three intersections used in the trial were:

- Heeb Street into Ashmore Road, Benowa
- Poinciana Crescent into Slater Avenue, Southport
- Ron Penhaligon Way into Markeri Street, Robina.

The trial allows vehicles to turn left at the intersections after stopping for other vehicles, pedestrians and cyclists, to improve traffic flow and reduce delays.

The three-month trial ended on 30 June 2013 and was funded and managed by GCCC, with assistance from the department. The findings of the trial will be evaluated and considered by GCCC in the third quarter of 2013.

### Easing congestion through active transport options

The department encourages active transport as part of an integrated land use and transport system for Queensland. For more details, please see page 41 and 42. We are also developing a congestion policy paper which will be finalised in 2013–14.

## 1.4 Developing and implementing integrated transport system policies and plans

### Planning our future state

Our State Planning Program (SPP) aims to achieve integrated transport outcomes by prioritising, managing and monitoring transport planning activity across the state. The revised SPP (2013–14) comprised 268 integrated transport projects valued at \$42 million.

Figure 15 – Key planning activities in the State Planning Program (2013–14)

Project	Work description
Planning to support the Gold Coast 2018 Commonwealth Games™	A range of technical planning activities for passenger transport, park 'n' ride facilities and road network improvements in close collaboration with the Commonwealth Games Organising Corporation and the City of Gold Coast.
Principal Cycle Network Plans for Wide Bay/ Burnett, Mackay/ Whitsunday and Central Queensland (including Fitzroy)	The plans will inform the development of the regional cycle network over the next five to 10 years in line with local government priorities.
The City Place and Lake Street Transit Mall Upgrade	A joint project with Cairns Regional Council to deliver a new bus connection through Cairns Place mall and new bus and taxi stop facilities. The improvements will enhance user experience, reduce journey times for passengers, improve service reliability, and increase the efficiency of bus operations.
Transport studies including: <ul style="list-style-type: none"> <li>Woolloongabba Area Transport Study</li> <li>Gladstone Area Transport Study</li> <li>Ipswich Area Transport Study</li> </ul>	<p>The study identified the transport infrastructure required to support significant intensification of land use in the Woolloongabba centre as well as network enhancements to improve access to, and the operational efficiency of, major rail and bus stations, The Gabba stadium and pedestrian and cycle links.</p> <p>Developed in consultation with statutory agencies and Gladstone Regional Council, the study will support significant urban and economic growth forecast for the sub-region.</p> <p>A multi-modal transport strategy for Ipswich City to support forecast growth.</p>
Bruce Highway Action Plan	The plan sets out a detailed program of works that will improve the safety, flood immunity and capacity of the Bruce Highway over the next 10 years.
Townsville Ring Road	Detailed planning for the final section (4) of the Townsville Ring Road, consisting of a new 8km two-lane, two-way northern extension that spans from Shaw Road to Mount Low Parkway, Townsville.
Flood immunity for the Yellow Gin Creek highway crossing	The proposed upgrade will provide an enhanced operation and network functionality for the National Highway by improving accessibility, particularly in the movement of goods and freight during the north Queensland wet season, and reducing delays and associated costs.

### Progressing other planning and policy initiatives

In 2012–13, we:

- established a specialist team to resolve complex technical issues and promote practical and affordable integrated transport outcomes for Queensland
- achieved about a 32 per cent reduction in active development appeals, reducing formal court proceedings and reducing costs to the department and the development industry
- identified innovative leasing options for the future redevelopment of harbours at Manly, Cabbage Tree Creek, Scarborough and Bowen
- worked with local government and the Department of State Development, Infrastructure and Planning (DSDIP) to develop and amend planning schemes, priority infrastructure plans and neighbourhood plans
- worked with DSDIP to ensure the protection of existing and future transport corridors and infrastructure in the development and implementation of a single State Planning Policy and the State Assessment and Referral Agency
- established a Transport System Policy Steering Committee to improve alignment and synergies between our strategic policy and planning documents, the Transport Coordination and Delivery Plan and strategic framework.

*We proactively worked with development applicants to resolve development appeals, reducing active appeals by 32 per cent*

## 1.5 Leading and influencing state and national transport-related policy

### National transport reform

In 2012–13, we continued to engage in the Council of Australian Governments' national transport reform agenda through representation on the Transport and Infrastructure Senior Officials' Committee and the Standing Council on Transport and Infrastructure (SCOTI).

SCOTI focused on establishing national regulators for heavy vehicles, rail safety and commercial maritime vessels during 2012–13, in addition to progressing the National Land and Freight Strategy, National Ports Strategy, and National Road Safety Strategy.

### National heavy vehicle reform

We continued working with the Australian Government, the National Transport Commission (NTC) and other jurisdictions on major reforms to heavy vehicle regulation. These national reforms aim to increase productivity in the freight sector by applying a single set of regulations through a single regulator across Australia, and through more appropriate and efficient investments to support supply chains. How the funding system should operate, and the provision and use of roads for heavy vehicle purposes will also be considered.

In 2012–13, Queensland was the first jurisdiction to pass the *Heavy Vehicle National Law Act 2012* through its Parliament. In August 2012, the National Heavy Vehicle Regulator (NHVR) was created and began operating in Brisbane in January 2013 – Australia’s first single consolidated body of national law to govern all vehicles over 4.5 tonnes. In February 2013, the *Heavy Vehicle National Law Amendment Act 2012*, developed to resolve a range of policy and technical drafting issues, was passed by Parliament.

### New Heavy Vehicle Charging Determination Framework

In 2012, SCOTI agreed that the NTC should review the assumptions, methodologies, fairness and practicality of the heavy vehicle charging framework, which was previously reviewed in 2007. In March 2013, the NTC hosted consultation forums throughout Australia, including in Brisbane and Townsville, to obtain feedback on proposed options for the new framework. A Regulatory Impact Statement on detailed options and impacts is expected to be released for consultation in late 2013 with implementation of a new determination commencing from 1 July 2014. The department will continue to participate in this process.

### Responding to freight industry challenges

#### *Moving Freight strategy*

Freight volumes across Queensland are forecast to increase from 881 million tonnes in 2010 to 1550 million tonnes in 2021. The draft *Moving Freight* strategy was developed in response to this challenge. Key actions and initiatives include:

- preserving train paths on regional rail lines for non-coal freight
- making major freight routes more resilient to floods and natural disasters
- better collection and analysis of freight data
- continuing to reduce red tape for heavy vehicle permits.

The draft strategy is available at [www.tmr.qld.gov.au](http://www.tmr.qld.gov.au).

The strategy is expected to be finalised by late 2013 following stakeholder consultation and will support the government’s current road and rail infrastructure program.

#### *Progressing other significant reforms*

In 2012–13, we:

- continued to work with the Department of State Development, Infrastructure and Planning to develop the *Queensland Ports Strategy* (an integral part of the national land freight strategy) to improve productivity, promote better long-term planning around ports and bring a greater focus on performance to Australia’s waterfronts
- conducted a 10-Year Review of the Roads Alliance and progressed key reforms arising from the review, including developing a consolidated funding model and a review of Regional Road Group boundaries scheduled for implementation on 31 July 2013
- reviewed the Academic Strategic Transport Research Alliance (ASTRA) agreement to ensure the department continues to achieve value-for-money outcomes and alignment with government and departmental priorities. We also implemented new streamlined

administration arrangements for the ASTRA agreement, including rationalising the governance arrangements by discontinuing the Strategic Management Committee and transferring the majority of its responsibilities to the Program Management Group

- facilitated complex and high-risk development proposals working collaboratively with the Department of State Development Infrastructure and Planning to fast track economic development projects throughout Queensland
- coordinated and informed the department’s input into Economic Development Queensland’s land use plans and development applications
- led and coordinated the department’s responses to mitigate impacts on transport networks and improve transport efficiency for declared Major Development Projects (Environmental Impact Statements) received through Queensland’s Coordinator-General and the Department of Environment and Heritage Protection.

#### *Engaging the transport industry*

#### Driving industry skills development

As the Industry Skills Body for the Transport, Logistics and Supply Chain industry in Queensland, we continued to drive workforce development through significant training investment.

*Ignition 2012* assisted unemployed and underemployed Queensland jobseekers gain skills and experience to work in the Transport, Logistics and Supply Chain industry.

*Transition 2012* focused on licensing for industry across three program streams:

- New Entrant Truck Licence
- New Entrant Bus Licence
- Multi-Combination Licence Upgrade.

The two programs provided statewide training with the goal of increasing the skilled workforce available for employment in regional transport, logistics and supply chain businesses. Of the 356 participants, more than 98 per cent gained training competencies and 87 per cent obtained licences.

#### Engineering Innovation

In 2013, the department published its *Engineering Innovation within the Department of Transport and Main Roads* guide to explain our new direction on innovation in engineering to our industry partners. The guide invites constructive discussion about innovative products and services, and outlines Transport and Main Roads’ policy, principles and consideration for the responsible uptake of innovation.

Feedback from industry has been very positive.

## Future priorities

Our priorities for 2013–14 include:

- purchasing 75, six-car train sets as part of the New Generation Rollingstock Project along with the construction of a modern, purpose-built maintenance centre and maintenance of the rollingstock for 30 years
- managing procurement for the Moreton Bay Rail Link project. Rail construction is due to commence in early 2014
- continuing to investigate rail policy reform pathways and report to government on how rail will be positioned in Queensland under the Rail Futures Project
- implementing the new Heavy Vehicle Charging Determination Framework
- reviewing the Ports Governance Arrangements
- releasing a consultation Regulatory Impact Statement on heavy vehicle reform options, including identifying costs and benefits, in late 2013
- planning for delivery of the road component of the Richlands to Springfield transport corridor
- streamlining the review, input and negotiation of the *Sustainable Planning Act 2008* planning schemes prepared by local governments to comply with the Single State Planning Policy
- continuing to develop transport legislation amendments, including key amendments to the *Transport Infrastructure Act 1994*, to reduce red tape, decrease costs and promote the most efficient delivery of transport infrastructure
- further developing the new *Transport Coordination and Delivery Plan* and associated governance framework including developing five core strategies (moving people, moving freight, rail, road system and maritime) and a review of existing transport system strategies and policies
- delivering the *State Planning Program for 2013–14 to 2016–17*
- continuing planning for the Gold Coast 2018 Commonwealth Games™
- continuing the City Centre Bus Infrastructure Project, which will provide detailed information on infrastructure and operational planning for Adelaide Street and the Brisbane Government Precinct with a view to staged implementation.

# Our performance

## Objective 2

### Deliver transport infrastructure that supports economic growth and provides access to services for the community

#### Strategies

2.1 Develop effective infrastructure programs and plans based on government priorities

2.2 Deliver effective infrastructure programs and plans based on government priorities

2.3 Maintain transport system assets

Figure 16 – Objective 2 Strategic plan performance measures

Strategic plan performance measures	2012–13 result	Status	Notes
<b>Performance indicator: Transport infrastructure delivery</b>			
Percentage of major QTRIP construction projects (road) completed no more than 10% after the programmed construction period	82	●	1
Percentage of major QTRIP construction projects (road) costing less than 10% over the programmed estimate	90.4	▲	
Percentage of major QTRIP construction projects (road) for which construction commenced no later than four months after the programmed commencement date	94	▲	
<b>Performance indicator: Transport infrastructure condition</b>			
Road ride quality (the proportion of travel undertaken each year on rural and urban state controlled roads with conditions better than the specified benchmark, using Austroad's Smooth Travel Exposure methodology)			
- Urban	97.4	▲	
- Rural	95.5	●	2
Road system seal age (percentage of the state-controlled road network exceeding optimal seal age)	25.7	▼	3

▲ On track   ● Slight variance   ▼ Significant variance

#### Notes:

- Changes have been made in the scope of Natural Disaster Relief and Recovery Arrangement projects to realign regional delivery priorities to include more recent events. This has increased the scope of projects and extends delivery dates. Extreme wet weather at the start of 2013 has also affected the delivery of construction projects.
- The result of 95.5% is consistent with that of previous years (down by 0.3%) and indicates that the department continues to maintain overall rural road smoothness at a high standard. The trend data evidences that between 2005–06 and 2012–13 there has been a consistent result of 95% of the rural roads recording a roughness count <math>\leq 5.33</math> IRI.
- The current figure of 25.7% shows an increase of 0.8% when compared to the previous quarter and 2.4% increase when compared to the same quarter in the previous year. The upward trend continues and is predicted to continue to increase with a value approaching 29% in the next 12 months.

#### Highlights

In support of government commitments, we *delivered better roads for the region* by:

- continuing to upgrade the Samford Road and Wardell Street intersection at Enoggera in Brisbane
- developing design concepts for the D'Aguiar Highway upgrade
- completing the Woolcock Street and Mather Street Intersection Upgrade, and the Capricorn Highway upgrade at Yeppen

We also *improved access to waterways* by taking a lead role in re-establishing the Gold Coast Waterways Authority to oversee the management of, and improve access to, Gold Coast waterways, canals and rivers.

#### 2.1 Developing effective infrastructure programs and plans based on government priorities

##### Completed infrastructure plans

We completed the following infrastructure plans during the year.

##### Bruce Highway Upgrade

To improve safety and traffic flow we:

- finalised the design for the Bruce Highway Upgrade Planning Study (Caloundra Road to Sunshine Motorway) in April 2013
- awarded the last tender for the construction of 10 additional overtaking lanes between Gympie and the Kolan River north of Gin Gin in April 2013
- published the *Fitzroy River Floodplain and Road Planning Study* in January 2013, which identified priority road and rail network investment and flood immunity improvements
- as part of the Bruce Highway North Queensland Flood Immunity Package:
  - completed planning for the proposed flood immunity upgrade at Yellow Gin Creek, south of Ayr
  - commenced the business case for flood immunity upgrades at Frances and Cattle Creeks south of Ingham, which is expected to be completed in 2013–14, and undertook preliminary planning for the proposed upgrade to the Haughton River Bridge, west of Ayr.

##### Heavy vehicle road access management

In August 2012, we established a single heavy vehicle road access management office with the Queensland Police Service,

Queensland Rail and Aurizon to manage heavy vehicle access across the state road and rail network through its branches in Brisbane and Rockhampton. Contract negotiations to introduce a new high speed electronic heavy vehicle access management system in 2014 are under way.

### Corridor for the Park Ridge Connector

We worked with Logan City Council to preserve the corridor for the Park Ridge Connector between Wembley Road at Browns Plains and Granger Road at Chambers Flat. The preserved corridor will be included in council's planning scheme and the *Park Ridge Structure Plan*.

### Design guidelines for brownfield sites

We developed a set of guidelines for road design on brownfield sites to maximise use of limited resources and to balance enhancements with available funding while retaining the original road function as much as possible. We began delivering training on the guidelines to our staff and representatives from local government and industry from April 2013.

### Funding remote works in the Cape York and Torres Strait

We funded 40 projects in Aboriginal and Torres Strait Islander communities, totalling \$14.8 million. This included contributing funding for access roads, airstrips, barge ramps, jetties, berthing dolphins and navigation aids throughout Cape York Peninsula and Torres Strait. We also worked with the communities to construct complementary sealing and drainage works on access roads affected by flood events as well as providing signage to improve safety on access roads and paving town streets.

*We continued to support Aboriginal and Torres Strait Islander communities by funding 40 projects totalling \$14.8 million*

### Marine Infrastructure Capital and Maintenance Program 2012–13 to 2015–16

The four-year \$50 million Marine Infrastructure Capital and Maintenance Program 2012–13 to 2015–16 comprises:

- a capital component of \$50 million from the Marine Infrastructure Fund, which invests in small marine infrastructure, such as boat ramps, landings, artificial reefs and a small amount of capital dredging. The funds are jointly administered by the department (\$42.7 million), Department of National Parks, Recreation, Sport and Racing (\$2 million) and the Gold Coast Waterways Authority (\$5.3 million)
- a maintenance component, which funds significant dredging projects.

Small marine infrastructure is prioritised within available funds to ensure a fair and equitable distribution across the state. Priority is given to infrastructure that provides the greatest possible benefit to the recreational boating and fishing public.

Projects are being, or have been, identified through requests and recommendations from studies such as the *Recreational Boating Facilities Demand Forecasting Study* completed in late 2011, local councils and port authorities.

Significant projects completed in 2012–13 include:

- a new single lane boat ramp at Alligator Bend, Constant Creek, north of Mackay
- a new single lane boat ramp in the Burdekin River, Charters Towers
- a boat ramp reconstruction and widening at Charlotte Street, Cooktown
- a new floating walkway at Turkey Beach, south of Gladstone
- a new floating walkway at Abel Point Marina, Whitsunday Coast
- dredging works at Rosslyn Bay boat harbour near Rockhampton, and for access to Half-tide Tug Harbour boat ramp near Hay Point
- dredging of Cabbage Tree Creek state boat harbour in Moreton Bay
- significant maintenance dredging to keep the Mooloolaba entrance open for recreational and commercial vessels while allowing pilot boats serving the port of Brisbane to continue safe day and night operation.

Ongoing projects include works at the Townsville Recreational Boating Park at Ross River, South Townsville. When completed in 2015–16, the project will feature two new pontoons, and four multi-lane boat ramps each with a floating walkway and a dredged access channel.

### Progressing infrastructure plans

We progressed the following infrastructure plans during 2012–13.

#### South-east Queensland bus infrastructure

Design commenced on new bus stations at Victoria Point Jetty, Redland Bay Marina and Deception Bay, and an upgraded bus station at Browns Plains. Works included:

- upgrading the Victoria Point Jetty bus stop to a bus station with drivers' amenities and improved facilities for customers interchanging between Coochiemudlo Island ferries and TransLink services
- upgrading Redland Bay Marina bus stop to a fully integrated bus and ferry interchange with enhanced facilities including upgraded buildings, additional undercover seating, drivers' facilities, a commercial element and extensive landscaping
- relocating bus stops near the Deception Bay Shopping Centre to a new purpose-built bus station, providing safe, efficient and comfortable facilities for drivers and passengers. The station will also feature a high-quality pedestrian connection to the Deception Bay Shopping Centre and bicycle storage facilities
- upgrading the Browns Plains bus station to increase safety, accessibility and comfort. It will include better facilities for drivers, bicycle storage facilities and a designated kiss 'n' ride area for dropping off and picking up passengers. The proposed new, indented bus stops will increase capacity for the local area and significantly improve travel time and reliability.

### Bruce Highway Upgrade

We are progressing planning to upgrade the 11.5km section between Traveston Road and Keefton Road (Cooroy to Curra – Section C). The upgrade will help improve safety and traffic flow on the Bruce Highway.

We also continued designing the Vantassel Street and Stuart Drive (Cluden) duplication to improve capacity by expanding the existing 7.5km two-lane section of the highway to four lanes. The upgrade of the Vantassel to Cluden section represents stage one of the ultimate development of the Townsville Southern Access Corridor, a 22km section of the Bruce Highway between Killymoon Creek and Cluden. Construction is expected to commence in late 2013.

### Brisbane Valley and D'Aguiar highways upgrades

During the year, we began designing upgrades for the Brisbane Valley and D'Aguiar highways. They include new passing lanes to be built between Harlin and Toogoolawah on the Brisbane Valley Highway, and between Nanango and Blackbutt on the D'Aguiar Highway. Design is expected to be finalised by early 2014.

### Townsville Ring Road (Section 4)

We completed planning and began designing the final section of the Townsville Ring Road, comprising a new 8km two-lane, two-way northern extension that spans from Shaw Road to Mount Low Parkway in Townsville. We are identifying options for the configuration of interchanges linking with Dalrymple Road, Tompkins Road and the Mount Low Parkway vicinity. Environmental, cultural heritage and hydraulic investigations will also be conducted.

### Mackay Ring Road

We continued the Mackay Ring Road Planning Study to develop a preferred option for bypassing Mackay. This will improve safety for the heavy vehicle industry and connectivity to the Port of Mackay, and reduce congestion through Mackay.

### Proposed Beaudesert town centre bypass

We worked with the Scenic Rim Regional Council on planning the proposed Beaudesert town centre bypass. The bypass will realign Mount Lindesay Highway to the west of the town centre to minimise heavy vehicle traffic through the central business area.

## 2.2 Delivering effective infrastructure programs and plans based on government priorities

### Completed infrastructure projects

The following projects were completed in 2012–13.

#### PortConnect

Completed eight months ahead of schedule, the \$385 million Port of Brisbane Motorway upgrade (PortConnect) links the Gateway Motorway and the Port of Brisbane, Australia's fastest growing container port.

The project delivered a duplication of the existing two-lane motorway, as well as a 3km four-lane extension and construction of six bridges. It also included constructing a permanent cul-de-sac in Pritchard Street, eliminating the 90-degree bend for

port-bound traffic. Local roads also now exclusively service Fort Lytton and local businesses including the Caltex Lytton refinery.

With 83 per cent of all port trade transported by road, the PortConnect project supports the port's growth with road transport linkages.

*The \$385 million PortConnect project was completed eight months ahead of schedule*

### Pacific Motorway and Bruce Highway upgrades

Pacific Motorway works completed included:

- the \$376 million upgrade of the Pacific Motorway between Springwood (south) and Daisy Hill, which delivered a new interchange at Loganlea Road, with improved on and off-ramps. This includes cycle and pedestrian facilities and a new park 'n' ride station at Slacks Creek
- the \$128 million upgrade of the Pacific Motorway between Pappas Way (north of Exit 73) and Gooding Drive, Worongary (Exit 77). This delivered an additional lane in each direction (from four to six lanes), a concrete centre median barrier, an extended Gooding Drive off-ramp and upgraded pedestrian facilities at the Gooding Drive interchange
- the \$66 million upgrade of the Robina Interchange (Exit 82) along the Pacific Motorway, which delivered new signalised intersections, and lengthened and widened on and off-ramps for improved safety and increased capacity.

Bruce Highway works completed during the year included:

- the \$513 million Cooroy to Curra upgrade between Sankeys Road and Traveston Road (Section B), which delivered a new 12km four-lane divided highway with capacity to be upgraded to six lanes in the future. The works included a new interchange at Traveston to provide safe, efficient access to and from the existing road network, and a new road into the Mary Valley from Traveston to improve access to the valley, particularly during periods of flooding. The Old Bruce Highway remains as an alternative for local road users travelling between Federal and Traveston.

### South-east Queensland bus infrastructure

Completed projects included:

- Logan Central bus station (\$5.6 million) – Construction of two new stations including new bus platform infrastructure and new pavement
- Jindalee park 'n' ride (\$1.7 million) – Construction of 64 car spaces at a disused service station site
- Carindale car park upgrade (\$0.7 million) – Upgrade of existing pavement and lighting, including associated entrance works and *Disability Discrimination Act 1992*-compliant footpath
- North Lakes bus station (\$6 million) – Construction of a new bus station including pavement and drivers' facilities
- Capalaba park 'n' ride (\$6.5 million) – Construction of a new bus station including pavement and drivers' facilities.

### Mornington Island and Pormpuraaw airport facilities upgrades

The Mornington Island and Pormpuraaw communities are located in remote parts of north Queensland with the only access to Mornington Island by sea or air, and Pormpuraaw by air and road during the dry season (April to October). Upgrades to the Mornington Island and Pormpuraaw airport facilities included:

- extending, widening and sealing apron areas to accommodate new larger aircraft
- flood-proofing Pormpuraaw apron
- improving apron lighting, increasing apron edge lights, upgrading runway threshold lights and re-lamping all ground lights.

We developed and implemented a number of innovative approaches to accommodate the unique requirements of these projects, including:

- the delivery of all plant and construction materials by barging onto Mornington Island
- researching and devising work practices designed to minimise the amount of resources needed due to restricted access and accommodation
- limited physical access and time constraints caused by tides and extreme weather.

Emergency access to both aerodromes was maintained throughout the project for services such as the Royal Flying Doctor Service.

The projects were completed on schedule and under budget.

### Townsville Port Access Road

The \$217 million Townsville Port Access Road (TPAR) opened to traffic in November 2012 and provides an important link from the Flinders Highway to the Port of Townsville. The joint state and federally-funded project delivered 10km of new road, as well as a bridge over the Ross River.

As a designated heavy vehicle route, the TPAR allows multi-combination trucks and road trains to access the port 24 hours a day, seven days a week without the need for permits. This has reduced travel times to and from the Port of Townsville, and by removing hundreds of trucks each day from suburban roads, the TPAR has also reduced air and noise pollution and improved safety for residents.



### O'bil Bil Creek Bridge replacement

In December 2012, the department completed the replacement of the O'bil Bil three-span timber bridge north-west of Mundubbera. The 10-month program of works included:

- constructing a sidetrack
- demolishing the existing timber bridge
- constructing the new bridge and approaches
- removing the sidetrack and reinstating to pre-existing condition.

The team implemented site-specific emergency plans and procedures, a full site traffic movement plan and an external contractor site plant maintenance register. They are also developing plant risk assessments for internal and external equipment and plant.

A surveillance audit by the Office of the Federal Safety Commissioner supported ongoing accreditation for the department's RoadTek branch.

### Laura River bridge

In November 2012, we opened a new 180 metre-long, two-lane bridge on the Peninsula Developmental Road south of Laura in far north Queensland to traffic. The \$13.6 million structure was the preferred industry and community option and is higher and stronger than the old bridge, making it better suited to far north Queensland's wet season. The new bridge was constructed within budget. It proved its value to the local community and tourists, remaining open to traffic in January 2013 during, and in the aftermath of, ex-tropical cyclone *Oswald*.



### Enhancing, preserving and protecting the natural habitat of koalas

During the year, we partnered with Griffith University to develop new and innovative measures to reduce koala mortality on the Sunshine Coast. These included:

- animal ledges constructed underneath roadway bridges
- installation of refuge poles and the creation of new standard drawings for future use
- amendments to the Standard Drawing 1604: Koala Proof Fencing to enable more practical and appropriate construction and koala preservation outcomes
- installation of escape ramps alongside the wildlife fencing.

The designs for koala exclusion fencing and refuge poles will be applied on Transport and Main Roads projects to provide greater protection for koalas along the road corridor.

### Completed work on other significant infrastructure projects

Projects included:

- the Kennedy Alliance Project, a \$47 million project to upgrade the Kennedy Developmental Road between Winton and Hughenden
- the \$5 million construction of three overtaking lanes on the Flinders Highway, between Townsville and Charters Towers
- the \$50 million construction of the new interchange at Chambers Flat Road and Crowson Lane on the Mount Lindesay Highway. The project delivered a new grade-separated interchange with an overpass bridge and roundabouts on both sides of the interchange. It also included improvements to facilities for cyclists, pedestrians and a new bus pick-up and drop-off area in Crowson Lane
- the \$50 million Gracemere Industrial Access Project on the Capricorn Highway west of Rockhampton to provide safe access between the Capricorn Highway and Gracemere Industrial Area. This allowed permanent closure of two of the state's most dangerous rail level crossings at Somerset Road and Malchi Nine Mile Road
- a \$16 million bridge upgrade of the Dawson River Bridge at Baralaba. The new two-lane, high-level bridge is about 4.2m higher than the old single-lane bridge, ensuring fewer disruptions during the wet season
- the \$3 million pavement widening of a 24km section on Dalby-Kogan Road, Dalby
- the \$14.5 million paving and sealing works on various sections of Roma-Taroom Road to complete the bitumen sealing of this road end to end
- the \$1.3 million widening and repairs to the Leichhardt Highway road surface at Yarrill Creek, north of Goondiwindi
- the \$1.4 million widening, rehabilitation and sealing works on sections of the Barwon Highway between Goondiwindi and Talwood through the Safer Roads Sooner program.

For more detail on reconstruction projects, see pages 36 to 38.

### Progressing infrastructure projects

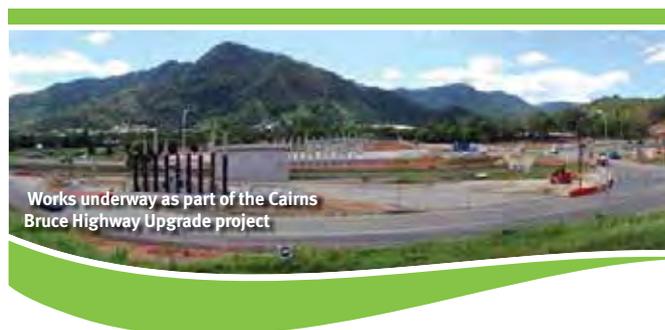
#### Improving safety and traffic flow on the Pacific Motorway and Bruce Highway

Pacific Motorway works included:

- commencing construction of the \$35 million additional southbound lane on the Pacific Motorway between Fitzgerald Avenue (Springwood) and Shortland Street (Slacks Creek). Construction is scheduled to be completed in 2013–14
- commencing construction of the \$95.5 million upgrade of the Pacific Motorway between Worongary (Exit 77) and Mudgeeraba (Exit 79), which involves constructing an additional lane in both directions (from four to six lanes), extending and upgrading the M1 southbound on-ramp and northbound off-ramp at Worongary Interchange and the M1 southbound off-ramp at Mudgeeraba Interchange.

Bruce Highway works included:

- commencing the \$12 million widening of Wrights Creek Bridge and approaches, 16km south of Cairns
- commencing the \$50 million upgrade between Sandy Corner and Collinsons Lagoon, south of Townsville
- commencing a \$50 million 3.7km realignment at Back Creek Range, about 24km north of Gin Gin
- commencing a \$20 million 1.6km realignment at the southern approach to Gin Gin
- continuing the third and final stage of the \$50 million upgrade at the southern approach to Mackay. Works began in June 2012 and will complete the duplication of the Bruce Highway between Bakers Creek and Mackay's City Gates, including the upgrade to six intersections. It is expected to be completed in late 2013
- continuing the \$46.4 million construction of 18 overtaking lanes in the Mackay/Whitsunday Region. A package of four overtaking lanes between Mackay and Proserpine and two between Sarina and Mackay were completed in January 2013
- continuing work on the 3.4km Cairns Bruce Highway Upgrade project between Ray Jones Drive and Sheehy Road in Cairns. The \$150 million Australian Government-funded project began in April 2012 and is being delivered by the department through a joint venture arrangement with BMD Group and Albem Pty Ltd. When complete, this work will improve safety and traffic flow, reduce congestion and enhance access for 55,000 motorists using the southern access into Cairns each day.



For information on reconstruction projects on the Bruce Highway, please refer to page 36.

### Removal of T2 lanes

We removed T2 lanes on the Pacific Motorway between the Klumpp Road Interchange (Exit 11), Mount Gravatt and the Gateway Motorway merge (Exit 16), Eight Mile Plains in March 2013. New line marking on the motorway to create four general-purpose lanes in each direction was completed in late June 2013.

The T2 transit lanes on the Frank Street section of the Gold Coast Highway were also removed in both directions in mid-December 2012 to provide two general-purpose through lanes.

The works have increased the capacity of the Pacific Motorway and Gold Coast Highway.

### Upgrading the Calliope Crossroads intersection

The department, with Golding Contractors, is delivering the \$152 million Calliope Crossroads project. This construction of the largest highway interchange in Queensland outside the south-east corner will improve safety and reduce congestion on the Bruce Highway between Benaraby and Rockhampton. Construction began in August 2012 and will take up to two years to complete.

### Mains Road and Kessels Road intersection upgrade project

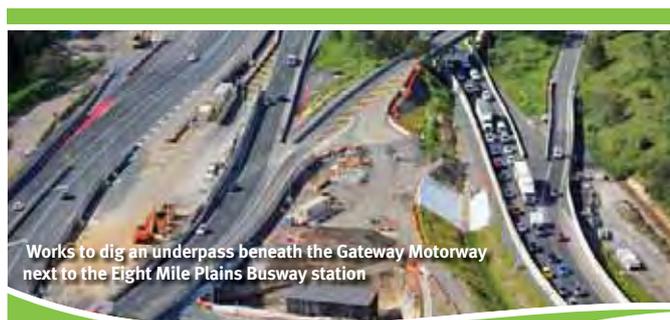
Construction commenced in January 2012 on the \$280 million Mains Road and Kessels Road intersection upgrade project and reached over 60 per cent completion at 30 June 2013. Works included:

- relocating all major public utility plant
- completing piling for the underpass walls and Mains Road bridge
- constructing large sections of pavement, drainage and civil works
- completing 14 of 37 traffic switches
- completing all project noise barriers
- completing half of the new bridge over Mimosa Creek.

The project is expected to be completed in mid-2014.

### Gateway Upgrade South project and South East Busway extension

The Australian and Queensland governments have committed \$136 million of joint funding for design and construction of stage 2 of the Gateway Upgrade South project. As part of stage 2, in October 2012, we commenced the \$36 million extension of the South East Busway from Eight Mile Plains Bus Station to Rochedale (School Road), including provision for a future extension towards Springwood. The works are expected to be completed in mid-2014.



### South-east Queensland bus infrastructure

We completed The Gap park 'n' ride external works including relocation of services and construction of new pavement and retaining walls at a total cost of \$3.5 million. We also began constructing the bus station, drivers' facilities and more than 80 car spaces. Construction of the Sunshine Plaza (Maroochydore) bus station and drivers' facilities also proceeded.

### Road infrastructure in Papua New Guinea

The department continued to project manage a feasibility study into a 230km missing road link of the Magi Highway between Central Province (Port Moresby) and Milne Bay Province (Alotau). This joint initiative with the Department of Transport, Papua New Guinea will contribute to the economic development of Papua New Guinea.

### Gold Coast Rapid Transit project

#### – Constructing a light rail from Southport to Broadbeach

We continued construction of the first stage of the \$1.3 billion, 13km Gold Coast Rapid Transit project in partnership with the Australian Government and Gold Coast City Council.

Construction of the light rail began in January 2012 and trial runs are programmed to start in 2014.

Stage One of the system is the priority route from Griffith University (Parklands Drive, Southport) to Broadbeach. This dedicated light rail corridor will service the new Gold Coast University Hospital, Griffith University, Southport medical precinct and the fast growing commercial, retail and recreational centres of Southport, Surfers Paradise and Broadbeach. There are 16 stations planned for the Stage One corridor.



### Richlands to Springfield

The \$475 million Darra to Springfield Transport Corridor Stage 2 Richlands to Springfield Project is being delivered as an integrated road and rail project. It includes constructing a new 9.5km dual track passenger rail line and upgrading about 5.5km of the Centenary Highway between the Logan Motorway, Forest Lake and Springfield Parkway, Springfield.

In 2012–13 the department, as part of the TrackStar Alliance:

- completed 80 per cent of the 9.5km dual track passenger rail line
- continued constructing two new train stations at Springfield (opposite Woodcrest College) and Springfield Central (opposite Orion Town Centre)
- continued constructing an integrated bus and rail interchange at Springfield Central Station
- completed all seven rail bridges.

The rail component of the project is scheduled for completion in late 2013.

As part of the road component of the project, the department:

- began upgrading the existing single carriage to two new southbound lanes from the Logan Motorway Interchange to Springfield Parkway
- began constructing the new northbound and southbound on-ramps from Logan Motorway to the Centenary Highway.

The upgrade works will be completed in early 2014.

We are also committed to delivering the \$90.1 million construction of auxiliary lanes to provide overtaking opportunities on the Centenary Highway between Darra and Springfield.

More information on the project can be found at [www.tmr.qld.gov.au](http://www.tmr.qld.gov.au).

### Moreton Bay Rail Link

The first stage of the \$1.147 billion Moreton Bay Rail Link project was delivered in April 2013 when the \$16.54 million Kinsellas Road East bridge was opened to traffic. Tenders closed in May 2013 for the design and construction of a 12.6km dual rail line between Petrie and Kippa-Ring, including six new stations. Construction is due to start in early 2014.



