



# TransLink Transit Authority Annual Report 2009–10



2009  
2010

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13 September 2010

The Honourable Rachel Nolan MP  
Minister for Transport  
GPO Box 2644  
Brisbane Qld 4001

Dear Minister Nolan

***TransLink Transit Authority Annual Report 2009-10 – Letter of compliance***

I am pleased to present the *TransLink Transit Authority Annual Report 2009-10* for the TransLink Transit Authority and the TransLink Transit Authority Employing Office.

I certify 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 found at pages 140 - 141 of this annual report or accessed at <http://www.translink.com.au/reports.php>.

Yours sincerely



Peter Strachan  
Chief Executive Officer  
**TransLink Transit Authority**



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## Message from the Chair

The TransLink Transit Authority has now completed its second full year as the statutory authority responsible for the management of South East Queensland's public transport system.

The scale of the task undertaken by TransLink is substantial, integrating mass transit services across an area of approximately 10 000 square kilometres coordinating three different modes of transport – train, bus and ferry.

Over the past two years, TransLink has made substantial improvements to the region's public transport system and received significant financial and strategic endorsement from the Queensland Government to be able to do so.

This financial year, TransLink managed the Queensland Government's largest ever investment in South East Queensland's public transport system – a funding investment of more than \$1.2 billion.

This funding has been instrumental in enabling TransLink to enhance bus, train and ferry services, undertake major infrastructure upgrades to the bus and rail networks, and fund substantial increases to the Brisbane City Council bus fleet and Queensland Rail train rolling stock.

In administering the state's investment, TransLink's role is to ensure that funding is spent as effectively and efficiently as possible and this is a task that I believe TransLink is well-equipped to undertake.

Over the past year, TransLink has delivered on many of the projects commenced during its inaugural year, including the first stage of its five-year fare strategy and the release of the *TransLink Network Plan 2010* – TransLink's forward plan for public transport in South East Queensland.

Through the Queensland Government's investment, in July 2010, TransLink realised the state's commitment to deliver 301 000 new seats per week on TransLink bus, train and ferry services – providing the people of South East Queensland with increased access to what is already one of the world's largest integrated public transport networks.

Over the past twelve months, TransLink has also worked closely with local government to identify new opportunities for local agencies to work in partnership with the Queensland Government to implement public transport improvements in their local community.

This year, the financial contributions made by the Gold Coast City Council, the Sunshine Coast Regional Council and the Brisbane City Council towards public transport have seen a range of exciting new projects and service enhancements delivered in their local areas.

Moving forward, this cooperative approach will help open up new opportunities to improve the TransLink network, to ensure that South East Queensland's public transport system is delivered in a way that meets the diverse needs of the region, at reasonable cost to the people of Queensland. It is TransLink's responsibility to ensure that we deliver on these opportunities by providing the most effective, efficient and customer-friendly planning of routes and timetables to provide a strong public transport network to the community.

Capitalising on these new opportunities is a goal that I and the members of the TransLink Board are committed to ensuring the organisation delivers on in 2010–11.

The work of TransLink would not be possible without a dedicated and hard working team of employees and as Chair of the TransLink Transit Authority Board, I would like to sincerely thank them for the significant contribution they have made in the last year. I would also like to thank the Honourable Rachel Nolan MP, Minister for Transport for the policy and operational support she has given us in delivering the TransLink network.

With this support and the ongoing commitment of the people of TransLink, we aim to deliver a public transport network that is world class.

**Geoff Harley**  
Chair



## Chief Executive Officer's report

In last year's annual report, I recounted my first impressions of the TransLink Transit Authority, describing it as an innovative and dynamic organisation that showed much promise for South East Queensland and its future. This year, I am pleased to report on how TransLink is making the most of this innovation to deliver on its promise.

Building on the strong foundation of strategic planning undertaken in 2008–09, TransLink has been busy in 2009–10 implementing new ideas across the business to improve the way we provide public transport services.

The implementation of a new fare structure on 4 January 2010 marked a significant milestone for TransLink in 2009–10, as the first stage in executing TransLink's new five year fare strategy. This revised fare structure positions TransLink's smartcard ticket product, *go card*, as the primary ticket for the South East Queensland public transport system. TransLink's fare strategy also includes the rollout of new incentives for customers to make the switch to *go card* ahead of the planned phase out of legacy paper ticket products.

These new initiatives have contributed to a significant rise in the number of TransLink passengers using *go card* on the network in 2009–10. This year we celebrated our 100 millionth *go card* trip and issued more than 630 000 *go cards*. This took the total number of cards issued for use on the network to more than one million since *go card*'s launch in January 2008. Travel using *go card* now represents more than 60 per cent of all trips taken on TransLink bus, train and ferry services, compared with around 30 per cent of all trips at the end of 2008–09.

This increase in *go card* usage marks an exciting era for public transport planning in South East Queensland. Through *go card*, TransLink can now access improved bus boarding and alighting data, allowing our network planning team to analyse bus passenger loads. This data enables us to better prioritise resources and help address overcrowding on some of the network's busiest routes. This is just a taste of what is to come. As *go card* usage increases, TransLink will have access to a far more complete and accurate picture of how our customers use the public transport network. This will enable us to plan services more efficiently and allocate funding to where it is needed most.

There have also been many innovations in other areas of the TransLink business. Some of our key achievements in 2009–10 include:

- launching our new pre-loaded *go card* product, loaded with a \$5 deposit and \$15 travel credit to make it even easier for customers to make the switch to *go card*
- boosting the total number of *go card* retail outlets to 520 locations throughout South East Queensland — Australia's largest smartcard retail network
- installing 17 next-generation fare machines on busway stations equipped to sell adult *go cards*
- rolling out new *go card* readers with new user-friendly signage at key locations on rail stations across the TransLink network
- making additional enhancements to *go card* through the introduction of a 10 per cent off-peak discount and automatic balance top-ups



- pioneering the trial of two new high-capacity “superbuses” operating between Logan and Brisbane along the South East Busway, as part of the Queensland Government’s broader Congestion Management Program
- launching TransLink’s immensely popular *go* ready customer education program – giving away more than 15 000 *go* cards to attendees at 323 *go* ready information sessions as at 30 June 2010
- providing more than 21 500 hours of face-to-face assistance to customers through TransLink’s largest ever Helping Hands program
- expanding pre-paid services across a further 36 peak bus routes to a total of 42 pre-paid routes across the network
- implementing a program adding 301 000 weekly seats to TransLink bus, train and ferry services
- adding 13 new three-car train sets and 173 new buses to the TransLink fleet to increase capacity
- more than \$129 million spent on public transport capital projects, including upgrades to train stations, park ‘n’ rides and bus infrastructure and facilities
- the release of the *TransLink Network Plan 2010* including the first details of TransLink’s innovative strategic network of high frequency priority (HFP) services (see p.39)
- launch of the new TransLink *Transit Authority Strategic Plan 2010–2015*, outlining TransLink’s strategic priorities for the next five years (see p.13).

## Meeting TransLink’s challenges

In the face of some of Queensland’s toughest economic times, the need to ensure TransLink continues to provide real value to the people of Queensland is more important than ever. Over the past 12 months, the far-reaching effects of the global financial crisis have highlighted the vital role TransLink plays in supporting the long-term health of Queensland’s economy and in realising the state government’s Toward Q2 ambitions of creating a strong, green, smart, healthy and fair Queensland.

In the 2009–10 financial year, TransLink was responsible for managing a \$1.2 billion investment in public transport infrastructure and services for South East Queensland – the state government’s largest ever investment in the TransLink network. Through this stewardship of the state’s investment, TransLink contributes to driving Queensland’s economic growth while providing individuals with affordable transport options to access employment, training, housing, health services and recreation.

These important contributions are reflected in TransLink’s recently released *Strategic Plan 2010–15*. Our new strategic plan highlights the need to find innovative, more efficient ways to do business — to secure the long-term financial sustainability of the public transport system and facilitate future growth. TransLink is committed to achieving this objective by reducing the state government subsidy required to deliver public transport services from 75 per cent to 70 per cent over the next five years.

Over the past twelve months, we have implemented a number of innovative initiatives that will enable us to deliver improvements to the public transport network through increased business and operational efficiency.



This year, TransLink completed its first Network Enhancement and Efficiency Review of the entire TransLink bus network. This review will allow us to reinvest non-productive kilometres back into the network to create additional efficiency gains for customers in increased service reliability and better bus – train connections. In future years, efficiency gains will be further enhanced through the availability of passenger data from *go* card and the introduction of HASTUS – a new, state-of-the-art transport scheduling software program, due for implementation in the 2010–11 financial year.

The 2009–10 financial year also marked an important milestone in TransLink's development as the organisation responsible for managing the state's investment's in public transport service and infrastructure enhancements in South East Queensland. In May 2010, the TransLink Transit Authority received its first ever endorsement as a Project Managed Organisation by the Australian Institute of Project Management – the peak body for project management in Australia. This endorsement is the institute's top-level award, received by only 22 organisations throughout Australia, and recognises the significant work that we have undertaken over the past two years to ensure we have the best-possible processes in place to manage the state government's investment in the region's public transport network. Through strong governance and portfolio management processes we will continue to deliver improvements as effectively and as efficiently as possible, to ensure we deliver real value for money for the people of South East Queensland.

## Looking forward

TransLink's new strategic plan clearly articulates our new vision of *making travel easy* for the people of South East Queensland. We are committed to achieving this vision by delivering on our five strategic objectives of quality customer service, managing the network, effective stakeholder engagement, achieving business excellence, and financial sustainability.

In the year ahead, TransLink's primary focus will be on delivering a better customer experience. Through strengthened relationships with local government agencies, industry and our delivery partners, we will continue to enhance the region's public transport system with new public transport services and infrastructure. Over the next 12 months we will continue building a new high frequency priority (HFP) network of transport services to deliver faster, more reliable journeys for our passengers. In 2010–11 we will also deliver a \$200 million upgrade of around one-third of South East Queensland's rail stations – the most significant upgrade of the region's rail stations since services started operating in the 1860s.

Through the continuation of our *go* ready education sessions and our Helping Hands program, we will make sure our customers feel comfortable and confident using *go* card. Improvements to our website and journey planner over the next few months will ensure customers have easy access to public transport information when they need it, to make planning travel on the TransLink network even easier.

TransLink recently commenced the tendering process for the Customer First project which, once implemented, will provide accurate real-time location and arrival/departure times for TransLink bus and ferry services to better inform our passengers and their travel decisions.

TransLink is now in the best possible position to deliver the end goal I promised in last year's annual report – an innovative, efficient and value-for-money public transport system that people want to use. I am confident that with our renewed vision and clear strategic direction we will continue to deliver on this promise.