Lifting the first bridge beam into place on the Kinsellas Road East bridge

### Progressing work on other significant infrastructure projects

Projects included:

- sealing the remaining 50km of gravel sections on the Wills Developmental Road between Gregory and Burketown at a cost of \$44 million
- building three improved intersections and road widening work on Kogan–Condamine Road, south of Chinchilla
- upgrading the Warrego Highway between Roma and Mitchell to allow Type 2 road train access
- widening pavement on the Diamantina Developmental Road between Quilpie and Windorah to provide overtaking opportunities
- undertaking the largest and final stage of the New England Highway Upgrade Project between Hampton and Geham – the 5.5km section from Collingwood Road to Merritts Creek Road – including road widening, intersection improvements and construction of a southbound overtaking lane
- constructing the Gateway Additional Lane project (Gateway Upgrade North – Stage One) to provide an extra 2.5km of northbound lane between Sandgate Road and the Deagon Deviation
- constructing three overtaking lanes on the Warrego Highway between Oakey and Dalby.

## 2.3 Maintaining transport system assets

### Managing road infrastructure

During the year, we delivered:

- a \$77 million program to resurface ageing sections of the Queensland road network, including a \$18 million program to reseal sections of the north Queensland regional road network
- a \$100 million program of pavement and bridge/culvert rehabilitation.

### Providing safe and sustainable access to bridges

In 2012–13, we completed 5698 routine maintenance (Level 1) inspections, 2121 bridge and culvert condition (Level 2) inspections, and 298 structure inspections to monitor specific structural components. We also completed preventative servicing on 4277 structures.

We invested \$4.4 million in the continued assessment of more than 2200 bridges on freight routes (about 800 on the road train network and 1400 on the B-double network).

The growth in mining and agricultural activities has increased traffic movement and heavier loads on the freight network. To meet this demand, the department is enhancing the existing Bridge Design Standard by developing a Bridge Assessment Standard to determine the maximum capacity of bridges.

We also commenced a strategy to repair and strengthen the Butcher, Tommy and Corella River bridges on the Burke Developmental Road.

Our work minimises our expenditure in new infrastructure, delivers economic and social benefits to the community and improves access for industry.

### Major bridge works

During the year, works were undertaken on the Captain Cook Bridge, including replacing epoxy components in expansion joints and applying waterproof sealants.

A series of \$3.7 million rehabilitation works was also undertaken on the Riverside Expressway (REX) in July 2012 and May 2013 to replace pot bearings, and included trials of the expressway bridge lift. The remainder of the REX maintenance program will be carried out over the coming years, with each component programmed to ensure minimal impact on traffic.

### Repairing Nicklin Way

Works to rehabilitate the road shoulder and repair the embankment on Nicklin Way near Beerburum Street, Caloundra began in October 2012 following a landslide caused by heavy rainfall. The works included:

- reducing traffic to one lane to provide safe passage to traffic during the road works
- stabilising the embankment and retaining wall
- repairing asphalt
- reinstating a new concrete barrier, including a sound barrier, and returning the road to a dual-lane carriageway.

The project was completed in January 2013, improving safety and travelling conditions for road users.

### Reconstructing Queensland's transport network

We are now delivering the largest program of works in the department's history, with more than \$6.9 billion budgeted (2011 to 2015) to reconstruct Queensland's state-controlled roads under Natural Disaster Relief and Recovery Arrangements (NDRRA).

As a result of natural disasters in early 2013, 7655km of state-controlled roads were closed or had limited access, 3100km of the rail network was closed and seven ports were impacted. The department responded recovering 72 per cent of the affected road network by May, recovering 100 per cent of the rail network, and reopening all impacted ports by June 2013. The repair bill for damage wrought by last January's severe weather events reached \$167 million, while total expenditure for 2012–2013 was \$2.2 billion.

Works were completed on 5041km or 57 per cent of roads following the disasters of 2010 to 2013, and a further 1360km of work is currently in delivery. Contracts valued at \$5.2 billion were awarded and 1014 projects were completed.

Reconstruction works included:

- continuing \$1.4 billion of reconstruction works across the far north and north Queensland road network following damage caused by the 2010–11 and 2012 floods. This includes the reconstruction of Kennedy Developmental Road and reconstruction works in Cardwell (refer to page 37)
- continuing the \$613 million Transport Network Reconstruction Program for Mackay/Whitsunday. This program has seen the reconstruction of over 300km within the region including works on important links such as the Bruce Highway, Peak Downs Highway, Fitzroy Developmental Road, Suttor Developmental Road and Bowen Developmental Road
- the \$72 million restoration of sections of the Warrego Highway, between Ipswich and Toowoomba
- the \$61.1 million restoration of sections of the Landsborough Highway, east of Longreach
- the \$56.5 million restoration of sections of the Gregory Developmental Road, between Belyando Crossing and Charters Towers
- the \$55.1 million restoration of sections of the Warrego Highway in the Toowoomba Range. Work has started on the construction of a new section of road between the existing up and down lanes as well as work to reduce the risk of rock fall and land slide in all weather conditions
- the \$40 million restoration of sections of the Warrego Highway, between Morven and Charleville. Work is underway and due for completion late 2013
- the \$25.7 million restoration of sections of the Mount Lindesay Highway, between Brisbane and Beaudesert to repair the damaged road surface and drainage. Design is complete and construction expected to start in mid-2013. On completion, sections of the highway will have improved resilience to future extreme wet weather events
- funding of the \$24 million flood immunity upgrade at Blakey's Crossing, to be delivered by Townsville City Council
- the \$19.5 million reconstruction of 11.8km of the Bruce Highway, south of Cairns between Fishery Falls and El Arish.

### Rebuilding Downs South West Region

Following the January 2011 flooding, we replaced a culvert structure and rehabilitated the immediate embankment and pavement on a section of the Esk–Hampton Road as part of the Transport Network Reconstruction Program at a total cost of \$6 million.

Construction was completed under budget and despite difficult terrain, extreme area limitations from flooding and an increase to the scope of the project. The road was reopened to traffic by Christmas 2012.



Other reconstruction projects completed in the Downs South West Region in 2012–13 included:

- reconstruction of pavement on the Warwick–Allora Road at a total cost of \$2.95 million
- reconstruction of pavement damage, scouring around culverts and clearing of table drains on the Toowoomba–Karara Road at a total cost of \$6.40 million
- reconstruction of pavement damage, scouring around culverts and clearing of table drains on the Surat Developmental Road at a total cost of \$3.76 million.

Repair works are ongoing for the road embankment and landslip on Spring Creek Road.

### Reopening Wide Bay/Burnett Region transport links

The Wide Bay/Burnett Region's state-controlled road network sustained significant damage following the record flooding event in late January 2013. Recognising that opening key transport links promptly was a priority, we repaired and opened the Bruce Highway within five days.

### Repairing Two Mile Creek culvert

The Two Mile Creek culvert on the Bowen–Collinsville Road was severely damaged following extensive flooding in 2010–11 and 2012. Our crew completed the project ahead of time in November 2012 and under budget.

### Repairing Bundaberg's Tallon Bridge

In January 2013, ex-tropical cyclone *Oswald* and associated flooding caused significant damage to the northern approach of the Tallon Bridge.

The department responded innovatively to expedite repairs to this critical link for the Bundaberg community. Working with the Australian Defence Force, a temporary steel bridge was installed to allow one-lane access to light vehicles across the Burnett River while the approach was being repaired underneath. Instead of completely demolishing the damaged section and rebuilding it, our bridge crew used non-traditional techniques and materials to complete the repairs quickly. The permanent repair was completed in 11 days, allowing us to bring in supplies and materials, and start on restoring other critically damaged infrastructure.



### Rebuilding Neerkol Creek

The Neerkol Creek Bridge at Neerkol Creek was also significantly damaged as a result of ex-tropical cyclone *Oswald*. Extensive remedial works to rebuild both approaches to the bridge were required to reopen the bridge two weeks after the flooding event, which was essential for quickly reconnecting the Rockhampton and western communities.



### Repairing Kennedy Developmental Road

We completed reconstruction of 19.3km of flood-damaged road on the Kennedy Developmental Road between the Three Ways and The Lynd, south of Mount Garnet. The benefits are improved safety and travelling conditions for motorists, as well as freight efficiency for transport operators.

### Flood-proofing Townsville roads

The department completed the first of several projects to improve road infrastructure in Townsville. The \$10 million Woolcock Street and Mather Street intersection was completed in June 2013. The Blakey's Crossing upgrade will further flood-proof the region. The upgraded road will follow the alignment of the causeway on Ingham Road.

### Reconstructing Cardwell

We are working with Cassowary Coast Regional Council to reconstruct 1.4km of Victoria Street (Bruce Highway) and the Cardwell foreshore following damage sustained during the 2010 and 2011 flooding and cyclone events. The reconstruction of the highway (Victoria Street) through Cardwell will make the road safer and more resilient.

### Rebuilding Mount Morgan Range

The Burnett Highway was closed in January 2013 at Mount Morgan Range due to damage caused by severe weather events relating to ex-tropical cyclone *Oswald*.

We were on site immediately after the weather events, inspected and provided advice on the extent of the damage, developed designs to stabilise the fill embankments and cuttings, and established a specialist team to help reopen the road as soon as possible.

The reconstruction of the Burnett Highway between Rockhampton and Mount Morgan involves 21 fill embankment sites and 18 cut sites and work is now well under way.



The department's geotechnical experts assessing landslide damage on Mount Morgan Range, January 2013.

### Reconstructing Mount Sylvia Road

Several locations on Mount Sylvia Road, including eight creek crossings, were significantly damaged due to extreme flooding in 2010, 2011 and 2013. Reconstruction of the first creek crossing began in November 2011 with four crossings completed by late 2012.

The reconstructed crossings performed successfully 'as designed' in the 2013 event except at Location 5, which was severely damaged and affected by a change in creek direction and location. It will be rebuilt as part of the current reconstruction works. Construction of the permanent floodways at Location 1 and 7 is underway and is expected to be completed by November 2013.

Works on the floodways at Locations 5 and 8 are expected to commence in November 2013. Reconstruction is scheduled for completion by March 2014, subject to weather.

### Reinstating Bundaberg port

Ex-tropical cyclone *Oswald* caused record flood levels in the Burnett River, destroying navigation lead markers and making the port unserviceable to shipping.

Our engineering staff undertook prompt design of new lead markers and called tenders to reinstate the operation of the Bundaberg port. A separate dredging contract was also undertaken to ensure the safe passage of ships.

### Providing access to marine infrastructure

In our role as a provider of navigable access to state boat harbours, we undertook maintenance dredging of the entrance to the Mooloolah River at Mooloolaba State Boat Harbour. An unusual 10-month long shoaling event caused by equally unusual weather patterns presented significant weather and boating traffic challenges. The experience led to innovations for more efficient dredging for future shoaling events and the commissioning of a coastal processes investigation to deliver a more permanent solution.

The two-year dredging campaign was delivered at a cost of \$5 million.

### Protecting the transport corridor

During the year, we continued to maintain the state's transport corridors through:

- drafting fire management policies and guidelines
- developing pest management policies and plans to be finalised in conjunction with final drafting of the Biosecurity Bill (expected in 2013–14)
- continuing to meet our responsibilities under a volunteer agreement with the Department of Communities, including training and supervising community service participants in the safe collection of litter on state-controlled roads
- providing \$52,000 to Keep Australia Beautiful Queensland to support programs, such as Adopt-a-Spot for litter collection, landscaping, graffiti removal and beautification projects
- reviewing specifications to promote reuse and recycling of materials during construction to minimise waste to landfill.

### Safe road lighting

We delivered the Rate 3 Electrical Safety Remedial Works Program, ensuring that all state-owned road lighting installations comply with the amendments to the *Electrical Safety Act 2002 and the Australian/New Zealand Wiring Rules (AS/NZS 3000:2007)*. The program, which commenced in 2007, is expected to be completed in 2013–14. A total of \$9 million was spent in 2012–13.

### Infrastructure property management

The department currently manages a real estate portfolio of 3416 properties acquired for future infrastructure, transport and roadworks projects, including boat harbours valued at \$1.407 billion.

Appropriate properties are rented out to private tenants, returning an income until they are required for infrastructure works. This rental income is used for future purchases of property and maintaining road reserves and driver reviver stops.

### Property acquisitions and disposals

We provide advice for the acquisition and disposal of properties required for road and transport infrastructure works including community consultation, compensation negotiation and hardship purchases. In 2012–13, we:

- settled numerous hardship purchases to preserve the corridor for the Cross River Rail project and provided the project team with a review of estimates of over 350 properties along the corridor
- successfully acquired 22 properties worth \$12.5 million for the Samford Road and Wardell Street intersection project, enabling the project team to commence infrastructure works on schedule. This was in addition to eight properties that had been acquired through the department's hardship process during the 1990s
- negotiated and settled difficult property resumption cases for Sections A and B of the Bruce Highway (Cooroy to Curra) Upgrade to facilitate ongoing construction
- acquired the land from more than 90 properties for the Moreton Bay Rail Link project with the land acquisitions estimated to be in excess of \$70 million. The anticipated date of gazettal for the formal acquisition of this land is the end of the financial year 2012–13 with construction due to commence in August 2013. Construction is to be completed by 2016
- commenced community consultation for the Mackay Ring Road preferred alignment
- provided ongoing support for major infrastructure works under construction, such as the Mains Road and Kessels Road intersection, Ipswich Motorway Upgrade Project, AirportlinkM7 and Gold Coast Rapid Transit with ongoing survey and title correction, settlement of compensation and state land transfers
- settled 26 total caseload for \$146.75 million
- sold 50 Transport and Main Roads properties for a total of \$20.96 million
- implemented the Asbestos Management Plan for department-owned properties retained by us for future transport purposes.

### Future priorities

Our priorities for 2013–14 include:

- continuing Bruce Highway works:
  - constructing a 6.7km realignment project between Cabbage Tree Creek and Carmans Road, north of Gin Gin, at a total cost of \$50 million
  - constructing the upgrade between Cooroy southern interchange and Sankeys Road (Cooroy to Curra – Section A)
  - improving the intersection at Gardners Road and Pomona Connection Road
  - upgrading Frizzo Road northbound entry ramp and associated works
  - priority interchanges including a major upgrade of the Pumicestone Road interchange, a new interchange to replace the Roys Road and Bells Creek Road intersections and interim works at the Boundary Road interchange
  - completing three major projects on the Bruce Highway in far north Queensland: the Reconstructing Cardwell project; the Cairns Bruce Highway Upgrade project; and the widening of Wrights Creek bridge and approaches
- progressing the \$1.147 billion Moreton Bay Rail Link project to provide a 12.6km dual-track passenger rail line between Petrie and Kippa-Ring
- delivering the Property Disposals Program forecast of an estimated value of \$28.015 million to support the *Queensland Transport and Roads Investment Program (QTRIP) 2013–14 to 2016–17*
- continuing reconstruction projects under QTRIP
- continuing the \$1.3 billion, 13km Gold Coast Rapid Transit project in partnership with the Australian Government and Gold Coast City Council
- implementing the *Bruce Highway Action Plan*, a program of works which will improve the safety, flood immunity and capacity of the Bruce Highway over the next 10 years.

# Our performance

## Objective 3

### Manage the transport system to improve safety, useability and customer service

#### Strategies

3.1 Achieve effective use and operation of the transport system

3.2 Encourage increased public transport patronage, cycling and walking

3.3 Continuously improve front line customer service

3.4 Provide fair access to public transport

3.5 Encourage improved safety of vehicles, vessels and trains

3.6 Maximise the safety of people using the transport system

Figure 17 – Objective 3 Strategic plan performance measures

Strategic plan performance measures	2012–13 result	Status	Notes
<b>Performance indicator: Transport effectiveness</b>			
Patronage on government-contracted regional urban bus services	11,256,819	▲	1
User satisfaction ratings for public transport – Regional urban bus (Government contracted)	72	▲	
User satisfaction ratings for public transport – Taxi (SEQ only)	65	●	2
<b>Performance indicator: Active transport</b>			
Performance statement			3
<b>Performance indicator: Transactional service delivery</b>			
% of call centre calls answered within three minutes	67.7	▼	3
Average wait times in Customer Service Centres	7 mins 13 secs	▲	
Customer satisfaction with transactional services	70		4
<b>Performance indicator: Inclusiveness of transport services</b>			
Wheelchair accessible taxi response times compared to conventional taxi fleet response times			
<i>PEAK</i>			
Percentage within 18 minutes - conventional	95	▲	
- wheelchair accessible	86	▲	
Percentage within 30 minutes - conventional	97	▲	
- wheelchair accessible	94	▲	
<i>OFF-PEAK</i>			
Percentage within 10 minutes - conventional	87	▲	
- wheelchair	72	▲	
Percentage within 20 minutes - conventional	97	▲	
<b>Performance indicator: Safety of transport users</b>			
Road fatalities per 100,000 population	6.44	●	5
Rail fatalities per 100,000 population	0.02	▲	
Marine fatalities per 100,000 registered vessels	2.0	▲	
User satisfaction ratings for public transport safety	78	▲	

▲ On track    ● Slight variance    ▼ Significant variance

See notes on following page.

**Notes from Figure 17:**

1. The 2012–13 result is an estimate due to the inherent time lag in obtaining results from operators.
2. The overall satisfaction index for Queensland taxi users (including south-east Queensland and regional Queensland) increased by two points to 65 in 2012–13. This increase in satisfaction was primarily driven by increased satisfaction of SEQ taxi customers (overall up two points to 64 in 2012–13). The overall satisfaction index for regional Queensland taxi users, however, remained stable in 2012–13 (with an index of 67 recorded), with an increase in the satisfaction with the Ease of Use, and decreases in the satisfaction with Efficiency and Accessibility. A new methodology which excludes GST in calculating the result has been adopted. The comparable 2012–13 target/estimate adjusted to be GST exclusive would be \$7.43.
3. For performance information related to active transport, refer to 3.2 'Encouraging increased public transport patronage, cycling and walking'.
4. The 2012–13 year to date results reflect an improvement on the previous year. Since October 2012 service consistency has been affected by staff attrition arising from the relocation of the call centre to Carseldine and increased call volumes handled (an additional 29% over 2011–12). A range of strategies and actions are being adopted to reduce training time and improve staff understanding of content.
5. During the 2012–13 financial year, there were 297 fatalities from crashes in Queensland. This is 19 fatalities greater than the previous year and one fatality greater than previous five year average. There will be continued efforts to reduce the rate of fatalities per 100,000 population, focussing on implementing proven road safety education, enforcement and engineering initiatives.

## Highlights

In support of government commitments, we *lowered the cost of living* – from 1 July 2012, we froze registration fees for three years for more than 2.5 million family vehicles.

We also *improved school safety zones* by improving the visibility of speed limit signs in school zones through the installation of flashing speed limit signs outside Queensland schools.

To improve safety, we *upgraded key rail crossings*, working with the Brisbane City Council to design rail crossing flyovers at Telegraph Road, Bracken Ridge and Robinson Road, Geebung.

### 3.1 Achieving effective use and operation of the transport system

#### *National awards for environmental excellence in the field of supply chain logistics*

In November 2012, the department and Transport Certification Australia were jointly presented with two national awards for environmental excellence in the field of supply chain logistics – one from the Chartered Institute of Logistics and Transport Australia, and the other from the Supply Chain and Logistics Association of Australia.

The department was recognised for implementing monitoring solutions for Performance Based Standard 2B vehicles operating between Toowoomba and the Port of Brisbane as part of the export grain freight task. In a world-first regulatory application, vehicles are registered under a special permit and fitted with equipment to monitor route speed and mass compliance.

#### *Targeting fare evasion*

Revenue protection improvements

The department continued to tackle fare evasion through a number of revenue protection improvements including:

- commencing recruitment of additional Senior Network Officers to be deployed across the rail, bus and ferry networks

- lockdown operations across Bowen Hills, Beenleigh and Ipswich train stations in cooperation with Queensland Rail and the Queensland Police Service Rail Squad
- closing the loophole that enabled the misuse of *go* cards on Airtrain services by increasing the deposit for adult *go* cards to \$10.

From 1 January 2013, we issued more than 11,806 fines of \$220, including 9,652 fines for fare evasion.

#### **Taxi drivers access Policelink**

The department worked closely with the Queensland Police Service to introduce a new process for reporting offences of taxi fare evasion. A taxi driver or a taxi operator can now report an offence of fare evasion online by accessing the Policelink website at [www.police.qld.gov.au/programs/policelink/](http://www.police.qld.gov.au/programs/policelink/) or contacting their call centre on 13 14 44.

#### *Public transport system impacted by storms*

In the last week of January 2013, the public transport system was significantly impacted by severe storms across the state. The TransLink website received 1,477,786 visits, a massive 62 per cent increase compared to the week prior to the storms.

We worked with our partners to minimise disruptions to commuters and maintain and restore services as quickly as possible. We also provided public transport services for 80,000 school children each school day during the flooding.

Lessons learned from the 2010–11 floods ensured we were well prepared in getting the state's public transport systems back on track as quickly as possible following the 2013 floods.

#### *Roadside billboards*

In 2012–13, we continued to manage roadside billboards in state-controlled road corridors. This involved:

- managing five roadside advertising sites generating \$738,000 in revenue
- identifying 23 new sites in high speed environments for release within south-east Queensland
- awarding contracts to design, build and install advertising devices at five sites within south-east Queensland.

We also commenced investigations into low speed environments for roadside advertising sites within the Metropolitan Region and established a pre-qualified pool of outdoor advertisers to streamline the procurement process for new sites.

### 3.2 Encouraging increased public transport patronage, cycling and walking

#### *Encouraging increased active transport*

We continued to deliver actions from the *Queensland Cycle Strategy 2011–21* to achieve our vision of 'more cycling, more often'. This included a commitment of about \$32 million in 2012–13 to build cycle networks on state-controlled roads and partner with local governments to deliver cycling infrastructure on the local network.

Our annual grants to local governments in south-east Queensland awarded more than \$14 million to support 27 jointly-funded cycling infrastructure projects in 2012–13. These projects included key links in south-east Queensland's Principal Cycle Network:

- the Bicentennial Bikeway Stage 4, near the Brisbane CBD
- the Brassall Bikeway Stage 3 at Ipswich
- further works on David Low Way on the Sunshine Coast.

In 2012–13 we also:

- started the Active Towns Pilot program with \$4 million in grant funding made available to three councils across Queensland for infrastructure, education and community activities. In an innovative approach, the funding has been delivered as a coordinated package of infrastructure, policy and behaviour change projects to rapidly increase cycling and walking
- continued constructing major cycling routes on the state network, with a commitment of more than \$13 million for cycling facilities including works on the 17km Veloway 1. This is a facility aimed at connecting the CBD to Eight Mile Plains in Brisbane's south
- opened the Galeen to Honeyeater Green Bridge at Burleigh Waters, which received \$1 million in grants from the State Government with joint funding from the Gold Coast City Council. The bridge provides pedestrians and cyclists with a safer, more direct route to local community, education and sporting facilities
- worked with external advocacy groups to promote cycling in the community.

#### *TravelSmart Schools project*

The TravelSmart Schools project aimed to decrease vehicle kilometres travelled and increase sustainable transport mode share for the journey to and from school. It was delivered within budget at a cost of \$4.9 million over four years (2008 to 2012), finishing in December 2012 in line with the school calendar year. The project delivered:

- an increase in school participation – from 38 schools in Queensland in 2011 to 97 schools in 2012
- a decrease in vehicle kilometres travelled to and from school by 11.5 per cent – from 9.95km in 2011 to 8.8km in 2012
- an increase in active transport use (walking and cycling) of 2 per cent compared with 2011.

#### *Travel 'n' Well and Healthy Active School Travel projects*

During the year, the department continued to deliver projects with a focus on healthy active transport options such as cycling and walking, including the Travel 'n' Well and Healthy Active School Travel projects. These projects are being delivered under a Memorandum of Understanding with the Department of Health for the National Partnership Agreement on Preventive Health.

We developed the Travel 'n' Well project and evaluation framework, marketing material and project tools. We also established the steering committee, and recruited five workplaces

including a Gold Coast and two Brisbane CBD workplaces, which commenced the program in April 2013. The remaining two regional workplaces are scheduled to commence in 2013–14. Recruitment is continuing and workplaces can engage in the program until 2014–15.

We also continued to develop the Healthy Active School Travel project and evaluation framework for delivery through the four councils of Ipswich, Cairns, Townsville and the Gold Coast. We developed tools and marketing material for councils to enhance delivery, and assisted councils with school recruitment. There are 19 schools across the four councils participating in the program in 2013.

The department will continue to assist local government to recruit more schools for the 2014 calendar year.

#### *Improving public transport affordability*

During the year, the department delivered initiatives to improve affordability for public transport users.

##### **Nine-and-free travel incentive**

We continued delivering the nine-and-free travel incentive. For many commuters, the scheme provides a free journey home from work on Friday and free travel across the weekend.

Since 1 January 2013, passengers have taken over 4.2 million free journeys.

##### **Halving the scheduled 15 per cent fare increase**

The department halved the scheduled fare increase for 2012–13 from 15 per cent to 7.5 per cent. The 7.5 per cent fare increase was applied to the TransLink network in January 2013.

##### **New fare structure for public transport in south-east Queensland**

In 2013, the Queensland Government announced that a new fare structure for public transport in south-east Queensland would be released. As part of the review, a trial of changes to the off-peak times for travel were announced, moving the start of the 20 per cent off-peak discount from 9am to start at 8.30am to provide more incentive to travel outside of the core peak period. The 12-month trial will begin in January 2014.

#### *Reducing traffic congestion through additional public transport services*

We coordinate the delivery of additional bus and rail services to special events to maintain the safe and efficient operation of the existing public transport network for all customers when there are a large number of additional people travelling on the network. The additional services reduce traffic congestion, enable the quick and safe transportation of large numbers of customers to or from venues, and help preserve the amenity of the local areas surrounding the event venue.

Special events transport caters for more than two million passenger trips a year and regularly carries a large percentage of all spectators attending Queensland Government venues.

### Extending the public transport network

The department continued to deliver initiatives to extend the public transport network for users. These initiatives are outlined below.

#### Service changes to *qconnect* bus services

Effective from 30 July 2012, we extended *qconnect* bus routes to the Townsville Breakwater and included more frequent and direct services without the need for passengers to transfer. The network's high frequency spine now extends through the Townsville CBD, rather than to the city's edge, with *qconnect* buses operating every 10 minutes on weekdays. The service provides the region with a bus fleet that has increased passenger capacity, increased disability access and provided better air-conditioning to enhance passenger comfort.

Gladstone and Rockhampton also received service changes effective from January 2013, improving *qconnect* service reliability.

Timetables and the *qconnect* journey planner are available online at [www.qconnect.qld.gov.au](http://www.qconnect.qld.gov.au).

#### Southern Moreton Bay Islands ferries to benefit from integrated network

We also continued to integrate the Southern Moreton Bay Islands ferry services into the TransLink network.

From 1 July 2013, Southern Moreton Bay Islands residents will benefit from cheaper travel rates with local passenger ferry services and have access to the same public transport concessions as the rest of south-east Queensland. Island residents will be able to use their new *go* card to transfer between the four southern Moreton Bay islands for free.

Visitors, residents and regular commuters within south-east Queensland can take advantage of *go* card discounts including free travel after nine weekly journeys.

#### Improved facilities for public transport users

In 2012–13, the department completed works to the following public transport facilities.

#### New and improved park 'n' ride facilities at Capalaba

The park 'n' ride facilities at Capalaba were completed in March 2013 at a cost of \$11.5 million. Features include:

- 204 parking bays
- comfortable waiting areas with high-quality shelters and seating for passengers
- improved access for pedestrians and cyclists, including bicycle storage.

#### New North Lakes bus station

The North Lakes bus station was completed in January 2013 at a cost of \$6.9 million. Features include:

- capacity for six buses
- sheltered seating, security cameras and lighting
- improved access for cyclists and secure bicycle storage.

We also progressed construction of other public transport facilities as outlined below.

#### New park 'n' ride at The Gap

The new park 'n' ride facilities at The Gap are under construction and scheduled for completion in late 2013. Features include:

- approximately 85 new car parking bays
- bus station with four bays
- sheltered and secure platforms with comfortable seating and lighting
- direct pedestrian and bicycle access with bicycle storage
- security cameras and lighting
- extensive landscaping using more than 13,000 native plants.

#### New Maroochydore bus station

The new Sunshine Plaza (Maroochydore) bus station is under construction and is scheduled for completion in late 2013.

The bus station features:

- six bus bays for TransLink services
- high-quality bus shelters with seating, lean rails and timetable information
- safety features including 24-hour security cameras and lighting
- secure bicycle storage
- bus layover and bus drivers' facilities
- an urban design funded by the Sunshine Coast Council that includes high-quality street scaping, landscaping, public artwork and end-of-trip facilities with showers and toilets.

## 3.3 Continuously improving front line customer service

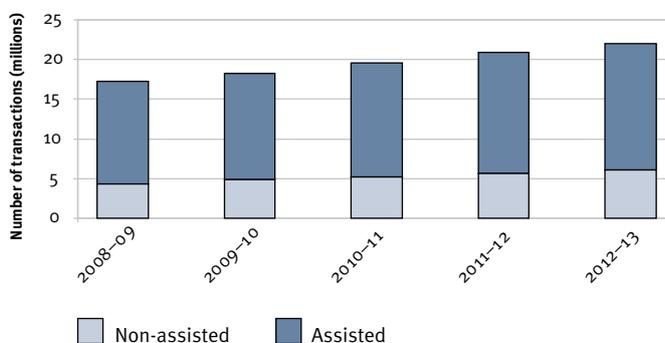
### Reforming customer service

In 2012–13, the department continued to improve customer service through the initiatives outlined below.

#### Electronic Service Delivery

Electronic service delivery helps us to meet customer demand for our services and has greatly contributed to reducing wait times in our customer service centres. At 30 June 2013, 24 online services were available. Development commenced on a new web service to allow customers to purchase unregistered vehicle permits online. This will be implemented in September 2013.

Figure 18 – Customer service transactions – assisted vs non-assisted



Non-assisted service options like BPay, internet and Interactive Voice Response, enable the network to provide greater service to a larger number of customers. In 2012–13 there was an increase in overall transactions of 5.3 per cent. Of these transactions, 51 per cent were non-assisted. This resulted in the proportion of non-assisted transactions increasing from 27.2 per cent in 2011–12 to 27.9 per cent in 2012–13.

**Data source:** Data Analysis Reporting Centre (Service Delivery System and Program Office, Customer Services Branch)

### Improving customer facilities

The department added two mobile customer service centres to enhance frontline services and support our vision of *Connecting Queensland*. We now have four mobile customer service centres operating across the state to support transport services in busy centres and deliver services to regional and remote areas. A regular circuit is undertaken to outlying regional areas and in some instances, has replaced the Queensland Police Service delivery of Transport and Main Roads' products. The mobile units also provide a tangible and logistical option when the delivery of our services is limited due to extreme weather.

In addition, the department has deployed seven portable kits containing essential equipment to deliver licensing and registration services. The kits can be transported in a standard vehicle or aeroplane and can be used in remote communities, including those serviced by the Indigenous Driver Licensing Unit.



### Reforming licensing practices

We began developing a comprehensive package of reforms to the Queensland driver licensing system, considering the recommendations from the reviews of the Q-SAFE practical driving test, older driver licensing requirements and motorcycle licensing. The reforms will improve road safety by helping to ensure all drivers understand the road rules and develop good driving and decision-making skills and are the first change to Q-SAFE in 15 years.

#### Older driver safety

In October 2012, the Queensland Government released a report on older driver safety, which contained 26 recommendations for public consideration. Submissions were invited from the community and more than 300 responses were received. Public feedback is now contributing to the development of policies and initiatives for drivers aged 75 years and over.

#### Cutting red tape

We also made the road and marine registration and licensing system simpler by cutting red tape and reducing the cost of service delivery through internal efficiencies. For instance, we:

- enacted legislation in September 2012 so that an Australian Defence Force member or an eligible family member, if transferred to Queensland by the defence force, does not have to transfer their vehicle's registration to Queensland until the expiry of the interstate registration
- ceased from March 2013, the review of the trainer/assessor qualifications and the issue of suitability letters to registered training organisations for marine licence trainers. Approved Registered Training Organisations have now been provided auditable guidelines on the qualifications/experience of trainers/assessors to deliver training and assessment towards commercial marine licences

- reviewed and implemented new contracts for the supply of number plates, including personalised plates, and mail distribution services to increase efficiency
- commenced a review of registration and licensing forms to reduce complexity, remove duplication, create efficiency and improve customer service.

### Responding to communities in crisis

Call centre and communication teams across Queensland ensured we remained available and responsive to the many communities in crisis affected by natural disasters in 2013 including ex-tropical cyclone *Oswald*, which swept down the Queensland coast.

Our traffic and travel information website ([www.131940.qld.gov.au](http://www.131940.qld.gov.au)) received more than 581,000 visits while we received almost 88,000 calls to the 13 19 40 number from 27 to 30 January 2013.

In early 2013, a disaster assistance package provided the public with financial relief through registration fee exemptions for Queensland residents impacted by ex-tropical cyclone *Oswald* and associated floods.

### Providing public transport data to the public

Transport and Main Roads has been a major contributor to the Open Data website ([www.data.qld.gov.au](http://www.data.qld.gov.au)), in support of the Queensland Government Open Data Initiative. The website went live in December 2012.

Driver Licence data is the number one downloaded and viewed dataset on the website. Open Data sets relating to public transport routing are currently available and will soon include south-east Queensland data, providing an easy to use statewide public transport search capability to the community.

### Delivering the SEQ Bus Network Review

We conducted the largest and most significant review of the south-east Queensland bus network since 2004 to reduce duplication, simplify the network, improve under-utilised bus services and deliver more services to where they are most needed.

The review included three rounds of passenger participation with more than 20,000 pieces of passenger feedback used to inform the final recommendations of the report. The full report, including proposed route changes was available on the TransLink website for passengers to provide further feedback.

In response to feedback from Brisbane City Council, on 21 March 2013, the Queensland Government handed the council responsibility for the Brisbane Transport component of the *SEQ Bus Network Review*.

Brisbane City Council completed its review and provided the report to the Minister for Transport and Main Roads, who accepted the council's recommendations.

All remaining networks across the Gold and Sunshine coasts and the greater Brisbane area were approved, aligning to the recommendations made in the department's report. We are working with operators as we move into the implementation phase, incorporating passenger feedback to confirm alignments and develop timetables. Service changes will be rolled out region-by-region over a 12-month period, from mid-2013.

### Greater transparency of taxi fares

In August 2012, the department published a discussion paper on a proposal to introduce new laws for the automation of taximeters and integration of other equipment inside the taxi to reduce instances of passengers being overcharged. The consultation period ended on 30 September 2012.

The department received 16 submissions from taxi industry stakeholders reflecting support for proposals, such as automating taximeters to apply tariffs and tolls, and itemising receipts. Feedback on the proposal for taximeters, hand-held EFTPOS machines and integrated taxi booking company dispatch systems reflected some concern from stakeholders and highlighted the complexity of this approach.

The discussion paper has helped inform the recommendations provided to government for consideration. The proposed changes will benefit passengers and the taxi industry through greater transparency of taxi fares, better protection of earnings for operators and enhanced public confidence in the taxi system in Queensland.

## 3.4 Providing fair access to public transport

### Fair access for those who need it most

In 2012–13, the department continued to deliver initiatives to ensure all Queenslanders can access public transport. These are outlined below.