**Peter Strachan**  
Chief Executive Officer



## At a glance

### Our 2009–10 innovations and achievements

- Implemented a program adding 301 000 additional weekly seats to TransLink bus, train and ferry services.
- Added 173 new buses, 13 new three-car trains and one new CityCat to the TransLink network.
- Issued 629 681 *go* cards in 2009–10 - with more than one million cards now issued for use on the TransLink network since *go* card's launch.
- 80.5 million *go* card trips out of a total 181.8 million passenger journeys – with more than 60 per cent of trips taken on *go* card in June 2010.
- 43 per cent of *go* card trips benefitted from new off-peak discounts on *go* card.
- 49 605 *go* cards registered for TransLink's new auto top-up feature.
- 3 000 hours each week saved in reduced bus boarding times, from increased use of *go* card.
- Made significant improvements to public transport infrastructure including the completion of the Northern Busway (Royal Children's Hospital Herston to Windsor) and Eastern Busway (Eleanor Schonell Bridge to Buranda), Varsity Lakes train and bus stations.
- Spent more than \$129 million upgrading park 'n' rides, bus interchanges, stops and facilities.
- 17 next-generation fare machines on busway and bus interchange stations, capable of dispensing tickets, topping up *go* cards and selling adult *go* cards.
- 36 additional peak routes converted to dedicated pre-paid services to deliver faster, more reliable services for customers.
- Trialled two new high-capacity, three-door superbuses capable of carrying up to 112 passengers.
- Implemented new 24 hour services on Fridays and Saturdays and minimum 15 minute service frequency on Brisbane's new CityGlider bus service, the first of TransLink's new High Frequency Priority (HFP) routes.
- 323 *go* ready education sessions provided to senior community groups throughout South East Queensland, with more than 15 000 *go* cards loaded with \$10 credit given away to attendees, as at 30 June 2010.
- Provided 21 500 hours of face-to-face assistance to customers through our Helping Hands program.
- 14.26 million visits to TransLink's website ([www.translink.com.au](http://www.translink.com.au)) - Queensland's most visited government website.
- 1.7 million calls to TransLink's 24/7 Call Centre (13 12 30), around 4 300 calls on an average weekday.
- Doubled the size of the *go* card retail network – there are now 520 places to buy a *go* card and more than 1 000 places to top-up throughout South East Queensland.





## 2009–10 performance snapshot

### Patronage

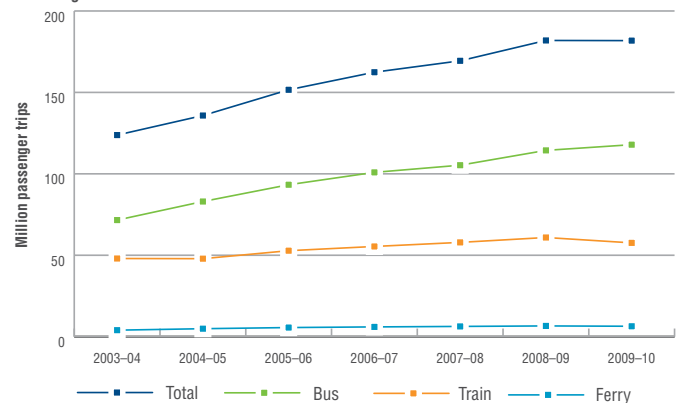
Patronage during the 2009–10 year was comparable with that of 2008–09 with 181.8 million passenger trips taken this year compared to 181.9 million passenger trips last year.

This slight drop in recorded patronage levels is largely due to a correction in TransLink's passenger trip count methods resulting from increased *go* card usage on the TransLink network. Through the detailed boarding and alighting data provided by *go* card, TransLink has been able to develop a more complete and detailed picture of how people are using the public transport system to more accurately determine how often passengers use and transfer between bus, train and ferry services.

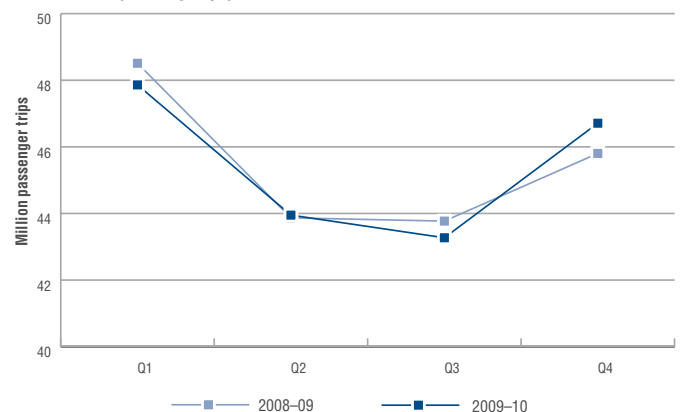
In 2009–10, bus travel experienced an increase in the total number of passenger trips (114.4 million to 117.9 million), whilst train and ferry patronage were slightly below 2008–09 levels (train – 60.9 million to 57.6 million and ferry – 6.6 million to 6.4 million).

**Find out more about our patronage performance in 2009–10 on page 43.**

Patronage



Network wide patronage by quarter



## Capacity and service growth

During 2009–10 TransLink implemented a program adding 301 000 additional weekly seats to TransLink bus, train and ferry services.

To increase capacity, TransLink added 173 new buses, including two new high-capacity superbuses operating on the South East Busway, 13 new three-car train sets, and one new ferry to the network during the 2009–10 reporting period.

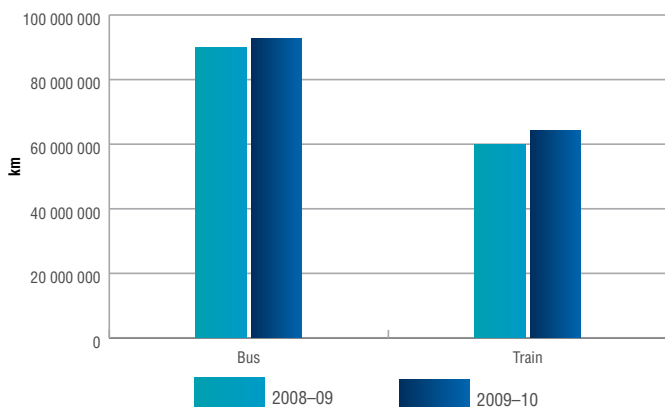
Bus service kilometres increased by around three per cent over the 2009–10 financial year from 89.87 million kilometres at the end of 2008–09 to 92.87 million kilometres at the end of 2009–10. Train service kilometres increased by around seven per cent over the 2009–10 financial year from 59.81 million kilometres at the end of 2008–09 to 64.24 million kilometres 2009–10.

In 2009–10 TransLink adopted a new measure of capacity on the network called place kilometres. This is a simple calculation of the number of service kilometres provided, multiplied by the passenger capacity of the bus or train carriage, divided by one million.

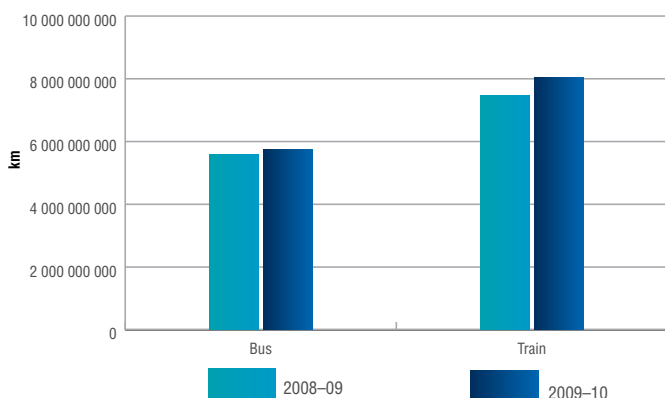
Place kilometres for bus increased from 5 572 million in 2008–09 to 5 758 million in 2009–10. Place kilometres for train increased from 7 476 million in 2008–09 to 8 030 million in 2009–10 increasing the total capacity of the TransLink network by more than 5.6 per cent.

**Find out more about our capacity and service growth in 2009–10 page 45.**

Bus and train – service kilometres



Bus and train – place kilometres



## On-time running and service cancellations

In 2009–10, bus on-time running and service cancellations exceeded benchmarks, with 99.99 per cent of services running without cancellation and 95.01 per cent of all bus services running on time. This represents a 3.1 per cent improvement on 2008–09 on-time running levels.

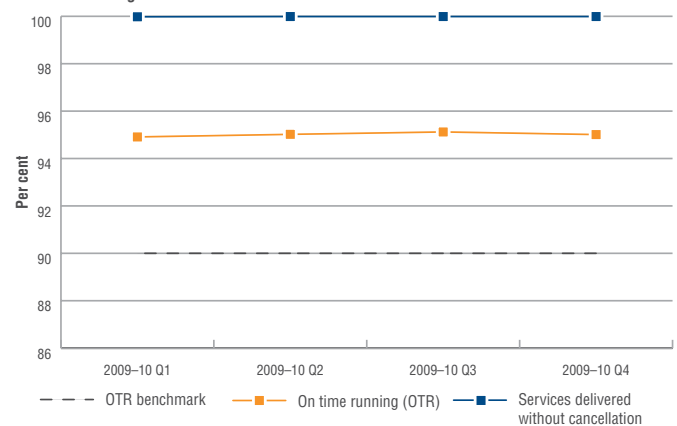
In the first quarter of 2009–10 train services delivered without cancellation and train on-time running levels were above contracted benchmarks. However these dropped below benchmarks during the middle quarters of 2009–10.

In quarter four, train performance showed an increase both in on-time running and services delivered during peak periods — achieving an average overall performance of 99.75 per cent of services delivered without cancellation and 92.71 per cent of all train services running on time for the 2009–10 reporting period. This represents an overall improvement on 2008–09 performance levels.

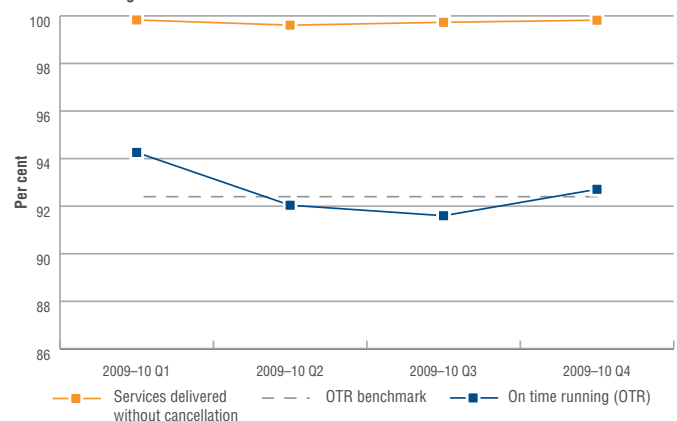
TransLink continues to work with all operators to ensure services run on time.

**Find out more about 2009–10 on-time running and cancellations on page 23.**

On-time running and services delivered without cancellation – bus



On-time running and services delivered without cancellation – train

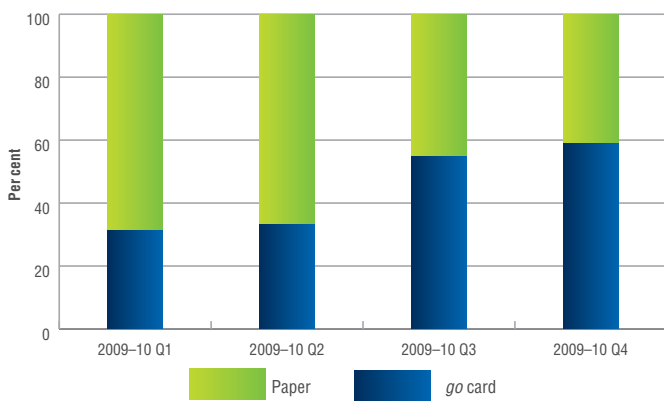


## go card

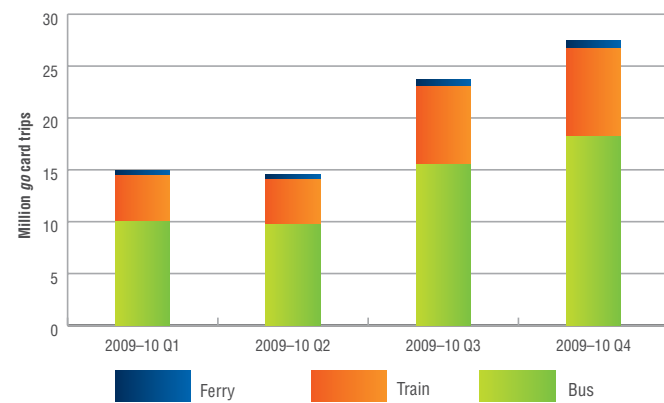
As at 30 June 2010, more than one million go cards had been issued for use on the TransLink network since its launch in 2008. go card now represents more than 60 per cent of all trips on TransLink services with more than 80 million go card trips taken in the 2009–10 financial year. Despite a significant increase in the number of new go card users in quarter three of 2009–10 the number of go card related complaints and adjustment requests decreased over the course of the year.

**Find out more about 2009–10 go card performance on page 54.**

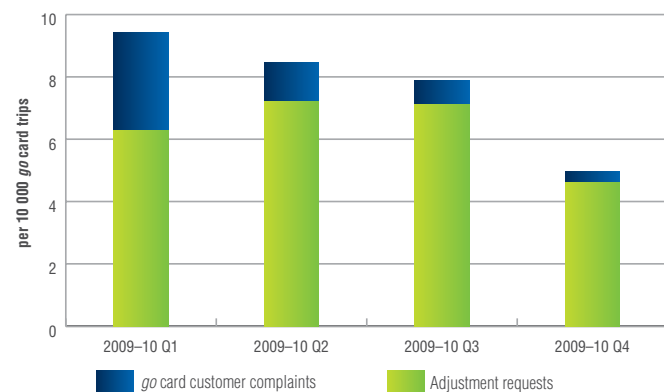
go card use network wide



go card use by mode



go card customer complaints and adjustment requests



## Customer enquiries and complaints

In 2009–10, TransLink received almost 16 million enquiries via the TransLink Call Centre and TransLink website — up 44 per cent on 2008–09 levels.

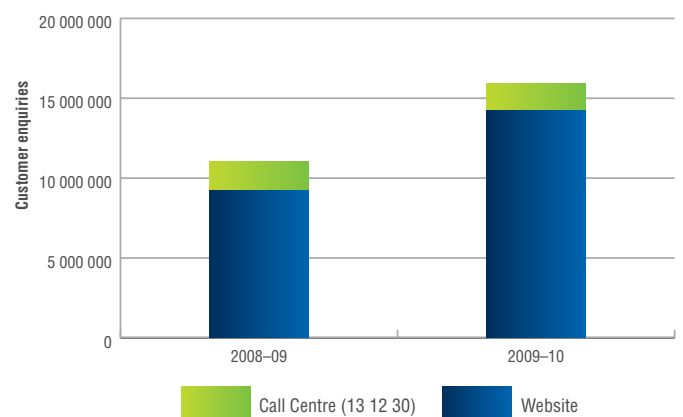
The TransLink website continues to be the busiest Queensland Government website with 14 257 962 million visits during 2009–10. This compares to 9 237 090 million visits for 2008–09 — an increase of 54 per cent. Call Centre enquiries topped 1.68 million for the year — a decrease of 6.9 per cent on the previous year.

TransLink is also the single point of contact for customers wanting to provide feedback, access current and forthcoming service information, source infrastructure project information, raise an issue, or make a complaint.

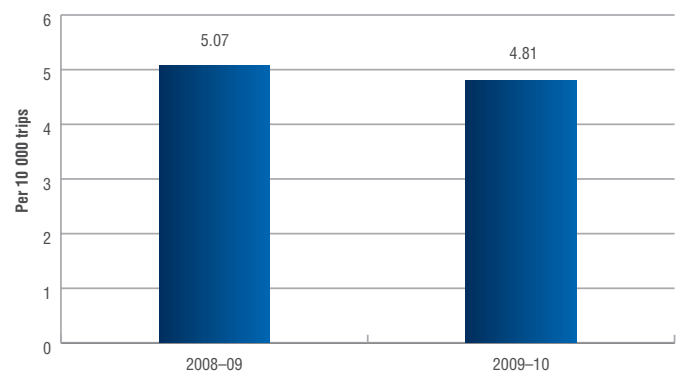
The level of customer complaints reduced during the 2009–10 financial year, dropping from 5.07 complaints per 10 000 trips to around 4.81 complaints per 10 000 trips as at 30 June 2010.

**Find out more about our customer enquiries and complaints performance in 2009–10 on page 33.**

Total customer enquiries



Customer complaint rate





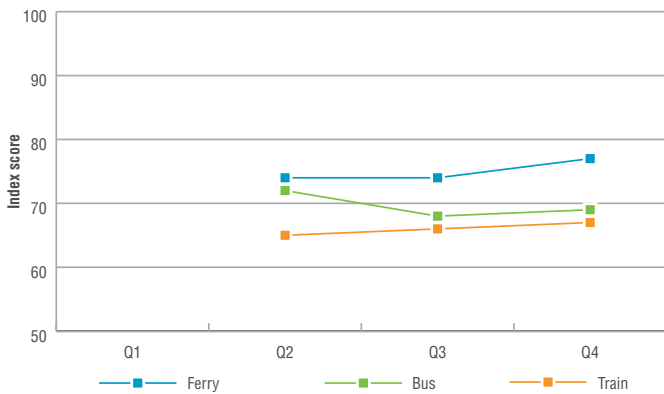
## Customer satisfaction

Customer satisfaction remained high, with an overall satisfaction index of 69 out of a possible 100 in the fourth quarter of 2009–10. The survey was reviewed and adjusted in the second half of 2009 and therefore not conducted in quarter one of the reporting year. Subsequent surveys have reflected additional aspects of customer satisfaction, including *go card*, public transport information, the 24-hour call centre and the website.

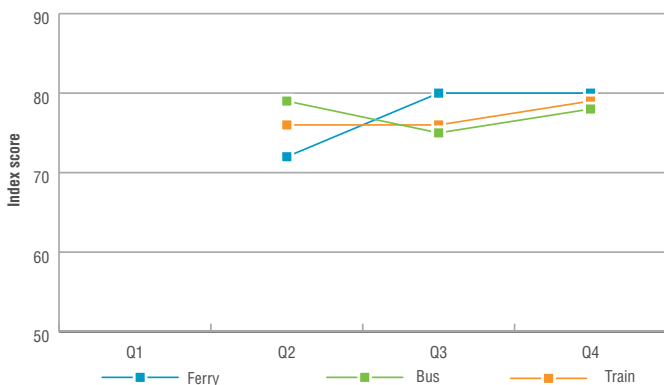
Customer satisfaction with the ease of using *go card* remained high in 2009–10 with a best-practice score of 79 in the fourth quarter.

**Find out more about our customer satisfaction performance in 2009–10 on page 34.**

Overall customer satisfaction 2009–10



go card satisfaction 2009–10



## Fare and subsidy levels

Fare revenue and Queensland Government subsidies make up the majority of funding for TransLink to deliver public transport services.

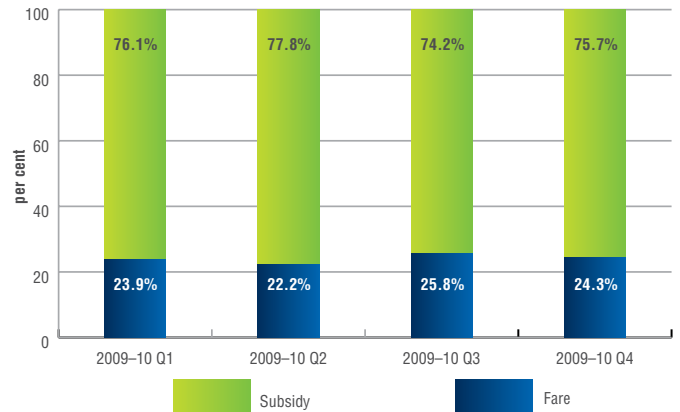
In 2009–10, the Queensland Government contributed approximately \$5.10 for every \$1.64 collected from passengers in fare revenue — in quarter four this represented around 75.7 per cent of the total cost per passenger trip.

The average fare and subsidy demonstrates the balance between public transport fares and funding received from the Queensland Government.

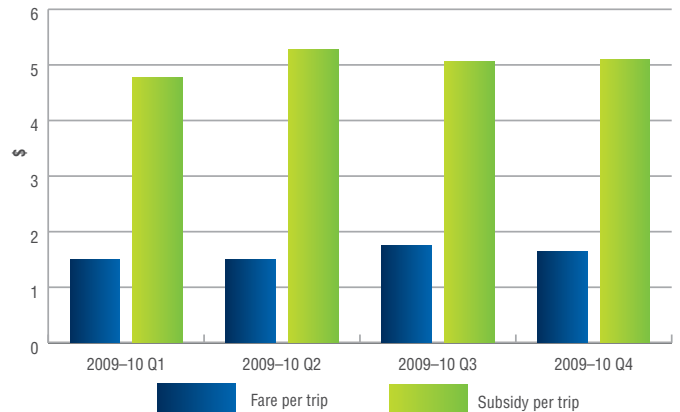
Over the next five years, TransLink aims to reduce the total subsidy requirement from 75 per cent to 70 per cent to ensure the long-term financial sustainability of the region's public transport system.

**Find out more about TransLink's fare strategy on page 48.**

Fare and subsidy levels – network wide



Fare and subsidy level – per trip





# About TransLink



The TransLink Transit Authority was established under the *Transport Operations (TransLink Transit Authority) Act 2008* as the statutory authority responsible for specifying, purchasing, delivering and managing public transport services within South East Queensland.

TransLink's public transport network stretches across 23 zones and covers more than 10 000 square kilometres— one of the world's largest integrated public transport networks. TransLink coordinates around 4.9 million public transport services provided by 19 primary bus, train and ferry delivery partners throughout South East Queensland – from Gympie and the Sunshine Coast to Coolangatta on the Gold Coast, and west to Helidon. Since the creation of the TransLink system, public transport usage has grown by almost 50 per cent, catering for more than 181.8 million passenger trips across South East Queensland in 2009–10.

### TransLink delivers:

- **Services** – planning, coordinating and delivering integrated bus, train and ferry services.
- **Customer information** – providing customers with a single point of contact for public transport information and feedback.
- **Ticketing and fares** – setting fares and managing TransLink's ticketing products, including the *go* card.
- **Infrastructure** – managing the delivery of train and bus station upgrades, park 'n' ride facilities and bus stops, and joint operation of South East Queensland's busway network.

TransLink also partners with other government agencies to deliver public transport services and infrastructure. TransLink works closely with the Department of Transport and Main Roads in developing state-wide public transport policy and in planning and delivering major transport infrastructure projects such as new busways, rail upgrades, track extensions, and bus priority measures. As a statutory authority, the board of TransLink is accountable to the Queensland Government's Minister for Transport (see *Our people* p.68).

# TransLink rail and busway network map

## Key

- Sunshine Coast line
- Nambour line
- Caboolture line
- Ipswich line
- Rosewood line
- Ferry Grove line
- Beenleigh line
- Doomben line
- Cleveland line
- Shorncliffe line
- Airtrain line\* (special fares apply)
- Gold Coast line
- Exhibition line and station (Open for special events only. Special fares apply.)
- South East Busway
- Northern Busway
- Eastern Busway
- Corinda-PA Hospital railbus
- Nambour-Caboolture railbus
- Helidon-Rosewood railbus
- Toogoolawah-Ipswich railbus
- Eagle Junction-Myrtletown railbus
- Connecting station
- Zone number
- Wheelchair access
- Assisted wheelchair access

Diagrammatic map - not to scale.



## Our vision

### Making travel easy

### Our purpose

- Lead, plan, specify and provide mass transit for the people in South East Queensland (SEQ).

### Our strategic pillars

- Quality Customer Service
- Manage the Network
- Effective Stakeholder Engagement
- Achieve Business Excellence
- Financial Sustainability.