#### Reducing the cost of living by freezing registration fees

We continued the second year of the government's Family Vehicle Registration Freeze initiative to help families with cost of living pressures. Eligible vehicles include those used for private purposes with a gross vehicle mass not over 4.5 tonnes, such as passenger vehicles (sedans, wagons and convertibles), light commercial vehicles (panel vans, utilities and dual cabs) and minibuses. The initiative, which began in 2012 and runs until 30 June 2015, will assist about 1.15 million Queensland families.

#### Taxi Subsidy Scheme

The department provided more than \$14 million in taxi subsidies to ensure an affordable and accessible transport option for people with a disability who experience profound difficulties using other modes of public transport. Taxi Subsidy Scheme (TSS) members receive a 50 per cent subsidy for taxi fares up to a maximum subsidy of \$25 per trip.

*More than 51,000 Queenslanders have been able to improve their mobility and quality of life this year as a result of their membership of the scheme*

In October 2012, a review panel was established to make recommendations to government to ensure TSS continues to provide access to those who need it most and is sustainable into the future.

The review panel, comprising 20 independent representatives from community and disability groups, the taxi industry and other key government stakeholders, completed its review of the TSS in February 2013 and delivered its report with 23 recommendations for government to consider. The government supports, in principle, 17 of those recommendations. Six recommendations were not supported, primarily for budgetary reasons.

In June 2013, the government announced that savings across the portfolio had been found to ensure the scheme remained unchanged. Members of the scheme will continue to be eligible for a subsidy of up to \$25 per taxi trip.

For more details on the TSS review, go to [www.tmr.qld.gov.au](http://www.tmr.qld.gov.au).

#### Free travel for Extreme Disablement Adjustment veterans

From 1 January 2013, all Queensland veterans classified as living with extreme disablement became eligible for free travel on approved public transport services across Queensland. Veterans who hold a Commonwealth Veterans' Affairs Repatriation Health Card—for All Conditions (Gold) which is embossed EDA (Extreme Disablement Adjustment) are eligible for the free travel pass.

Providing free travel for EDA veterans on TransLink bus, rail and ferry services in south-east Queensland (excluding Airtrain) and urban bus and ferry services in regional Queensland is estimated to cost the Queensland Government \$146,000 a year.

The scheme is available to help about 2300 veterans get out into the wider community and relieves cost of living pressures. Providing access to free public transport also benefits veterans by improving their wellbeing and quality of life.

Further information is available at [www.tmr.qld.gov.au](http://www.tmr.qld.gov.au).

#### Disability access on the public transport system

The department continued to assist government-contracted public transport operators to meet the Australian Government's *Disability Standards for Accessible Public Transport 2002* (Transport Standards) by providing funding for compliant replacement vehicles as part of contract payments. Contracts also specify that operators are to comply with all relevant legislation, including the Transport Standards.

The standards were introduced to enable public transport operators and providers to remove discrimination from public transport services. The standards include compliance milestones for conveyances and public transport infrastructure to comply with at each five-year period.

#### Disability standards for accessible public transport

In June 2013, the department provided a submission to the Australian Government's Department of Infrastructure and Transport on the 2012 Review of the *Disability Standards for Accessible Public Transport 2002* (Transport Standards).

The submission included results of a statewide self-audit of achievement against the 2012 compliance milestones, completed by government-contracted urban bus, long-distance coach and ferry operators and taxi booking companies. Based on information received through the audit, Queensland has made considerable progress on achieving an integrated accessible

public transport network. A number of 2012 compliance targets were not only met but exceeded. For example, urban bus operators exceeded the compliance target for allocated space for wheelchairs on conveyances, achieving 85 per cent compliance against the required 55 per cent compliance target.

### Accessible infrastructure grants

Following TransLink’s integration into the department, the former TransLink Transit Authority’s Bus Stop Upgrade Program and the department’s former Disability Discrimination Access Program were merged into a new Passenger Transport Accessible Infrastructure Program.

The program provides a consistent statewide grants program with funding assistance to local governments for upgrading existing passenger transport facilities including bus stops, bus stations and ferry terminals. Upgraded facilities, must meet accessibility requirements under the *Disability Standards for Accessible Public Transport 2002*, *Disability (Access to Premises - Buildings) Standards 2010*, and the *Disability Discrimination Act 1992*.

More than \$6.8 million has been distributed to local governments throughout Queensland during 2012–13 to assist local governments achieve compliance targets.

## 3.5 Encouraging improved safety of vehicles, vessels and trains

### Improving road safety

In 2012–13, the department conducted and participated in initiatives to improve road safety. These are outlined below.

#### Light vehicle safety checks

Prior to school holidays, the department conducts Operation Safe Drive Holiday to remind drivers to check their vehicle before taking their family on a driving holiday. The initiative places compliance teams at selected sites to intercept light vehicles (less than 4.5 tonnes) and conduct mechanical safety checks. Figure 19 details the results of this operation over the past five years.

Figure 19 – Operation Safe Drive Holiday results

Financial year	Intercepts	Vehicle defects	Penalty infringement notices issued
2008–09	13,401	1,145 (8.5%)	302
2009–10	9,434	1,517 (16.0%)	437
2010–11	7,183	1,309 (18.2%)	342*
2011–12	7,826	1,329 (16.9%)	290
2012–13	4,878	1,334 (27.3%)	380

The 2012–13 reporting period showed a reduced number of vehicle intercepts when compared to previous years. This reduction is due to the reallocation of resources to areas presenting a higher safety risk. When compared to the number of intercepts, the rate of defects identified is moderately higher than 2011–12. This higher defect rate is the result of improved vehicle targeting and operational planning, and should not be considered evidence of a reduction in vehicle safety.

**Data source:** Data Analysis Reporting Centre (Service Delivery System and Program Office, Customer Services Branch)

**Note:**

\* The statistics include only one operation held this year. The Central Region operation in April 2011 was cancelled due to the flood and disaster recovery in that region.

### Operation Austrans

We continued to participate in the national Operation Austrans on-road enforcement activity. In May and June 2013, our transport inspectors and the Queensland Police Service intercepted 6200 vehicles and trailers, with 593 penalty infringement notices and 523 defect notices issued.



#### National code of practice for light vehicles

We adopted the National Code of Practice for Light Vehicle Construction and Modification to become consistent with other Australian jurisdictions. The introduction of the national code will reduce barriers to the interstate sale or purchase of modified light vehicles, and increases the number of modifications that can be performed without formal approval.

#### Improving rail safety

In 2012–13, the department delivered the following initiatives to improve rail safety.

#### Open level crossing replacement projects – Geebung and Bracken Ridge

Working with Brisbane City Council (BCC), we developed the design for the Robinson Road Open Level Crossing Replacement Project, which will provide a new road-over-rail overpass, connecting Robinson Road East and Robinson Road West at Geebung.

Jointly funded by the Queensland Government and BCC, the \$176.4 million project will improve safety, connectivity and travel times, and reduce road congestion in the area. Early works have been completed and major construction commenced in May 2013. The project is due for completion in late 2014.

The Queensland Government and BCC have also agreed to jointly fund the \$80.4 million Telegraph Road (Bracken Ridge) Open Level Crossing Replacement Project. Early works to relocate utility services began in March 2013 and the project is expected to be completed by late 2014.

#### Enhancing safety at level crossings

In 2012, the Queensland Government released the *Queensland Level Crossing Safety Strategy 2012–2021* and formed the Queensland Level Crossing Safety Group as a commitment to further improving safety outcomes at rail level crossings. The long-term vision of the strategy is zero harm at Queensland

level crossings, and rail and road stakeholders have committed to working collaboratively on a range of initiatives in 12 key areas of strategic focus.

The strategy targets safe behaviour at level crossings, enhancing the visibility and audibility of trains, exploring new technology, improving level crossing infrastructure, and undertaking research and development into level crossing safety, including human factors and driver interactions with level crossings and other infrastructure.

The department, in collaboration with Queensland Rail, will also trial three innovative rail level crossing safety technologies, at a cost of \$2.1 million, to evaluate whether they have a positive effect on driver behaviour at level crossings. The trial process commenced in 2012–13 with ‘live’ trials scheduled to commence in early 2013–14. They include:

- a solar powered lighting and signage system, which activates flashing lights to warn motorists of approaching trains at crossings that currently only have passive protection. Location – near Gatton and Rosewood in south-east Queensland
- an Intelligent Transport System radio break-in technology, which wirelessly detects the presence of trains and provides auditory and visual alerts to road vehicle drivers. Location – between Townsville and Charters Towers
- an Emergency Signal Intercepting Unit radio break-in system, which sends a signal detected by the existing car radio to alert road vehicle drivers of their proximity to an approaching train at a rail level crossing. Location – near Dalby.

An evaluation of the level crossing technologies will be conducted by the Cooperative Research Centre for Rail Innovation (Rail CRC). The evaluation report is expected to be completed by June 2014.

The Queensland Government also reviewed the penalties for breaches of Queensland law at level crossings, and announced that from 30 November 2012, a four-point demerit loss, an infringement notice of \$880 and a maximum penalty of \$8800 for two new rail crossing road rules would apply. The new rules relate to damaging rail infrastructure at a railway crossing and causing an obstruction to trains or other drivers at a level crossing.

The department also conducts investigations into serious incidents and makes safety recommendations to rail operators.

### **Rail safety regulation**

At 30 June 2013, 57 organisations were accredited as rail transport operators in Queensland. Of these, 21 organisations have their primary accreditation with other jurisdictions.

The department, acting as the Rail Safety Regulator, undertook 60 rail safety audits, 55 compliance inspections, and six site visits of rail transport operators, including tourist and heritage railways.

The Rail Safety Regulator operates a risk-based compliance program. In 2012–13 increased regulatory effort was directed toward high-risk railway operations. An increase in the number of compliance inspection activities undertaken meant that regulatory staff carried out checks of railway safety management

systems to verify compliance with legislation. Where the Rail Safety Regulator found safety issues, railways were required to correct non-compliances.

In addition to targeted audits and inspections, the department responds to information received from rail safety workers and worker representatives through the Confidential Reporting Scheme.

### **Train driver fatigue management**

The department oversees fatigue management systems of accredited rail transport operators. We do this by administering the *Transport (Rail Safety) Act 2010* and ensuring that railways comply with both the legislation and their safety management systems.

In 2012–13, the Rail Safety Regulator (the department) conducted checks of the rostering practices of railways to ensure fatigue was managed appropriately. The Rail Safety Regulator also completed a study of the effects of relay van operations on the Mount Isa line to determine whether fatigue developed as a result of long-distance operations.

### **Cleveland rail incident**

On 31 January 2013, a suburban passenger train collided with the platform and station building at Cleveland station. At the request of the Queensland Government, the Australian Transport Safety Bureau initiated an investigation into the accident. The investigation found local environmental conditions resulted in the formation of a contaminant substance on the rail running surface that caused poor adhesion between the train’s wheels and the rail head.

Subsequently, the department established a process to ensure that railways report future instances of excessive wheel slide. The information received from reporting excessive wheel slide will assist in identifying areas of greater risk and enable the Rail Safety Regulator to monitor the safety actions established by the railway to reduce those risks.

We have also reviewed ‘end of line’ stations on the Brisbane suburban system to identify similar risk characteristics to Cleveland. We are discussing the issues raised in the review with the railways and will undertake ongoing monitoring of the actions following the outcome of the review.

The Rail Safety Regulator is monitoring the safety actions that are being developed by the railway in response to this incident to ensure rail safety is enhanced.

### **Banyo rail incident**

On Friday 14 September 2012, a northbound passenger train collided with a heavy vehicle that had become grounded on the roadway straddling the rail level crossing at St Vincents Road, Banyo.

The Rail Safety Regulator’s investigation into the incident found that:

- the existing road design and grading on the approach to the level crossing from St Vincents Road is not suitable for low loader trailers
- the heavy vehicle operator and driver did not have a permit allowing use of local government roads
- there were delays in the passing of information.

Safety actions undertaken following the incident included a full review of the psychometric testing and monitoring process for all train crews involved, and a review of protocols, processes and related communication devices used for the relaying of emergency situations.

The Rail Safety Regulator's final report recommended the department, in conjunction with Brisbane City Council, develop a formal process for the coordination of permit approvals and notifications until the introduction of the Heavy Vehicle (Mass, Dimension and Loading) National Regulations.

### *Improving maritime safety*

In 2012–13, the department delivered the following initiatives to improve marine safety.

#### **Re-establishing Gold Coast Waterways Authority**

The department's Maritime Safety Queensland (MSQ) section led the re-establishment of a Gold Coast Waterways Authority (GCWA) to improve access to Gold Coast waterways. The authority commenced in December 2012 as a statutory body.

The GCWA's jurisdiction now extends from the Logan River in the north, to Southport and out to the Gold Coast Seaway entrance. For more details on the GCWA, go to [www.tmr.qld.gov.au/Community-and-environment/Environmental-management/Water/Gold-Coast-Waterways-Authority.aspx](http://www.tmr.qld.gov.au/Community-and-environment/Environmental-management/Water/Gold-Coast-Waterways-Authority.aspx).

#### **Reopening our ports**

Post-cyclonic flooding across Queensland in January 2013 significantly affected or closed seven of the state's 15 ports.

Our staff surveyed affected ports and waterways using hydrographic sonar equipment to return the Port of Gladstone and Port Alma to full operation.

While Gladstone was able to continue restricted operations, Port Alma near Rockhampton was closed to shipping. Ships remained at anchor off the coast until surveyors could provide reliable advice depths in the channels and check for underwater obstructions, or any other impacts of the recent flooding.

Work in the Gladstone port area began in mid-February, providing continuous survey plan data for the Regional Harbour Master and Gladstone Ports Corporation throughout the month to validate channel navigability and access.

At Port Alma, similar work allowed 24-hour shipping to resume from mid-February. The Fitzroy River upstream to Rockhampton was also checked for debris and obstructions.

At the Port of Weipa, our surveyors were deployed to check and clear the channel. The cyclone caused minimum siltation.

We also provided critical depth and hazard data for the Port of Bundaberg, and replaced navigation aids, which allowed the port to re-open to shipping in mid-June. Clearance surveys of the upstream Burnett River were also conducted to ensure safe navigation for smaller vessels.

Work continues on river systems less critical to shipping infrastructure, such as the Boyne River, where heavy shoaling is likely to impact recreational boating and fishing activity.

The Fraser Coast was also hard-hit with the loss or destruction of navigation aids and numerous vessels, particularly in the Mary River. During April and May, with assistance from the Burnett Mary Regional Group, we recovered numerous damaged vessels in the Burnett River and surrounding areas. We continue efforts to identify the owners of damaged or sunken vessels to discuss salvage arrangements. While salvage or recovery of vessels is the owners' responsibility, every effort is being made to work with them on managing this process.

In the immediate aftermath of the flooding, the Port of Brisbane conducted surveys to allow emergency dredging while our staff and Brisbane Marine Pilots worked around the clock to allow the fuel tanker 'Coral Sea' to replenish the Caltex fuel refinery in Brisbane, ensuring vital petrol supplies did not run dry.

#### **Restoring navigation aids**

January's floods also resulted in the loss or displacement of navigation aids essential to safe shipping movements.

It was estimated that 348 of approximately 5350 aids to navigation in Queensland waters had been damaged or destroyed.

Our staff responded promptly at regional and state level to re-survey channels and waterways, charting changed features and marking submerged hazards, installing temporary aids to navigation to allow most ports to either continue operating under some restrictions or resume operations with only a short delay.

By late June 2013, about 280 aids to navigation had been successfully restored with another 19 temporarily repaired.

Six of the seven ports affected by the extreme weather events were reopened without restrictions.

#### **New Port of Gladstone channel**

The department's technical and navigational expertise has underpinned work to develop a new channel to support material offload facilities constructed as part of the Port of Gladstone expansion.

The 5km channel is a critical element of the expansion infrastructure, allowing international ships to deliver major construction components directly to all three Liquefied Natural Gas (LNG) project sites on Curtis Island at Gladstone.

An ongoing dredging project has created the new channel with a current standard depth of 7.5m, which will be progressively deepened and widened to allow entry of LNG ships.

Our cartographers and pilots have been working to ensure the project meets international navigational requirements. Pilots have been engaged in ongoing simulations to ensure the highest standard of navigational competence (consistent with risk management expectations) is met in the use of this new channel. Cartographers have continuously updated charts of the area as dredging has progressed to ensure the most recent information is available for pilots and arriving ships.

#### **Planning for cruise vessels**

During the year, we undertook planning for visits by cruise ships to Queensland ports, including full risk assessments, simulations and discussions with the owners. Along with arrivals by regular

weekly cruise ships, the year saw the 345 metre-long luxury passenger ship 'Queen Mary 2', and the 317metre-long 'Celebrity Solstice®' dock in Brisbane.

In March 2013, the cruise ship 'Pacific Jewel', commenced the first of what are expected to be regular cruises out of Sydney anchoring off Tangalooma for day visits. The department worked with the ship's owners and Tangalooma Island Resort on detailed planning related to the use of tenders, and Tangalooma ferries to take passengers to and from the resort. Pacific Jewel's parent company, P&O Cruises, plan six visits in 2013 followed by a further ten in 2014.

### Expanding Hay Point

The expansion of one of the world's biggest coal export ports, Hay Point, south of Mackay, is well under way with the completion of drilling, blasting and dredging at Hay Point berth number 3. Pile driving of the new berth has commenced to construct the wharf and loading facility.

During the year, the department coordinated and monitored vessel traffic activity, from barges and grab dredges to numerous smaller support vessels operating within the project confines.

Approved day mooring and cyclone mooring areas in two locations south-east of the construction zone are providing secure moorings for project vessels due to limited space in Half Tide Tug Harbour and Mackay Harbour.

We have also ensured masters of tug and barge operators currently working on the project have gained their Pilotage Exemption qualifications upon successful written and practical examinations.

## 3.6 Maximising the safety of people using the transport system

### Improving road safety

In 2012–13, the department developed and implemented targeted initiatives to improve road safety. These are outlined below.

### Implementing the Queensland Road Safety Action Plan

In June 2013, the *Queensland Road Safety Action Plan 2013–15* was launched. The plan sets out what the Queensland Government will do over the next two years to deliver a safer road transport system by addressing some aspects that have the greatest potential to reduce the number of casualties on our roads. The department has already started implementing many initiatives in the action plan.

### Targeting investment at high-risk crash locations

Queensland's Safer Roads Sooner program continues to deliver engineering improvements at high-risk sites to reduce the number of crashes that result in serious injuries and casualties on the state-controlled road network.

In 2012–13, \$47.6 million was spent on Safer Roads Sooner projects. There were 109 projects completed during 2012–13 comprising:

- 38 intersection improvements
- two projects to specifically improve motorcycle safety

- four projects to install additional heavy vehicle rest areas
- 65 other road safety improvements to reduce the incidence of run-off-road and head-on crashes on the state-controlled network.

During the year, we also facilitated implementation of the Australian Government-funded Black Spot Program to enable road improvements to be made at 40 sites in Queensland, with at least 50 per cent of the funding allocated to improving roads in rural areas. For the 2013–14 program, 45 projects with an estimated total project cost of \$14.1 million were approved for funding, comprising 22 projects on the local government network and 23 projects on the state-controlled network.

### Improving road safety barriers

During 2012–13, the department began updating Technical Standard MRTS14A *Road Furniture (Steelwork)*, with a focus on improving the quality of supply and installation of road safety barriers.

The review is being undertaken in response to industry requests to ensure that steel used in road safety barriers (the guardrail) is of the appropriate quality.

The new standard is expected to be published in late 2013 and will deliver industry clarity, equity, a level playing field for fabricators/suppliers, value (quality) for money and improved barrier performance.

### Improving safety through Bruce Highway capacity improvements

The *Bruce Highway Action Plan*, released in October 2012, sets out a detailed program of works to improve the safety, flood immunity and capacity of the Bruce Highway over the next 10 years.

In 2012–13, we commenced painting one metre-wide double centre lines on certain 10 metre-wide sections of the Bruce Highway to improve safety. The Wide Centre Line Treatments (WCLT) include mandatory Audio Tactile Line Marking or noisy lines. The WCLTs were identified in the action plan as a proven and cost-effective safety treatment for reducing crashes, with recent analysis of marked sites showing a drop in the incidence of crash rates by an average of 20 per cent.

The department has also developed design specifications and drawings for WCLTs for inclusion in our new *Guideline for Road Design on Brownfield Sites*.

In addition to the WCLTs, a further \$3.6 billion (2012) of flood immunity improvements have been identified, including raised embankments, culverts and bridges, and \$8 billion (2012) of capacity improvements, such as new alignments, extra lanes, intersections, service roads and town bypasses.

### Reducing speed-related crashes through our Camera Detected Offence Program

The department, with the Queensland Police Service, continued to operate the Camera Detected Offence Program to improve compliance with speed limits and reduce speed-related crashes on Queensland roads. In addition to mobile, fixed and red light camera operations, 2012–13 also saw the installation of fixed speed cameras Brisbane's new AirportlinkM7 tunnel (July 2012),

on Nambour Connection Road at Woombye (January 2013) and on the Pacific Motorway at Gaven (March 2013). The Gaven fixed speed camera is a replacement for a non-operational camera located at Broadbeach.

### Conducting roadside testing and safety education campaigns

In 2012–13, \$2.8 million was spent on road safety public education, including advertising campaigns, sponsorship, online and other communication activities. Major statewide advertising campaigns were scheduled to coincide with busy holiday periods. The ‘Think before you drink. Think twice before you drive’ anti-drink driving campaign ran over the Christmas–new year period and included television and online communication. Over the Easter school holidays campaigns targeting speeding (‘better slow down’) and seatbelt use (‘better buckle up’) were scheduled.

### Providing road condition information to the public

The 13 19 40 web and phone service provides road condition information to the general public through a range of communication channels – web, phone, mobile site and Twitter. Road Condition Information Signs (RCIS) also provide information to motorists on road conditions at strategic locations on the network. They show road users whether a particular road segment is passable allowing motorists to make a decision at that point about their travel. Currently there are approximately 20 RCIS at various locations throughout Queensland.

When ex-tropical cyclone *Oswald* impacted Queensland in late January 2013, the 13 19 40 service provided valuable information to the public, particularly on roads that were closed as a result of wet weather and flooding. The service received approximately 800,000 visits to the website, 150,000 visits to the mobile site and 133,000 calls to the phone number over a 10-day period. Road Condition Information Signs were also used during the cyclone to provide road condition information to road users.

### Improving safety for students

The Queensland Government has approved \$10 million over four years (2012–13 to 2015–16) for installing flashing school zone signs at over 300 schools in Queensland. The signs are to draw motorists’ attention to the operation of the school zone and encourage compliance with reduced speed limits when students are going to and from school. Analysis has highlighted that flashing light school zone signs are an effective school zone safety intervention.

As at 30 June 2013 flashing school zone signs have now been installed at 32 schools (34 sites) as part of the government’s program.

Separate funding has also been provided for the signs to be installed at all existing school zones on multi-lane roads and all split campus schools. As at 30 June 2013, the flashing school zone signs have been installed at 41 multi-lane or split campus schools.

The department is currently undertaking an in-depth risk assessment process to identify those Queensland schools most in need of the flashing light signs.

Over the next few years, school zones to be treated will be prioritised based on crash history, vehicle and pedestrian volumes, speed limits and road environment characteristics, and input from local members of Parliament.

### Upgrading school buses

In 2012–13, the department provided a total of \$19.5 million to bus operators through the School Bus Upgrade Scheme, including an initial payment for 75 new rollover-compliant school buses across the state and ongoing payments for buses introduced in previous years.

The scheme provides capital funding to assist contracted school bus operators to replace their fleet with buses that meet the latest safety standards. This ensures that safety for students travelling to and from school on contracted services is maximised.

### Providing a forum to increase safety on buses

The Bus Safety Committee provides a forum for industry and government to discuss bus driver safety issues. Chaired by Steve Minnikin MP, Assistant Minister for Public Transport, with membership from industry groups, the Parents and Citizens’ Association, Brisbane Transport, bus driver representatives and key government agencies, the committee contributes to delivering real actions to increase safety on buses, including the release in March 2013 of the *Safe Travel of School Students Guiding Principles*.

The Bus Safety Committee has also overseen the development of a Safe Travel of School Students Pilot Program to educate students on appropriate bus behaviour. The pilot program began at the start of term 1, 2013 in five Gold Coast schools.

### Providing secure taxi ranks

The department continued funding for rank marshals and security guards at secure taxi ranks in late night entertainment precincts around the state. There are 27 secure taxi ranks now operating on Friday and Saturday nights, and for special events. The total cost to operate these secure ranks was over \$1.8 million, which was offset by industry contributions of about \$1 million raised through the Taxi Industry Security Levy.

### Taxi security camera system review

In November 2012, the department published a policy paper for final comment about changes to the Taxi Security Camera Program to further improve driver and passenger safety. The consultation period ended on 19 January 2013.

The department received 20 submissions from taxi industry stakeholders and the community and, in the main, reflected support for the proposals, including the use of:

- audio recordings to complement image recordings
- minimum specifications and an approval process for future systems
- increased recording time
- an open market supply arrangement.

The proposed changes to the taxi security program will benefit passengers and taxi drivers by:

- enhancing the deterrent effect of the cameras and improving safety
- enhancing the evidentiary value of recordings from taxi security cameras
- providing minimum benchmarks for taxi camera system technology.

### Sponsoring Fatality Free Friday

The Queensland Government sponsored Fatality Free Friday this year for the first time at a cost of \$30,000. An inflatable car toured Queensland during May 2013 visiting many of Transport and Main Roads' customer service centres and providing Queenslanders with the opportunity to sign the car and pledge their commitment to road safety. The Fatality Free Friday event on May 31 showcased 280 pairs of shoes as a symbol of lives lost on Queensland roads in 2012.

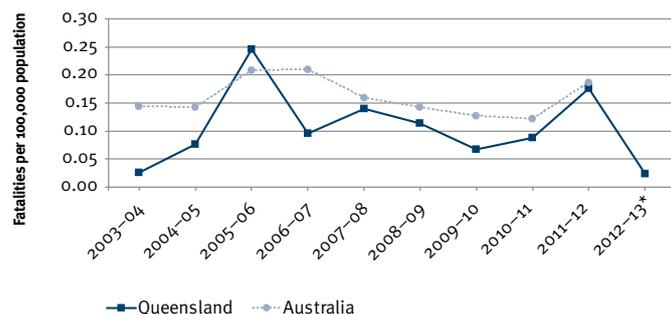
### Transport fatalities and injuries

#### Rail

Queensland's rail fatality rate is lower than the Australian rate (see Figure 20). In 2012–13, there was one rail-related fatality (excluding suicides) reported. This was a collision with a person not at a level crossing. This compares to nine fatalities in 2011–12 and four fatalities in 2010–11.

Fatalities involving railway trespassers (45 per cent) and collisions at level crossings (36 per cent) comprise the majority of all fatalities for the 10-year period (2004–13).

Figure 20 – Rail fatalities per 100,000 population (excluding suicides)



**Data sources:** Australian Safety Transport Bureau, Australian Bureau of Statistics and Transport and Main Roads' Transport Safety Branch.

**Notes:**

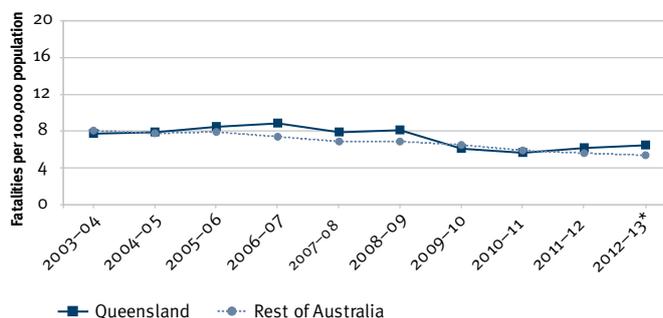
\* Australian statistics for 2012–13 were unavailable at time of printing. Rail fatality data are subject to review and amendment as additional or more detailed information becomes available. This may result in variations to historical data which have previously been published.

#### Roads

During 2012–13, there were 297 fatalities as a result of crashes within Queensland. This is 19 fatalities (or 6.8 per cent) greater than the previous year and one fatality (or 0.3 per cent) greater than the previous five year average.

The 2012–13 road fatality rate for Queensland was 6.44 fatalities per 100,000 population, which is 4.7 per cent greater than the rate for the previous year (6.15). Queensland was sixth behind Australian Capital Territory (2.63), Victoria (4.52), New South Wales (4.75), South Australia (6.20) and Tasmania (6.44).

Figure 21 – Road fatalities per 100,000 population (Queensland and the rest of Australia)



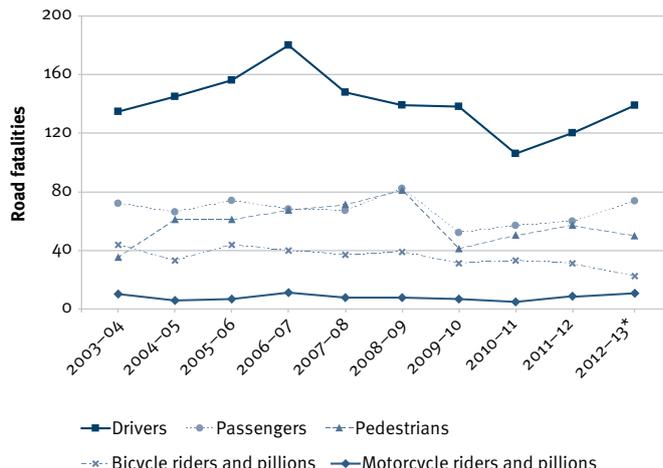
**Data sources:** Transport and Main Roads' RoadCrash database and the relevant interstate authorities.

**Notes:**

Population figures are from the Australian Bureau of Statistics – Catalogue 3101.0. Each month Transport and Main Roads requests updates on interstate road crash data from the relevant interstate authorities for the current year-to-date road toll and confirmation of the road toll for the previous year by month.

\* Reporting of 2012–13 data may differ from state to state as figures are preliminary at time of printing.

Figure 22 – Road fatalities by road user type (in Queensland)



**Data source:** Transport and Main Roads' RoadCrash database

**Notes:**

\* 2012–13 figures are preliminary at time of printing. This graph excludes 'other' fatalities such as horse riders, train drivers and train passengers. In 2012–13, there were no fatalities recorded in this category.

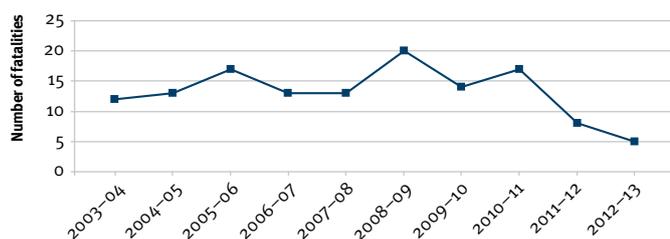
#### Marine

There were five fatalities resulting from marine incidents in Queensland during 2012–13 (see Figure 23); the lowest number in more than twenty years. This equated to two fatalities for every 100,000 registered vessels.

The number of reported marine incidents related to serious injuries (those requiring hospital admissions) has been relatively stable since 2002–03 (see Figure 24). In 2012–13, there were 32 reported serious injuries, five less than in 2011–12. This number is substantially lower than the five-year average of 37 serious injuries a year.

For further information see *Marine Incidents in Queensland 2012*, available at [www.msq.qld.gov.au](http://www.msq.qld.gov.au).

Figure 23 – Marine fatalities (in Queensland)

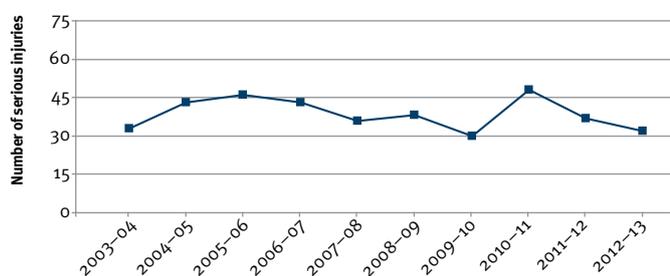


Data source: Caseman Marine Incident Database

Note:

Marine incident data are subject to review and amendment as additional or more detailed information becomes available. This may result in variations to historical data which have previously been published.

Figure 24 – Serious injuries from marine incidents (in Queensland)



Data source: Caseman Marine Incident Database

Note:

Marine incident data are subject to review and amendment as additional or more detailed information becomes available. This may result in variations to historical data which have previously been published.

### Emergency management

#### Preparing for the summer storm season

During the year, the department conducted Emergency Management and Transport Security Preseason Program workshops across 12 locations to help people working in emergency management to understand their roles and responsibilities under Queensland’s Disaster Management Arrangements.

More than 300 people attended the workshops, including emergency management officers from state government agencies and, for the first time, local government representatives.

When our transport network was impacted by adverse weather, culminating in widespread flooding in the south-east corner following ex-tropical cyclone *Oswald*, our emergency management staff supported statewide disaster response activities and helped facilitate the department’s wider response to *Oswald*.

#### Business continuity planning

In 2012–13, business continuity planning was expanded to cover new areas of the department and processes were integrated into existing departmental systems. This approach has produced closer ties and knowledge sharing between operational areas, minimising duplication across the department through connected work outcomes and building our capacity to respond to and recover from events that threaten or disrupt the department’s business.

### Future priorities

Our priorities for 2013–14 include:

- beginning the Robinson Road and Telegraph Road open level crossing removal projects to remove the old open level crossings at Telegraph Road, Bracken Ridge and Robinson Road, Geebung
- implementing reforms to the Queensland registration and driver licensing system, including further initiatives to reduce red tape and improve safety outcomes
- implementing a prioritised program of regulatory reform with a focus on reducing the regulatory burden for industry and the wider community
- completing and implementing the *TMR Compliance Plan 2013–2016* to provide a coordinated approach to compliance to improve safety, infrastructure protection and revenue protection across the transport network in Queensland
- developing and implementing the Road Safety Social Change Strategy and Community Grants Program
- providing the review and analysis of the registration and licensing register to improve customer service delivery options, enable the further reduction of red tape and maintain our national obligations
- establishing a nationally-consistent rail safety audit program
- completing the trial and evaluation of the selected level crossing safety technologies and making recommendations to government relating to their safety impacts
- continuing to implement, through the Queensland Level Crossing Safety Group, priority actions identified under the *Queensland Level Crossing Safety Strategy 2012–2021*
- continuing to refine Transport and Main Roads’ prevention, preparedness, response and recovery initiatives to minimise disruptions to the transport network
- further expanding the capabilities and adoption of geospatial mapping systems across Transport and Main Roads and pursuing open data opportunities
- commencing the staged implementation of the *SEQ Bus Network Review* following consultation with the community
- finalising the review of long-distance passenger services
- continuing to manage and develop *go* card and ticketing products
- finalising the integration of the Southern Moreton Bay Islands’ ferry services to form part of the TransLink network from 1 July 2013
- completing The Gap park ‘n’ ride and Maroochydore bus station
- embedding and improving open data publication.

# Our performance

## Objective 4

### Ensure a sustainable and capable workforce with effective processes and systems that ensure better delivery of transport outcomes

#### Strategies

- 4.1 Ensure an agile, capable and high performing workforce
- 4.2 Improve the health and safety of workplaces through a culture of Zero Harm
- 4.3 Ensure effective business systems and processes, and value for money procurement practices

#### Highlights

We implemented major *public sector reform* initiatives to enable the department to more efficiently deliver transport outcomes.

#### 4.1 Ensuring an agile, capable and high performing workforce

##### Developing our people

The department's DRIVE people strategy was established in 2012–13 and is governed by the Board of Management with the support of the People and Culture Committee (see page 63 for details on our governance committees). The program targets five key platforms to optimise engagement of our people and drive business performance:

- Value our people
- Take pride in who we are and what we do
- Great performance to deliver what's important
- Encourage great ideas that make a difference
- Show strong and authentic leadership.

As part of our people strategy, the department developed and implemented targeted initiatives to build agility, capability and performance across the department. These are outlined below.

##### People Capability Plan

During the year, we developed and implemented the Transport and Main Roads *People Capability Plan*. The capability plan has been developed as an integrated, cost-effective, people development approach aimed at delivering maximum return on investment for the department. The purpose of the plan is to build capability in areas identified as critical and core to our future.

The plan includes a range of contemporary development programs being delivered across the department. A combination of online training, off-line resources, face-to-face training and work-based projects ensure that program outcomes are being shared across divisions.

The plan will enable the continual development of our people to drive sustainable performance throughout the department. It will ensure a capable workforce that has effective processes and systems to enable better delivery of transport outcomes for Queensland today and into the future.

We also:

- implemented the *Establishment Management Strategy* to allow for a more flexible approach to managing the workforce in the most efficient and economical manner, and to enhance our ability to rapidly respond to meet changing priorities

Figure 25 – Objective 4 Strategic plan performance measures

Strategic plan performance measures	2012–13 result	Status	Notes
<b>Performance indicator: Capability and capacity of our organisation</b>			
Employee turnover	28.09	▼	1
Staff satisfaction	N/A		2
Absenteeism (sick leave)	10.72	▼	3
Full-time Equivalents (FTEs)	6908	N/A	
<b>Performance indicator: Workplace health and safety</b>			
Lost Time Injury Frequency Rate (LTIFR)	6.7	▼	4
Severity Frequency Rate (SFR)	61.5	●	5
<b>Performance indicator: Effective processes and systems</b>			
Performance statement			6

▲ On track      ● Slight variance      ▼ Significant variance

#### Notes:

1. The department's separation rate increased markedly in 2011–12 and 2012–13 due to the government's Voluntary Separation Program and Reform.
2. The Public Service Commission (PSC) has developed a whole of government survey which replaces agency-specific surveys. The PSC plans to conduct these surveys every two years. The department will use the results from these surveys to determine staff satisfaction levels.
3. The department's average sick leave rate per employee increased in 2012–13. This could be attributed to reform activities which occurred over the past year. There is an upward trend that the department is addressing through attendance management at the local level and a TMR People Strategy.
4. The department met its target for reducing the total number of Lost Time Injuries (LTIs) from 87 in 2011–12 to 78 in 2012–13. However, over the same period there was a considerable reduction in the total number of hours worked as a result of staff reductions, which was not anticipated when the 2012–13 targets were set. As the Lost Time Injury Frequency Rate (LTIFR) is the total number of LTIs divided by the total number of hours worked, the result was an increase in the LTIFR.
5. The department exceeded its target for reducing the total number of days lost as a result of an injury by 72 days (the target for 2012–13 was 827 while the end of year result was 755). However, over the same period, there was a considerable reduction in the total number of hours worked as a result of staff reductions, which was not anticipated when the 2012–13 targets were set. As the severity rate is the total number of days lost divided by the total number of hours worked, the result was an increase in the severity rate.
6. For performance information related to this indicator, refer to 4.3, 'Ensuring effective business systems and processes, and value for money procurement practices'.

- introduced contemporary elements to our People Performance Management approach which supports high performing teams and employees. The approach includes an option for managers to implement team performance agreements and a stronger focus on safety and wellbeing, values and behaviour
- delivered the industrial relations framework, which included the implementation of the Transport and Main Roads Enterprise Determination 2011 and the Maritime Safety Queensland Operational Agreement, resulting in wage increases for the majority of the department's workforce
- implemented webmail, which enables staff to access departmental email through most computers or mobile devices, such as a smart phone or tablet with internet access. Webmail will assist the department to meet future challenges in workforce mobility, strengthen our ability to maintain operational resilience during business disruption and provide a long-term solution to remote connectivity. More than 5000 unique users have accessed the service in 2012-13
- as part of our development program for technical professionals, we accepted 22 graduates from engineering and town planning disciplines, and placed them into roles across the department.

## 4.2 Improving the health and safety of workplaces through a culture of Zero Harm

### Zero Harm Strategic Framework



### Think safe, work safe, home safe

In January 2013, we began implementing the *Safety Improvement Plan 2012-14*, which contributes to an incident-free work environment where every person comes to work and goes home safely. The plan includes actions and specific measures that encourage safety leadership, communication, systems and risk management that promote a safe and healthy work environment for everyone. The plan has contributed to raising the profile of safety.

We also developed the 'Making your workplace safe' online course, which educates staff about identifying and resolving hazards in the workplace.

As part of our health and wellbeing program, we continued to help employees find a healthier work-life balance through:

- offering 256 executives access to an annual executive health assessment
- providing 3258 influenza vaccinations
- facilitating 178 employees participation in the Queensland Corporate Games
- approving reimbursements for 900 employees for health and wellbeing-related activities.

### Our safety performance

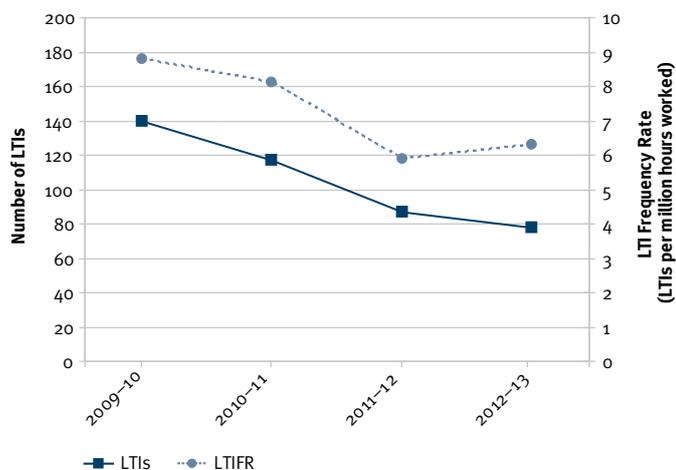
We continue to improve our overall safety performance and are committed to reaching a target of zero injuries. This will be accomplished by setting aspirational targets and developing strategies focused on risk mitigation and behavioural change.

Our WHS *Connect* incident reporting line serves as the key contact point for most of the department in the event of an incident, injury or near miss. Since the implementation of the service in 2011, incident reporting and the quality of the information captured have improved substantially. This has led to more accurate safety performance reporting and analysis.

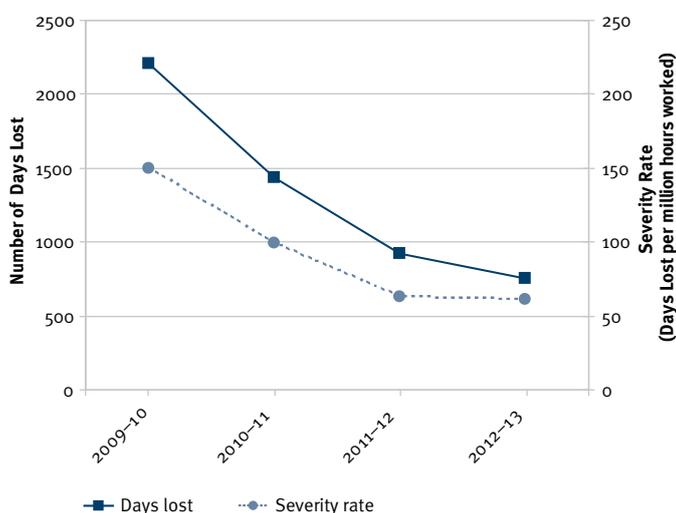
We continued to implement the Zero Harm Framework, which ensures Zero Harm underpins all health and safety activities, actions and communications. We aim to achieve the highest possible performance in Workplace Health and Safety – an incident and injury-free workplace.

Thirty six staff successfully completed their Certificate IV in Safety Leadership (OHS) Construction, a joint initiative of the Australian Government and state governments.

**Figure 26a – Lost Time Injuries (LTIs) and Lost Time Injury Frequency Rate (LTIFR)**



**Figure 26b – Days Lost and Severity Rate**



**Figures 26a and 26b:**

The introduction of a single recording system for health and safety incidents in 2009 enabled the reliable reporting of safety performance data. This quality and volume of safety performance data improved significantly in 2011 with the introduction of WHS Connect, a telephone service for reporting incidents and providing follow up information (e.g. investigation outcomes).

The graphs clearly show a continued trend of safety performance improvement, including consistent reductions in Lost Time Injuries, the numbers of days lost as a result of a work-related injury, and in the calculated severity rate. This improvement can be attributed to the increase in preventative strategies and initiatives as well as improved injury management and rehabilitation practices.

The Lost Time Injury Frequency Rate (LTIFR) is a measure of the rate of injuries per million hours worked. It is calculated by taking the total number of Lost Time Injuries (LTIs), multiplying that figure by one million, and dividing the total by the total hours worked over the period. The department met its target for reducing the total number of LTIs from 87 in 2011-12 to 78 in 2012-13. However, over the same period there was a considerable reduction in the total number of hours worked as a result of the staff reductions. The result was an increase in the LTIFR that did not reflect the continued improvement in safety performance demonstrated by the other indicators.

**Data sources:** Workplace Health and Safety injury data sourced from Transport and Main Roads' SHE enterprise safety management system.

HR data for hours worked sourced from Transport and Main Roads' SAP enterprise resource management system.

**Notes:**

Lost Time Injury (LTI) is an injury that results in at least one full shift (day) being lost at some time after the shift (day) during which the injury occurred.

Lost Time Injury Frequency Rate (LTIFR) is the number of lost time injuries per million hours worked.

Days Lost is the number of full work shifts (work days) lost for a lost time injury.

Severity Rate is the number of days lost per million hours worked. Savings are based on costs of \$40,000 per lost time injury and \$3500 per day lost.

### 4.3 Ensuring effective business systems and processes, and value for money procurement practices

#### Delivering business value

In 2012-13, we began reviewing and streamlining business systems and processes to find savings and achieve business efficiencies. Details of the initiatives we focused on are provided below.

#### Enhancing registration and licensing customer services

We established a program of work to enhance registration and licensing customer services through architectural change. The program will:

- deliver online customer services that adopt the Queensland Government web templates to improve accessibility, usability and ensure consistency with whole-of-government web page standards and guidelines
- use contemporary user interface techniques such as responsive design to ensure online customer services can be accessed efficiently through mobile devices
- enable effective service delivery through model driven, service-oriented architecture, reuse and integration of Customised-Off-The-Shelf products
- provide platforms to allow management of reference data as an enterprise asset.

#### Adopting consistent project management

We commenced development of an integrated branch planning process, which is designed to integrate branch operational planning with budget review processes and resource planning, such as information and communication technology, skills and human resources and procurement planning. Branch business plans were then used to develop specific purpose plans.

Other initiatives included:

- delivering a cohesive strategy and roadmap for raising the maturity of information management practices across the department, a framework for measuring and improving data quality and a governance model for information management governance
- developing risk profiles for departmental risks, and a risk roadmap to clearly show our progression in managing and maturing risk
- modifying the Works Management System – a department-wide operational unit rate estimating, and tender and contract development application – to simplify maintenance of technical specifications and contracts, reduce contract disputes and improve technical specification currency
- continuing to consolidate existing finance and human resource systems into a single shared environment, based on the SAP enterprise resource planning software. The implementation of a single entity is critical to achieving an integrated organisation and overcoming system challenges faced by staff working with two legacy systems. The project was completed in 30 June 2013

- developing a project plan to migrate the Environmental Legislation Register from Lotus Notes to Microsoft SharePoint by October 2013 with plans to align the register with the department's Environmental Management System and spatial information systems to improve efficiency
- incorporating material resource items required for transport infrastructure projects into the department's Primavera planning and scheduling software to improve statewide visibility of demand and supply for planning and negotiation with suppliers
- continuing support for, and development of, the department's On-Q Project Management Framework for infrastructure projects, including:
  - reducing the number of templates, and improving the scalability and ease of application of the On-Q process for all Transport and Main Roads users
  - streamlining On-Q intranet site content, templates and worksheets, including specifications for principal's costs in contract activities
  - linking with a redesigned nationally recognised training program for Transport and Main Roads project practitioners.

### *Enhancing business communication through new and upgraded technologies*

In 2012–13, we:

- improved workforce mobility and realised cost reduction benefits through initiatives to modernise our ICT platforms and operating environment. This was undertaken as part of the Queensland Government strategy to locate staff outside the CBD. Implementation of the Voice over Internet Protocol (VOIP) resulted in a reduction in costs associated with relocations, additional phone services and changes by the external provider. VOIP supports load balancing in the call centres, improving the department's capacity for improved performance
- implemented the new capability Site in a Box, which will enable the department to provide emergency response and recovery to the local community in a short time frame and at low cost during severe weather and other emergency events.

### *Focusing on best value procurement*

In 2012–13, we established the Chief Procurement Office (CPO) headed by a Chief Procurement Officer, centralising the majority of the department's dedicated procurement resources. The CPO is responsible for embedding reform and realising the benefits of better procurement for Transport and Main Roads to deliver on a savings target of \$240 million by 2015–16.

Our *People Capability Plan* also features procurement as part of our Critical Capability Program where program participants complete active learning modules on managing and leading strategic supplier relationships.

To further ensure value-for-money procurement practices, we conducted the Transport Network Reconstruction Program Procurement and Contract Management Audit and Contract Variation Management Audit.

In addition, in response to the *Queensland Government ICT Audit 2012*, the department will adopt an increased focus on effective ICT procurement and contract management.

The Queensland Government is currently developing a strategy and implementation plan for the future use of ICT within government. Actions to address the audit recommendations will form part of the implementation plan.

### *Finding cost savings and efficiencies*

During the year, we identified further cost savings and efficiencies through:

- reducing and consolidating the department's printer fleet by more than 230 machines, with consumable savings of \$128,000 and hardware cost savings of approximately \$117,000
- implementing an industry-recognised, automated ICT online service request system. This has improved workflow design and realised cost savings associated with retired hardware and consolidated ICT procurement. Automation has achieved a 50 per cent reduction in the service centre's telephone-initiated contacts, saving three full-time positions without affecting service levels
- reducing the department's vehicle fleet by 12 per cent realising benefits of \$3.1 million annually
- developing and implementing a Brisbane CBD accommodation strategy to rationalise the number of sites occupied by Transport and Main Roads from 15 buildings to six, and reduce leasing expenses potentially by \$4 million per annum by 2016
- launching the *Project Cost Estimating Manual (Edition 5)* in August 2012. The manual provides guidance on determining accurate and consistent estimates for publicly funded projects, and includes the Australian Government Department of Infrastructure and Transport's *Best Practice Cost Estimating Standard* requirements and the updated Risk Management Standard (from the Australian/New Zealand standard AS/NZ 4360 to ISO 31000:2009).

### **Future priorities**

Our priorities for 2013–14 include:

- developing and publishing a five-year strategic workforce plan aligned to a whole-of-government strategic workforce plan
- implementing the *People Capability Plan*
- launching DRIVE – Our People Strategy
- developing a Performance Management Framework focused on building a high performance culture where individual, team and organisational priorities and objectives are achieved
- developing a recognition program which aims to recognise high performing employees and teams
- delivering efficient and effective safety and wellbeing services to contribute to a capable, high performing workforce that is safe, healthy and sustainable

- enabling ICT investment through platform modernisation that supports the department's business outcomes, such as the Microsoft Upgrade Project
- developing and implementing an enterprise-wide mobility service that supports business capability
- implementing an agency-wide category management approach to procurement to allow the department to increase its leverage in the market place and realise efficiencies in purchasing
- identifying opportunities for savings/benefits across all spend
- reducing the size of the department's vehicle fleet by 20 per cent by June 2014
- implementing a Brisbane CBD and regional accommodation strategy for staff to reduce the total cost of office space
- transforming the department's procurement function to align with lead practice in like organisations
- developing an integrated and trusted Enterprise Resource Program by upgrading existing systems
- establishing a transition pathway for scheduling and estimating software to efficiently support portfolio, program, project and contract management strategic direction
- developing and implementing a new computerised transport infrastructure asset management solution (Transport Infrastructure Asset Management System).

# Corporate governance

In this section

*Our organisational structure*

*Our Board of Management*

*Corporate Governance Framework*

*Accountability structure*

*Ethics and conduct*

*Risk management and accountability*

*External scrutiny*

*Planning and reporting*

*Human resources management*

*Information systems and recordkeeping*

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# Corporate governance

## Our organisational structure

In July 2012, we established a new organisational structure with five divisions, each led by a deputy director-general. The new structure aligns service delivery functions to improve service delivery and reduce duplication, and integrates policy and investment to ensure greater rigour and contestability around policy and investment decisions. It also strengthens corporate support and leverages the department's strong regional delivery network.

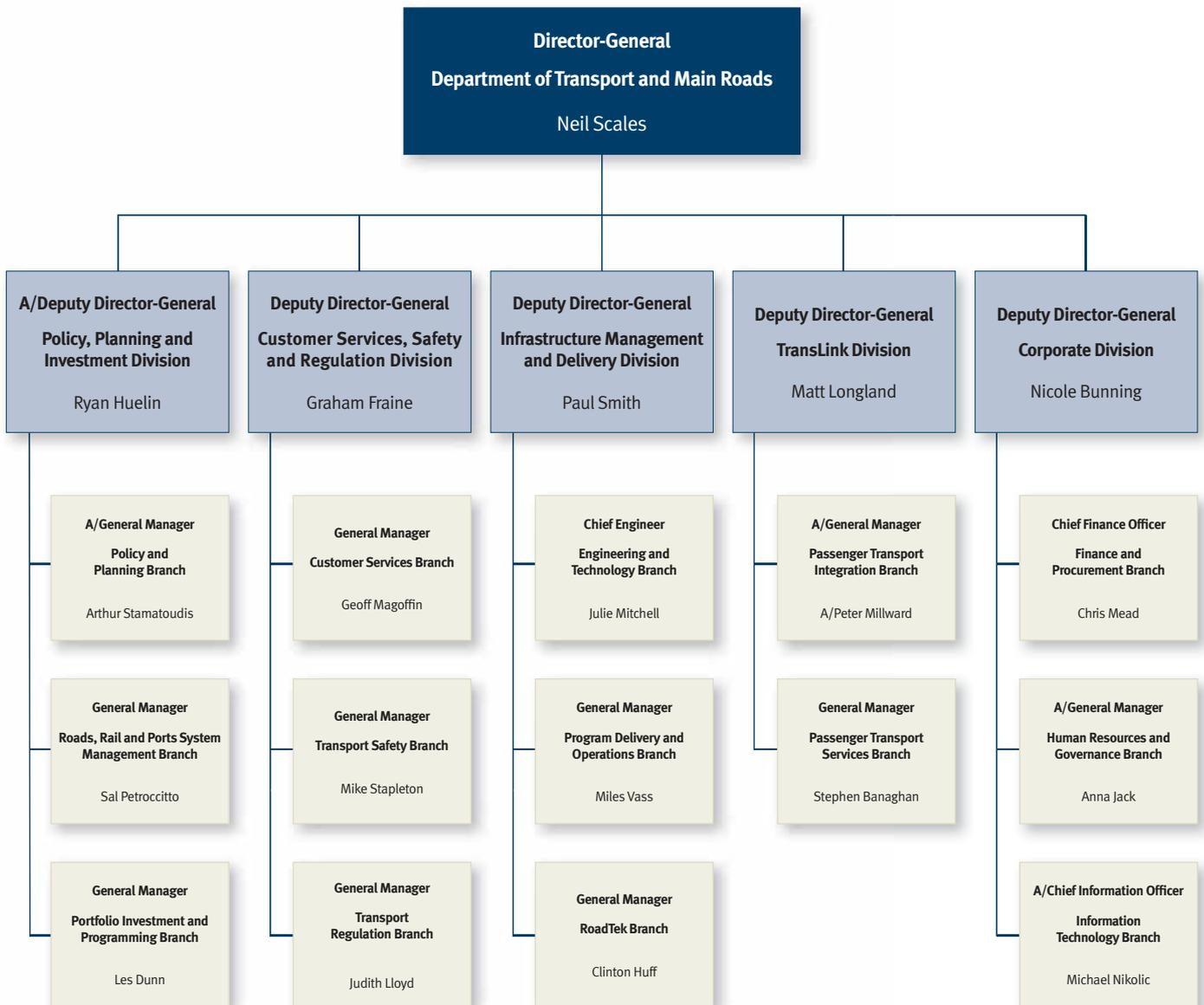
Our divisions are:

- Policy, Planning and Investment Division, formed from the former portfolio investment and program development, strategic policy, integrated transport planning, rail, ports and freight, and road system management functions. A Commission of Audit Program Office has also been established within the division to lead the implementation of Transport and Main Roads-related recommendations from the *Queensland Government Response to the Independent Commission of Audit Final Report – April 2013*. Our Board of Management will act as the Program Board with the program director reporting directly to the Program Board
- Customer Services, Safety and Regulation Division, formed from the previous Transport Services, Maritime Safety Queensland, Rail Safety and Transport Security, Emergency Management and Road Safety, Registration and Licensing functions
- Infrastructure Management and Delivery Division, created from the RoadTek, Major Infrastructure Projects, Engineering and Technology, and program management functions
- TransLink Division including the former TransLink Transit Authority and Transport and Main Roads' Passenger Transport function
- Corporate Division, which was realigned to focus on three key areas:
  - Human Resources and Governance
  - Finance and Procurement
  - Information and Technology.

In addition, we consolidated our 12 regions into nine. They are:

- Metropolitan
- Mackay/Whitsunday
- North Coast
- Wide Bay/Burnett
- South Coast
- Far North Queensland
- Central Queensland  
(a merge of the former Fitzroy and Central West regions)
- North Queensland  
(a merge of the former Northern and North West regions)
- Downs South West  
(a merge of the former Darling Downs and South West regions).

Organisational structure as at 30 June 2013



## Our Board of Management (at 30 June 2013)

### Neil Scales OBE

#### Director-General

C.Eng. BSc, MSc, MBA, DMS, FIMechE, FIET, FICE, FILT, FCIT, FRSA, FIRTE, FSOE, MAICD

*Commenced as Director-General (Transport and Main Roads) October 2012*

*Appointed as Director-General January 2013*

As Director-General, Neil leads the Department of Transport and Main Roads with an operating budget of \$5.458 billion, capital budget of \$4.369 billion and managed assets worth \$58.473 billion. He stepped into the role as Acting Director-General in October 2012.

#### Former positions:

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

Along with almost 40 years experience in the transport industry, Neil holds undergraduate and postgraduate qualifications in engineering, an MBA and is a Fellow of three major UK engineering institutions. He received an OBE for services to public transport in 2005 and last year he was awarded an honorary Fellowship from Liverpool John Moores University for his services to the region.

### Graham Fraine

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

B Psych (Hons) PhD

*Commenced with Board of Management November 2011*

*Appointed as Deputy Director-General (Customer Services, Safety and Regulation) October 2012*

Graham is responsible for ensuring the welfare of our transport system and of the people, vehicles and vessels that use it every day. He oversees the delivery of transactional, safety, community and regulatory transport services and is responsible for ensuring a safer, more secure and resilient transport system. He also manages access to, and use of, our transport system through reforming transport legislation, regulations and standards, and setting key policies for access and use.

#### Former positions:

- Deputy Director-General (Transport Safety and Regulation), Department of Transport and Main Roads
- General Manager (Strategic Policy), Department of Transport and Main Roads

Graham has an active and respected national profile in transport policy and holds a Bachelor's degree in Psychology and a PhD from the Centre for Accident Research and Road Safety Queensland at Queensland University of Technology.

### Matthew Longland

#### Deputy Director-General (TransLink)

BBltEnv (URP), GDURP, MPIA, GAICD

*Commenced with Board of Management January 2013*

*Commenced as Deputy Director-General (TransLink) January 2013*

*Appointed as Deputy Director-General (TransLink) April 2013*

Matthew is accountable for the leadership of Queensland's passenger transport network, an annual budget of more than \$2 billion and managing partnerships with TransLink's service delivery partners.

#### Former positions:

- General Manager (Passenger Transport Services), Department of Transport and Main Roads
- Acting Chief Executive Officer, TransLink Transit Authority
- Director (Network Integration), TransLink Transit Authority

Matthew holds undergraduate and post-graduate degrees in Urban and Regional Planning at the Queensland University of Technology and memberships of the Australian Institute of Company Directors, the Planning Institute of Australia and the Institute of Public Administration Australia. He is currently studying his Masters of Business Administration at the University of New South Wales.

### Ryan Huelin

#### Acting Deputy Director-General (Policy, Planning and Investment)

B AppSc, Post.Grad (Built Environment)

*Commenced with Board of Management June 2013*

*Commenced as Acting Deputy Director-General (Policy, Planning and Investment) June 2013*

Ryan leads, and is responsible for providing high-level advice on, strategic transport policy, integrated transport planning, roads, rail, ports and freight systems, and the department's investment and programming capability.

He chairs the Infrastructure Investment Committee overseeing projects valued at more than \$50 million.

#### Former positions:

- General Manager (Policy and Planning), Department of Transport and Main Roads
- Group Director (Strategy Implementation), Department of Transport and Main Roads

Ryan holds a Bachelor in Applied Science (Urban and Regional Planning) and Bachelor (Urban Planning).

## Paul Smith

### Deputy Director-General (Infrastructure Management and Delivery)

B Eng, GradDipBM, MAICD, MIEAust, CPEng

*Commenced with Board of Management April 2009*

*Commenced as Deputy Director-General*

*(Infrastructure Management and Delivery) October 2012*

*Appointed as Deputy Director-General (Infrastructure Management and Delivery) June 2013*

Paul Smith is responsible for providing fit-for-purpose technical solutions for road, rail and marine infrastructure projects that are safely managed, operated and cost-effectively delivered for the state of Queensland.

As a leader in major infrastructure, Paul is responsible for several high-level projects and decision-making groups including the \$1.3 billion Gold Coast Rapid Transit light rail currently in construction on the Gold Coast.

Paul has 44 years' experience with roads and community issues, having worked in remote western areas as well as the rapidly developing urban areas of Mackay, Townsville, the Sunshine Coast and the Gold Coast.

#### Former positions:

- Deputy-Director General (Investment and Program Development) Department of Transport and Main Roads
- General Manager (Statewide Planning), Department of Main Roads

Paul holds a Bachelor of Engineering (Civil), a Graduate Diploma in Business Management and is a Member of the Australian Institute of Company Directors. He is a Chartered Professional Engineer with membership of Engineers Australia.

## Nicole Bunning

### Deputy Director-General (Corporate)

B.Beh.Sci, Grad.Dip.Psych, MBA, GAICD

*Commenced with Board of Management March 2012*

*Appointed as Deputy Director-General (Corporate) October 2012*

Nicole is responsible for overseeing strategic corporate services that enable business outcomes and create a great workplace that values our people. These areas include: corporate governance, finance, strategic procurement, human resources, workplace health and safety, and information and communication technology for the department.

#### Former positions:

- Deputy Director-General (Corporate Group), Department of Transport and Main Roads
- General Manager (People and Capability), Department of Transport and Main Roads

She holds a Bachelor of Behavioural Science, Graduate Diploma of Psychology and a Master of Business Administration. Nicole is a Graduate Member of the Australian Institute of Company Directors.

## Corporate governance framework

The department adheres to the *Public Sector Ethics Act 1994* and the *Financial and Performance Management Standard 2009*, which provide the basis for our corporate governance principles. These principles are set out in our Corporate Governance Framework and guide our everyday business practices. They include:

- Integrity and impartiality – we recognise that public office involves public trust and we are committed to delivering our services to the highest ethical standards
- Promoting the public good – we ensure that public resources are not wasted, abused, or used improperly or extravagantly
- Commitment to the system of government – we are committed to effecting official public sector priorities, policies and decisions professionally and impartially
- Accountability and transparency – we seek to innovate and continuously improve performance and operate within a framework of mutual obligation and shared responsibility between public service agencies, public sector entities and public officials
- Public defensibility – we ensure our activities and decisions are open to reasonable scrutiny and can withstand a public defensibility test in the context of fairness, equity and value for money.

## Accountability structure

We have internal accountability mechanisms in place to ensure we operate effectively and transparently. These enable us to manage risk, realise opportunities, monitor, evaluate and report on our performance. At the highest level, this includes the Board of Management and six governance committees. 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.

### Board of Management

- Director-General (Chair)
- Deputy Directors-General

The board meets bi-monthly and supports the Director-General to set strategic direction. Together, and as individuals, members champion the board's vision and messages across the department, and with external stakeholders. A standing invitation is extended to the Chief Finance Officer to attend meetings in an ex-officio capacity, for the purpose of providing advice and support to the board in its deliberations.



### Audit and Risk Committee

- Peter G Dowling AM (Chair) – external
- Ian Rodin – external
- Nicole Bunning, Deputy Director-General (Corporate)
- Ryan Huelin, Acting Deputy Director-General (Policy, Planning and Investment)
- Judith Lloyd, General Manager (Transport Regulation)
- Miles Vass, General Manager (Program Delivery and Operations)
- Wietske Smith, Head of Business Performance (TransLink)

The committee performs an advisory role to the Director-General and works in accordance with its charter and Queensland Treasury’s *Audit Committee Guidelines*. It met seven times in 2012–13 to assist in overseeing:

- integrity of annual financial statements and internal controls
- compliance with legislative and regulatory requirements, including ethical standards and policies
- processes relating to internal risk management and control systems
- performance of the internal audit function.

Costs associated with external committee members’ fees totalled \$53,000 (including GST).

#### 2012–13 Achievements

The committee’s achievements included:

- reviewing the integrity of the 2011–12 annual financial statements
- assessing the performance of the internal audit function and monitoring progress of the internal audit plan
- reviewing outcomes from internal and external audits, and management responses to recommendations
- reviewing progress in implementing the risk management framework and building risk management capability within the department.

### Portfolio Budget Review Committee

- Minister for Transport and Main Roads (Chair)
- Director-General
- Chief Finance Officer
- Deputy Directors-General
- Treasury representative – Assistant Under Treasurer

The committee meets monthly to ensure the department operates within budget parameters specified by Queensland Treasury and achieves value for money in accordance with the *Financial Accountability Act 2009* and *Financial and Performance Management Standard 2009*. It allocates financial resources consistent with the department’s approved strategic directions and priorities, and is responsible for realising savings in line with government direction.

### Governance committees

The department’s board is supported by six governance committees:

- Audit and Risk Committee
- Portfolio Budget Review Committee
- Infrastructure Investment Committee
- Information and Systems Committee
- People and Culture Committee
- Safety and Wellbeing Committee.

The board and its committees operate under formal charters that detail their functions and responsibilities. During 2012–13, the Director-General reviewed the performance of the board and its committees, and the overall governance structure. As a result of this review, the governance structure was determined to be sound and the responsibilities and priorities of each of the committees were confirmed.

### 2012–13 Achievements

The committee's achievements included:

- completing a detailed budget review at branch level as part of the 2013–14 budget development
- ensuring financial resources are allocated consistent with the department's strategic direction, priorities and ongoing commitments
- developing a 20-year funding model
- monitoring overall financial progress and performance, and identifying and managing whole-of-department financial risk.

### Infrastructure Investment Committee

- Deputy Director-General (Policy, Planning and Investment) (Chair)
- Director-General
- Deputy Director-General (Customer Services, Safety and Regulation)
- Deputy Director-General (Infrastructure Management and Delivery)
- Chief Finance Officer
- General Manager (Portfolio Investment and Programming)

The committee meets fortnightly (or more frequently, as determined by the Chair), and its purpose is to oversee the strategic direction and proactively manage the department's responsibilities and investments in:

- Information Management (IM)
- Information and Communication Technologies (ICT)
- services which support IM and ICT investments
- ICT which supports operational traffic management systems.

### 2012–13 Achievements

The committee provided oversight and management of:

- the four-year *Queensland Transport and Roads Investment Program (QTRIP) 2012–13 to 2015–16* outlining a \$17.8 billion rolling program of works, including natural disaster reconstruction projects through a monthly performance review to ensure return on investment, management of risk and effective governance
- Queensland's Nation Building 2 Program transport submissions: a prioritised list of 50 transport projects (more than \$100 million per project) to Infrastructure Australia and the Commonwealth Department of Infrastructure and Transport
- the department's response to requests for changes to the program by the Minister for Transport and Main Roads and Premier of Queensland due to:
  - ex-tropical cyclone *Oswald* (state contribution of \$375 million)
  - 2010–11 disaster events (\$950 million)
  - State Government Reform Agenda (\$1.6 billion)
- approval of 11 major projects through the investment gating process.

### Information and Systems Committee

The standing member positions are:

- Deputy Director-General (Corporate) (Chair)
- Chief Information Officer – supported by the Executive Director (ICT Planning and Engagement)
- General Manager (Transport Regulation)
- General Manager (Portfolio Investment and Programming)
- Deputy Chief Engineer (Engineering and Technology)
- Executive Director (Customer Technology)
- Chief Finance Officer (Finance and Procurement)
- External member – Chief Information Officer Representative (Queensland Government Chief Information Office).

The committee meets every two months (or more frequently as determined by the Chair) to oversee the strategic direction and proactively manage the department's responsibilities and investments in information and communication technology.

### 2012–13 Achievements

The 2012–13 reporting period saw an enhanced level of maturity in ICT decision making by the committee. Achievements included:

- introducing improved governance for ICT
- introducing a prioritisation method to evaluate more than 200 submissions received in the 2012–13 business planning process
- improving monthly reporting of the ICT Investment Portfolio Fund
- developing a multi-year ICT Investment Portfolio
- approving the department's new ICT governance framework, *Corporate Governance for ICT*, to improve business outcomes and ICT capability.

### People and Culture Committee

- Executive Director (Organisational Performance and Human Resources) (Chair)
- Deputy Director-General (Corporate)
- Deputy Director-General (Policy, Planning and Investment)
- Deputy Director-General (Infrastructure Management and Delivery)
- Deputy Director-General (TransLink)
- Deputy Director-General (Customer Services, Safety and Regulation)

The committee meets monthly (or more frequently as determined by the Chair) to provide leadership, direction and guidance for the effective implementation of strategic human resources and culture initiatives.

### 2012–13 Achievements

The committee's achievements included:

- developing and managing the Contract Prioritisation Program
- approving the *People Capability Plan* focused on delivering a Leadership Excellence and Development program and an underpinning Critical Capability Program
- approving the DRIVE People Strategy
- endorsing the department's innovation approach
- endorsing the development of a Succession Management Strategy
- endorsing the development of a departmental recognition program
- endorsing team performance agreements
- overseeing the establishment management and vacancy strategy.

### Safety and Wellbeing Committee

- General Manager (Program Delivery and Operations) (Chair)
- Deputy Director-General (Corporate)
- Deputy Director-General (Customer Services, Safety and Regulation)
- General Manager (Customer Services)
- General Manager (RoadTek)
- General Manager (Passenger Transport Services)
- General Manager (Policy and Planning)
- Executive Director (Maritime Safety Queensland)
- Executive Director (Organisational Performance and Human Resources)

The committee meets every two months and additionally as requested by the Director-General to make tactical decisions and provide strategic advice on improving the management of workplace health and safety, and monitoring and evaluating the department's safety performance to the Director-General and Board of Management.