## Making travel easy

In June 2010, TransLink implemented a new strategic plan - the *TransLink Transit Authority Strategic Plan 2010–2015*. This strategic plan outlines our vision of *making travel easy* and our plan to deliver on this vision over the next five years.

The *TransLink Transit Authority Strategic Plan 2010–2015* replaces TransLink's previous interim strategic plan and more clearly demonstrates how TransLink will contribute to achieving the state government's *Toward Q2* ambitions of a strong, smart, green, healthy and fair Queensland.

Our new strategic plan also builds on the work completed over the past year and a half through the TransLink 12 program of priority business activities. These 12 priorities are now encapsulated in five new strategic objectives that set the direction for the TransLink business (see below).

Our strategic plan outlines the strategies we will employ to deliver on our five strategic objectives and sets out the key performance indicators which we will use to measure our achievements.

A full copy of the *TransLink Transit Authority Strategic Plan 2010–15* is available from the TransLink website at:

[http://www.translink.com.au/resources/about/2010-15\\_strategicplan.pdf](http://www.translink.com.au/resources/about/2010-15_strategicplan.pdf).



## Our strategic objectives

### Objective 01 Quality customer service

#### Our Strategies:

- Deliver a Customer Experience Strategy
- Increase customer satisfaction levels
- Create a seamless and consistent customer experience across the TransLink Network
- Engender a customer-first culture in all aspects of our business.

#### Our Performance indicators:

- User satisfaction
- Service reliability
- Percentage of all trips using *go* card.

### Objective 02 Effective stakeholder engagement

#### Our Strategies:

- Position TransLink as the authority on public transport in SEQ
- Work with our partners to deliver an efficient and high quality mass transit system for SEQ
- Exercise strong and positive advocacy for public transport
- Communicate network performance in a consistent, timely and transparent way
- Deliver a corporate social responsibility framework.

#### Our Performance indicators:

- Stakeholder engagement survey\*
- Funding contribution from Local Governments
- Corporate social responsibility indicator(s)\*.

### Objective 03 Achieve business excellence

#### Our Strategies:

- Build on TransLink values to become a best-in-class people organisation
- Ensure rigor in our project and investments
- Strong financial control
- Utilise a KPI suite and reporting hierarchy to monitor and report on the business.

#### Our Performance indicators:

- Reporting under Business Excellence Framework\*
- Staff satisfaction
- Organisational project management accreditation.

### Objective 04 Manage the Network

#### Our Strategies:

- Improve cost efficiency
- Ensure sustainable growth
- Improve service quality
- Grow patronage
- Deliver the *TransLink Network Plan*
- Deliver the TransLink Station Upgrade Program
- Deliver the Gold Coast Rapid Transit system
- Support network development with strategic capital investment
- Create a 10 and 20 year plan for public transport in SEQ
- Ensure excellence in our busway operations.

#### Our Performance indicators:

- Patronage
- Passenger km / total place km\*
- Mode shift\*.

### Objective 05 Financial sustainability

#### Our Strategies:

- Deliver cost efficiencies
- Contract management and funding models
- Grow revenue by maximising commercial opportunities
- Deliver the Fare Path Strategy to create a 10 year revenue plan
- Deploy a Revenue Protection Strategy to reduce revenue leakage.

#### Our Performance indicators:

- Cost (\$) of subsidy per passenger trip
- Delivery on-budget
- Average fare revenue per passenger
- Total non-farebox revenue
- Percentage revenue leakage.

## TransLink's contribution to Toward Q2

**Strong:** specify investment in infrastructure and services to drive economic growth.

**Green:** reduce carbon emissions by encouraging a shift from private to public transport.

**Smart:** deliver innovative public transport solutions driving growth and efficiency.

**Healthy:** encourage better integration of active transport with public transport.

**Fair:** provide affordable transport options to enable access to jobs, training, housing, health and recreation.

\* Measurement by 2010.





## TransLink 12

The TransLink 12 (T12) series of business improvement initiatives were established in 2009 as a program of 12 individual projects aimed at improving the way the TransLink business operates.

As projects developed throughout 2009–10, TransLink adopted a program management approach based on the Managing Successful Programmes (MSP) methodology to coordinate the planning and delivery of all 12 initiatives.

The 12 initiatives of the T12 program support the five main strategic objectives in TransLink's strategic plan and capture the key activities that we are undertaking as an organisation to deliver a better public transport system.

By focusing on our key activities and priorities we will continue to improve the TransLink business and realise our vision of making travel easy.

In 2009–10, TransLink completed the first of its T12 projects, T12:1 Organisational Structure, by implementing TransLink's new internal structure and Leadership Team (see *Our people*, p.68). Following the successful completion of this project, TransLink launched a new T12:1 project – Revenue Protection – the next priority for improving TransLink's business operations. This project is well underway with the introduction of TransLink's new frontline security and revenue protection workforce, the Senior Network Officers (see *Our customers*, p.26).

## T12 Strategies

**T12:1 Revenue Protection** — implement strategies to reduce fare evasion on the TransLink network.

**T12:2 Customer Experience Strategy** — lead the delivery of a seamless, quality customer experience across all aspects of the customer journey.

**T12:3 Delivery Partnership: Rail** — strengthen our partnership with Queensland Rail to deliver reliable, efficient and value for money passenger train services in the TransLink area.

**T12:4 Delivery Partnership: Bus and Ferry** — strengthen our delivery partnerships to deliver reliable, efficient and value for money bus and train services in the TransLink area.

**T12:5 Planning the Network** — deploy world's best demand forecasting, revenue modelling and analysis techniques to build a responsive, cost-efficient public transport network.

**T12:6 Growing Farebox Revenue** — contribute to the financial sustainability of SEQ's public transport system through the development of the TransLink fare strategy.

**T12:7 Commercial Opportunities** — explore new commercial opportunities and partnerships to broaden and maximise TransLink's revenue base.

**T12:8 External Relations** — establish a robust framework for stakeholder engagement and develop TransLink's Corporate Social Responsibility plan to demonstrate our sustainability across the bottom line.

**T12:9 Gold Coast Rapid Transit** — lead TransLink's involvement in the development of the Gold Coast Rapid Transit project to deliver a first class light rail system that aligns with TransLink's broader network strategy

**T12:10 People Strategy** — create a place where employees feel valued, supported and developed to become the best they can be to deliver on TransLink's strategic objectives.

**T12:11 Investment and Project Control** — enhance TransLink's investment controls and project governance to ensure continued value for taxpayer money across all TransLink projects.

**T12:12 Financial Control and KPI Reporting** — further enhance TransLink's system of strong financial controls and clear accountabilities to ensure efficiency, consistency and transparency of financial and performance reporting across the organisation.



## Our delivery partners

### 2009–10 innovations and achievements

- New contract agreement with Brisbane Transport and funding for 146 new, low-floor, environmentally-friendly bus equivalents for the Brisbane Transport fleet.
- Development of a new Transport Services Contract with the new Queensland Rail entity for 2010–11.
- Implemented an innovative new relationship management framework between Queensland Rail and TransLink to improve train performance and achieve greater customer service.
- Spent a record \$1.09 billion on public transport service contracts for bus, train and ferry services throughout South East Queensland.
- Agreed on a new ferry funding arrangement with Brisbane City Council for the provision of ferry and CityCat services in the Brisbane region in 2009–10.
- Established an historic ongoing funding agreement with Gold Coast City Council to jointly fund service improvements in the Gold Coast with \$7.1 million worth of funding received in 2009–10.
- Delivered a range of public transport improvements funded in partnership with Brisbane City Council, including the new high-frequency CityGlider service and cross-town bus service (route 77).
- Delivered a range of public transport improvements funded in partnership with the Sunshine Coast Regional Council.
- Finalised a groundbreaking new \$949 million tri-government funding partnership between the Queensland Government, Australian Government and Gold Coast City Council to deliver stage one of the Gold Coast Rapid Transit project.
- Made record improvements to bus on-time running performance at 95.01 per cent up from 91.95 per cent in 2008–09.
- Made continued improvements to train on-time running performance at 92.71 per cent up from 91.74 per cent in 2008–09.

TransLink works in partnership with a range of service providers and government agencies to deliver high-quality public transport services, ticketing, information and infrastructure across the TransLink region.

- **Services:** TransLink's bus, rail and ferry services are provided through contractual arrangements with 19 primary public transport operators who work closely with TransLink to help plan and deliver the 4.9 million services in South East Queensland's integrated network.
- **Ticketing:** *go* card's smart card ticketing system and equipment is operated and maintained by Cubic Transportation Systems on TransLink's behalf. Cubic also provides database management and ticket data reporting services to TransLink and manages the 520 *go* card retailers in TransLink's *go* card Third Party Distribution network.
- **Information:** TransLink's 24 hour Call Centre (13 12 30) is operated by Serco, our customer service partner. The Call Centre gives TransLink customers a central point of contact to access timetable, fares and ticketing information and provide feedback on public transport matters.
- **Infrastructure:** TransLink partners with other state, local and Australian Government agencies to help plan and deliver vital public transport infrastructure in the TransLink service area. This includes installation of bus stops and bus shelters, major projects such as the Gold Coast Rapid Transit light rail system, and South East Queensland's busway network.



## Better public transport through better partnerships

Building strong relationships with our delivery partners is a key priority for TransLink. By fostering cooperative and collaborative relationships with our partners, we can work together to identify creative and innovative solutions to the regions' complex public transport challenges.

This year TransLink further cemented its positive relationships with two of our major service delivery partners by signing new agreements with Queensland Rail and Brisbane Transport. These new agreements are the first step in creating stronger relationships with all our delivery partners.

In 2010–11 we will continue to work closely with all our service delivery partners to develop our partnership approach and identify more efficient ways of doing business to ensure the best possible transport outcomes for the community.

## A new era for South East Queensland rail services

The 2009–10 year marked a year of significant change for TransLink's train services partner, Queensland Rail, following the state government's 2009 announcement of the sale of Queensland's non passenger rail assets, as part of its broader asset sales program.

During this busy transition phase, TransLink has worked closely with Queensland Rail as its passenger train services are separated from its commercial operations. Under its new structure, the new Queensland Rail entity will continue to be state owned and funded and will be responsible for providing passenger train transport in the TransLink region and train travel services in other regional areas of Queensland.

Throughout this process, TransLink and Queensland Rail have partnered to develop a new governance structure for the delivery of train services in South East Queensland. This will enable both parties to work together to better coordinate service delivery and improve overall performance. Through this new relationship framework, TransLink and Queensland Rail have agreed on a new Transport Services Contract for train services in the TransLink network for the 2010–11 year. This new contract recognises the shared goals and responsibilities of both parties to create a better customer experience for TransLink's train passengers.

## A joint investment in Brisbane's public transport future

In November 2009, the TransLink Transit Authority finalised a new agreement and service delivery contract with Brisbane Transport for the provision of bus services in the Greater Brisbane area. This marks the start of an exciting new level of joint state and local government cooperation in meeting Brisbane's public transport challenges and in delivering new bus services and vehicles for Brisbane. Through this strengthened relationship, TransLink and Brisbane City Council have together rolled out a number of joint public transport initiatives during the 2009–10 year (see p.24).

## Our public transport delivery partners

### Queensland Rail

**Queensland Rail** provides passenger train services on the TransLink network spanning from Gympie in the North, South to Varsity Lakes and West to Ipswich and Rosewood. Queensland Rail also carries out station services and supporting train operation services for South East Queensland's urban rail network. The Queensland Rail urban network features approximately 390 kilometres of track, 144 stations and 533 train carriages. Queensland Rail also manages the operation of TransLink's Transit Officers on TransLink's behalf, to provide safety, security and revenue protection activities across the entire network.