### 2012–13 Achievements

The committee's achievements included:

- reviewing and evaluating the Safety and Wellbeing Governance Committee, which resulted in a revised membership and extension of the charter to include authority to make tactical decisions
- beginning to implement the *OneTMR:OneWHS* centre-led, locally delivered model
- beginning to implement the *Safety Improvement Plan 2012–14*, a common set of safety performance indicators for each branch focusing on safety leadership, communication, risk management and governance
- implementing the Zero Harm intranet, a single reference point for all safety and wellbeing information, tools and resources

- launching WHS *Connect* telephone service for reporting workplace incidents and providing the results of WHS investigations, which have significantly improved the quality and consistency of incident reports
- consistent reporting and analysis of safety performance against key performance indicators.

### Ethics and Conduct

The principles in the *Code of Conduct for the Queensland Public Service* provide direction and guidance to our people in shaping an ethical workplace and help staff to make better decisions to achieve our objectives.

During 2012–13, we continued to enhance an ethical workplace culture through designing, developing and implementing relevant policies and systems to raise ethical awareness and prevent misconduct. In doing this, we:

- provided staff with workplace ethics education and prevention strategies, including the *Which Way Would You Go* ethical decision-making online training initiative.
- promoted performance management practices that help managers and employees establish agreed performance and conduct expectations
- investigated allegations of unethical conduct including serious matters constituting suspected official misconduct
- complied with the *Public Service Act 2008*, the *Public Sector Ethics Act 1994* and Public Service Commission directives relating to declarations of interest
- provided staff with access to *Code of Conduct for the Queensland Public Service* and advice about what constitutes a conflict of interest and the procedures to declare and manage a conflict if it arises
- complied with the *Public Interest Disclosure Act 2010* through our related policies and procedures that help to promote a work culture that encourages and welcomes such disclosures as a way to continually improve our operations, and protect those who make public interest disclosures.

### Fraud and corruption control

During 2012–13, a *Fraud and Corruption Control Risk Management Assessment – Practice Guide* was developed and published on the department's intranet. The practice guide is designed to assist in the conduct of fraud risk assessments, including processes for effective identification, analysis, reporting, management and treatment of potential acts of fraud and/or corruption. We also improved our integrity rating by enhancing complaints management and public interest disclosure policies and procedures, and introducing a more formalised fraud and corruption control framework.

Work is also under way to implement a regime of routine data analytics over areas identified as inherently susceptible to fraud, consistent with the Auditor-General's recommendation from his *Report to Parliament No. 9: 2012–13 – Fraud Risk Management*.

*In September 2012, the Crime and Misconduct Commission recognised the significant work undertaken to improve our overall integrity rating from satisfactory (55 per cent) to effective (78 per cent).*

## Risk management and accountability

The department's approach in formalising risk management incorporates strategic, departmental, portfolio, branch, program, project, fraud and operational risks. These risks are reported to the Board of Management and the Audit and Risk Committee on a quarterly basis. The committee also reviews reports about alleged fraud and the status of any ongoing investigations; and reviews the findings of audits about the adequacy of internal controls preventing fraud.

Our risk management framework provides the structure for designing, implementing, monitoring, reviewing and continually improving risk management practices across the department. The framework is aligned to the international risk management standard, AS/NZS ISO 31000:2009.

Our *Risk Management Policy, Guide to Risk Management* and associated practice guides form part of the department's risk management framework and provide assistance to employees and stakeholders in identifying, prioritising, recording and treating risks. Our centrally-led risk management reference group helps to build capability that enhances risk management practices.

### Managing safety risk

Transport and Main Roads is committed to delivering the safest possible environment for employees, contractors and customers. The department's *Work Health and Safety Policy Statement* outlines this commitment and our duty of care obligations under the *Work Health and Safety Act 2011*.

Supporting this policy, the department has the Transport and Main Roads Zero Harm safety management system, which is accessible to all staff through our intranet. This system has been developed in accordance with AS/NZS ISO 31000: 2009 and assists managers and workers in ensuring the department meets its duties under the *Work Health and Safety Act 2011*. The intranet site provides staff with:

- all current Zero Harm policies and procedures
- instructions on how to report incidents and hazards
- a library of safety resources and tools, including toolbox talks, safety alerts and briefs, forms and templates
- safety performance history, including all monthly performance reports
- information about legislation and safety obligations
- contract information for key safety resources and services.

## Internal audit

Our internal audit function is a key component of our corporate governance, promoting effective and efficient management and assisting in risk management. The function operates under a charter consistent with the Institute of Internal Auditors' standards and approved by the Director-General.

Our Chief Auditor is directly accountable to the Director-General for leading an effective and efficient internal audit function, and is responsible for ensuring the internal audit activity meets its objectives and adds value to the department. This includes the implementation of a risk-based strategic annual internal audit plan that is adaptable to emerging risks and issues, and coordinating internal audit activities with the external auditors, Queensland Audit Office and others to best achieve appropriate audit objectives for the department while minimising duplication of effort.

In addition, our Chief Auditor regularly reports to the Audit and Risk Committee, which reviews the work of the department's 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 departmental financial and operating systems, reporting processes and activities
- identifying operational deficiencies and non-compliance with legislation or prescribed requirements
- assisting in risk management and identifying deficiencies in risk management
- bringing a broad range of issues to management's attention, including performance, efficiency and economy
- monitoring whether agreed remedial actions have been undertaken.

Figure 27 – Audit team experience at 30 June 2013

< 5 years	5–10 years	10–20 years	> 20 years
Audit team experience at 30 June 2013			
13%	20%	40%	27%

We focus on enhancing the effectiveness of our governance systems for accountability and performance.

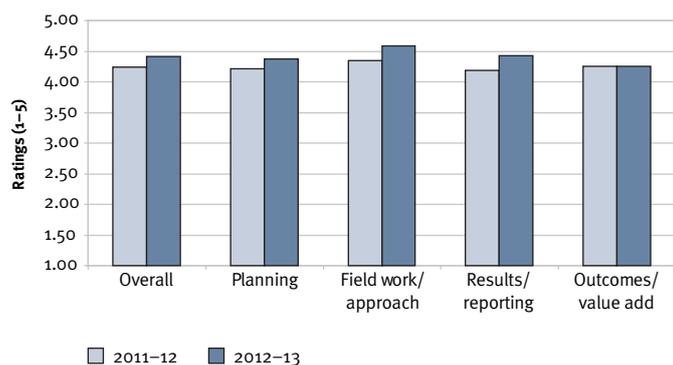
Our achievements for 2012–13 included:

- delivery of a risk-based annual plan of audits approved by the Director-General, covering compliance, systems, project management and operations
- completion of 32 audit reports focused on providing assurance about and improving the effectiveness of operations and risk management
- facilitating enhancement of existing control self-assessment within the department
- providing advice and assistance on key projects and initiatives, including the recovery and reconstruction program following the natural disaster events across the state

- monitoring implementation of agreed audit recommendations
- maintaining an effective working relationship with the Queensland Audit Office.

During 2012–13, we obtained feedback from clients about our audits. Figure 28 summarises aggregated ratings from our clients. Ratings were based on a one to five scale, with five being most favourable.

Figure 28 – End-of-audit client surveys



## External scrutiny

Our operations are subject to regular scrutiny from external oversight bodies.

### Auditor-General reports

In addition to his audit of the department's financial statements, the Auditor-General conducted audits during the year where recommendations were specifically addressed to the department or addressed to all agencies to consider. These audits included:

- *Online Service Delivery (Report to Parliament 8: 2012–13)*
- *Fraud Risk Management (Report to Parliament 9: 2012–13).*

In addition, the following audits currently in progress include coverage of the department's operations:

- Security of traffic management systems
- Contract management: renewal and transition
- Disability access to transport.

These audit reports (when completed) will be available at [www.qao.qld.gov.au/Reports-to-Parliament](http://www.qao.qld.gov.au/Reports-to-Parliament).

Recommendations addressed to the department were accepted and we have management plans in place to implement the recommendations. Progress in implementing Auditor-General recommendations is reviewed by the Audit and Risk Committee.

### Coronial inquests

The Department of Justice and Attorney General publishes the Queensland Government's Response to Coronial Recommendations in report form each year on their website. The latest version (2011) is available from [www.justice.qld.gov.au/corporate/general-publications](http://www.justice.qld.gov.au/corporate/general-publications) under the heading 'Reports'.

The 2011 report, published in December 2012, includes eight inquests (21 deaths) involving the Department of Transport and Main Roads and 29 recommendations. Most of the recommendations have been either agreed or agreed in part by the Minister for Transport and Main Roads, and either implemented or are in the process of being implemented.

### Crime and Misconduct Commission reports

The department's material improvement in organisational integrity follows the Crime and Misconduct Commission's review of Transport and Main Road's response to integrity measures.

The department improved its integrity rating by enhancing its complaints management and public interest disclosure policies and procedures, and introducing a more formalised fraud and corruption control framework.

Our commitment to ethical conduct was illustrated through the 'Which Way Would You Go' online ethical decision-making training tool, which was mandatory for staff to complete.

*In September 2012, the Crime and Misconduct Commission provided the department with its new report, which recognised the significant work undertaken by the department in improving its overall integrity rating from satisfactory (55 per cent) to effective (78 per cent).*

### Parliamentary committees

In 2012–13, the Transport, Housing and Local Government Committee sought advice from the department on issues including:

- Fundamental Legislative Principles for the *Heavy Vehicle National Law Bill 2012*
- the *Heavy Vehicle National Law Amendment Bill 2012*
- the *Gold Coast Waterways Authority Bill 2012*
- the *Transport Operations (Passenger Transport) and Other Legislation Amendment Bill 2012*
- the *Transport and Other Legislation (Heavy Vehicle National Law) Amendment Bill 2013*
- the *Queensland Rail Transit Authority Bill 2013*.

Enquiries to the committee included the Inquiry into the Motorcycle Licensing Process in Queensland 2012.

The committee also sought advice on:

- the *Transport Legislation Amendment Regulation (No.1) 2012*
- the *Transport Operations (Passenger Transport) Amendment Regulation (No.1) 2012*
- the *Transport Operations (Marine Safety) Amendment Regulation (No.1) 2012*
- the *Transport (Rail Safety) Amendment Regulation (No.3) 2012*
- the *Transport and Another Regulation Amendment Regulation (No.1) 2012*
- the *Transport Infrastructure (Public Marine Facilities) Amendment Regulation (No.1) 2012*
- the *Transport Infrastructure (Rail) Amendment Regulation (No.1) 2012*.

Committee reports can be found at [www.parliament.qld.gov.au/work-of-committees/committees/THLGC](http://www.parliament.qld.gov.au/work-of-committees/committees/THLGC).

## Planning and reporting

### *ICT strategic planning*

Our information and communication technology (ICT) strategic planning combines whole-of-government ICT objectives, Transport and Main Roads objectives and business strategic planning to produce ICT roadmaps that support portfolio prioritisation and investment decisions. Requirements identified through our business planning processes enable us to develop appropriate ICT plans and support whole-of-government ICT direction.

The *Financial and Performance Management Standard 2009* and *Information Standard 2 (IS2)* mandate business technology planning. The following deliverables are submitted to the Queensland Government Chief Information Office at the end of June each year:

- ICT work plan
- ICT baseline report, which includes assessments of the organisation's business strategies, information, applications and technologies
- a Queensland Government enterprise architecture self-assessment alignment report.

Governance around this process is provided at a whole-of-department level by the Information and Systems Committee.

### *Procurement planning*

The department is undergoing a significant program of procurement reform with a focus on improvement, savings and performance. Strong governance is essential to delivering successful reform.

In September 2012, we introduced a new centre-led procurement operating model. We established a Chief Procurement Office comprising procurement experts from across the department. We also introduced a Chief Procurement Officer role to lead the Chief Procurement Office and act as the accountable officer for procurement within the department. The Chief Procurement Officer reports to the Chief Finance Officer.

The Chief Procurement Office priorities for 2012–13 were to:

- deliver procurement savings and benefits
- support our clients
- implement Transport and Main Roads procurement reform
- transition to our new operating model
- build our staff capability.

Throughout 2012–13, we identified opportunities to streamline the department's procurement governance framework, processes, documentation and thresholds to support our new procurement operating model. The model includes transitioning to category management to realise improved value, savings and benefits through the grouping of like items and activities.

We will continue to embed reform in 2013–14, including the roll-out of streamlined governance improvements and controls.

### *Organisational reporting*

The Board of Management receives a quarterly performance report related to:

- progress against our strategic plan
- performance against our service standards (published in the Service Delivery Statements)
- status of our strategic risks.

The Board of Management also receives a quarterly report on our performance against our monthly financial reports and quarterly capital works reports.

## Human resources management

We recognise that our people are critical in delivering better transport outcomes for Queenslanders.

### *Our values*

In 2013, the Public Service Commission began a process of renewing culture and values across the Queensland public service to achieve the Queensland Government's goal of becoming the most responsive and respected public service in the nation.

Our staff took the opportunity to get involved in reshaping the culture and values by participating in a sector wide survey that will help guide the future Queensland public service culture and values.

### *Our flexible work practices*

Offering a flexible working environment for our staff is just one of the ways we promote a healthy work-life balance and attract and retain our capable people.

We have flexible hours of work policies, generous annual leave provisions and considerations for carers and parents in the workplace. Some of the ways we promote innovative and flexible approaches to our work are through our working from home arrangements, compressed work weeks, part-time or job-share opportunities and study and research assistance – all of which are applied through our employee performance planning and development practices that focus on delivering our business objectives for the community.

### Our workforce

At 30 June 2013, we had a workforce of 6908 full-time equivalent employees working in trade, professional, technical and administrative disciplines across the state.

The location and contact details for our customer service centres can be found on page 102.

### Retention and separation rates

For the period 2012–13, our permanent staff retention rate was 76.2 per cent.

For the same period, our permanent staff separation rate was 28.1 per cent.

These results are indicative of the employee separations that took place under a program of redundancies during 2012–13.

Explanatory note: As separation rates and retention rates are calculated using different formulas, the overall rates do not add up to 100 per cent combined.

### Program of redundancies

A program of redundancies was implemented during 2012–13. During the period, 1321\* employees received redundancy packages at a cost of \$72,978,572.66\*\*. Employees who did not accept an offer of a redundancy were offered case management for a set period of time, where reasonable attempts were made to find alternative employment placements. At the conclusion of this period, and where it is deemed that continued attempts of ongoing placement were no longer appropriate, employees yet to be placed were terminated and paid a retrenchment package. During the period, one employee received a retrenchment package at a cost of \$70,504.04\*\*.

Explanatory notes: \* This figure excludes TransLink Transit Authority redundancies prior to 1 January 2013 and SES terminations. \*\* This amount excludes leave entitlements (recreation, long service and leave loading)

## Information systems and recordkeeping

### Recordkeeping

The department is required by legislation and government standards to keep and maintain proper records of its activities. To ensure recordkeeping compliance the department is committed to meeting its responsibilities under the *Financial Management Standard 1997*, *Public Records Act 2002* and the Queensland Government Information Standards. As such, we manage all departmental information in its original format.

We recognise the importance of records management in the emerging electronic information economy. Departmental systems and processes are in place to ensure full and accurate records of departmental business are documented, preserved and made accessible as required under legislation.

A framework of strategies, policies, standards, procedures, education and training materials and compliance tools has been developed and will be continuously maintained to assist managers of business areas within the department to comply with the principles of records management. Compliance with the policies and standards included in the recordkeeping framework is mandatory.

All department records are kept in accordance with retention and disposal schedules that have been approved by Queensland State Archives (QSA). The current schedules for the department are:

- the General Retention and Disposal Schedule (GRDS) (QDAN 249) for administrative records
- Queensland Disposal Authority Number 474 (QDAN 474) for service function records
- Queensland Disposal Authority Number 479 (QDAN 479) for business maps and plans of state-controlled roads.

In July 2013, QSA granted the department approval for the release of a new Retention and Disposal Schedule for business records generated by maritime safety public authorities, including Maritime Safety Queensland and the Gold Coast Waterways Authority. The new schedule is the Queensland Disposal Authority Number 690 (QDAN 690) for Maritime Safety Queensland service function records.

These schedules ensure the department complies with the statutory obligations for the retention and disposal of records, meets accountability requirements and community expectations, and preserves the corporate memory. They set out the length of time records must be kept after a certain trigger event, such as a record end date or sale of land.

### Complaints management

Transport and Main Roads recognises that constructive feedback is essential to provide excellent service to the community at every interaction. We are committed to managing complaints effectively to improve decision making and increase accountability in government.

Our complaints management system satisfies the requirements of the *Australian Standard for Customer Satisfaction – Guidelines for complaints handling in organizations (AS ISO 10002:2004, MOD)* and the *Public Service Commission Directive 13/06 – Complaints Management Systems*.

More information on how we manage complaints and an online feedback and complaints form can be found at [www.tmr.qld.gov.au/About-us/Contact-us/Compliments-and-complaints.aspx](http://www.tmr.qld.gov.au/About-us/Contact-us/Compliments-and-complaints.aspx).

### Right to Information and Information Privacy

Advice on Right to Information and Information Privacy, including how to make a formal application requesting access to documents under either the *Right to Information Act 2009* or *Information Privacy Act 2009*, can be found at [www.tmr.qld.gov.au/About-us/Right-to-Information.aspx](http://www.tmr.qld.gov.au/About-us/Right-to-Information.aspx).

# Appendices

The following appendices provide further information about our activities and performance in 2012–13.

*Appendix 1 – Performance statements*

*Appendix 2 – Legislation administered by the department*

*Appendix 3 – Related entities  
(statutory bodies and other entities)*

*Appendix 4 – Boards and committees*

*Appendix 5 – Camera Detected Offence Program*

*Appendix 6 – Transport operator payments*

# Appendices

## Appendix 1 – Performance statements

### Transport system planning

The objective of this service area is to plan the effective, efficient and sustainable delivery of integrated transport infrastructure, systems and services. Responsible transport system planning ensures that Queensland's long-term road, rail, maritime and air transport needs are met in the most cost-effective way and that other development impacts are managed. The activities of the department delivered under this service area support:

- growing communities and the rapidly increasing freight task
- continued economic development opportunities across the state
- appropriate responses to long-term demand drivers relevant to the transport system.

Figure 29 – Service area: Transport system planning

Service standards and other measures	Note	2008–09 Actual	2009–10 Actual	2010–11 Actual	2011–12 Actual	2012–13 Target/Estimate	2012–13 Estimated actual	2012–13 Actual	Status
Percentage of integrated transport planning projects meeting milestones	1	71	73	90	73	80	81	85	▲

▲ On track      ● Slight variance      ▼ Significant variance

#### Note:

1. This service standard will be discontinued in 2013–14 and replaced with a service standard that better reflects the efficiency with which the department delivers the projects through its State Planning Program.

### Investment and program development

The objective of this service area is to ensure that the department invests strategically and effectively in transport infrastructure and delivers works efficiently to get value for money from cost-effective engineering solutions, using innovative delivery mechanisms. This is achieved through the development and implementation of:

- 20-year investment strategies for key priority routes
- asset management plans for maintenance, preservation and operation of the state-controlled road and busway network
- a 10-year Transport Infrastructure Portfolio Strategy that identifies and prioritises transport system investments and predicted investment benefits
- the Queensland Transport and Roads Investment Program (QTRIP), a four-year rolling program of priority transport infrastructure works which is published annually.

This work is underpinned with technical expertise that mitigates risk and provides sustained performance from the transport system.

Figure 30 – Service area: Investment and program development

Service standards and other measures	Note	2008–09 Actual	2009–10 Actual	2010–11 Actual	2011–12 Actual	2012–13 Target/Estimate	2012–13 Estimated actual	2012–13 Actual	Status
Road system seal age (percentage of the state-controlled road network exceeding the optimal seal age)	1	18.8	18.8	20	23.24	28	27	25.7	▼
Road system condition (percentage of urban and rural state-controlled roads with condition better than the specified benchmark)									
- urban		98	99	98	97.99	97-99	98	97.4	▲
- rural	2	95	95	95	95.84	95-97	96	95.5	●

▲ On track      ● Slight variance      ▼ Significant variance

#### Notes:

1. The current figure of 25.7% shows an increase of 0.8% when compared to the previous quarter and 2.4% increase when compared to the same quarter in the previous year. The upward trend continues and is predicted to continue to increase with a value approaching 29% in the next 12 months. A proactive regime of inspection is in place to target high risk sections of the network.
2. The result of 95.5% is consistent with that of previous years (down by 0.3%) and indicates that the department continues to maintain overall rural road smoothness at a high standard. The trend data evidences that between 2005–06 and 2012–13 there has been a consistent result of 95% of the rural roads recording a roughness count <math>\leq 5.33</math> IRI.

## Transport infrastructure delivery

The objective of this service area is to deliver transport infrastructure projects that provide a safe, efficient and reliable transport system while ensuring value for money. It includes delivery of infrastructure maintenance activities and the four-year program of overall works outlined in the QTRIP.

**Figure 31 – Service area: Transport infrastructure delivery**

Service standards and other measures	Note	2008–09 Actual	2009–10 Actual	2010–11 Actual	2011–12 Actual	2012–13 Target/ Estimate	2012–13 Estimated actual	2012–13 Actual	Status
Percentage of major construction projects (road):									
- for which construction commenced no later than four months after the programmed commencement date	4	94	70	69	90	90	90	94	▲
- completed no more than 10% after the programmed construction period	1	86	67	62	80	90	80	82	●
- costing less than 10% over the programmed estimate		91	93	92	90	90	90	90.4	▲
Number of significant environmental incidents at road projects investigated by regulatory agencies	2, 4	19	5	7	11	0	6	9	▼
Bikeways (kilometres completed)	3, 4	55	36	18.4	20.09	35	17	17.1	▼

▲ On track      ● Slight variance      ▼ Significant variance

### Notes:

- Changes have been made in the scope of Natural Disaster Relief and Recovery Arrangement projects to realign regional delivery priorities to include more recent events. This increased the scope of projects and extended delivery dates. Extreme wet weather at the start of 2013 also affected the delivery of construction projects.
- During 2012–13, a range of environmental incidents occurred at road projects from minor pollution events to vegetation clearing. The department sets an aspirational target of zero for this measure. Environmental management measures to ensure continuous improvement have been implemented to reduce the potential for incidents in the future.
- The Transport Infrastructure Development Scheme (TIDS) program funding was dramatically reduced in the 2012–13 State Budget. All TIDS programs and projects, including bikeways, were reviewed. The reduced 2012–13 estimated actual figure is the result of the realignment of the department's portfolio investment priorities.
- This service standard will be discontinued for 2013–14.

## Transport system management, operation and regulation

The objective of this service area is to improve public transport and to manage, operate and regulate the transport system safely, economically and sustainably by:

- regulating transport providers and markets
- delivering licensing, registration and accreditation services
- providing subsidies for fair access to public transport
- supporting increasing public transport patronage
- managing the movement of vessels using Queensland's waterways
- managing traffic operations, traffic and traveller information, traffic incidents, heavy vehicles, third party road corridor access, and the environment in the road corridor
- regulating toll roads.

Figure 32 – Service area: Transport system management, operation and regulation

Service standards and other measures	Note	2008–09 Actual	2009–10 Actual	2010–11 Actual	2011–12 Actual	2012–13 Target/Estimate	2012–13 Estimated actual	2012–13 Actual	Status
Road transport greenhouse gas emissions (CO <sub>2</sub> eq. tonnes per capita)	1, 9	3.85	3.77	3.77	3.67	3.67	3.67	4.05	▼
Road network efficiency – Average travel time (minutes per 10km)									
- AM peak		New measure	New measure	11.4	10.9	11.2	10.9	10.8	▲
- Off peak		New measure	New measure	9.8	9.5	9.7	9.7	9.6	▲
- PM peak		New measure	New measure	11.6	11.2	11.5	11.2	11.2	▲
Road network reliability – Percentage of the road network with reliable travel times									
- AM peak		New measure	New measure	81	85	83	82	83	▲
- Off peak		New measure	New measure	95	96	97	93	93	▲
- PM peak		New measure	New measure	77	82	80	78	78	▲
Road network productivity – Percentage of the road network with good productivity									
- AM peak		New measure	New measure	71	73	74	77	74	▲
- Off peak		New measure	New measure	77	79	79	82	79	▲
- PM peak		New measure	New measure	69	72	72	76	74	▲
Percentage of vessel movements without serious incidents									
- pilotage areas		100	99.9	99.99	100	99.8	100	100	▲
- REEFVTS area		99.95	100	100	100	99.8	100	100	▲
Wheelchair accessible taxi response times compared to conventional taxi fleet response times									
PEAK									
• Percentage within 18 minutes									
- conventional		New measure	New measure	95	95	85	93	95	▲
- wheelchair		New measure	New measure	83	82	85	83	86	▲
• Percentage within 30 minutes									
- conventional		New measure	New measure	99	98	95	97	97	▲
- wheelchair		New measure	New measure	92	94	95	93	94	▲
OFF-PEAK									
• Percentage within 10 minutes									
- conventional		New measure	New measure	85	89	85	85	87	▲
- wheelchair		New measure	New measure	69	71	85	69	72	▲
• Percentage within 20 minutes									
- conventional		New measure	New measure	98	98	95	96	97	▲
- wheelchair		New measure	New measure	89	90	95	85	88	▲

Service standards and other measures	Note	2008–09 Actual	2009–10 Actual	2010–11 Actual	2011–12 Actual	2012–13 Target/ Estimate	2012–13 Estimated actual	2012–13 Actual	Status
Average subsidy per trip provided through the Taxi Subsidy Scheme		New measure	New measure	7.76	8.20	8.25	8.60	7.66	▲
User satisfaction ratings for public transport by service type (on a 1–100 scale)									
- regional urban bus (government contracted)		66	73	73	72	73	72	72	▲
- taxi	2	66	63	63	63	70	65	65	●
Average subsidy per passenger on government contracted:									
- regional air services		New measure	New measure	31.71	25.06	23.47	21.74	20.29	▲
- long distance bus services		New measure	New measure	31.96	25.01	25.09	24.77	25.77	▲
- regional urban bus services	7	New measure	New measure	2.45	2.77	2.99	3.03	3.13	▲
- Traveltrain services	3, 8	New measure	334.09	339.59	365.06	397.25	463.07	464.48	▼
Average wait time in customer service centres		10.85	8.46	10.27	11 min 38 secs	10	8	7 mins 13 secs	▲
Percentage of call centre calls answered within three minutes	4	79.9	80.0	61.6	50.08	80	67	67.7	▼
Officer hours preparing for ship-sourced pollution incidents	5, 9	8,500	9,890	8,106	1,1125	10,000	8,500	7,607	▼
Percentage of time international standards for Aids to Navigation are met	9	98.14	96	91	92.75	95	95	92.75	▲
Percentage of commercial and fishing ship applications responded to within statutory requirement									
- licensing		83	81	91	91.2	100	98	98.2	▲
- registration		77	86	93	95.4	100	97	95.8	▲
Percentage of commercial vessels rated in need of very high monitoring priority	9	New measure	New measure	0.46	0.6	0.7	1.2	1.14	▲
Patronage on government contracted:									
- regional air services		235,520	243,483	282,043	332,328	358,000	400,000	402,792	▲
- long distance bus services	6	New measure	New measure	100,797	135,582	140,000	100,000	134,779	●
- regional urban bus services	7	11,963,046	12,035,802	12,400,000	11,808,212	11,800,000	11,700,000	11,257,045	▲
- Traveltrain services	8	446,579	434,012	424,389	449,187	468,519	400,000	393,498	▼

▲ On track      ● Slight variance      ▼ Significant variance

#### Notes:

- There has been a significant increase in reported road transport emissions. Increased emissions may be a result of increased vehicle kilometres travelled. The distance travelled each year by Queensland motorists has grown 7% between 2010 and 2012 to a total 51,789 million km.
- The overall satisfaction index for Queensland taxi users (including south-east Queensland and regional Queensland) increased by two points to 65 in 2012–13. This increase in satisfaction was primarily driven by increased satisfaction of SEQ taxi customers (overall up two points to 64 in 2012–13). The overall satisfaction index for regional Queensland taxi users, however, remained stable in 2012–13 (with an index of 67 recorded), with an increase in the satisfaction with the Ease of Use, and decreases in the satisfaction with Efficiency and Accessibility.
- The 12 month result tracked higher than estimated due to a decline in patronage numbers across the network. This combined with increased operational costs to provide services in line with the indexation of the cost base has contributed to the subsidy per passenger increase.
- The 2012–13 end of year result for Traveltrain is above the 2012–13 target/estimate because patronage was lower than forecast. Fewer Cairns Tilt Train services and major service disruptions caused by flooding in early 2013 contributed to the result.
- The 2012–13 year to date results reflect an improvement on the previous year. Since October 2012 service consistency has been affected by staff attrition arising from the relocation of the call centre to Carseldine and increased call volumes handled (an additional 29% over 2011–12). A range of strategies and actions are being adopted to reduce training time and improve staff understanding of content.
- Failure to meet the target is not expected to have a significant effect of marine pollution response preparedness in Queensland.
- The 2012–13 result of 134,779 was 3.9% lower than the estimated financial year target as a result of 105 cancelled or partially cancelled long-distance services affected by flood events in early 2013.
- Patronage continues to track green, however public transport continues to compete with a high ratio of car ownership and an abundance of car parking availability within the larger regional centres. This continues to make public transport less attractive and under/less utilised.
- The 2012–13 result is an estimate based on preliminary information provided by Queensland Rail to Transport and Main Roads and is subject to change on completion of end-of-year reconciliation.
- This service standard will be discontinued for 2013–14.

## Transport safety

The objective of this service area is to provide policies, education programs, compliance activity, engineering treatments and funding support that promote and influence safe, efficient and sustainable use of the transport system.

**Figure 33 – Service area: Transport safety**

Service standards and other measures	Note	2008–09 Actual	2009–10 Actual	2010–11 Actual	2011–12 Actual	2012–13 Target/ Estimate	2012–13 Estimated actual	2012–13 Actual	Status
Marine fatalities per 100,000 registered vessels		New measure	New measure	6.59	3.25	5.70	3.11	2.0	▲
Rail fatalities per 100,000 population		0.12	0.07	0.09	0.18	0.10	0.06	0.02	▲
Hospitalised rail casualties per 100,000 population	1	0.43	0.33	0.33	0.53	0.40	0.47	0.47	●
Number of level crossing collision occurrences per 1,000,000 train kilometres travelled		0.41	0.26	0.27	0.33	0.45	0.47	0.36	▲
Fatalities per 100,000 population on state-controlled roads	2	4.86	3.53	3.30	3.66	3.40	4.51	4.34	▼
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	3	New measure	New measure	0.037	0.048	0.05	0.05	0.05	▲
Road fatalities per 100,000 population	4	8.09	6.04	5.52	6.16	5.90	6.64	6.44	●
Hospitalised road casualties per 100,000 population	3	154.36	N/A	N/A	137.89	130	137	135.31	▲
Percentage of people in target audience who have high-level awareness of road safety campaigns	5	93	91	95	N/A	90	90	N/A	

▲ On track      ● Slight variance      ▼ Significant variance

**Notes:**

- In 2012–13, there were 22 reported rail hospitalisations (excluding attempted suicides, assaults and natural causes. These comprised of 15 hospitalisations due to a slip, trip or fall. One was the result of a level crossing collision, five were the result of running line collisions, and one was the result of a trespass within the rail corridor.
- The rate of road fatalities along state-controlled roads per 100,000 population decreased steadily from 5.32 for the 12 months ending March 2008 to 3.26 for the 12 months ending September 2010. Since then the rate has shown a gradual increase to 4.34 for the 12 months ending June 2013.
- Figures are for the 12 month period to March due to a time lag in obtaining data from other agencies
- During the 2012–13 financial year, there were 297 fatalities from crashes in Queensland. This is 19 fatalities greater than the previous year and one fatality greater than previous five year average. There will be continued efforts to reduce the rate of fatalities per 100,000 population, focussing on implementing proven road safety education, enforcement and engineering initiatives.
- Market research to measure awareness of road safety campaigns was placed on hold. This will resume in January 2014.

## RoadTek

As a commercial business within the department's Infrastructure Management and Delivery Division, RoadTek is instrumental in the delivery of numerous projects that make up the State's extensive road and bridge network. This includes emergency response and related activities as well as the delivery of projects that restore infrastructure and services after natural disasters.

**Figure 34 – Commercialised business unit: RoadTek**

Service standards and other measures	Note	2008–09 Actual	2009–10 Actual	2010–11 Actual	2011–12 Actual	2012–13 Target/Estimate	2012–13 Estimated actual	2012–13 Actual	Status
Long term debt/equity		25.0	24.2	16.0	14.6	15.1	14.4	12.6	▲
Long term debt/total assets		14.4	13.1	9.5	9.4	10.4	10.6	9.2	▲
Return on equity	1	23.9	29.5	28.7	29.4	11.4	23.2	29.6	▲
Return on revenue (after tax)		5.10	6.20	6.20	5.70	3.8	5.8	7.7	▲
Profit margin (earnings before income tax/user charges)		7.3	8.9	8.8	8.1	5.4	8.3	10.9	▲
Lost time injury frequency rate		14	18	13.7	8	<10	8	9.8	▲
Customers and stakeholders value of RoadTek (on scale of 1 to 5)		New measure	New measure	4.09	4.15	4	4	4.29	▲
Plant utilisation (Plant Hire Services)		75	82	86	88	80	88	84	▲

▲ On track      ● Slight variance      ▼ Significant variance

**Note:**

- Return on equity has increased substantially for 2012–13 due to the payment of 100% of 2011–12 after tax profits during 2012–13 to the department. The result is due to a higher than expected profit divided into a reduced equity position (as a result of the 100% dividend payment).

## TransLink

As a division of the department, TransLink is responsible for leading and shaping Queensland's overall passenger transport system. The division facilitates passenger transport services for Queenslanders and aims to provide a single integrated transport network accessible to everyone.

Figure 35– TransLink <sup>1</sup>

Service standards and other measures	Note	2008–09 Actual	2009–10 Actual	2010–11 Actual	2011–12 Actual	2012–13 Target/ Estimate	2012–13 Estimated actual	2012–13 Actual	Status
Patronage on TransLink services (millions)									
• bus	2					123.9	120.0	119.77	●
• rail	3					52.5	50.2	50.02	●
• ferry						5.1	5.9	5.89	▲
Customer satisfaction ratings of public transport by service type (using 0 – 100 index – 100 being excellent)									
• bus						>70	68	69	▲
• rail						>70	68	68	▲
• ferry						>70	80	79	▲
Customer complaints on <i>go</i> card per 10,000 trips						<4	0.71	0.71	▲
Customer service complaints (other than <i>go</i> card) per 10,000 trips						<4	2.46	2.46	▲
Percentage of unscheduled cancellations – Citytrain	5					<0.13	0.14	0.14	▲
Average on-time running performance in peak times – Citytrain						94.5	96	96.3	▲
Average cost of subsidy per passenger trip – bus, rail and ferry	4					6.77	6.23	6.57	N/A

▲ On track      ● Slight variance      ▼ Significant variance

**Notes:**

1. During the reporting period, TransLink Transit Authority transitioned into the Department of Transport and Main Roads. These figures are for the entire 2012–13 reporting period.
2. Bus patronage is below the 2012–13 estimate due to the cumulative impact of successive fare increases causing a greater price elasticity impact than budgeted.
3. Rail patronage is below the 2012–13 estimate due to the cumulative impact of successive fare increases causing a greater price elasticity impact than budgeted. Rail patronage has also been impacted by lower than forecast commuter patronage to the Brisbane CBD.
4. The calculation methodology for this service standard has been amended to align with other TMR-based service standards and now includes only direct costs attributable to the cost of services. The result is not comparable to the estimate provided under the previous calculation methodology.
5. This service standard will be discontinued for 2013–14.