**Brisbane Transport** is a business unit of Brisbane City Council and runs urban, school and special event services throughout Greater Brisbane. Each week, Brisbane Transport provides services for 226 urban routes with a fleet of 1 100 compressed natural gas and diesel

buses. In 2009–10, Brisbane Transport operated 10 Bus Upgrade Zone (BUZ) high-frequency services, in addition to the new CityGlider high-frequency bus service, and provided the majority of Brisbane's NightLink services. During 2009–10, 146 new low-floor, low-emission, air-conditioned bus equivalents were purchased for growth and replacement services for the Brisbane Transport fleet.



**Surfside Buslines** provides urban and school services on the Gold Coast from the New South Wales border to Ormeau and west to Nerang/ Clagiraba/

Guanaba. Surfside's 374 buses service 53 urban routes, a week with additional late-night and early-morning services provided on Fridays and Saturdays.



**Sunbus** operates 26 urban routes, seven days a week, with its fleet of 97 buses.

Operating on the Sunshine Coast from Pelican Waters to Cooroy, including Noosa,

Nambour, Mooloolaba and Caloundra, Sunbus provides additional late-night and early-morning services on Fridays and Saturdays.



**Clarks Logan City Bus Service** provides 27 urban routes seven days a week from Windaroo to Brisbane City, east to Eagleby and west

to Marsden. They also provide additional NightLink services on weekends from Loganholme bus station to Brisbane City, servicing Springwood, Eight Mile Plains, Garden City and Griffith University. The Clarks fleet consists of 124 buses providing urban and school services in the TransLink region. Clarks also operates TransLink's two new superbuses on the 555 route between Logan Hyperdome and Brisbane City, as a part of the Queensland Government's broader Congestion Management Program.



**Veolia Transport Brisbane** operates 32 urban routes seven days a week and has a fleet of 155 buses. Veolia

delivers urban and school services in an area spanning Thorneside to Carbrook, including Victoria Point, Capalaba and Cleveland. Veolia provides additional weekend NightLink services from Fortitude Valley to Cleveland via Victoria Point and Capalaba.



is owned by Bus

Queensland and has a fleet of 83 buses servicing 22 urban routes seven days a week, plus 38 school services within Ipswich, Goodna, Camira and Springfield. Westside also provides Monday to Saturday bus services between Ipswich train station and Toogoolawah, servicing Pine Mountain, Fernvale, Lowood, Patrick Estate, Coominya and Esk.



**Brisbane City Council** operates ferry and CityCat services on the Brisbane River. Council's 15 CityCats (16 as of 1 August 2010) run from 5.50am until 11.30pm, seven days a week, between The University of Queensland at St Lucia

and Apollo Road, Bulimba. Brisbane City Council's nine ferries are predominantly used to cover cross-river services. Brisbane City Council's ferries and CityCats are operated and maintained through council's contracted service provider, Transdev TSL Brisbane Ferries. Brisbane City Council is in the process of re-tendering this contract.



**Hornibrook Bus Lines** operates nine urban routes a week as well as school services and also provides NightLink services from Fortitude Valley to Sandgate, servicing Clayfield and Toombul. Hornibrook's 56 buses operate in an area spanning Redcliffe to Petrie and Kallangur to Brisbane City and also provide coordinated rail connections at Sandgate and Petrie train stations.

**Buslink** **Buslink Queensland Pty Ltd** is a privately-owned Sunshine Coast bus operator providing 105 school services from Noosa to Caloundra and west to Woombye. With a fleet of 124 buses, Buslink employs more than 130 people and operates depots in Kunda Park, Noosa, Coolumb and Caloundra.

## Park Ridge Transit

**Park Ridge Transit Services** is owned by Bus Queensland and provides urban services on seven routes, seven days a week, plus 53 school services. Park Ridge Transit's 85 buses operate from Beaudesert to Brisbane City, including Browns Plains, Boronia Heights and Jimboomba.



**Kangaroo Bus Lines** is a family-owned and run business employing 120 staff. Kangaroo Bus Lines has operated in the Caboolture, Morayfield, Burpengary, Narangba, Deception Bay and Redcliffe areas since 1978 and now has a fleet of 71 buses. Kangaroo Bus Lines services six urban routes a week and operates four rail replacement buses on behalf of Queensland Rail.



**Caboolture Bus Lines** is a family-owned and operated business that has been providing bus services in the area since 1988. Caboolture Bus Lines services six urban routes with its fleet of 37 buses and operates within an area stretching from Upper Caboolture to Elimbah, including Bellmere and Beachmere and also provides school transport services and charters. Over the past 22 years it has grown to meet the ever-changing transport needs of the Caboolture community and now employs 65 staff.



**Thompson Bus Services** has been transporting passengers from the Strathpine / Pine Rivers community since 1979 and currently has more than 50 employees operating and servicing its fleet of 45 buses. Thompson's transports students to 36 schools and runs six urban services in an area from Eatons Hill to Griffin, including Strathpine, Murrumba Downs and Warner.



**Bribie Island Coaches (BIC)** operates five urban TransLink services seven days a week and seventeen school services on weekdays. With a fleet of 27 buses, BIC services an area extending from Bribie Island to Caboolture, including Sandstone Point. Family-owned and operated, BIC was established in 2009 and employs 44 staff including 35 drivers.



**Mt Gravatt Bus Service** was established in 1915 and currently employs more than 45 staff from within the local community. With its fleet of 33 TransLink vehicles, Mt Gravatt Bus Service provides a network of services for both school and urban commuters within the Rochedale, Burbank and Mackenzie areas, as well as Brisbane City.

## Bus Queensland (Lockyer Valley)

(previously known as Laidley Bus Services) operates between Rosewood train station and Helidon connecting bus and train services in the region. Bus Queensland (Lockyer Valley) services stops near train stations and a number of locations in Grandchester, Laidley and Gatton, including the University of Queensland Gatton Campus.



**Brisbane Bus Lines** was established in the 1940s and employs 100 staff. Brisbane Bus Lines operates urban services for TransLink servicing Samford to Ferny Grove five days a week.

## Southern Cross Transit

Southern Cross Transit provides services in North Ipswich on behalf of Westside Bus Company and in the Bellbowrie/ Kenmore/Centenary areas on behalf of Brisbane Transport.



## Our ticketing and customer service delivery partners

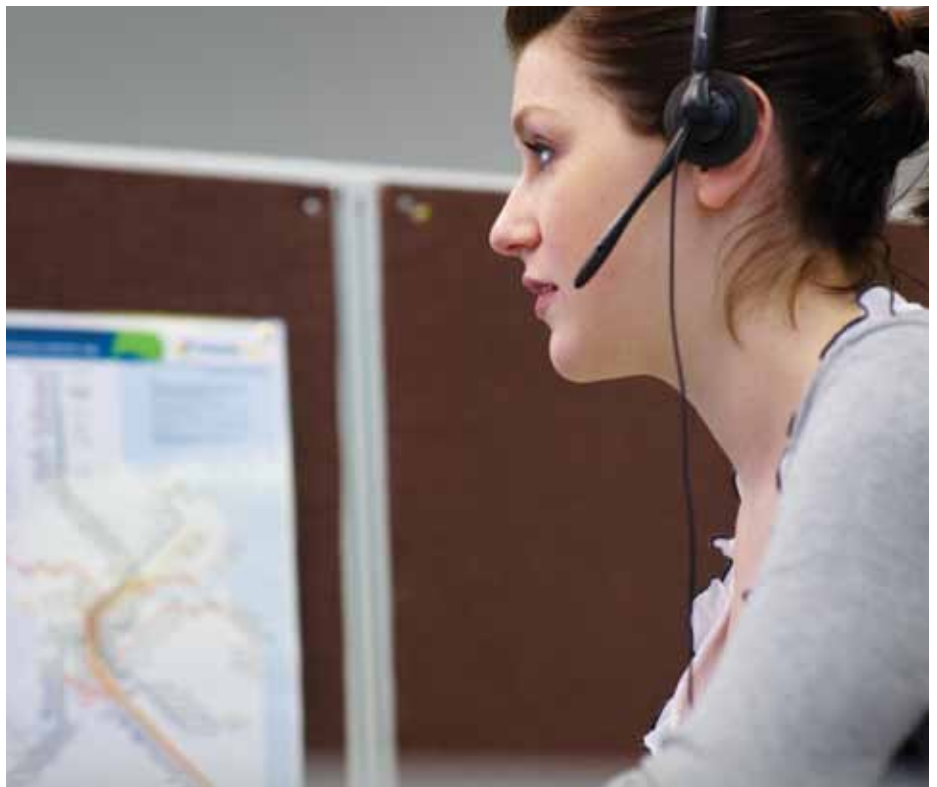
In addition to partnering with public transport operators, TransLink also partners with specialist service providers to deliver other aspects of the public transport system including TransLink's go card system and the TransLink Call Centre.



**Cubic Transportation Systems (jointly Cubic Transportation Systems Inc and CTS (Australia) Pty Limited)** provides TransLink with a range of operational services relating to the go card smartcard ticketing system. Cubic provides automated fare collection systems and services to more than 40 major markets across five continents throughout the world.



**Serco** operates TransLink's 13 12 30 Call Centre — handling more than one million calls a year. Serco has provided more than 15 years of customer service to the South East Queensland travelling public through the management of call centre functions together with face to face customer enquiries in the two Brisbane City based Transport Information Centres.





## Case study

# A joint approach to local improvement – the birth of the 702

*“TransLink’s 702 service offers affordable, regular and reliable scheduled services to airport customers and has proven to be extremely popular”*

Local operator experience and local government support are a powerful combination when it comes to delivering public transport that meets the needs of local communities.

It’s this winning combination that in December 2009, helped TransLink introduce one of the Gold Coast’s most popular new bus routes — the expanded 702 service from Southport to Gold Coast Airport via Burleigh Heads.

As the local operator for the Gold Coast, Surfside Buslines had the on-the-ground experience to recognise a need for an enhanced route to link the airport and Southport, so they raised the idea at a meeting between Surfside, Gold Coast City Council and TransLink.

Surfside’s General Manager, Strategic Development and Delivery, Megan Harkin said that although the route change hadn’t been flagged as part of any of TransLink’s existing network planning, the idea was well received by both TransLink and council.

“Providing an urban service to airport customers seemed to be both logical and essential for our domestic and international visitor markets,” said Megan.

“The Gold Coast Airport has rapidly become a hub for business and holiday travel into Queensland and enjoys tremendous daily traffic, which continues to grow at a rapid rate.”

The concept of the expanded 702 route garnered support from the Gold Coast Airport Pty Ltd and Gold Coast Tourism Corporation Ltd who both recognised the value the new service had to offer both the local community and tourists.

Gold Coast City Council agreed to provide funding to help TransLink introduce the new service and so, in December 2009, the new route 702 was launched.

This was no small undertaking, as the proposed new route represented a significant increase in hours of operation, meeting the first and last flight of the day, seven days a week.

TransLink knew they could rely on Surfside’s experience, including their ability to accurately identify growth within their network, and benefit from an open and co-operative approach in working with Surfside, Gold Coast City Council and other stakeholders as the route took shape.

So far, the 702 trial has proven a resounding success. It had grown from the seed of an idea and been developed through a strong collaborative relationship between TransLink, Gold Coast City Council and Surfside Buslines to come to fruition — to the benefit of Gold Coast customers and tourists.

According to Surfside’s Megan Harkin, the collaborative approach and hard work has paid off.

“TransLink’s 702 service offers affordable, regular and reliable scheduled services to airport customers and has proven to be extremely popular,” she said.

“We’re looking forward to identifying new opportunities to put our local knowledge to work with both TransLink and Gold Coast City Council.”



## Record investment in public transport

This year marked another year of record investment by the Queensland Government in delivering public transport services for South East Queensland. For the 2009–10 financial year, the total cost of public transport service contracts was approximately \$1.09 billion.

TransLink holds performance-based contract agreements with all of its service delivery providers. These contracts include incentives and penalties to promote good performance and are designed to ensure value for money for the Queensland Government. Working within a contract management framework enables both parties to jointly identify issues and improve service performance and efficiency.

Operator	Areas serviced	Annual service contract expense for 2009–10
Queensland Rail	South East Queensland	\$666.78 million
Brisbane Transport	Greater Brisbane	\$195.32 million
Surfside Buslines	Gold Coast	\$64.71 million
Sunbus	Sunshine Coast	\$28.83 million
Clarks Logan City Bus Service	Southern Region	\$23.80 million
Veolia Transport Brisbane	Eastern Region	\$22.97 million
Westside Bus Company	Western Region	\$14.98 million
BCC Ferry Service	Greater Brisbane	\$14.26 million
Hornibrook Bus Lines	Northern Region	\$10.63 million
Buslink	Sunshine Coast	\$10.62 million
Park Ridge Transit	Southern Region	\$9.62 million
Kangaroo Bus Lines	Northern Region	\$9.48 million
Caboolture Bus Lines	Northern Region	\$5.46 million
Thompson Bus Service	Northern Region	\$4.24 million
Bribie Island Coaches	Northern Region	\$4.06 million
Mt Gravatt Bus Service	Eastern Region	\$3.94 million
Bus Queensland (Lockyer Valley)	Western Region	\$0.95 million
Brisbane Bus Lines	Samford, Ferny Grove	\$0.11 million

## Improving bus and train performance

Fast, reliable services are a core element of TransLink's strategy to make travel easy. We understand the importance of ensuring buses and trains run on time in making public transport an attractive and convenient option for people to use.

Ensuring service reliability is a priority for TransLink and is a key performance benchmark for operator performance. In TransLink's contracts with its bus and train delivery partners, operators are required to meet set performance benchmarks for on-time running and cancelled services.

On-time running performance data measures the proportion of services that arrive late, depart early, or miss a connecting service. TransLink also measures the total proportion of bus and train services that run without cancellation.

Buses are considered to be on-time if a service arrives no more than six minutes late or departs no more than two minutes early. Train services are considered to be on time if a service arrives or departs within three minutes 59 seconds of the advertised timetable. This benchmark is one of the toughest in the country compared with national benchmarks for on-time running, which are currently set at four minutes, 59 seconds.

The on-time running benchmark for bus operators is 90 per cent and 99 per cent for services without cancellation. The on-time running benchmarks for rail operators are 92.4 to 95.4 per cent and 99.5 to 99.7 per cent for services without cancellation. As of 1 July 2010, the minimum on-time running benchmark for rail increased to 93.01 per cent.

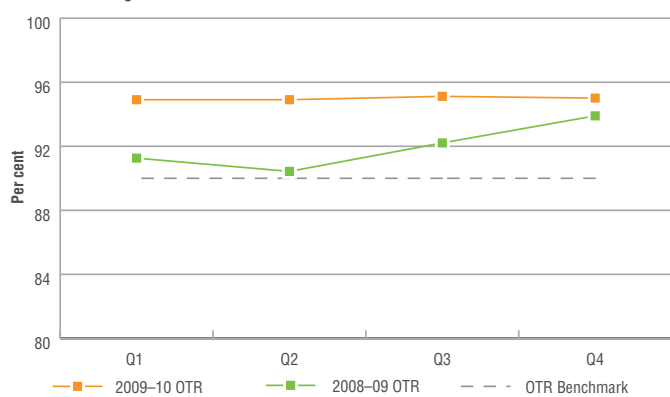




## Bus on-time performance continues to rise

In 2009–10 bus on-time running and services delivered performed better than benchmarks, with 99.99 per cent of services running without cancellation and 95.01 per cent of all bus services running on time. This represents a 3.1 per cent improvement on 2008–09 levels.

On-time running – Bus\*



Since the introduction of on-time running measurement, TransLink bus operator performance has been gradually improving and continues to do so, despite the increasing effects of growing traffic congestion on South East Queensland's roads.

Increased use of *go card* on services are contributing to reductions in boarding times and stop dwell times, saving around 3 000 hours a week in reduced bus boarding times. As *go card* usage continues to increase and additional pre-paid bus services are rolled out, these time savings will result in even faster, more reliable bus services.

TransLink is also working with local authorities and the Department of Transport and Main Roads to identify new opportunities to introduce bus priority measures on key transport routes, to mitigate the impacts of congestion on bus on-time performance. In 2009–10, the extension of the Northern and Eastern busways contributed to further reducing travel times for bus passengers during peak periods taking around 200 000 passengers out of standard road traffic.

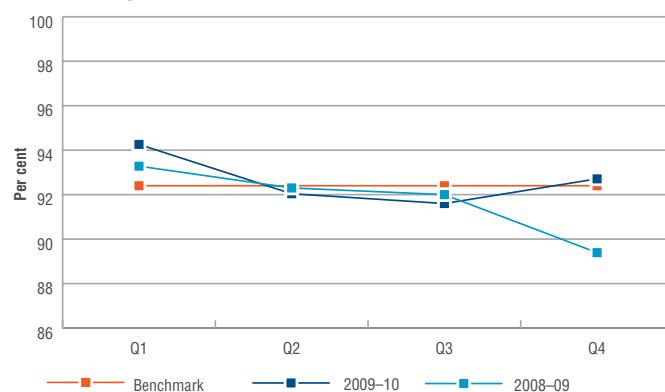
The new 1.2 kilometre Northern Busway extension links the city and the Royal Brisbane Hospital takes up to 5 000 buses out of road traffic each week and cuts out four sets of traffic lights. For passengers travelling on a busway service, this equates to an average 10 minute travel time between the city to the hospital as compared to 25 minutes in normal road traffic.

Continuing the rollout of the busway system and incorporating bus priority and transit lanes into future road infrastructure will ensure that TransLink bus services remain a convenient and efficient way to travel in South East Queensland.

## Plan to deliver better train service reliability

In 2009–10, 99.75 per cent of peak train services ran without cancellation and 92.71 per cent of all peak train services ran on time. This is an improvement on 2008–09 levels.

On-time running – train



A key component of the new 2010 Transport Services Contract between TransLink and Queensland Rail focuses on improving performance reliability. TransLink will work with Queensland Rail to support the introduction of a comprehensive continuous improvement planning process across the business.

This new process, coupled with our new relationship framework, will enable TransLink and Queensland Rail to work together to identify and address the root causes of operational performance issues to increase the reliability of train services for our customers.

To support this outcome, TransLink recently engaged the services of international rail performance consultants to work with TransLink and Queensland Rail. Over the next eighteen months we will together develop and implement an enhanced rail operational performance system for South East Queensland.



## Local contributions delivering local improvements

Local government funding towards public transport services provides an unique opportunity for councils to work in partnership with TransLink to identify, develop and implement public transport improvements that meet the specific transport needs of their local community.

In 2009–10, TransLink partnered with three local government agencies; Brisbane City Council, Gold Coast City Council and Sunshine Coast Regional Council, to co-fund and implement a range of new public transport initiatives in their council areas.

Moving forward, the continued cooperation of all levels of government is essential to ensure the best possible transport outcomes for South East Queensland.

### Brisbane City Council

Brisbane City Council has been a long-time supporter of public transport in the Brisbane region. As the owner of TransLink's service delivery partner, Brisbane Transport, and the Brisbane ferry and CityCat fleet, Brisbane City Council plays an important role in improving public transport services in the Greater Brisbane region.

In 2009–10, TransLink and Brisbane City Council partnered to deliver a range of public transport projects for the Brisbane region including:

- implementation of the new high-frequency CityGlider bus service between Newstead and West End
- procurement of 146 new, low-floor, air conditioned low emission bus equivalents to the Brisbane Transport fleet
- introduction of a new Council-funded CityCat to the Brisbane ferry fleet
- introduction of a new cross-town bus service (route 77) via the Clem 7 tunnel, connecting Chermside to Eight Mile Plains.

These improvements are in addition to the estimated \$65.5 million Community Service Obligation Brisbane City Council paid direct to Brisbane Transport in 2009–10.

### Gold Coast City Council

The 2009–10 year marked one of the most successful years yet for the Gold Coast City Council and TransLink partnership with the signing of an historic contract and ongoing funding agreement to jointly deliver public transport improvements in the Gold Coast region. This agreement is the first of its kind both for TransLink and for the Gold Coast City Council and marks the start of a new era of public transport growth in the area.

TransLink and Council have jointly funded a number of public transport improvements on the Gold Coast in 2009–10, including:

- six-month trial of extension to 702 bus route connecting Southport to Coolangatta Airport via Burleigh Heads
- Council-funded trial of new 747 bus route, connecting Robina Town Centre and Southport CBD
- new NightLink bus services from Surfers Paradise to Mudgeeraba and Nerang providing Gold Coast residents with a safe travel option when heading home late on Friday and Saturday nights.

This financial year also marked the start of an exciting new tri-government partnership between the Queensland Government, Gold Coast City Council and Australian Government, together pledging \$949 million in funding to complete stage one of the light rail project (see p.42). The Gold Coast City Council will provide funding of \$120 million to the project.





## Sunshine Coast Regional Council

Following the introduction of the Sunshine Coast Regional Council's new Public Transport Levy, TransLink has been working with the Sunshine Coast Regional Council to explore further opportunities to jointly fund public transport improvements for the region.

In 2009–10, the Council raised approximately \$3 million through their new public transport levy, which was used to fund FlexiLink and Council Cabs initiatives to support TransLink's services in the region.

The Sunshine Coast Regional Council's commitment to support public transport on the Sunshine Coast has also enabled TransLink to deliver a number of exciting new improvements for the area in partnership with Council.

During 2009–10, TransLink and Sunshine Coast Regional Council partnered to deliver:

- selected free bus services during Christmas and Easter holiday periods
- the extension of the trial Hinterland Connect bus route, linking Maleny to Nambour
- a trial of a new bus route between Noosa and Cooran
- commencement of construction on a new \$10 million Noosa Junction Bus Station, jointly funded by the Sunshine Coast Regional Council, the Queensland Government and the Australian Government.

In 2009–10, TransLink and the Sunshine Coast Regional Council also announced a new jointly-funded infrastructure project partnership to construct a new \$8.3 million bus station in Maroochydore, due for completion in late 2011.

## Widening the partnership

TransLink recognises the importance of engaging with the wider community to gain input on public transport matters. We partner with peak industry bodies, such as the Queensland Bus Industry Council (QBIC), the Tourism and Transport Forum (TTF), UITP (International Association of Public Transport) and CRC for Rail Innovation, to gain valuable input from their members on proposed public transport strategies on a local, state-wide and federal level. We also partner with representatives from key consumer advocacy groups through monthly Consumer Reference Group meetings (see *Our community*, p.61). These meetings enable us to work in partnership with the community to develop solutions that better meet the needs of their members.





## Our customers

### 2009–10 innovations and highlights

- Launched our new *go* ready education program, with more than 15 000 *go* cards given away to attendees at 323 sessions, as at 30 June 2010.
- Provided more than 21 500 hours of face-to-face customer assistance through our Helping Hands campaigns at 54 events and activities across South East Queensland.
- Rolled out our largest ever Helping Hands campaign for following the January 2010 fare change with up to 110 staff out on the network at any one time.
- 14.26 million visits to the TransLink website—the most visited government website in Queensland—with an 54 per cent increase in visits compared with 2008–09.
- Launched the tender for TransLink's new passenger information system project, *Customer First*.
- 1.7 million calls handled by the TransLink Call Centre.
- Lowest ever rates of *go* card complaints, despite a significant increase in *go* card take-up.