## Appendix 2 – Legislation administered by the department

The Minister for Transport and Main Roads is responsible for the following Acts, which are administered by the Director-General:

- *Adult Proof of Age Card Act 2008*
- *Air Navigation Act 1937*
- *Central Queensland Coal Associates Agreement Act 1968 (Schedule parts IV–IVC)*
- *Century Zinc Project Act 1997 (ss 5(2) – (7), 11, 12, 13, 21)*
- *Civil Aviation (Carriers' Liability) Act 1964*
- *Gold Coast Waterways Authority Act 2012*
- *Heavy Vehicle National Law Act 2012*
- *Maritime Safety Queensland Act 2002*
- *Queensland Nickel Agreement Act 1970 (Schedule parts IV–V)*
- *Queensland Rail Transit Authority Act 2013*
- *State Transport Act 1938*
- *State Transport (People Movers) Act 1989*
- *Thiess Peabody Mitsui Coal Pty Ltd Agreements Act 1965*
- *Tow Truck Act 1973*
- *Transport Infrastructure Act 1994*
- *Transport Operations (Marine Pollution) Act 1995*
- *Transport Operations (Marine Safety) Act 1994*
- *Transport Operations (Passenger Transport) Act 1994*
- *Transport Operations (Road Use Management) Act 1995*
- *Transport Planning and Coordination Act 1994*
- *Transport (Rail Safety) Act 2010*
- *Transport (South Bank Corporation Area Land) Act 1999*
- *Transport Security (Counter-Terrorism) Act 2008*

## Appendix 3 – Related entities (statutory bodies and other entities)

Figure 36 outlines related entities formed or acquired by the department.

Figure 36 – Related entities (statutory bodies and other entities)				
Name	Functions and responsibilities	Achievements in 2012–13	Financial reporting arrangements	Costs
Far North Queensland Ports Corporation Limited	To manage and operate the ports of Cairns, Burketown, Cape Flattery, Cooktown, Karumba, Mourilyan, Port Kennedy (Thursday Island), Quintell Beach and Skardon River. As a port authority, its responsibilities include strategic port planning, port business development, port infrastructure development, environmental management and marine pollution (within its port limits), port security and safety, port efficiency, and maintaining navigable port depths for shipping.	<ul style="list-style-type: none"> <li>Opened the \$20 million Cairns Foreshore Development.</li> <li>Commenced Environmental Impact Statement process for Cairns Shipping Development Project to expand shipping channel.</li> <li>More than 740,000 passengers visited the Great Barrier Reef using the Reef Fleet Terminal, with 27 international cruise ships visiting Cairns.</li> </ul>	<i>Government Owned Corporations Act 1993</i>	Nil
Gladstone Ports Corporation Limited (GPCL)	To manage and operate the ports of Gladstone, Rockhampton and Bundaberg. As a port authority, its responsibilities include strategic port planning, port business development, port infrastructure development, environmental management and marine pollution (within its port limits), port security and safety, port efficiency, and maintaining navigable port depths for shipping.	<ul style="list-style-type: none"> <li>Ongoing facilitation of the multi-billion dollar Liquid Natural Gas industry at the Port of Gladstone.</li> <li>Achieved a record total throughput of 85.8 million tonnes across all GPCL operations.</li> </ul>	<i>Government Owned Corporations Act 1993</i>	Nil
North Queensland Bulk Ports Corporation Limited (NQBD)	To manage and operate the ports of Abbot Point, Hay Point, Weipa, Mackay and Maryborough. As a port authority, its responsibilities include strategic port planning, port business development, port infrastructure development, environmental management and marine pollution (within its port limits), port security and safety, port efficiency, and maintaining navigable port depths for shipping.	<ul style="list-style-type: none"> <li>NQBP worked jointly with port development proponents (namely BHP Billiton, GVK-Hancock Coal and Adani Group) to undertake a number of environmental research studies and publish the Abbot Point Cumulative Impact Assessment (CIA). The key aim of the CIA is to ensure that future port developments protect the environmental and heritage values of the Great Barrier Reef and World Heritage Area and will be used to inform best practice environmental management of future projects at Abbot Point.</li> <li>Record tonnage throughput was achieved for the Port of Mackay (approximately 3.3 million tonnes), the Port of Abbot Point (approximately 17.7 million tonnes) and the Port of Weipa (approximately 29 million tonnes).</li> <li>NQBP negotiated for Puma Energy to commence construction of a new petroleum import terminal facility (providing 57 megalitres storage capacity) at the Port of Mackay to supply the Mackay region and mining sector.</li> </ul>	<i>Government Owned Corporations Act 1993</i>	Nil
Port of Townsville Limited (POTL)	To manage and operate the ports of Townsville and Lucinda. As a port authority, its responsibilities include strategic port planning, port business development, port infrastructure development, environmental management and marine pollution (within its port limits), port security and safety, port efficiency, and maintaining navigable port depths for shipping.	<ul style="list-style-type: none"> <li>The Townsville Port Access Road was completed, providing dedicated road links between the Port of Townsville and the Bruce and Flinders highways.</li> <li>Upgrades to Berth 8 (\$33 million) and Berth 10 (\$85 million with funding from Federal, State and local governments and POTL) are progressed and are nearing completion, which will significantly enhance flexibility for shipping and provide capacity for a variety of trades, notably minerals, fertiliser, general cargo, cruise and defence operations.</li> <li>Strategic approvals for Berth 12 were secured and planning across the supply chain to cater for growth in bulk trades is well advanced to ensure that vital infrastructure can be delivered in line with customers' project timelines.</li> </ul>	<i>Government Owned Corporations Act 1993</i>	Nil
Queensland Gold Coast Waterways Authority (Established 01/12/12)	To deliver the best possible management of the Gold Coast waterways at reasonable cost to the community and government, while keeping government regulation to a minimum.	<ul style="list-style-type: none"> <li>Giving management of the Gold Coast waterways back to local residents.</li> <li>Gold Coast management strategy and management program submitted to Minister for Transport and Main Roads on 27 June 2013 for review and approval.</li> </ul>	<i>Gold Coast Waterways Authority Act 2012</i>	Nil
Queensland Rail Limited (01/07/12 – 30/04/13) Queensland Rail Transit Authority (01/05/13 – 30/06/2013)	To provide passenger transport services (above and below rail) and below rail freight network, including contracts with the Department of Transport and Main Roads.	<ul style="list-style-type: none"> <li>The department worked with Queensland Rail on a Level Crossing Innovation Project aimed at investigating new technology to make level crossings safer. Funding of \$2.1 million was provided for three separate trials of technology to improve level crossing safety.</li> <li>The department and Queensland Rail negotiated the renewal of the Transport Services Contracts which provide funding for the supply of infrastructure and passenger services. The Transport Services Contracts were effective from 1 July 2013 and will run for four years.</li> </ul>	<i>Government Owned Corporations Act 1993</i>	Nil
Transmax Propriety Limited	To provide the STREAMS Intelligent Transport System to help road agencies manage traffic congestion	<ul style="list-style-type: none"> <li>Increased scope of work including the South east Queensland consolidation project, SEQ platform improvements, Value Management System and calendar enhancement projects.</li> <li>Finalised development of the commercial off-the-shelf solutions Managed Motorways and the STREAMS interface to the Sydney Coordinated Adaptive Traffic System.</li> <li>In October 2012, released STREAMS 12.1, Transmax' largest and most complex release to date.</li> </ul>	<i>Financial statements will be tabled in Parliament</i>	\$139,730

## Appendix 4 – Boards and committees

Figure 37 outlines the 2012–13 performance of boards and committees controlled by the department.

Figure 37 – Boards and committees			
Name	Functions and responsibilities	Achievements in 2012–13	Costs
Academic Strategic Transport Research Alliance (ASTRA) Program Management Group	<ul style="list-style-type: none"> <li>Provides program oversight and discussion on transport research needs and developments for ASTRA, a collaborative agreement between Transport and Main Roads, the University of Queensland, Queensland University of Technology and Griffith University, Queensland Motorways Limited and the Motor Accident Insurance Commission.</li> <li>Provides strategic direction for, and approval of, the universities' work programs, and reviews the programs' benefits, execution and outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>Oversaw the 2012–13 Transport and Main Roads contribution to the ASTRA Agreement of \$364,559.</li> <li>Developed streamlined administration arrangements for the ASTRA agreement and obtained endorsement of ASTRA partners.</li> <li>Discontinued the ASTRA Senior Management Committee with the majority of its responsibilities to be undertaken by the ASTRA Program Management Group.</li> <li>Facilitated seminars with world renowned transport experts in collaboration with university partners. Highlights included:                             <ul style="list-style-type: none"> <li>– 'High Speed Rail' seminar by Professor Anthony Perl (Simon Fraser University, Vancouver)</li> <li>– 'Revenue and public policy toward funding' seminar by Professor Michael Meyer (Parsons Brinckerhoff, Atlanta)</li> <li>– Transportation Research Board Conference report back seminar by Griffith University, University of Queensland, and Queensland University of Technology to Transport and Main Roads.</li> </ul> </li> <li>Coordinated university and agency partner meetings to effect collaboration.</li> </ul>	Nil
Austrroads Ltd	<ul style="list-style-type: none"> <li>Austrroads is part of a national fabric of government agencies, academic institutions and private sector enterprises that all contribute to meet essential research and development activity vital to the ongoing progress of the transport sector and its strong contribution to the Australian economy.</li> <li>Austrroads is a component of the institutional arrangements under the Standing Council on Transport and Infrastructure and the Transport and Infrastructure Senior Officials Committee.</li> <li>Austrroads has played a central role in supporting the work of the National Transport Commission, particularly in regard to the transition toward national regulators for heavy vehicle and rail safety regulation.</li> </ul>	<ul style="list-style-type: none"> <li>Publication of a comprehensive series of guides which enable jurisdictions to harmonise critical standards and approaches to many transport and roads related projects and behaviours, and outputs of strategic and technical research projects.</li> <li>There is a strong contribution to harmonising national standards, promoting safer communities and strengthening the transport and road industry. Government agencies benefit by ensuring consistent best practice and through the efficiencies derived by reducing the duplication of technical resources between jurisdictions.</li> </ul>	\$1,781,000 (consisting of \$138,000 for membership and \$1,643,000 for work program)
Bus Safety Committee	<ul style="list-style-type: none"> <li>Provides a forum for industry and government to discuss bus driver safety issues.</li> <li>Contributes to delivering real actions to increase safety on buses.</li> </ul>	<ul style="list-style-type: none"> <li>Released in March 2013 the Safe Travel of School Students Guiding Principles.</li> <li>Oversaw the development of a Safe Travel of School Students Pilot Program to educate students on appropriate bus behaviour.</li> </ul>	Nil
Driver Training Industry Working Group	<ul style="list-style-type: none"> <li>Established for Queensland accredited driver trainers as an advisory and consultation forum for the department.</li> </ul>	<ul style="list-style-type: none"> <li>Considered statewide strategic and operational policy issues affecting the industry and its relationship with government.</li> <li>This group was disbanded in October 2012 in place of an alternate consultation methodology.</li> </ul>	\$15
ITS Australia (ITSA)	<ul style="list-style-type: none"> <li>ITSA is Australia's principal organisation focusing on facilitating the development and deployment of advanced technologies across all modes of transport.</li> <li>ITSA is an incorporated, non-for-profit organisation representing members of the ITS industry including government, industry, consultants, consumer organisations and academia.</li> </ul>	<ul style="list-style-type: none"> <li>ITSA's objective is a national vision, with a core set of transport priorities broadly acknowledged across all government jurisdictions, actively supported by both the research community and the private sector.</li> </ul>	\$16,230
Q-ride Registered Service Provider Working Group	<ul style="list-style-type: none"> <li>Liaison and consultation between Registered Service Providers and the department on Q-ride policy and operational motorcycle training matters.</li> </ul>	<ul style="list-style-type: none"> <li>This committee's activities have been in hiatus during 2012–13 pending the government's response to the Parliamentary Report No.8 <i>Inquiry into the Motorcycle Licensing Process in Queensland 2012</i>.</li> </ul>	\$2,705
Queensland Transport Logistics Council (QTLIC)	<p>QTLIC is the peak freight transport and logistics industry advisory body to government, and represents the freight transport and logistics industry to influence policy, regulation, infrastructure planning and investment.</p> <p>It aims to achieve sustainable and productive supply chains and support the efficient movement of freight to support sustainable and productive economic development and prosperity by pursuing:</p> <ul style="list-style-type: none"> <li>appropriate and ongoing investment in supply chain infrastructure</li> <li>integrated regional urban planning frameworks that secure land for current and future freight corridors</li> <li>an access policy and regulation environment that facilitates productivity and innovation</li> <li>efficient integration and linkage of freight and logistics systems across the whole supply chain.</li> </ul>	<ul style="list-style-type: none"> <li>Developed and implemented QTLIC strategic and operational plans 2012–2014.</li> <li>Informed the redevelopment of Queensland's freight strategy due for release during 2013.</li> <li>Released the Strengthening Queensland's Supply Chains 2013–2015 report.</li> <li>Hosted the inaugural Queensland Future Freight Forum in July 2012, which included key industry, government and logistics stakeholders.</li> <li>Hosted the North Coast Line Rail Forum with Queensland Rail in March 2013 to identify challenges and potential responses to improve the line's reliability and efficiency.</li> <li>In partnership with the Port of Brisbane, completed an Import-Export (IMEX) Logistics Supply Chain Study.</li> <li>Contributed to the 2012 Review of the National Transport Commission (NTC) and Other Relevant Transport Bodies.</li> <li>Contributed to the development of proposed national fees for regulatory services under the Heavy Vehicle National Law.</li> </ul>	\$200,000

Name	Functions and responsibilities	Achievements in 2012–13	Costs
Regional Traffic Incident Management Coordination Group	<ul style="list-style-type: none"> <li>Forms a multi-agency response and performance measures to traffic incidents, which provides maximum coordination in deploying resources to expedite safe and effective flow of traffic on roads.</li> </ul>	<ul style="list-style-type: none"> <li>Created and actively participated in multi-agency regional traffic incident management coordination groups across south-east Queensland, including South Coast, North Coast and the greater Brisbane area and Darling Downs.</li> <li>Improved inter-agency coordination and cooperation.</li> <li>Reduced incident duration and clearance times, improving safety for agency responders and motorists.</li> </ul>	Nil
Road Accident Action Group	<ul style="list-style-type: none"> <li>Provides community programs that predominately address driver fatigue.</li> </ul>	<ul style="list-style-type: none"> <li>Progressed major infrastructure improvements in the Bowen Basin region.</li> <li>Delivered regional road safety educational campaigns, primarily targeting driver fatigue.</li> <li>Commenced an applied research project to identify sites for new rest areas and stopping places, and upgrades to existing rest areas and stopping places in the Bowen Basin region.</li> </ul>	Nil
Roads Alliance Board	<ul style="list-style-type: none"> <li>Includes representatives from Transport and Main Roads and the Local Government Association of Queensland.</li> <li>Sets the strategic direction of the Roads Alliance and oversees implementation of strategies and initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>Oversaw the annual \$40 million Transport Infrastructure Development Scheme allocation to local government.</li> <li>Sponsored the 10 Year Review of the Roads Alliance.</li> <li>Progressed key reforms arising from the 10 Year Review Roads Alliance, including: <ul style="list-style-type: none"> <li>the Regional Road Group Boundary Review</li> <li>the consolidation of Transport Infrastructure Development Scheme sub-programs and funding streams</li> </ul> </li> <li>Refined tools and reporting mechanisms to assist Regional Road Groups' program management and expenditure performance.</li> <li>Initiated an independent study to determine the feasibility of forming Regional Road Groups comprised of Indigenous councils on the Cape York Peninsula.</li> <li>Developed and supported Regional Road Groups capability-building initiatives.</li> </ul>	Nil
Road Freight Industry Council	<ul style="list-style-type: none"> <li>Established as a Ministerial Council in 1983 to establish a closer liaison between the Queensland Government and the road transport industry.</li> </ul>	<ul style="list-style-type: none"> <li>Helped shape input into development of the National Heavy Vehicle Regulator, the <i>Heavy Vehicle National Law Bill 2012</i> and road pricing initiatives.</li> <li>Delivered heavy vehicle specific feedback to the Department on heavy vehicle regulation and disaster response management.</li> </ul>	Nil
Road Operations Coordination Group	<ul style="list-style-type: none"> <li>Established as an inter-agency committee for traffic incident management.</li> <li>Cooperatively progresses issues as directed by the State Road Operations Steering Committee (SROSC).</li> <li>Identifies issues that impede collaboration between agencies.</li> <li>Supports multi-agency pilot projects for traffic incident management.</li> </ul>	<ul style="list-style-type: none"> <li>Formalised and standardised incident performance reporting for Brisbane Metropolitan, North Coast and South Coast regions.</li> <li>Developed and executed inter-agency traffic incident management plans for the department's North and South Coast regions.</li> <li>Delivered actions from SROSC, including: <ul style="list-style-type: none"> <li>identifying and working towards greater inter-agency system integration to detect and report on incidents</li> <li>continuing to evaluate and improve data collection, traffic incident response and clearance times.</li> </ul> </li> </ul>	Nil
Roads and Transport Infrastructure Reconstruction Committee	<ul style="list-style-type: none"> <li>Supports the work of the Queensland Reconstruction Authority to manage the reconstruction of Queensland's integrated transport system, following the natural disasters of 2010–11.</li> <li>Provides an effective interface between stakeholders, the community and government interests, and ensures member organisations' perspectives are considered in the reconstruction program.</li> </ul>	<ul style="list-style-type: none"> <li>Met five times to engage and advise on the roads and transport reconstruction of Queensland.</li> <li>Monitored progress of the department's Transport Network Reconstruction Program.</li> <li>Provided updates to the Queensland Reconstruction Authority.</li> <li>Considered ways to improve preparation for the wet season, including providing information to the community via the 13 19 40 website and phone number, and enforcing road closures.</li> </ul>	Nil
Significant Environmental Areas Steering Committee (commenced in December 2011)	<ul style="list-style-type: none"> <li>Assesses areas of the government-supported transport infrastructure corridors and assets that are considered to have the highest ecological or conservation value to determine if they should be designated as Significant Environmental Areas</li> <li>Includes members from Transport and Main Roads, Department of National Parks, Recreation, Sport and Racing, and Department of Science, Information Technology, Innovation and the Arts</li> </ul>	<ul style="list-style-type: none"> <li>Assessed and designated two sites in the Yerlabon Desert and eastern Darling Downs.</li> </ul>	Nil

Name	Functions and responsibilities	Achievements in 2012–13	Costs
State Road Operations Steering Committee	<ul style="list-style-type: none"> <li>• Senior inter-agency committee for traffic incident management chaired by the Director-General, Transport and Main Roads.</li> <li>• Steers the State Road Operations Coordination Group.</li> <li>• Responsible for overseeing and delivering ongoing work to improve traffic incident management in Queensland.</li> </ul>	<ul style="list-style-type: none"> <li>• Developed and implemented the <i>Traffic Incident Performance Measurement Framework</i> to assess inter-agency performance in traffic incident management.</li> <li>• Escalated traffic incidents that impact on the network through exception reporting, which is provided on the duration of significant traffic crashes that impact on the reliability and efficiency of the network.</li> <li>• Promoted the rapid, well organised and coordinated clearance of incidents both across and within respective agency responsibilities.</li> </ul>	Nil
Transport and Logistics Workforce Advisory Group – Queensland (TLWAG-Q)	<ul style="list-style-type: none"> <li>• Supports the Queensland Government and industry in identifying workforce capability issues and developing sustainable solutions.</li> <li>• TLWAG-Q provides direct input to the Queensland Government on the vocational education and training funding for the industry through Transform, the Industry Skills Body for Queensland.</li> </ul>	<ul style="list-style-type: none"> <li>• Continued to develop, promote and support capability opportunities for the transport, logistics and supply chain industry through a statewide industry framework, <i>Workforce Futures 2012</i>.</li> <li>• Provided leadership to the department in developing strategies for connectivity, diversity, industry awareness and skilling workforce development.</li> <li>• Continued to support the delivery of a program of works, including GenR8 a youth engagement project and driver licensing programs such as Ignition and Transition 2012.</li> </ul>	Nil

**Note:**

Costs include remuneration for the chair and members, and on-costs including travel, accommodation, motor vehicle allowance, consultancy fees, airfares and motor vehicle hire.

## Appendix 5 – Camera Detected Offence Program

Figure 38 – Camera Detected Offence Program financial overview for 2012–13

Revenue	\$o
Department of Transport and Main Roads	80,159
Department of Treasury and Trade (State Penalties Enforcement Registry)	33,525
<b>Total revenue</b>	<b>113,684</b>
Administrative/operational costs	
Department of Transport and Main Roads	4,307
Queensland Police Service – operating (including road safety enforcement initiatives)	30,177
Department of Treasury and Trade (State Penalties Enforcement Registry)	5,117
<b>Total administrative/operational costs</b>	<b>39,601</b>
Expenditure of remaining revenue	
<i>Road safety education and awareness</i> Department of Transport and Main Roads	2,919
<i>Road accident injury rehabilitation programs</i> Queensland Health – to support the purchase of blood and blood products used in the treatment of victims of road trauma	4,500
<i>Improvements to the safety of state-controlled roads</i> Department of Transport and Main Roads	17,140
<i>Digital platform and digital camera technology</i> Queensland Police Service	2,976
<i>Intelligent traffic analysis system</i> Queensland Police Service	1,300
<b>Total expenditure of remaining revenue</b>	<b>28,835</b>
Equity expenditure	
Queensland Police Service	7,336
<b>Total equity expenditure</b>	<b>7,336</b>
<b>Balance of 2012–13 revenue</b>	<b>37,912</b>

**Note:**

Transport and Main Roads and the Queensland Police Service incurred additional expenditure in 2012–13 that was paid out of prior year surpluses.

### Community attitudes

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

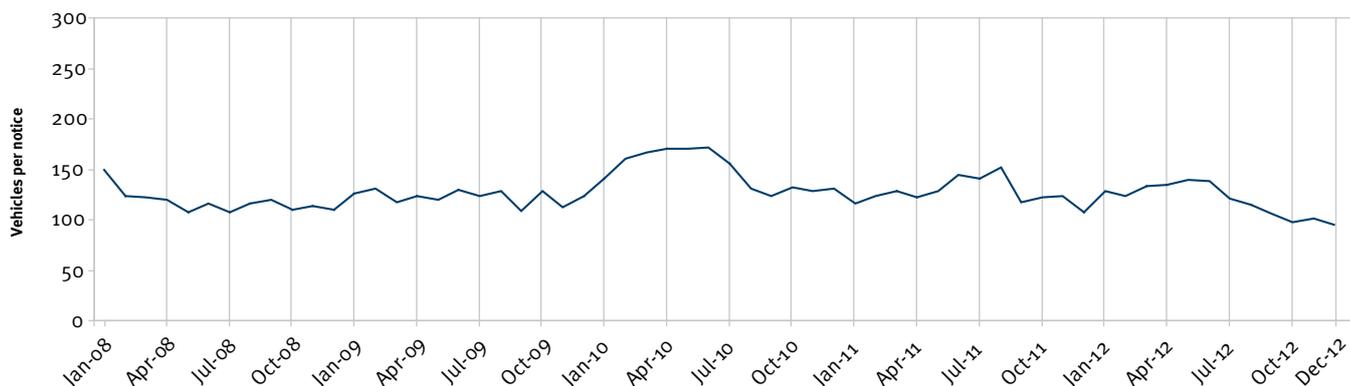
Of those drivers surveyed:

- 83 per cent agreed with the statement 'I think speeding is a major contributor to crashes'
- 76 per cent agreed with the statement 'It's time the community took a stand against speeding'
- 60 per cent felt that speeding is as dangerous as drink driving
- 62 per cent agreed with the statement 'No matter what I always drive under or at the speed limit'
- 72 per cent agreed that driving/riding 10km/hr over the speed limit increases crash risk.

\* Each year, Transport and Main Roads commissions a Road Safety Attitudes Tracking Study by an independent market research company, Marketing and Communications Research.

The most recent survey (2012) asked transport-related questions of a sample of 600 Queensland drivers/riders. A number of the questions were specific to the Camera Detected Offence Program.

**Figure 39 – Mobile speed cameras: vehicles per notice issued**



Data source: Queensland Police Service

Figure 39 shows the average number of vehicles that were monitored for every mobile speed camera notice that was issued between January 2008 and December 2012.

**Figure 40 – Mobile speed camera penalty brackets for 2012**

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 mobile speed camera infringements	201,010	133,985	17,469	1,923	585	354,972
Percentage	56.63%	37.75%	4.92%	0.54%	0.16%	100%

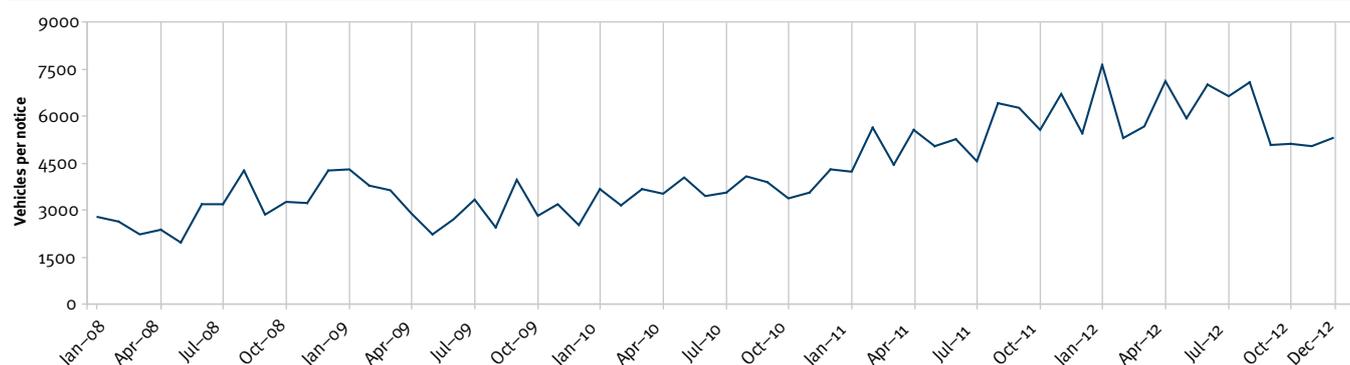
Data source: Transport and Main Roads Data Analysis Team

**Note:**

Penalty bracket is vehicle exceeding the speed limit by this amount.

In the 2012 calendar year 29,131 red light camera infringement notices were issued. This includes red light camera notices detected by combined red light/speed cameras.

**Figure 41 – Red light cameras: vehicles per notice issued**



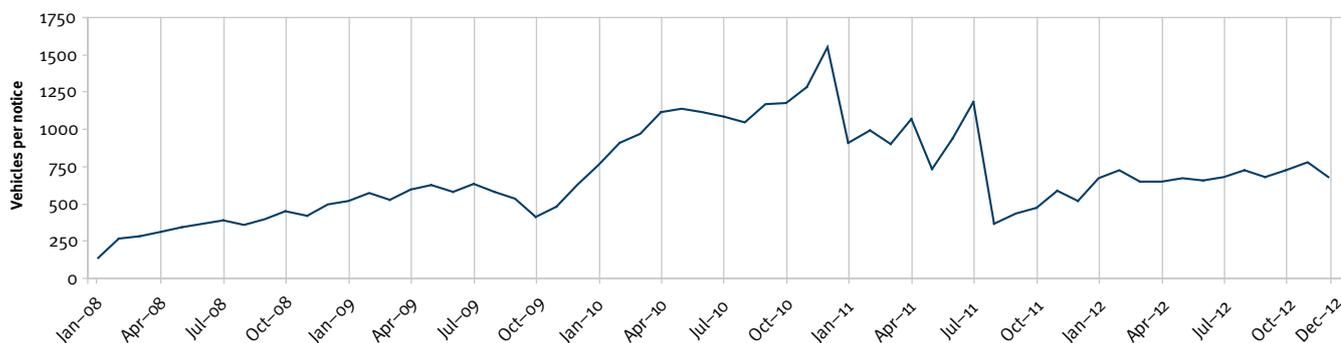
Data source: Queensland Police Service

**Note:**

This graph does not include red light camera notices detected by combined red light/speed cameras. See Figure 44.

Figure 41 shows the average number of vehicles that were monitored for every red light camera notice that was issued between January 2008 and December 2012.

**Figure 42 – Fixed speed cameras: vehicles per notice issued**



Data source: Queensland Police Service

**Note:**

This graph does not include fixed speed camera notices detected by combined red light/speed cameras. See Figure 44.

Figure 42 shows the average number of vehicles that were monitored for every fixed speed camera notice that was issued between January 2008 and December 2012.

**Figure 43 – Fixed speed cameras: penalty brackets for 2012**

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	83,794	46,440	4,845	549	251	135,879
Percentage	61.67%	34.18%	3.57%	0.40%	0.18%	100%

Data source: Transport and Main Roads Data Analysis Team

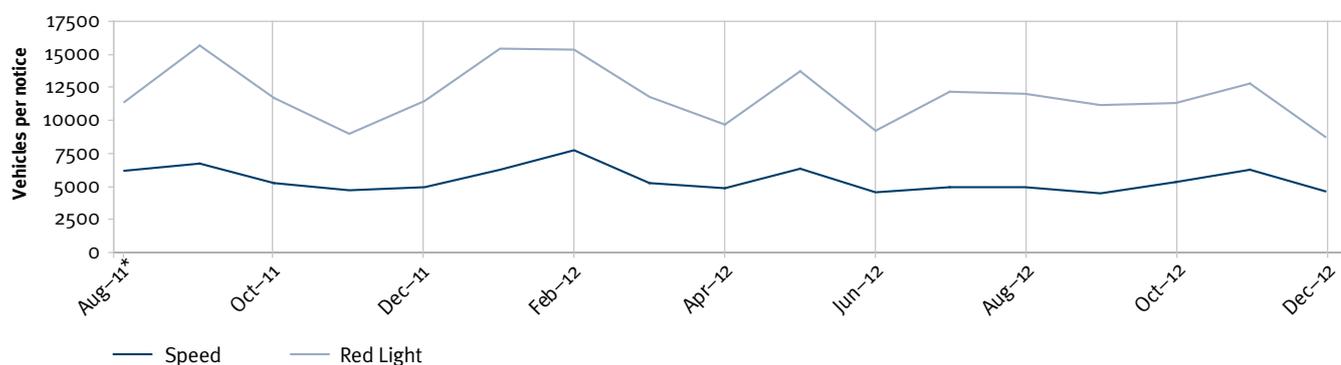
**Notes:**

Penalty bracket is vehicle exceeding the speed limit by this amount.

This data includes fixed speed camera notices detected by combined red light/speed cameras.

A combined red light/speed camera is placed at a signalised intersection and is able to detect both/either failure to obey the red signal and/or speeding. The speed detection component of the camera can operate on the red, yellow and green signal. Figure 44 shows the average number of vehicles that were monitored for every red light or speed camera notices detected by combined red light/speed cameras since August 2011.

**Figure 44 – Combined red light/speed cameras: vehicles per notice issued**



Data source: Queensland Police Service

**Notes:**

\* Combined red light/speed cameras were introduced on 2 August 2011.

Between 2 August 2011 and 31 December 2012, data was captured from two combined red light/speed cameras.

**Figure 45 – Point-to-point speed camera penalty brackets for 2012**

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 camera infringements	393	355	51	9	1	809
Percentage	48.58%	43.88%	6.30%	1.11%	0.12%	100%

**Data source:** Transport and Main Roads Data Analysis Team

**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:  $\text{Speed} = \text{Distance} \div \text{Time}$ .

In the 2012 calendar year, there were 3220 vehicles monitored per notice issued by the point-to-point system where the average speed was calculated.

## Appendix 6 – Transport operator payments

Payments are for the period of 1 January 2013 to 30 June 2013 and are GST exclusive.

**Figure 46a – Passenger transport operator payments: South-east Queensland**

Operator	Amount (1 January 2013 – 30 June 2013)
<b>Bus</b>	
BIC COACHES PTY LTD ACN 134 809 617	\$2,655,566
BRISBANE BUS LINES PTY. LTD. ACN 009 739 593	\$60,207
BRISBANE CITY COUNCIL (BRISBANE TRANSPORT)	\$142,397,471
BUS QUEENSLAND PTY. LTD. ACN 010 516 757 T/A PARK RIDGE TRANSIT	\$6,592,116
BUSLINK QUEENSLAND PTY. LTD. ACN 085 000 693	\$6,787,122
CABOOLTURE BUS LINES PTY. LTD. ACN 010 974 599	\$3,287,646
CAVGLASS PTY LIMITED ACN 124 444 711 T/A GLASSHOUSE COUNTRY COACHES	\$106,663
CLARK'S LOGAN CITY BUS SERVICE (QLD) PTY. LTD. ACN 081 364 776	\$14,222,810
G.K. & J.M. THOMPSON PTY LTD ACN 064 465 176 T/A THOMPSON BUS SERVICES	\$4,047,889
HORNIBROOK BUS LINES PTY. LTD. ACN 010 013 224	\$7,125,540
MT GRAVATT BUS SERVICE PTY. LTD. ACN 010 232 827 ATF THE L G COLE FAMILY TRUST	\$2,275,142
S & S WEBSTER INVESTMENTS PROPRIETARY LIMITED ACN 004 804 497 T/A KANGAROO BUS LINES	\$6,435,536
SOUTHERN CROSS TRANSIT (QLD) PTY LTD ACN 097 130 615	\$66,937
SURFSIDE BUSLINES PTY. LTD. ACN 010 957 552	\$40,717,011
TRANSDEV QUEENSLAND PTY LTD ACN 087 046 044	\$13,551,980
TRANSIT AUSTRALIA PTY. LIMITED ACN 065 794 943 T/A SUNSHINE COAST SUNBUS	\$17,015,258
WESTSIDE BUS CO PTY LTD ACN 083 497 312	\$9,742,936
	<b>\$277,087,830</b>
<b>Ferry</b>	
BRISBANE CITY COUNCIL (FERRY SERVICES)	\$8,201,173
<b>CityTrain</b>	
QUEENSLAND RAIL LIMITED ACN 132 181 090	\$446,088,769
<b>Rail Bus Replacement Services</b>	
BRISBANE BUS LINES PTY. LTD. ACN 009 739 593	\$1,607,398
CAV QUEENSLAND PTY LTD ACN 115 410 725	\$834,920
G.K. & J.M. THOMPSON PTY LTD ACN 064 465 176 T/A THOMPSON BUS SERVICES	\$1,642,315
S & S WEBSTER INVESTMENTS PROPRIETARY LIMITED ACN 004 804 497 T/A KANGAROO BUS LINES	\$2,100,292
	<b>\$6,184,925</b>

Operator	Amount (1 January 2013 – 30 June 2013)
<b>Railbus</b>	
BUS QUEENSLAND (LOCKYER VALLEY) PTY LTD ACN 140 535 888	\$553,665
S & S WEBSTER INVESTMENTS PROPRIETARY LIMITED ACN 004 804 497 T/A KANGAROO BUS LINES	\$676,242
WESTSIDE BUS CO PTY LTD ACN 083 497 312	\$139,012
	<b>\$1,368,919</b>
<b>Flexilink Taxi Service</b>	
YELLOW CABS (QUEENSLAND) PTY. LTD. ACN 009 662 408 ATF THE MONBURN TRUST	\$48,046
BLACK & WHITE CABS PTY LTD ACN 054 497 353	\$42,593
	<b>\$90,639</b>
<b>Total subsidy</b>	<b>\$739,022,255</b>

**Note:**  
These amounts exclude operator payments made by the former TransLink Transit Authority in the period of 1 July 2012 to 31 December 2012.

Payments are for the period of 1 July 2012 to 30 June 2013 and are GST exclusive.

**Figure 46b – Passenger transport operator payments: Rest of Queensland**

Operator	Amount (2012–13)
<b>Regional Urban Bus</b>	
ASTRONOMICAL CHILLAGOE PTY LTD ACN 107 487 972 ATF SEVEN BRIDGES UNIT TRUST	\$9,075
BOWEN TRANSIT PTY LTD ACN 105 749 602	\$134,148
BUSLINK QUEENSLAND PTY. LTD. ACN 085 000 693	\$986,139
CAMPSIE BUS CO PTY LTD ACN 000 953 328 T/A WHITSUNDAY TRANSIT	\$782,240
CAVBUS PTY LTD ACN 096 924 677	\$10,090
CAVGLASS PTY LIMITED ACN 124 444 711 T/A GLASSHOUSE COUNTRY COACHES	\$287,315
COMPLETE GOLF COACHING PTY LTD ACN 101 380 116 T/A KERRY'S BUS SERVICE	\$21,992
D.G YOUNG & P.J YOUNG & P.J YOUNG T/A YOUNGS BUS SERVICE	\$1,674,100
DUFFY'S CITY BUSES PTY LTD ACN 053 761 023 ATF THE DUFFY TRUST	\$1,461,797
FULTONLAWN PTY. LTD. ACN 010 489 068 ATF NHPRIEBBENOW FAMILY TRUST T/A WIDE BAY TRANSIT	\$2,433,806
GJ & LE CHRISTENSEN T/A CHRISTENSENS BUS AND COACH	\$324,610
HAIDLEY, DONALD JOSEPH T/A HAIDLEY'S PANORAMIC COACHES & MOTORS	\$204,753
HUBBARDS COACHES PTY LTD ACN 076 988 120 ATF HUBBARD FAMILY TRUST	\$7,352
ICENHAM PTY. LTD. ACN 010 724 624 ATF THE GRAY-MONEY FAMILY TRUST	\$67,263
KUHLE PTY LTD ACN 093 136 317 ATF THE KUHLEWEIN FAMILY TRUST T/A COAST & COUNTRY BUSES	\$14,371
L.G. STEWART FAMILY CO. PTY. LTD. ACN 009 971 617 ATF L G STEWART FAMILY TRUST	\$122,138
MACKAY TRANSIT COACHES PTY. LTD. ACN 050 416 227	\$2,014,794
POLLEYS COACHES PTY LTD ACN 134 694 992	\$480,362
STRADBROKE ISLAND BUSES PTY LTD ACN 151 219 420	\$438,589
SUNCOAST CABS LTD ACN 010 183 892	\$12,227
TOOWOOMBA TRANSIT PTY LTD ACN 135 249 062 T/A BUS QUEENSLAND TOOWOOMBA	\$3,991,640
TRANS NORTH PTY. LTD. ACN 074 538 159 T/A TRANS NORTH BUS AND COACH SERVICE	\$181,907
TRANSDEV QUEENSLAND PTY LTD ACN 087 046 044	\$9,173
TRANSIT AUSTRALIA PTY. LIMITED ACN 065 794 943 T/A CAPRICORN SUNBUS	\$19,382,783
YELLOW CABS (QUEENSLAND) PTY. LTD. ACN 009 662 408 ATF THE MONBURN TRUST	\$50,338
	<b>\$35,103,001</b>
<b>Ferry</b>	
COOCHIEMUDLO ISLAND FERRY SERVICE PTY LTD ACN 109 277 376	\$191,350
KELLSTAR PTY. LTD. ACN 073 449 439 T/A STRADBROKE FLYER	\$804,045
SEA-CAT CHARTERS PTY. LTD. ACN 010 551 925 T/A PEDDELLS THURSDAY ISLAND TOURS	\$135,687
SEALINK QUEENSLAND PTY LTD ACN 148 811 170	\$1,346,355
STRADBROKE FERRIES PTY LTD ACN 009 725 713	\$88,408
TSA FERRY GROUP PTY LTD ACN 108 664 848 T/A BAY ISLANDS TRANSIT SYSTEM	\$1,419,381
	<b>\$3,985,226</b>
<b>Operator</b>	
<b>Amount (2012–13)</b>	
<b>Long Distance Rail</b>	
CAIRNS - KURANDA RAIL PTY LTD ACN 084 801 212	\$1,644,854
QUEENSLAND RAIL LIMITED ACN 132 181 090	\$203,203,849
RAIL CORPORATION NEW SOUTH WALES	\$2,387,277
	<b>\$207,235,980</b>
<b>Regional Air</b>	
HINTERLAND AVIATION PTY. LTD. ACN 010 617 893	\$3,020
REGIONAL EXPRESS PTY LTD ACN 101 325 642	\$2,900,386
SKYTRANS PTY LTD ACN 100 751 139	\$5,405,712
WEST WING AVIATION PTY LTD ACN 092 553 467	\$401,074
	<b>\$8,710,192</b>
<b>Long Distance Coach</b>	
BOWEN TRANSIT PTY LTD ACN 105 749 602	\$73,689
CALLIDE COACHES PTY LTD ACN 106 306 307 ATF THE MJ MOSCHIONI FAMILY TRUST	\$194,856
DOUGLAS COACHES PTY LTD ACN 104 860 611 ATF THE DOUGLAS FAMILY TRUST	\$126,736
G.A SHULTZ & S.G SHULTZ	\$5,890
GREYHOUND AUSTRALIA PTY LTD ACN 104 326 383	\$1,847,859
HARLOW, ALLAN T/A COUNTRY ROAD COACHES	\$90,655
JENA BORAN ABORIGINAL & TORRES STRAIT ISLANDERS CORPORATION INC	\$12,091
NORTH BURNETT REGIONAL COUNCIL	\$11,347
SUMMOOK PTY LTD ACN 119 941 294 T/A PARADISE COACHES	\$369,586
TOOWOOMBA TRANSIT PTY LTD ACN 135 249 062 T/A BUS QUEENSLAND TOOWOOMBA	\$594,654
TRANS NORTH PTY. LTD. ACN 074 538 159 T/A TRANS NORTH BUS AND COACH SERVICE	\$215,671
	<b>\$3,543,033</b>
<b>Total subsidy</b>	<b>\$258,577,433</b>

Payments are for the period of 1 July 2012 to 30 June 2013 and are GST exclusive.

**Figure 47 – School transport operator payments**

Operator	Amount (2012–13)	Operator	Amount (2012–13)
9DORF PTY LTD ACN 144 832 762 ATF 9DORF FAMILY TRUST	\$92,679	BARKER, ERIC W	\$103,024
ABBOTT, DARREL K & BERNADETTE H B	\$75,303	BARKER, JOHN E & GLENDA A	\$44,014
AGOSTINELLI, LAURENCE P & LUCY	\$34,517	BARNARD, CONWAY M	\$69,479
AHRUNDEE PTY LTD ACN 106 192 938 ATF DREAM DISCRETIONARY TRUST T/A BLUE SAILS BUS LINE	\$130,283	BARNARD, IAN C	\$60,093
ALBECK, ARNOLD J & EVON J	\$62,428	BARR, BRIAN L & SINNOTT, MARGARET L	\$237,728
ALBECK, WILLIAM H & NORMA A	\$73,717	BARTON, H N & S J	\$61,345
ALJAMATA PTY LTD ACN 099 715 867	\$89,421	BARTON, JEFFREY J & KATHLEEN A	\$1,012,397
ALLAN, WARREN J & JANICE E T/A ALLAN'S BUS SERVICE	\$81,344	BAUER, GRAHAM L	\$115,813
ALLEN, JULIE-ANN	\$103,277	BAUER, KARL C	\$183,520
ALLEN, RAYMOND D & ANN-MAREE	\$197,388	BAUMANN, PETER W & COLLEEN G	\$49,101
ALSTON, R J & TALBOYS, D J	\$59,111	BEAN, SHARYN L	\$71,767
AMBERLEY ROSEWOOD 'BUS COY. PTY. LTD. ACN 009 668 151	\$160,990	BEAZLEY, CHERYL M & LEWIS J	\$24,987
ANARU, SUSAN M	\$105,841	BELLINGHAM, PETER T & ROBYN N	\$92,577
ANDERSON, STEVEN & JACQUELINE ATF THE S & J ANDERSON FAMILY TRUST	\$23,159	BENNETT, CHARLES T E & SHARLEE C	\$29,047
ANDERSON, STEVEN J	\$72,467	BENNETT, RAYMOND J & DAPHNE C	\$252,393
ANSCOMBE, ROBIN J & CHRISTINE L	\$110,561	BENSON, IAN J S	\$56,785
ANTONIO, MICHAEL L	\$188,334	BENTROY PTY LIMITED ACN 003 536 954 T/A SCIFLEET SCHOOL BUS SERVICE	\$269,095
ARDREY, COLIN F & NOELA	\$357,797	BEWICK, LINCOLN J & ROXANNE C	\$47,234
ARMSTRONG, DAVID B & BRAUN, MARIANNE I	\$89,526	BIDGOOD, LINDSAY W & CAROLYN B	\$72,161
ARNOLD BUSES PTY LTD ACN 099 920 966 ATF THE ARNOLD FAMILY TRUST	\$210,849	BIRCH, MERVYN G & BETTY L	\$91,281
AT & SB INVESTMENTS PTY. LTD. ACN 101 198 841	\$61,296	BITS FERRY GROUP PTY LTD (TRANSLINK)	\$222,874
ATKINSON, W, E A, P & C G T/A CRYSTALBROOK COACHES	\$91,394	BLACK & WHITE CABS PTY LTD ACN 054 497 353	\$1,222,785
AUBURN CONVEYANCE COMMITTEE	\$63,327	BLACK & WHITE CABS PTY LTD ACN 054 497 353	\$357,658
AUTISM QUEENSLAND LIMITED ACN 164 075 156	\$65,757	BLACK AND WHITE TAXIS MARYBOROUGH PTY LTD ACN 074 545 985	\$44,208
AUTISM QUEENSLAND LIMITED ACN 164 075 156	\$478,024	BLACK, TERRENCE M ATF T M & V M BLACK FAMILY TRUST	\$320,829
B & C BARNES INVESTMENTS PTY LTD ACN 010 109 958 ATF BARNES FAMILY TRUST	\$87,732	BLAND, DESMOND W & RHONDA K	\$33,676
B & C FLEMING PTY LTD ACN 108 522 363 ATF BJF TRUST T/A FLEMINGS GARAGE	\$61,593	BLUE AND WHITE TAXIS GLADSTONE PTY. LTD. ACN 010 390 575	\$381,479
BA DOWNS PASTORAL PTY LTD ACN 119 780 193 ATF MORAN FAMILY TRUST	\$64,449	BLUEGUM BUSES (QLD) PTY LTD ACN 161 067 929 ATF BLUEGUM BUSES TRUST	\$585,672
BAKER, ROGER D & LYNDA C	\$164,791	BLYTH, ALAN G & GAIL P	\$50,906
BAKSAJ, MICHAEL B & NARELLE	\$345,261	BLYTH, JAMES S, JANICE L & ALAN G T/A KOUMALA MOTORS	\$239,519
BALDOCK, SHIRLEY, NEVILLE W & DAVID A	\$58,133	BOWEN TRANSIT PTY LTD ACN 105 749 602	\$957,449
BALL, HAROLD E & KAREN L	\$96,572	BRADFIELD, WILLIAM H	\$93,890
BAMBINO, DOMENIC & TIFFANY M	\$196,258	BRADLEY'S BUSES PTY. LTD. ACN 072 364 973	\$636,753
BAMBINO, ERMINIO & ROBERTO	\$89,152	BRADSHAW, KENNETH H & CHRISTINE C	\$52,426
BANGE, BRENDAN K & KRISTINE M	\$160,234	BRASMINACO PTY LTD ACN 142 072 044 ATF M & B PANETTA FAMILY TRUST	\$176,107
BANNERHIVE PTY. LTD. ACN 063 747 875	\$59,951	BRAUER, OWEN R & TRACEY L	\$180,291
BARDSIDE PTY LTD ACN 010 186 455 ATF WAYNE CAMPBELL TRUST T/A CAMPBELL'S COACHES	\$636,153	BRIEBE BAYSIDE CAB CO PTY. LTD. ACN 068 146 878	\$23,920

Operator	Amount (2012–13)
BRIGALOW PARK PTY LTD ACN 113 906 979	\$81,253
BRISBANE BUS LINES PTY. LTD. ACN 009 739 593	\$2,644,942
BRISCHETTO, CHARLIE M & COLLEEN M T/A MOSSMAN TAXI SERVICE	\$6,799
BRIZAC PTY LTD ACN 120 921 539	\$221,601
BROOMHALL, ROBYN S	\$26,660
BROWN, REX W, BEVERLEY A & CHRIS W	\$68,279
BROWNING, IAN D & SANDRA D	\$69,005
BUNDABERG CAB CO. PTY. LTD. ACN 009 850 926	\$266,820
BURGESS, JAMES M & MARYANN	\$80,340
BURNS, DUDLEY R & SHARYN J	\$247,123
BURNSIDE PTY. LIMITED ACN 054 160 977	\$67,126
BURRAWONG BUS SERVICE PTY. LTD. ACN 141 689 983	\$95,398
BUS FOX PTY. LTD. ACN 078 172 460	\$981,968
BUS QUEENSLAND (LOCKYER VALLEY) PTY LTD ACN 140 535 888	\$1,781,981
BUS QUEENSLAND PTY. LTD. ACN 010 516 757 T/A PARK RIDGE TRANSIT	\$1,069,150
BUSLINK QUEENSLAND PTY. LTD. ACN 085 000 693	\$1,461,983
BUTLER, PATRICK G, GLORIA A & BARRY J	\$122,970
C.M HORTON & THE TRUSTEE FOR KEVIN THOMAS HORTON ESTATE T/A HORTONS BUS SERVICE	\$242,719
C.R. TRITTON PTY. LTD. ACN 010 832 587	\$31,444
CAHILL, PAUL F	\$43,676
CAIRNS REGIONAL COUNCIL	\$5,919
CAIRNS TAXIS LIMITED ACN 009 754 705	\$78,401
CAIRNS, RICHARD G & MONICA	\$86,094
CAITASH PTY LTD ACN 075 780 942	\$193,058
CALDWELL, DAVID S & LISA J ATF DALIBRA FAMILY TRUST	\$94,215
CALLIDE COACHES PTY LTD ACN 106 306 307 ATF THE MJ MOSCHIONI FAMILY TRUST	\$609,876
CALYPSO COACHES PTY LTD ACN 101 605 289	\$7,858
CAMPBELL, ROBERT W	\$21,462
CAMPSIE BUS CO PTY LTD ACN 000 953 328 T/A WHITSUNDAY TRANSIT	\$1,914,216
CAPRICORN COAST TAXI SERVICES PTY LTD ACN 010 999 827 T/A CAPRICORN CABS	\$58,263
CARNEY, DAVID R & RITA J	\$107,577
CASEY, FRANCIS & GLORIA G	\$69,966
CAULEY, MARK O & MARGARET A	\$162,221
CAUST, GREGORY P	\$98,895
CAVANAGH, GRAHAM N	\$28,239
CAVANOUGH, EVON E	\$25,099
CAVBUS PTY LTD ACN 096 924 677	\$1,480,684
CAVBUS PTY LTD ACN 096 924 677 T/A LOGAN COACHES	\$1,289,315
CAVGLASS PTY LIMITED ACN 124 444 711	\$870,924

Operator	Amount (2012–13)
CHADWICK, DANIEL P & KAREN L	\$74,898
CHAMPION, STEVEN W & SHIRLEY M	\$174,035
CHAPMAN, PETER W & JULIE-ANNE F	\$149,563
CHATFIELD KEVIN A & KATHLEEN	\$269,555
CHRISTENSEN, GRAHAM J & LENORE E	\$1,227,796
CHRISTENSEN, MERVYN R	\$59,510
CLARK, FREDERICK F T/A MORANBAH BUS SERVICE	\$165,258
CLARRIS, PHILIP J & KAYLENE L	\$79,226
CLIFFORD, DENNIS & STEWART, ADELE L	\$71,853
COCHRANE, ROBERT S & JUDITH B	\$463,828
COLEMAN, TREVOR J & VALERIE M	\$423,666
COMPLETE GOLF COACHING PTY LTD ACN 101 380 116	\$82,470
COOCHIEMUDLO ISLAND FERRY SERVICE PTY LTD ACN 109 277 376	\$41,745
COOKTOWN CONNECTIONS PTY LTD ACN 120 945 379 ATF COVENTRY FAMILY TRUST	\$331,319
COOLUM COACHES PTY LTD ACN 087 303 964 ATF THE ROSS FAMILY TRUST	\$707,742
CORAL REEF COACHES PTY LTD ACN 101 829 243 ATF THE TEPPINEL TRUST	\$304,717
CORKILL, OWEN L & JANELLE	\$112,017
COX, MICHAEL & GILLIAN T/A KURANDA TAXI	\$18,315
COX, TIBOR A T/A TAMBORINE MOUNTAIN & CANUNGRA YELLOW CABS	\$598
CREEVEY, D J & L J	\$84,383
CRISP, G D, L M & T H T/A CRISPS COACHES AND BUS LINE	\$767,069
CROYBERG PTY. LTD. ACN 050 492 923 ATF THE E J HILL FAMILY TRUST	\$379,434
CUNNINGHAM, ANDREW R	\$105,165
CURCIO, JOSEPH F & MARCELLA M	\$39,716
CURD, K H & B D	\$40,912
D & S PORTER TRANSPORT PTY LTD ACN 074 464 752	\$155,367
DAIRY BROKERS AUSTRALIA PTY LTD ACN 107 781 019	\$34,197
DALE, DONNA L	\$56,112
DALE, JOHN M	\$84,534
DALTON, BETH I	\$115,644
DASCOMBE, HARVY K, MARIANNE F & ANDREW K	\$1,753,259
DAVISON, LYNN P	\$70,103
DAY, BARRY K & SHONA L	\$71,120
DE IACOVO, GIANFRANCO C & ROSINA	\$72,680
DENMAN, JENNIFER G	\$37,472
DENTYL PTY LTD ACN 128 836 224 ATF THE RAY PENNY FAMILY TRUST	\$5,396
DEXTAPOL PTY LTD ACN 094 908 157	\$92,651
DI MAGGIO, ANTONIO B	\$1,416
DIONYSIUS, JOHN W & HELEN M	\$224,900

## Appendices

Operator	Amount (2012–13)
DODD PAINTING PTY LTD ACN 138 274 512 ATF DODD FAMILY DISCRETIONARY TRUST	\$55,122
DOHERTY, EDWARD P T/A TAROOM MOTORS	\$40,452
DOHLE, KENNETH W & KATHRYN E M	\$82,149
DRUMMOND, JENNIFER A	\$45,642
DUFFY'S CITY BUSES PTY LTD ACN 053 761 023 ATF THE DUFFY TRUST	\$1,465,789
DUGGAN, JOHN M & MICHELLE M	\$131,805
DWYER, DANNY J & DONNA S	\$61,021
E&S CROCKER PTY LTD ACN 132 227 073 ATF THE CROCKER FAMILY TRUST	\$360,919
EBBAGE, MICHAEL J	\$66,699
EDENVALE ENTERPRISES PTY LTD ACN 131 370 397	\$548,951
EDWARDS, BARRY J & LEANNE M	\$43,542
EDWARDS, JOHN & SUZANNE M	\$474,311
EDYVEAN, JOHN G & YVONNE L T/A LAIDLEY TAXI SERVICE	\$71,958
EDYVEAN, JOHN G & YVONNE L T/A LOWOOD TAXI SERVICE	\$5,552
EMERALD COACHES PTY LTD ACN 103 929 371	\$694,396
EMERSON BUS COMPANY PTY LTD ACN 126 275 205 ATF THE EMERSON FAMILY UNIT TRUST	\$816,245
ERICKSON, CHRISTOPHER C & SANDRA T/A TAMBORINE MOUNTAIN COACH SERVICE	\$398,139
ERNESTINA BUS CO-OP LTD	\$59,787
ESPIE, ALLAN D	\$66,415
EUROMBAH CREEK SCHOOL BUS ASSOCIATION INCORPORATED	\$53,776
EVANS, KERRY A	\$73,487
EVETTS, LIZL	\$33,678
F.N.Q. BUS LINES PTY LTD ACN 004 804 808	\$935,109
FARMER, BRADLEY J & KELLIE L	\$58,302
FATIGUE MANAGEMENT COACHES PTY LTD ACN 117 944 902	\$59,331
FAVRO, UMBERTO & CATHERINE	\$99,775
FERNIE, TONY J	\$29,836
FINE COAL COMPACTION PTY. LTD. ACN 064 369 624	\$34,979
FISHER, MAURICE E & SUSAN M	\$43,166
FLEITER, ADRIAN J & SONYA L	\$43,252
FLEMING, E & M D T/A WEIPA TAXI SERVICE	\$3,950
FLOYD, MARK H & MARGARET A	\$29,917
FORBES, GLENDEN J	\$81,696
FORSBERG, ALF R T/A MARYVILLE BOER GOATS	\$156,442
FRASER, ANN M	\$113,465
FREDRICKSON, ALAN B & NATALIE G ATF AB & NG FREDRICKSON FAMILY TRUST	\$46,254
FROHLOFF, SYDNEY R & LEANNE M	\$62,501
FSG AUSTRALIA ACN 112 839 184	\$199
FULTONLAWN PTY. LTD. ACN 010 489 068 T/A WIDE BAY TRANSIT	\$2,324,628

Operator	Amount (2012–13)
G & D ROMANELLO TRUST GARY AND DARYL ROMANELLO T/A HERBERT RIVER BUS SERVICE	\$268,832
G & S JACOB & SONS PTY. LTD. ACN 098 721 334	\$154,202
G J & G DRIVER PTY LTD ACN 075 637 026	\$165,660
G&A HOLDINGS INVESTMENT PTY LTD ACN 146 454 131 ATF G&A RAVANELLO FAMILY TRUST	\$186,503
GANLY, KEVIN J & LARA G	\$99,243
GAVANIC PTY LTD ACN 153 742 682 ATF THE TAYLOR FAMILY TRUST	\$103,502
GAVLEEN PTY LTD ACN 125 742 216 ATF THE DONALDSON FAMILY TRUST	\$112,904
GEHRKE, MERVYN C	\$45,558
GEISEL, GARRY J & RHONDA E	\$114,487
GIBSON, DEBORAH A	\$55,868
GIBSON, NEIL J & KAREN M	\$44,544
GILBERT, DONALD J	\$5,857
GILES, BARRY ATF GILES FAMILY TRUST	\$511,655
GILLILAND, IAN J & CATHERINE A	\$269,757
GLASS HOUSE MOUNTAINS TAXIS PTY LTD ACN 113 853 473	\$15,423
GOLDSMITH, CAROLIN A & PAORA R T/A GOLDIES TAXIS & LIMOUSINE AT BILOELA	\$4,145
GOLTZ, CHRISTINE A	\$33,803
GOODWIN, SCOTT D & DEBBIE L	\$347,505
GOODY, BURNETT G & GALE M	\$81,696
GOTZ, NOEL S & LYNETTE A	\$44,007
GRAY, CLIFFORD H & BARBARA C	\$88,890
GREEN, BARRY L & MARY E	\$25,225
GREEN, TINA L ATF SHELANNA FAMILY TRUST	\$119,698
GREENWOOD, DAVID W ATF THE GREENWOOD FAMILY TRUST	\$276,260
GREG GODDARD MOTORS PTY. LTD. ACN 005 331 215	\$591,744
GRENNAN, TONY A & DORIS M	\$394,057
GREYHOUND AUSTRALIA PTY LTD ACN 104 326 383	\$46,744
GRIMES, BARRY E & SHARON L	\$62,600
GTM PTY LTD ACN 128 633 349	\$70,785
GUNNIS, P F & WOOD, K L T/A GUNWOOD	\$143,931
GYMPIE GOLDEN CITY CABS PTY. LTD. ACN 081 468 573	\$87,113
HADLEY, DONALD N	\$38,420
HADLEY, CAMERON & LYNDAL	\$354,045
HADLEY, DONALD J T/A HADLEY'S PANORAMIC COACHES & MOTORS	\$212,401
HALL, BARRY D & LINDA J T/A KINGAROY TAXI CAR SERVICE	\$13,823
HAMBLIN, CAMERON J & LEAH M	\$78,134
HAMILTON, BRONWYN J ATF THE BRONWYN HAMILTON FAMILY TRUST T/A B. HAMILTON & CO.	\$123,198
HAMPSON, DEBRA C	\$212,064
HANSEN, COLIN W & JO-ANNE E	\$68,999

Operator	Amount (2012–13)
HARLOW, ALLAN C E	\$89,706
HARRIS, DIANA R	\$52,468
HARRISSON, ALAN & ALISON M	\$42,540
HARTLEY, MARK J T/A MJ HARTLEY - SCHOOL BUS RUN	\$60,191
HASLOP, A L, J A & KA	\$56,326
HATTE, WILLIAM J & ANNE T	\$65,682
HAY, BARBARA A	\$57,998
HAYES, RICHARD J	\$702,632
HEARN, MICHAEL R & CATHERINE A	\$337,739
HEATH, JANET N	\$40,759
HEIR, PAUL J & MAREE A	\$93,781
HENNINGSSEN, GRAHAM	\$78,316
HERRON, DARREN J T/A WIVENHOE MINIBUS CHARTER	\$77,311
HERVEY BAY TAXI SERVICE PTY. LIMITED ACN 010 670 283	\$112,885
HESLIN, MATTHEW J & TRACEY R	\$299,885
HILDER, BRITT AND KRISTINA	\$42,746
HILL, MERVYN J T/A BILOELA COACHES	\$44,252
HILLGROVE BUS INC.	\$84,105
HOBBS ADAMS PTY LTD ACN 132 754 673 ATF HOBBS TRUST NO 1	\$52,284
HODGE, KEN G & DESLEY A ATF THE HODGE FAMILY TRUST T/A MURPHYS CREEK - TOOWOOMBA BUS SERVICE	\$262,403
HOLZAPFEL, KEVIN E & CAROL A	\$44,436
HOMEWOOD, M B & A	\$345,268
HONDAROSA VALLEY ENTERPRISES PTY LTD ACN 133 646 474 ATF CRAMERI FAMILY TRUST	\$221,677
HOOPER, BENJAMIN A T/A EMERALD TAXIS	\$4,012
HORN, RODNEY J & ANTOINETTE T	\$476,134
HORNERY, AMANDA L	\$73,204
HORROCKS, TREVOR T & KIM L	\$194,112
HOUSTON, WESLEY P & SHARON J ATF W & S HOUSTON FAMILY TRUST	\$52,604
HOWE, DAVID F T/A MACLEAY ISLAND TAXI & HIRE CAR SERVICE	\$980
HUBBARD, LEONARD G & JOAN L	\$96,244
HUBBARDS COACHES PTY LTD ACN 076 988 120 ATF HUBBARD FAMILY TRUST	\$1,018,522
HUNTER, GEOFFREY R T/A HUNTER COACHES	\$60,949
HYLAND, JOHN R	\$106,092
I, A & D LOGAN PTY LTD ACN 122 371 644 ATF IAD LOGAN FAMILY TRUST T/A GATTON TAXI SERVICES	\$13,644
ICENHAM PTY. LTD. ACN 010 724 624 ATF THE GRAY-MONEY FAMILY TRUST	\$2,595
ILEGLOVE PTY. LIMITED ACN 010 397 396 T/A DETOURS COACHES	\$291,659
INNS, ALEXIS J & MARTIN K	\$10,157
IRVINE, MURRAY J	\$52,214
J & J WATERS ENTERPRISES PTY LTD ACN 154 201 082	\$152,415

Operator	Amount (2012–13)
JACKSON, GREGORY J & MICHELLE J ATF JACKSON FAMILY TRUST	\$75,867
JACKSON, LIONEL W & TANIA M	\$61,571
JACKSON, PETER R & AMANDA A ATF JACKSON BUS TRUST	\$75,028
JACKSON, RAYMOND C & KATHLEEN P	\$75,851
JACOB, SANDRA J ATF THE G & S JACOB FAMILY TRUST	\$155,506
JAMIESON, CHARON A	\$66,690
JAMIESON, KRISTIN L & PEARCE, JAY A	\$15,022
JAMIESON, RAYMOND B & SHANE E	\$142,082
JARADEL PTY. LTD. ACN 091 033 859	\$115,280
JARMAN ACE PTY LTD ACN 098 561 721 ATF STEVENS FAMILY TRUST T/A ACE BUSES	\$2,312,890
JASBO HOLDINGS PTY LTD ACN 100 636 002 ATF THE MEGAW FAMILY TRUST	\$150,371
JCL SNIP PTY LTD ACN 102 604 508	\$221,590
JENSEN, DONALD J & SUE A	\$68,741
JENSEN, RICKY A & AMANDA J	\$207,423
JEPSEN, JOHN E & BEVERLEY R	\$47,539
JESSE, JACK R, EDNA M, RICHARD T & KATHY J T/A CARDWELL BUS & COACH CHARTERS	\$726,304
JOHNSON, SHANE A & SONIA L	\$64,086
JOHNSTON M A & TRUSTEE FOR THE A J JOHNSTON ESTATE	\$140,703
JOKAYE PTY LTD ACN 112 285 542 ATF THE MILLARD FAMILY TRUST	\$42,503
JONES, ADRIAN N	\$99,025
JONES, ELIZABETH P	\$189,066
JONES, LEISA M	\$54,419
JONES, ROBERT R & HELEN K	\$60,863
JUSTIN, THERESA G	\$51,859
K & D HILLS PTY LTD ACN 081 071 374	\$103,114
K.J JOHNSTON & M.A JOHNSTON & M.A JOHNSTON & THE TRUSTEE FOR ALAN JOHN JOHNSTON ESTATE	\$74,100
KAMERLING, STEVEN G	\$65,992
KEEN, DIANNE D	\$110,532
KEENDEW PTY. LTD. ACN 011 044 518	\$379,920
KELLSTAR PTY. LTD. ACN 073 449 439 T/A STRADBROKE FLYER	\$78,894
KELLY, MICHAEL K & PATRICIA A	\$62,746
KENTON 5 PTY LTD ACN 141 405 058 ATF K & T BROWN FAMILY TRUST	\$177,017
KEON CARGO STEVEDORING (AUSTRALIA) PTY. LTD. ACN 075 621 386	\$191,244
KERR, WILLIAM R & KATHRYN P	\$50,603
KEYDALE PTY. LIMITED ACN 010 184 353 T/A ROTHERY'S COACHES	\$815,547
KILLEN, M H & K T	\$62,142
KIRBY, LESLIE J & ROSLYN G	\$94,151
KLAYLAND PTY LTD ACN 125 840 486 ATF MAGUIRE FAMILY TRUST T/A MAGUIRE COACHES & TRAVEL	\$225,689
KLUPFEL, RAYMOND K & LYNETTE	\$35,132

## Appendices

Operator	Amount (2012–13)
KNIGHT, STANLEY G & PATRICIA A	\$570,831
KOALA KOACHES PTY. LTD. ACN 010 200 281 ATF RICHARD YOUNG FAMILY TRUST	\$246,905
KOCH, GEOFFREY E & SHERRELL M	\$82,246
KROG, KENNETH J & LILLIAN E	\$78,575
KUHLE PTY LTD ACN 093 136 317 ATF THE KUHLEWEIN FAMILY TRUST	\$1,263,350
KUHLE PTY LTD ACN 093 136 317 ATF THE KUHLEWEIN FAMILY TRUST T/A COAST & COUNTRY BUSES	\$1,723,498
KUHLE PTY LTD ACN 093 136 317 ATF THE KUHLEWEIN FAMILY TRUST T/A TOOGOLAWAH TAXI SERVICE	\$3,087
KURZ, M C & J E T/A C.J. KURZ AND SON	\$198,365
L.G. STEWART FAMILY CO. PTY. LTD. ACN 009 971 617 ATF L G STEWART FAMILY TRUST T/A STEWART AND SONS	\$1,199,140
LADE, J H & A M	\$38,597
LAHEY, GREG V	\$55,781
LANDSBERG, MAXWELL N & BARBARA S	\$51,209
LARARD, DAVID T/A WESTMECH SERVICES	\$74,844
LAWRIE, DAVID J & RHONDDA M T/A LAWRIES BUS & CHARTER SERVICE	\$414,230
LAWRIE, DJ, RM, JP & KL T/A LAWRIE'S SCHOOLINX	\$51,854
LAWRIE'S SCHOOLINX PTY LTD ACN 159 656 603	\$212,462
LEERENTVELD, ANTONIUS M H & NOLA E	\$76,817
LEISHMAN, LESLIE R & KAYLEEN F	\$68,856
LEMA INVESTMENTS PTY LTD ACN 105 057 850	\$175,836
LERCH, P W & A M ATF LERCH FAMILY TRUST	\$43,361
LOBAN MARINE PTY LTD ACN 089 166 165	\$184,536
LOGAN, TIMOTHY S & GLENYS M	\$88,571
LOR-KEN TRANSIT PTY LTD ACN 090 742 171	\$120,316
LOWE, PHILLIP D & MURRAY, KIM L	\$129,570
LOY, STANLEY A & NORMA J L	\$53,247
LYND-GREENVALE SCHOOL BUS ASSOCIATION INC	\$84,750
LYNIS-HUFFENREUTER, J C G & B A	\$104,007
MACAIT PTY LTD ACN 128 352 714 ATF JJ & JJ RUDD FAMILY TRUST	\$145,157
MACHFIVE PTY LTD ACN 135 866 205	\$99,759
MACKAY TAXI HOLDINGS LIMITED ACN 009 946 329	\$265,372
MACKAY TRANSIT COACHES PTY. LTD. ACN 050 416 227	\$2,784,023
MACKENZIE RIVER CONVEYANCE INC	\$44,424
MACKENZIE, J P & R J	\$69,424
MACLEAN, CLAYTON D & FIONA L	\$27,746
MADDEN, J M, L M & R E	\$30,094
MADIN, NOELENE M	\$89,686
MAHONEY, LYNETTE J & JOHN K	\$47,793
MARKK INVESTMENTS PTY LTD ACN 104 399 635	\$248,103
MARKK INVESTMENTS PTY LTD ACN 104 399 635 ATF THE MARKK TRANSPORT TRUST	\$144,728