TransLink is committed to making travel easy for customers by providing them with a seamless, quality journey from decision to destination. Working with our service delivery partners we strive to ensure a positive customer experience at all points along a customer's journey by:

- providing customer information 24 hours a day, 365 days of the year
- delivering education programs
- responding to customer enquiries and feedback
- ensuring customer safety and comfort
- leading the delivery of frontline customer service.

Our aim is to ensure passengers feel confident, safe and comfortable using all aspects of South East Queensland's public transport system. By making the TransLink network easy for passengers to understand and use we will make public transport a more attractive transport option.

### Keeping customers informed

TransLink provides information to customers through a variety of channels including:

- the 24 hour TransLink Call Centre (13 12 30)
- TransLink's website ([www.translink.com.au](http://www.translink.com.au))
- Twitter and SMS updates
- passenger information displays at bus and train stations
- timetables, signs and brochures
- face-to-face assistance provided at the Transport Information Centre at King George Square and the award-winning Visitor Information Centre on Queen Street Mall in Brisbane's city centre.

TransLink also engages with customers through two face-to-face education programs — the Helping Hands program and *go* ready educational sessions.

In 2010, TransLink launched the *Customer First* project to develop a new passenger information system to make finding public transport information easier for our customers. This project includes the development of an automatic vehicle location system to more accurately determine arrival/departure times for bus, train and ferry services at all stops on the TransLink network. This information will enable TransLink to provide real-time service information to customers. The *Customer First* project went to tender in May 2010 with a preferred tenderer due to be selected in 2010–11.



## Getting our customers *go* ready

In February 2010, TransLink launched an innovative and exciting new education initiative — the *go* ready program. The *go* ready education program is part of TransLink's community engagement strategy for people who may have special needs, such as seniors, people with a disability and people from culturally and linguistically diverse backgrounds.

It was developed to ensure all of our customers are comfortable and confident in making the switch from paper tickets to using *go* card, ahead of the planned removal of paper ticket products. Consultation with senior and disability groups assisted with the development of the strategy to ensure it best met the needs of these customers.

The *go* ready program educates participants on how to purchase, top-up and use a *go* card and have proved extremely popular with our customers. In five months we delivered 323 *go* ready sessions to around 16 000 attendees at locations throughout South East Queensland, from Pomona to Kirra, Toogoolawah to Macleay Island.

The *go* ready program forms part of our wider community engagement strategy and targets customer groups that are recognised as having low rates of *go* card take-up. The sessions are often held in conjunction with established senior, disability and community organisations and are presented by TransLink education officers.

At the sessions, TransLink's education officers explain how to purchase and use a *go* card, answer attendees' questions about *go* card and the TransLink network, and distribute public transport brochures and merchandise. As part of the program, free senior and concession *go* cards with a \$10 travel balance were given to eligible *go* ready participants to encourage them to trial *go* card and public transport. As at 30 June 2010, more than 15 000 free *go* cards had been distributed through the *go* ready program, with a further 99 000 allocated for distribution through the program as part of the state government's historic 400 000 *go* card giveaway (see p.31).

The success of the *go* ready program has seen the total number of senior *go* cards in circulation rise from 36 686 in January 2010 to 71 588 as at 30 June 2010. Around 20 per cent of the total senior *go* cards now in circulation were given away through TransLink's *go* ready education program.



## Providing customers with a Helping Hand

TransLink's Helping Hands program provides customers with face-to-face assistance at special community events, festivals and fairs, and at key locations on the TransLink network during major service and ticketing changes. Helping Hands staff promote the benefits of public transport and help our customers learn more about the TransLink network, fares and ticket products such as the *go* card. TransLink staff from the Chief Executive Officer down participate in the Helping Hands program.

At major events, Helping Hands staff also operate the TransLink information bus—a full-scale bus fitted out with interactive features for customers to explore and discover information about TransLink services and ticketing. In June 2010, the TransLink information bus was refurbished to include additional interactive features for customers, including new touch screens and games. The TransLink information bus was used for nine major events across the network in 2009–10.

TransLink receives many requests to participate at events each year. In 2009–10, TransLink Helping Hands staff attended 54 events and activities including:

- promoting public transport at annual community events such as the Paniyiri Greek Festival, Roma Street Parklands Multicultural Festival, Brisbane Festival and Royal Queensland Show (Ekka)
- providing information about new services to more than 10 000 attendees at the opening of the Northern and Eastern Busways in July/August 2009
- assisting customers during the rollout of new pre-paid bus services in November 2009
- providing public transport information at university and TAFE campuses during orientation week events in February and March 2010.

In 2009–10 TransLink also undertook its largest ever Helping Hands exercise to assist customers transitioning to the *go* card following the introduction of TransLink's new fare structure on 4 January 2010. Up to 110 Helping Hands staff were out on the network at any one time over an eight week period, providing more than 19 500 hours of assistance to TransLink customers.

For the first time ever, TransLink's Helping Hands staff were also equipped with the ability to sell pre-loaded *go* cards direct to customers at key locations including train stations, busway stations, ferry terminals, and university campuses.

A man in a dark shirt and light-colored trousers stands on a stage, holding a go card high in his right hand and a microphone in his left. He is addressing an audience whose heads are visible in the foreground. Behind him are two large vertical banners for TransLink, each featuring a go card and the text 'TransLink Transit Authority'. The background is dark, and the stage is lit.

## Case study Getting ready to *go*

*“It will certainly get a lot of us started”*

In 2009–10 TransLink’s main aim has been to make travel easy and that includes making *go* card easy to use for all our customers.

This year saw the launch of TransLink’s new *go* ready information sessions — part of an innovative educational program targeted at familiarising customers with *go* card and highlighting the advantages of switching from paper ticket products.

What started as a pilot program delivered to a small number of community groups in late 2009 has blossomed into a major success story for TransLink in a matter of months.

Since the program’s public launch in February 2010, TransLink’s *go* ready team have delivered 323 presentations and given away more than 15 000 free *go* cards to more than 16 000 attendees at locations throughout South East Queensland.

The initial goal of the program was to assist seniors to become familiar with the *go* card and enable them to enjoy the safety and convenience benefits of the *go* card product. And it’s certainly worked.

There are now more than 71 500 senior *go* cards in circulation on the TransLink network, of which more than 20 per cent were distributed to customers via the *go* ready sessions.

Loretta Muenchberger of the Rochedale/Springwood National Seniors branch said the *go* ready session given at her local branch was very informative in helping members to understand the *go* card and in enabling them to trial using the card.

“It is so much better to have someone [there to] explain directly to the group,” Ms Muenchberger said.

“Kent did a great job and we are now all fully informed re the *go* card.

“He certainly got a lot of questions which he was quite able to answer and everyone appreciated the complimentary *go* card.

“It will certainly get a lot of us started,” she said.

The sessions continue to prove extremely popular, with new enquiries arriving on a daily basis from a wide range of community groups including local branches of National Seniors, Rotary and Lions groups. But the benefits of the sessions flow both ways. Through the sessions TransLink has gained a better understanding of what our customers want and will use this insight to enhance the *go* card’s features and develop future *go* card ticket products.

TransLink has also recently expanded the *go* ready program to engage with other users who may have special needs, such as people with a disability and people from culturally and linguistically diverse backgrounds. In the latter half of 2010, TransLink will continue to engage with these passengers to ensure all TransLink’s users are comfortable and confident in making the switch to *go* card.



## Communicating major changes

TransLink works closely with its delivery partners from the Department of Transport and Main Roads, City North Infrastructure, Queensland Rail and local governments to deliver communication requirements for infrastructure projects in the planning and construction phases.

TransLink undertakes stakeholder communication activities on a wide range of infrastructure projects including busways, bus stations, park 'n' ride facilities and station upgrades.

During 2009–10, TransLink was involved in community engagement on nine public transport infrastructure projects. Three key projects included:

- Enoggera Reservoir park 'n' ride
- Ferny Grove station upgrade, track duplication and park 'n' ride
- Noosa Junction bus station.

TransLink provides community information at key locations for changes to TransLink fares and ticketing, such as the introduction of TransLink's new fare structure in January 2010. TransLink also provides information to customers during the introduction of major service changes, including planned services changes, service disruptions and route diversions.

Communication about changes can include:

- print advertising
- notices on the TransLink website
- signage at TransLink stops and stations, including busway stations
- information via the TransLink Call Centre
- Helping Hands to assist customers at key locations
- service timetables
- information brochures
- on-board information for buses.

## Queensland's busiest government website

The TransLink website ([www.translink.com.au](http://www.translink.com.au)) provides comprehensive up-to-date public transport information to help our customers make the right transport choices for their needs.

Customers can use the website to access tailored travel suggestions via the online journey planner, source service status updates, timetable, fares and ticketing information, and submit requests and feedback via an online enquiry form on the TransLink website.

Customers are also able to login and manage their *go* card account via the TransLink website where they can register their *go* card, view their transactions, manually top-up their card, set up auto top-up, and update their account details.

In 2009–10, the TransLink website attracted more than 14 million visits — making it the busiest government website in Queensland. Over the past twelve months visits to the website grew by 54 per cent compared to 2008–09. The website averaged around 1.1 million visits a month with use of the online journey planner representing 62 per cent of visits to the site.

In February 2009, TransLink commissioned a review of the usability of the TransLink website which identified a number of potential areas for improvement. Using the results of this review TransLink has commenced a major restructure of the TransLink website which will include an improved look, simpler navigation, improved content, and enhancements to the online management of *go* card for customers.

A number of these changes have already been implemented in 2009–10 including:

- the addition of a new frequent service status update page to enable customers to more easily access information about service changes, including delays and planned maintenance
- a new *go* card search function, allowing customers to easily find nearby locations for buying and topping up their *go* cards
- making the journey planner easier to use
- news notifications — customers can choose to receive information from TransLink or its partners, or participate in market research to help improve TransLink services.

Extra features have also been implemented to improve the facility for customers to manage their *go* card online. These include:

- online *go* card registration — enabling customers to register their *go* card to protect their card balance against loss or theft
- auto top-up — allowing customers to choose an amount to be automatically added to their card balance when it falls below \$5 ensuring they always have enough travel credit on their *go* card
- online balance adjustment claim — allowing customers to lodge a request to adjust a fare
- balance transfer — from one *go* card to another.





## TransLink's biggest ever go card promotions

Marketing campaigns play an important role in promoting the wider benefits of public transport and in raising awareness of changes to public transport services, fares and ticketing. During 2009–10, TransLink undertook three major campaigns to promote the use of *go card* and *go card* features.

TransLink's biggest ever *go card* promotion commenced on 28 June 2010 with the launch of an historic giveaway of 400 000 *go cards* loaded with \$10 travel credit. The promotion ran until September 2010 and was aimed at encouraging those who haven't yet used *go card* to make the switch from paper tickets and to persuade more people to try using public transport. Cards were distributed at indoor and outdoor events throughout the TransLink region, via newspaper inserts and online applications on the TransLink website.

At the start of 2010, TransLink also undertook a back to school and back to university marketing campaign promoting the benefits of *go card* for school and university students following the January 2010 fare change. During the campaign period a growth of 29.1 per cent was measured in the sale of child *go cards* and a growth of nine per cent was measured in the sale of tertiary concession *go cards*.

In December 2009, TransLink introduced a new auto top-up function to *go card*, allowing customers who have registered their *go card* to nominate an amount that will automatically be loaded onto their *go card* when the balance falls below \$5 (see *Our fares and ticketing*, p.48). To promote take-up of the auto top-up feature, TransLink launched an advertising campaign in February 2010. During the campaign period the rate of active auto top-ups as a proportion of registered *go card* users rose to 11.9 per cent — a growth of 36 per cent.