Operator	Amount (2012–13)
MARSHALL, EDWARD J & JUDITH A	\$76,002
MARTIN, CLYDE P & GAIL L	\$56,750
MAUGER, DAVID F & JULIE M	\$67,583
MC DOWALL, DALE R C & SUSAN M	\$11,933
MC KENZIE, GRAHAM P & ROBYN A	\$167,009
MCCARRON, BARRY W T/A MAR-ZEKE TAXI SERVICE	\$20,157
MCCRURLEY, MARGARET M	\$46,931
MCDONALD, DARRYN R & KATRINA M ATF DARRYN R & KATRINA M MCDONALD FAMILY TRUST	\$98,809
MCDONALD, DONALD C & MARY M	\$57,508
MCGOWAN, TROY A & SUZANNE M	\$83,626
MCINNES, KAREN A	\$41,545
MEGA HOLDINGS PTY LTD ACN 008 682 013 T/A LOVES BUS SERVICE QLD	\$2,188,699
MEL_A_LEAF OILS PTY LTD ACN 099 374 697	\$173,059
METRO COACH PTY LTD ACN 134 218 465 ATF COACHTRANS UNIT TRUST NO 2	\$2,298,683
MICKELBOURGH, BETTY J	\$56,587
MILLARD, LESLIE R & FRANCES J	\$54,590
MILLER, STEVE & NANCY R	\$70,033
MINCHIN, D A & D L ATF THE MINCHIN FAMILY TRUST	\$97,085
MINNIKIN, DENIS J & LYNNE M	\$139,896
MISTAKE CREEK AREA CONVEYANCE ASSOCIATION INC	\$62,633
MONTGOMERY, EDGAR R	\$126,691
MORRIS, BARRY L & BRONYA A	\$290,279
MORRIS, TONYA ATF THE RANDAL & TONYA MORRIS FAMILY TRUST	\$152,608
MOSCHIONI INVESTMENTS PTY LTD ACN 143 620 179 ATF BJ MOSCHIONI FAMILY TRUST T/A KEPPEL COACHES	\$292,670
MUELLER, TREVOR A	\$114,061
MUSSO, G M ATF THE AUSTRALIAN PROJECT TRUST T/A FASSIFERN COACHES	\$1,485,995
MYELLA FARM STAY PTY. LTD. ACN 111 273 057	\$53,114
N.E. & R.M. HUGHES PTY. LTD. ACN 063 791 113 ATF NOEL HUGHES FAMILY DISCRETIONARY TRUST	\$188,928
NANANGO TAXI & DELIVERY SERVICE PTY LTD ACN 113 438 172	\$18,817
NAPRANUM ABORIGINAL SHIRE COUNCIL	\$133,809
NARWIN PTY LTD ACN 068 643 710 ATF BROSE FAMILY TRUST NO. 1	\$26,995
NASH, VAUGHAN T/A NASH'S BUS & CHARTER SERVICE	\$26,695
NASTASI, TONY B & KAY F	\$211,059
NAYLOR, SHARON T	\$67,817
NEV MORRIS TRANSPORT PTY. LTD. ACN 067 523 835 ATF THE NEV & DEB FAMILY TRUST	\$86,289
NEWMAN, ROBERT C & JANETTE	\$347,888
NICHOL, W & T	\$57,193
NOLAN, REBECCA	\$138,861
NOLAN'S PLUMBING PTY. LTD. ACN 073 222 376 ATF THE NOLAN FAMILY TRUST	\$19,207

Operator	Amount (2012–13)
NORMAN, KENNETH J & MARJORIE J	\$149,207
NORTH ROLLESTON SCHOOL BUS ASSOCIATION INC	\$79,488
NORTH, DARRYL W	\$171,765
NORTHERN PENINSULA AREA REGIONAL COUNCIL	\$90,247
NUGENT, BRIAN M	\$12,337
OAKLEIGH PARK PTY. LTD. ACN 009 670 777	\$46,207
O'DONNELL, ANGELA M	\$41,539
O'LEARY, NEALE J & LINDY K	\$96,253
OLIVER, JULIE A	\$51,791
O'NEILL, PAUL L	\$90,471
ORAM, MARK L & SANDRA M	\$59,353
O'RIORDAN, JOHN C & JANET L	\$373,994
OTTO, BRUCE N ATF THE OTTO PROPERTY TRUST	\$71,611
OZ LINES AUSTRALIA PTY LTD ACN 113 049 755 ATF THE OSBALDISTON FAMILY TRUST	\$180,849
PAGEL, GARY J	\$98,539
PAGEL, GLENN D & SHEREE E	\$128,495
PAGEL, MARK W & JULIE A	\$138,686
PAGO HOLDINGS PTY LTD ACN 009 315 977 ATF THE BEAGLEY INVESTMENT TRUST	\$492,792
PARKER, R P & J W	\$68,214
PARKER, ROBYN O ATF PARKLIN FAMILY TRUST	\$18,466
PASIN, DINO R & KAROL U	\$34,197
PATCH, GRAHAM L & COLLEEN M ATF THE GRAHAM PATCH FAMILY TRUST	\$49,959
PATTIE, MATTHEW A & TRACEY M	\$44,526
PAYNE, PETER C & CHRISTINE J	\$113,662
PEACOCK, JOHN V & C M	\$47,343
PEARDON, DALE N	\$122,494
PEARSON, KELLY L & WILLIAMS, ANNETTE M	\$2,079
PEEBLES, ALAN R & TERESA M	\$78,913
PELICAN BUSES PTY LTD ACN 140 174 492 ATF PELICAN BUSES UNIT TRUST	\$761,619
PERKINS, TONY A & TONI L ATF T & T PERKINS TRUST	\$230,711
PETER SINCLAIR PTY. LTD. ACN 010 674 567 ATF PETER SINCLAIR FAMILY TRUST	\$274,961
PETRIE, ALEXANDER C	\$67,954
PFEFFER, TREVOR I & RUTH L	\$91,960
PHILP, HEATHER C & WHILEY, ALISON C	\$7,594
PICKERING, WAYNE F T/A HINTERLINK	\$176,256
PINBARREN TRANSPORT PTY LTD ACN 067 838 742	\$165,985
POINTON, KIM M	\$48,109
POLKINGHORNE, GARY D & SHARON M	\$41,625
POLLEYS COACHES PTY LTD ACN 134 694 992	\$2,164,431

Operator	Amount (2012–13)
PUGH, RICHARD A & JANEEN M	\$107,306
PUKALLUS, COLIN R & CHRISTINE A	\$41,343
PURCELL, MARTIN A	\$189,251
QUEENSLAND POLICE-CITIZENS YOUTH WELFARE ASSOCIATION	\$30,292
R K LYONS PTY. LTD. ACN 128 256 397 ATF LYONS BUSINESS TRUST	\$568,457
RACKHAM, JACK C & JOANNE M	\$76,781
RAIDA ENTERPRISES PTY. LTD. ACN 011 075 639	\$140,765
RANGE CHARTER COACHES PTY LTD ACN 118 749 572 ATF JAKERTIE FAMILY TRUST	\$209,116
RAWLINSON, GRAHAM W & SHARYN L	\$57,329
RAYMENT, PAUL J	\$100,395
REED, GRAHAM L & PAULINE D	\$133,740
REGENT TAXIS LIMITED ACN 009 705 113	\$570,038
REISS, RAYMOND J & GAYLEEN M	\$80,994
REWAN SCHOOL BUS COMMITTEE INC.	\$52,197
RICHTER, DAWN	\$36,132
RIDDEN, RAYMOND W	\$108,253
RIECK, KERRY J	\$215,138
RILEY, BRENT J & AMANDA G T/A RILEYS BUS SERVICE	\$134,398
ROBERTSON, GRAHAM R	\$137,285
ROBERTSON, ROLAND ATF ROBERTSON FAMILY TRUST	\$71,074
ROBOAT BUS COMPANY PTY LTD ACN 143 382 263 ATF ROBOAT TRUST	\$115,020
ROCKHAMPTON CAB COMPANY LTD. ACN 009 718 807	\$196,405
ROD NORTH & SONS TRANSPORT (NORTH QUEENSLAND) PTY LTD ACN 097 916 571	\$63,510
ROD NORTH & SONS TRANSPORT PTY. LTD. ACN 010 818 498	\$412,372
ROLLESTON/SPRINGSURE LOCAL CONVEYANCE GROUP INC	\$60,618
ROMAIOR, VIRGINIA	\$32,052
ROSE, LEWIS V T/A TIN CAN BAY CABS	\$10,876
ROSS BUS COMPANY PTY LTD ACN 111 712 031	\$494,438
ROSS FORD PTY LTD ACN 070 391 089 ATF THE ROSS FORD FAMILY TRUST	\$61,335
ROSS, GREGORY K & DONNA M	\$543,511
ROSS, JAMES K & JODI S T/A JJ ROSS & SONS	\$96,376
ROSS, PETER J & JENNIFER M	\$81,917
ROWE, FREDERICK J	\$22,805
ROWEN, GARY & CHRISTINE ATF THE ROWEN FAMILY TRUST	\$167,663
RUDD, REBECCA M & TONY E	\$35,890
RYAN, MARK J	\$70,790
SABATINO, S L & M R	\$112,741
SAINTY'S BUS SERVICE PTY LTD ACN 094 075 046	\$318,802
SANDWIN PTY. LTD. ACN 010 455 464	\$146,193

## Appendices

Operator	Amount (2012–13)
SC WHEATON PTY LTD ACN 132 338 151	\$90,397
SCHIMKE, CHRISTINE M	\$59,213
SCHLUMPF, G S & K M T/A COOROY COUNTRY COACHES	\$276,199
SCHMID, JOSEPH P	\$134,200
SCHNEIDER, JEFF	\$50,100
SCHULTZ, DAPHNE J	\$56,298
SCHULTZ, JEFFREY M	\$218,263
SCIFLEET, RUSSELL E & SHERELLE M	\$359,239
SEA-CAT CHARTERS PTY. LTD. ACN 010 551 925	\$61,159
SEALINK QUEENSLAND PTY LTD ACN 148 811 170	\$258,515
SECCOMBE, ANTHONY D	\$200,283
SECCOMBE, ANTHONY D T/A MOURA BUS SERVICE	\$67,684
SELMANOVIC, P J & R J	\$63,612
SHANKS, ROSS & ELIZABETH A	\$108,953
SHEPPARD, RONALD W	\$158,455
SHOECRAFT, ELIZABETH A	\$225,489
SHULTZ, GERALD A & SUSAN G	\$92,110
SMALLACOMBE, ROGER D & KYLIE L	\$579,520
SMITH, COLIN J & MAREE P	\$59,664
SMITH, DIANE D M	\$64,958
SMITH, KENNETH D & JOCELYN M T/A CHINCHILLA TAXI SERVICE	\$11,246
SNELL, TONY W	\$61,259
SOUTH BUNDY BUSES PTY LTD ACN 101 338 783	\$366,767
SOUTHERN CROSS TRANSIT (QLD) PTY LTD ACN 097 130 615	\$2,742,258
STACK, DONALD J & ROBYN J	\$96,568
STAFFORD, ROBERT C & LEILA E	\$58,353
STAINKEY, TREVOR J & SHIRLEY M T/A STAINKEYS BUS LINES	\$279,811
STANDARD WHITE CABS LIMITED. ACN 009 743 962	\$382,922
STEWART, GARY J & PAMELA J	\$66,347
STEWART, GREGORY J & GEORGINA A	\$116,332
STEWART, KENNETH R	\$4,011
STILES, PHILLIP R	\$78,843
STILLER, R D & C	\$58,171
STONEHOUSE, CLINT T & VERONICA K	\$57,307
STONESTREET'S COACHES PTY. LTD. ACN 002 738 927 ATF THE KAPE FAMILY TRUST	\$305,260
STONESTREETS INVESTMENTS PTY LTD ACN 090 887 111	\$1,857,995
STORMRIDGE PTY LTD ACN 062 473 027	\$655,700
STRADBROKE FERRIES PTY LTD ACN 009 725 713	\$48,580
STRADBROKE ISLAND BUSES PTY LTD ACN 151 219 420	\$118,923
STRATFORD, DUGGAN L	\$392,894

Operator	Amount (2012–13)
SUMMOOK PTY LTD ACN 119 941 294 T/A PARADISE COACHES	\$8,281
SUNCOAST CABS LTD ACN 010 183 892	\$200,168
SUNSHINE BUSES PTY LTD ACN 127 627 856	\$6,453,414
SURF CITY COACHES PTY LTD ACN 115 011 937	\$163,895
SUTTON, EDWARD W & KERRY P	\$73,445
SWIFT, CAROL A	\$45,931
TABETRO PTY LIMITED ACN 010 276 490	\$52,604
TAGAI STATE COLLEGE	\$53,427
TARASEL PTY. LTD. ACN 010 273 088 ATF HARRIS POLLOCK UNIT TRUST	\$75,915
TASSEX PTY. LIMITED ACN 010 663 653	\$81,773
TATE, ROBERT T	\$168,299
TAYLOR, BEVEN J & VOLL, NORMA E	\$94,570
TD & GR ECKEL PTY LTD ACN 074 098 114	\$321,161
TELLENE PTY. LIMITED ACN 010 146 237 ATF THE HARLOW FAMILY TRUST	\$62,470
THE BLUE CATTLE DOG PTY LTD ACN 124 054 799 ATF THE BAXTER FAMILY TRUST	\$148,279
THIES, DESMOND L & MARY V	\$63,534
THOMAS, JEAN	\$47,482
THOMPSON, J S & B S	\$94,632
THOMPSON, LAWRENCE M & HAYWARD, HELEN G	\$272,643
THRELKELD INVESTMENTS PTY LTD ACN 095 617 431	\$381,623
THRUPP TRANSPORT PTY LTD ACN 161 513 533 ATF THRUPP FAMILY TRUST	\$84,542
TIGELL, GRAHAM R & MARIE ATF TIGELL FAMILY TRUST	\$54,060
TJL ENTERPRISES PTY LIMITED ACN 092 435 704	\$280,647
TOMKINS, GRAHAM L & PAMELA J	\$94,225
TOMS, PAMELA A	\$2,363
TOONEN, VICTOR A	\$108,856
TOOWOOMBA TRANSIT PTY LTD ACN 135 249 062	\$2,593,146
TOPP, JANELLE	\$36,656
TORRISI, GUISEPPE & CAROLYNNE M	\$90,061
TORRISI, SALVATORE	\$80,543
TOWNSEND SCHOOL BUS SERVICES PTY. LTD. ACN 063 956 169	\$10,309,590
TRANS NORTH PTY. LTD. ACN 074 538 159	\$6,428,417
TRANSDEV QUEENSLAND PTY LTD ACN 087 046 044	\$484,690
TRANSIT AUSTRALIA PTY. LIMITED ACN 065 794 943	\$176
TRANSIT AUSTRALIA PTY. LIMITED ACN 065 794 943 T/A CAPRICORN SUNBUS	\$70,400
TRANSIT AUSTRALIA PTY. LIMITED ACN 065 794 943 T/A MAGNETIC ISLAND SUNBUS	\$112,820
TRANSIT AUSTRALIA PTY. LIMITED ACN 065 794 943 T/A TOWNSVILLE SUNBUS	\$3,102,964
TRANSLINK TRANSIT AUTHORITY	\$10,397,301
TSAKISSIRIS, GEORGE & JOAN T/A G J BUSES	\$147,785

Operator	Amount (2012–13)
UNITED CAB COMPANY (NO.2) PTY. LTD. ACN 010 096 714	\$57,049
UNOLD, JAQUELINE T	\$67,649
VAN HOEYEN, STEPHEN G & HELEN M T/A GEBEN MOTORS	\$97,057
VARDY, DAVID J & CAROLYN K	\$67,383
VARTA ECHO PTY. LTD. ACN 011 058 361	\$36,152
VASSALLO, JAMES & SANDRA ATF J & S VASSALLO FAMILY TRUST T/A VASSALLO BUSES	\$428,850
VECCHIO-RUGGERI, FRANCESCO, SILVANO & VINCENZO T/A RUGGERI'S BUS SERVICE	\$330,938
VELLA, S J & T L	\$105,691
VILLAGE TAXI CABS PTY. LTD. ACN 092 776 273	\$37,959
W.G. & S.M. HEADING PTY. LTD. ACN 010 481 017 ATF THE HEADING FAMILY TRUST	\$181,868
WALES, KEITH	\$25,746
WALKER, ROBERT E M	\$15,617
WALL, JIM L & MARGARET J ATF THE JIM & MARGARET WALL FAMILY TRUST	\$170,801
WALL, WAYNE J & JACQUELINE A	\$52,574
WALSH, NEVILLE J & NARELLE G	\$56,082
WARNER, ANTHONY J & TRACEY L	\$69,271
WARRENER, DONALD W	\$71,277
WARWICK CHARTER COACHES PTY LTD ACN 117 793 389 ATF THE RETTKE FAMILY TRUST	\$52,659
WATKIN, AARON S & SUSAN	\$67,520
WATSON, NOEL & KAROL J	\$33,877
WATT, GRAHAM D	\$91,887
WATTS, JOHN W & JO-ANNE K	\$337,892
WAYTEE PTY LTD ACN 123 014 924 ATF DOWLING FAMILY TRUST	\$182,718
WEBB, MARIUS P & JULIA R	\$51,210
WEIER, BARRY R & PETA M	\$71,473
WEIR, LYLE J & ROBERT F	\$52,426
WESTERN CAPE COLLEGE	\$32,476
WEST'S TRANSPORT ENTERPRISES PTY. LTD. ACN 011 034 923 T/A WNBC NATIONAL NAMBOUR	\$361,580
WHEATON, P J & A M	\$27,038
WHEELER, L W & C J	\$167,126
WHELAN, ROSS J T/A BAMAGA TAXI	\$22,610
WHILEY, ALISON C T/A AC WHILEY BUSES	\$108,976
WHITE HORSE COACHES PTY. LTD. ACN 149 768 016	\$675,753
WHITE, ASHLEY F	\$48,610
WHITLEY, NEIL & MARILYN A	\$40,138
WICKHAM, TREVOR B	\$181,516
WILKINS, COLIN M & PATRICIA A	\$97,369
WILLIAMS, ALAN G T/A SILVER LEAF TAXI SERVICE	\$24,670
WILLIAMS, G T, D A, G C, A T, B J T/A GLENDALE PARTNERSHIP	\$41,183

Operator	Amount (2012–13)
WILLJOY PTY. LTD. ACN 051 094 369 ATF THE GIST FAMILY TRUST	\$29,551
WILSON, MICHAEL & SCHMIDT, DANIELLE L T/A MURGON TAXIS	\$2,767
WILSON, PETER C M & KAY E	\$113,247
WOMBAT WANDERERS PTY. LTD. ACN 056 390 955	\$296,475
WOMPOS PTY LTD ACN 135 089 468	\$50,005
WONDEKAI GRAZING COMPANY PTY. LTD. ACN 075 243 819 ATF THE ROSS MUIRHEAD FAMILY TRUST	\$55,130
WORTH, JEFFREY J & JULIE N T/A KARRABEE BUS & COACH	\$302,402
WORTH, PETER D & SUZANNE	\$125,253
WRIGHT, JUDITH A, GORDON G, HEATHER Y & MCBRIDE, NOEL A	\$47,229
WRIGHT, JUDITH ANN ATF TOREVA TRUST	\$38,274
WYOMING DISTRIBUTORS PTY. LTD. ACN 079 322 740	\$569,223
YARRABAH ABORIGINAL SHIRE COUNCIL	\$50,495
YARROW, COLLEEN M T/A YARRADEEN BUS SERVICE	\$50,073
YELLOW CABS (QUEENSLAND) PTY. LTD. ACN 009 662 408 ATF THE MONBURN TRUST	\$1,008,623
YOUNG, DAVID G, PHILIP J & PHYLLIS J T/A YOUNGS BUS SERVICE	\$1,813,176
ZAMONER PTY. LIMITED ACN 003 532 625 T/A GATTON BUS SERVICE	\$1,077,911
ZAMONER PTY. LIMITED ACN 003 532 625 T/A MINDEN BUS SERVICE	\$1,490,226
ZERBST, I K & A J ATF I K & A J ZERBST FAMILY TRUST	\$186,433
ZIRBEL, GABRIEL L & CUBIS, KELLY A	\$38,329
ZISCHKE, G W & D L	\$881,664
<b>Total subsidy</b>	<b>\$169,793,788</b>

# Glossary

Term	Definition
Airtrain	A rail link between Brisbane Airport, Brisbane City and the Gold Coast
Aurizon	Aurizon, formerly QR National, is a publicly listed rail freight company in Australia. Formerly owned by the Queensland Government, its assets were transferred to a new company QR National Limited in July 2010. QR National was rebranded as Aurizon in December 2012.
Austroroads	The national association of road transport and traffic authorities in Australia and New Zealand. Austroroads is governed by a council of senior executives from Australian Government and state road authorities, the Australian Local Government Association and Transit New Zealand.
Black Spot Program	An Australian Government-funded program that is part of the commitment to reduce crashes on Australian roads.
B-Double	An articulated heavy vehicle towing two semi-trailers not in excess of 26m in length.
Busway	A dedicated roadway that separates buses from general traffic.
Commission of Audit	Established in 2012 to review the Queensland Government's financial position, and to make recommendations on: <ul style="list-style-type: none"> <li>strengthening the Queensland economy</li> <li>improving the State's financial position including regaining a AAA credit rating</li> <li>ensuring value for money in the delivery of frontline services.</li> </ul>
<i>Disability Discrimination Act 1992</i>	The <i>Disability Discrimination Act 1992</i> (Cwlth) protects individuals from direct and indirect discrimination in areas such as employment, education and access to premises and public transport.
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.
Government Owned Corporation	Government-owned trading enterprises that conduct activities and provide services in a commercial environment.
Key Performance Indicator (KPI)	The department's performance indicators, aligned with the four strategic objectives outlined in the <i>Transport and Main Roads Strategic Plan 2012–2016</i> .
Kiss 'n' ride	A dedicated passenger pick-up and set-down area located close to public transport entry points, such as train and busway stations.
Nation Building 2 Program	The second phase of an Australian Government program to invest in road and rail infrastructure between 2014–15 and 2018–19.
Off-peak	TransLink's off-peak period is from 9am to 3.30pm and after 7pm on weekdays until the last service of the day, and all day on weekends and gazetted public holidays. Customers travelling in off-peak periods may be eligible for a discounted fare.
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.
Peak	Those times where passenger demand for public transport services is highest. Historically, TransLink's peak periods are consistent with normal weekday peak commuter periods where passengers are travelling to and from work or school.
Performance Based Standards Level 2B vehicle	A vehicle that meets the national requirements for Level 2B standards and does not exceed 30m in length.

Term	Definition
<i>Public Sector Renewal program</i>	A current renewal program to transform the Queensland public sector into one government that is connected and working together to deliver smarter, simpler outcomes that are responsive to the needs of Queenslanders.
Public utility plant	The infrastructure used to deliver public utility services. Public utilities can include electricity, natural gas, water, sewage and telephony.
qconnect	The department's program to fund public transport services throughout regional, rural and remote Queensland.
Queensland Rail Limited	A Government Owned Corporation that manages the regional non-coal rail network and the metropolitan rail network, and provides urban and regional passenger rail services.
Q-SAFE	Queensland's current practical driving test, designed to evaluate a person's ability to drive safely and correctly in different driving situations.
<i>Right to Information (RTI) Act 2009</i>	<i>The Right to Information (RTI) Act 2009</i> provides a legal right of access to information held by state and local government agencies. A person may exercise this right without demonstrating any need or reason for the information.
Roads Alliance	The department's joint approach with local government to prioritise investment on local roads of regional significance to the road network.
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	Commercial business unit in the department and a major provider of transport infrastructure solutions, providing construction and maintenance services across 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).
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.
Stakeholder	Anyone or any group that either influences or is affected by our business.
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).
Strategic plan	A high-level planning document that links long-term planning with operational delivery.
STREAMS	An integrated Intelligent Transport System platform that enables traffic signalling, incident response, motorway management and other traffic services to be managed from a single system.
TransLink Division	TransLink Division, including the former TransLink Transit Authority, is a division of the Department of Transport and Main Roads and is responsible for leading and shaping Queensland's overall passenger transport system. The division facilitates passenger transport services for Queenslanders, aiming to provide a single integrated transport network accessible to everyone.
Veloway	A sealed bikeway that provides a safe, dedicated route for cyclists.
Zero Harm	A Workplace Health and Safety vision that aspires to achieve an incident and injury-free work environment where every person comes to work and goes home again safely.

# Acronyms

Acronyms	Definition
ABS	Australian Bureau of Statistics
ACN	Australian Company Number
ASTRA	Academic Strategic Transport Research Alliance
CBD	Central Business District
COAG	Council of Australian Governments
FTE	Full-time Equivalent
GCWA	Gold Coast Waterways Authority
GST	Goods and Services Tax
HR	Human Resources
ICT	Information and Communication Technology
ISSN	International Standard Serial Number
LTI	Lost Time Injuries
LTIFR	Lost Time Injury Frequency Rate
NDRRA	National Disaster Relief and Recovery Arrangements
NHVR	National Heavy Vehicle Regulator
POTL	Port of Townsville Limited
QR	Queensland Rail
QTRIP	Queensland Transport and Roads Investment Program
REEFVTS	Great Barrier Reef and Torres Strait Vessel Traffic Service
SAP	Systems Applications and Products
SEQ	South-east Queensland
SPP	State Planning Program
TCDP	<i>Transport Coordination and Delivery Plan</i>
TIDS	Transport Infrastructure Development Scheme
TLWAG	Transport and Logistics Workforce Advisory Group
VoIP	Voice over Internet Protocol
WHS	Workplace Health and Safety

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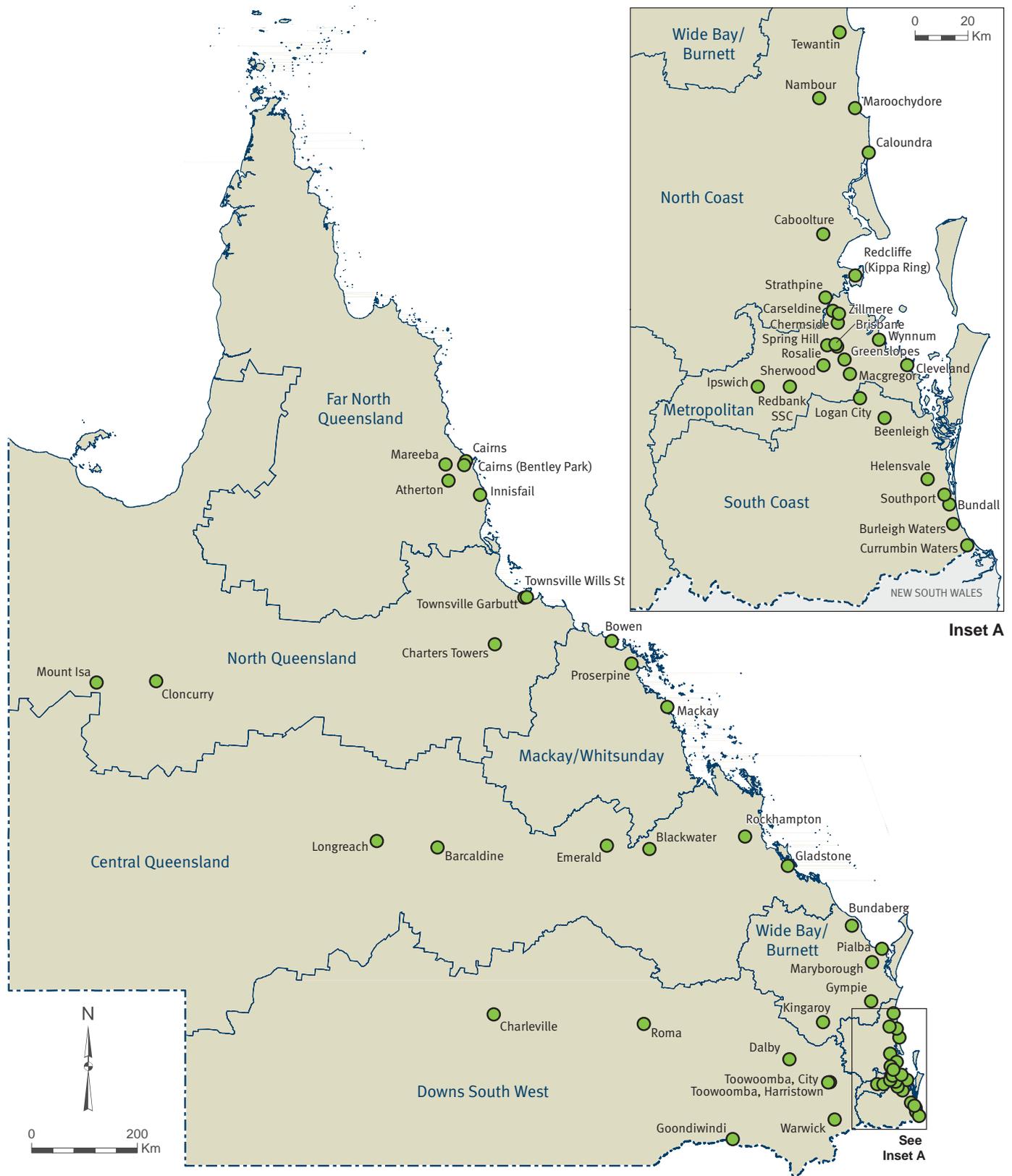
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# Transport and Main Roads regional map including customer service centres



Note: Four mobile customer service facilities operate throughout Queensland

# Contact information

## Customer service centres

Addresses for the department's statewide network of customer service centres are listed below. For details about the services we provide, visit our website at [www.tmr.qld.gov.au](http://www.tmr.qld.gov.au) or telephone our call centre on 13 23 80\*.

Figure 48 – Customer service centres

Suburb	Address	Suburb	Address
Atherton	Shop 2, 13B Herberton Road, Atherton Qld 4883	Ipswich	2 Colvin Street, North Ipswich Qld 4305
Barcaldine	74 Ash Street, Barcaldine Qld 4725	Kingaroy	Artie Kerr Building, 130 Kingaroy Street, Kingaroy Qld 4610
Beenleigh	31 Logan River Road, Beenleigh Qld 4207	Logan City	43–45 Jacaranda Avenue, Logan Central Qld 4114
Blackwater	8 Blain Street, Blackwater Qld 4717	Longreach	14 Wonga Street, Longreach Qld 4730
Bowen	6 Herbert Street, Bowen Qld 4805	Macgregor	Kessels Court, 567 Kessels Road, Macgregor Qld 4109
Brisbane City	229 Elizabeth Street, Brisbane Qld 4000	Mackay	Cnr Endeavour Street and Industrial Street, Mackay Qld 4740
Bundaberg	9 Production Street, West Bundaberg Qld 4670	Mareeba	147 Walsh Street, Mareeba Qld 4880
Bundall	30 Upton Street, Bundall Qld 4217	Maroochydore	6 Kelly Court (off Kayleigh Drive), Maroochydore Qld 4558
Burleigh Waters	Burleigh Home Space, 1 Santa Maria Court, Burleigh Waters Qld 4220	Maryborough	Bright Street, Maryborough Qld 4650
Caboolture	Cnr Aerodrome Road and Piper Street, Caboolture Qld 4510	Mount Isa	Shop 1, 29 Simpson Street, Mount Isa Qld 4825
Cairns (Bentley Park)	Shop 18, Bentley Village Shopping Centre, 96 McLaughlin Road, Bentley Park Qld 4869	Nambour	Cnr Stanley Street and Coronation Avenue, Nambour Qld 4560
Cairns (Kenny Street)	82–86 Kenny Street, Portsmith, Cairns Qld 4870	Proserpine	55 Main Street, Proserpine Qld 4800
Caloundra	54 Canberra Terrace, Caloundra Qld 4551	Redbank	Shop 221, Level 2, Redbank Plaza Shopping Centre, 1 Collingwood Drive, Redbank Qld 4301
Charleville	Hood Street, Charleville Qld 4470	Redcliffe (Kippa Ring)	Cnr Beach Street and Bingle Street, Kippa Ring Qld 4021
Charters Towers	11–15 Church Street, Charters Towers Qld 4820	Rockhampton	31 Knight Street, North Rockhampton Qld 4701
Chermside	766 Gympie Road, Chermside Qld 4032	Roma	56–58 Gregory Street, Roma Qld 4455
Cleveland	Ross Court Centre, Cnr Bloomfield Street and Ross Court, Cleveland Qld 4163	Rosalie	109 Beck Street (Cnr Boys Street), Paddington Qld 4064
Cloncurry	16–22 Ramsay Street, Cloncurry Qld 4824	Sherwood	14 Primrose Street, Sherwood Qld 4075
Currumbin Waters	Unit 3, 109 Currumbin Creek Road, Currumbin Waters Qld 4223	Southport	265 Nerang Street, Southport Qld 4215
Dalby	20 Cunningham Street, Dalby Qld 4405	Spring Hill	477 Boundary Street, Spring Hill Qld 4004
Emerald	83 Esmond Street, Emerald Qld 4720	Strathpine	43 Bells Pocket Road, Strathpine Qld 4500
Gladstone	2 Paterson Street, Gladstone Qld 4680	Tewantin	8 Sidoni Street, Tewantin Qld 4565
Goondiwindi	6 Brisbane Street, Goondiwindi Qld 4390	Toowoomba (City)	Cnr CLOPTON and Phillip Street, Toowoomba Qld 4350
Greenslopes	Greenslopes Shopping Mall, 700 Logan Road (Cnr Plimsoll Street), Greenslopes Qld 4120	Toowoomba (Harristown)	Cnr Yaldwyn Street and Warwick Street, Toowoomba Qld 4350
Gympie	44 Duke Street, Gympie Qld 4570	Townsville (City)	146 Wills Street, Townsville Qld 4814
Helensvale	Helensvale Plaza Shopping Centre, 12 Sir John Overall Drive, Helensvale Qld 4212	Townsville (Garbutt)	21–35 Leyland Street, Garbutt Qld 4814
Hervey Bay	50–54 Main Street, Pialba Qld 4655	Warwick	51 Victoria Street, Warwick Qld 4370
Innisfail	12–14 Clifford Road, Innisfail Qld 4860	Wynnum	139 Tingal Road, Wynnum Qld 4178
		Zillmere	69 Pineapple Street, Zillmere Qld 4034

\* A local call charge if calling within Australia. Higher rates apply from mobile phones and payphones. For international callers, please phone +61 7 3834 2011.

The department also has four mobile customer service centre units operating across Queensland to deliver services to regional and remote areas.

## Key regional maritime offices

Figure 49 – Key regional maritime offices

<b>Brisbane</b> Floor 1, Pinkenba Marine Operations Base, MacArthur Avenue East, Pinkenba Qld 4008 (07) 3860 3500	<b>Cairns</b> Floor 1, Portsmith Marine Operations, 100–106 Tingira Street, Portsmith Qld 4870 (07) 4052 7400	<b>Gladstone</b> Floor 2, Centrepont Building, 136 Goondoon Street, Gladstone Qld 4680 (07) 4973 1200
<b>Mackay</b> Ground Floor, 14 Discovery Lane, Mount Pleasant Qld 4740 (07) 4944 3700	<b>Townsville</b> Ground Floor, 60 Ross Street, Townsville Qld 4810 (07) 4726 3400	

## Transport and traffic information

Figure 50 – Transport and traffic information

<b>Public transport</b> Phone: 13 12 30 Web: <a href="http://www.translink.com.au">www.translink.com.au</a>	<b>Traffic information</b> Phone: 13 19 40 Web: <a href="http://www.131940.qld.gov.au">www.131940.qld.gov.au</a> Twitter: @131940_Metro
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## Traffic management centres

Figure 51 – Traffic management centres

<b>Brisbane Metropolitan Transport Management Centre</b> Phone: (07) 3292 6000 Post: GPO Box 1434, Brisbane Qld 4001	<b>Statewide Traffic Management Centre, Nerang</b> Phone: (07) 5561 3800	<b>Maroochydore Traffic Management Centre</b> Phone: (07) 5313 8737
<b>Townsville Traffic Management Centre</b> Phone: (07) 4720 7450	<b>Cairns Traffic Management Centre</b> Phone: (07) 4050 5425	<b>Toowoomba Traffic Management Centre</b> Phone: (07) 4639 0700