## Ensuring a safe and secure ride

TransLink is committed to ensuring the safety and comfort of passengers when using TransLink services and infrastructure. In 2009–10, TransLink allocated a further \$44 million to install and maintain improved security and safety measures on train stations through the Safety and Security at Stations program.

Over the past twelve months, TransLink has continued to provide and enhance its safety and security measures across the network to ensure our customers feel safe when using TransLink services. Customer satisfaction with safety and security continues to be rated highly by customers as evidenced by a score of 74 out of a possible 100.

TransLink safety initiatives include:

- deployment of TransLink Transit Officers across the TransLink bus, rail and ferry network to provide security and revenue protection functions
- Queensland Police Service Railway Squad officers monitoring the rail network
- private security guards patrolling 100 per cent of train services on Friday and Saturdays after 7pm, and 40 per cent of weekday services after 7pm — contributing to a reduction in crime on the network of 12 per cent over the past twelve months
- TransLink Busway Safety Officers patrolling busways and busway stations around the clock
- security staff on all Brisbane and Gold Coast Friday and Saturday night NightLink services and stops and Sunshine Coast night services, to ensure a safe ride home for passengers after a late night out
- emergency phones on train and busway platforms
- help buttons installed near the doorways in every train carriage
- CCTV equipped on all CityCats with a monitored duress alarm function for the Master or crew to activate
- more than 6 700 monitored CCTV cameras installed across the train network
- more than 475 CCTV cameras throughout the busway network monitored 24/7 through a mix of manual and automatic detection systems
- new motion detection cameras to alert busway staff in case of potential vehicle breakdown in busway tunnels.

As part of its new T12:1 Revenue Protection Strategy TransLink recently established a new frontline operational workforce known as Senior Network Officers (SNOs) to further enhance security and safety on South East Queensland's public transport network. The new Senior Network Officers will hold additional legislative powers, namely the power to detain a serious offender until the Queensland Police are in attendance.

The recruitment campaign for the first group of these new officers began early in 2010 and successful recruits have now been appointed. The Senior Network Officers will act as ambassadors for TransLink, promoting a positive image of public transport, educating customers about our products, ticketing equipment and fares, while ensuring our passengers' safety and security whilst travelling on the network.

The Senior Network Officers will also contribute significantly to achieving the objectives of our TransLink 12.1: Revenue Protection Strategy project, to help reduce fare evasion on the TransLink network.

## Enhancing passenger access and comfort

Over the past twelve months, TransLink has rolled out enhancements to TransLink vehicles and infrastructure to improve accessibility and passenger comfort.

In 2009–10, TransLink introduced a number of improvements to customer comfort and amenity including:

- replacing 77 buses in the TransLink fleet with new low-floor, air-conditioned and environmentally-friendly vehicles taking the average fleet age to 7.8 years
- proactive replacement of vehicles with new *Disability Discrimination Act 1992* (DDA) compliant buses with an additional 66 DDA compliant buses introduced in 2009–10
- upgrades to bus stops, train and busway stations to achieve compliance with DDA standards (see p.57)
- stage one trial of a new retail concept at Eight Mile Plains busway station – providing customers with improved amenity by offering the ability to top-up their *go* cards while purchasing coffee and other convenience items
- pilot of a new program to rollout additional secure cycle storage and end-of-trip facilities at train stations to make it easier for customers to use active transport options when accessing the public transport network.



## Providing 24/7 information to record numbers of customers

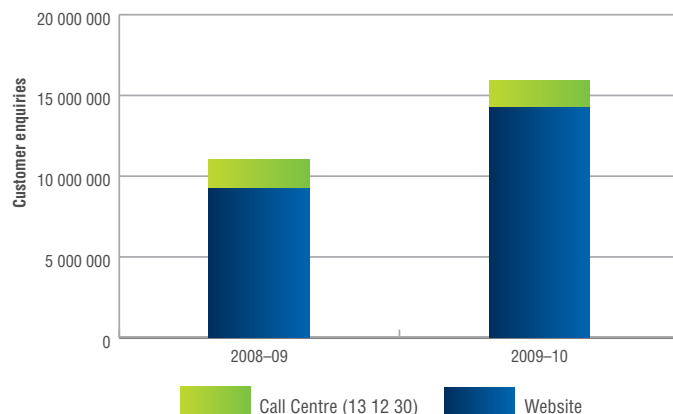
TransLink acts as the single point of contact for customers wanting immediate travel information, or who wish to provide feedback, raise an issue, make a request or lodge a complaint about public transport matters in South East Queensland. During 2009–10, TransLink received 15.95 million enquiries from customers, up 44 per cent on 2008–09.

Managed and operated by TransLink's delivery partner, Serco, the TransLink Call Centre operates 24 hours a day, seven days a week, 365 days a year. Via the Call Centre, customers can access journey planning information, enquire about service status and timetable information, make an enquiry, provide feedback or register a complaint, and manage their *go* card transactions. The Call Centre also offers a lost and found register for items left on-board TransLink services or at bus stops and train stations. TransLink customers can also register a request, complaint or provide feedback to TransLink via the website.

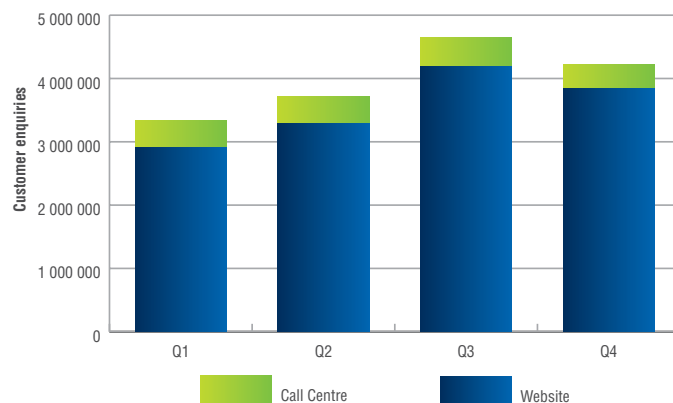
During 2009–10, the Call Centre handled 1.7 million phone calls—a decrease of 8.4 per cent on 2008–09. On an average weekday TransLink's Call Centre staff responded to approximately 4 300 calls — 59.7 per cent of these calls were for journey planning purposes.

The decrease in the total number of calls to TransLink's Call Centre in 2009–10 continues the trend identified in 2008–09 of more customers choosing to use the TransLink website to access journey planning information. In 2009–10, there were 14.26 million visits to the TransLink website with visits to the TransLink online journey planner up 44 per cent on 2008–09 levels.

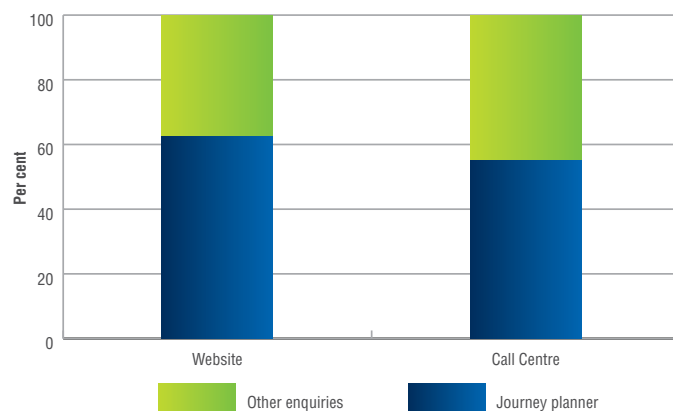
Total customer enquiries



Customer enquiries by quarter 2009–10



Journey planner enquiries





## Working to achieve greater customer satisfaction

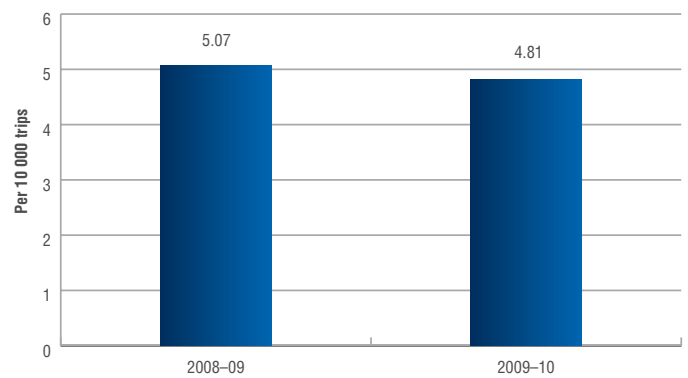
Of the total 15.95 million customer enquiries received via the TransLink website and Call Centre approximately 0.55 per cent were customer complaints. Over the past twelve months, 4.81 complaints were received for every 10 000 trips taken on TransLink services, representing a decrease in complaint levels of 5.1 per cent on 2008–09.

Encouragingly, as at 30 June 2010, *go* card complaints have reduced to their lowest ever levels since their introduction in 2008 at 6.8 complaints per 10 000 *go* card trips. This indicates customers are becoming more comfortable in using *go* card technology. This is supported by positive customer responses in TransLink's revised customer satisfaction survey that place ease of use of *go* card at 'best practice' levels, despite a significant increase in new *go* card users in 2010.

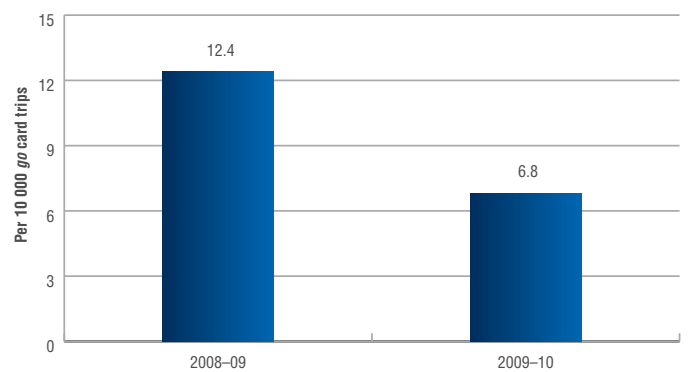
Each year, TransLink conducts quarterly customer satisfaction surveys that draw on the opinions of public transport users throughout South East Queensland. These independently-conducted surveys enable TransLink to assess, benchmark and report on the performance of the network over time to identify and address areas that require improvement.

TransLink's customer satisfaction surveys measure customer satisfaction with the network's performance against a set of 10 weighted key performance indicators (KPIs) to produce a customer satisfaction index score. The customer satisfaction index measures satisfaction with a number of service aspects of the network to provide an overall satisfaction level.

Customer complaint rate



go card complaints





TransLink's KPIs are expressed as a score out of 100. TransLink's customer satisfaction KPIs are:

- **Reliability and frequency** – ability to meet departure times, frequency of services and reliability of *go* card readers.
- **Comfort of ride** – cleanliness, availability of seats, temperature on-board and facilities at stops and stations.
- **Safety and security** – safety at stops, stations and on-board vehicles.
- **Ease of use** – using and understanding ticketing including transferring between modes, purchasing, topping up and using *go* card, ease of finding stops.
- **Proximity** – convenience of available routes, distances from stops and stations and proximity of *go* card outlets.
- **Efficiency** – door-to-door travel time, connections with other services and avoidance of congestion.
- **Information** – ability to understand on-board and at-station information, timetables, maps and journey planning information.
- **Helpfulness of staff** – knowledge, conduct, presentation and helpfulness of staff.
- **Affordability** – cost of tickets and benefit of not having to pay for parking.
- **Accessibility** – ease of getting on and off the platform and on and off vehicles; reliability of escalators and elevators.

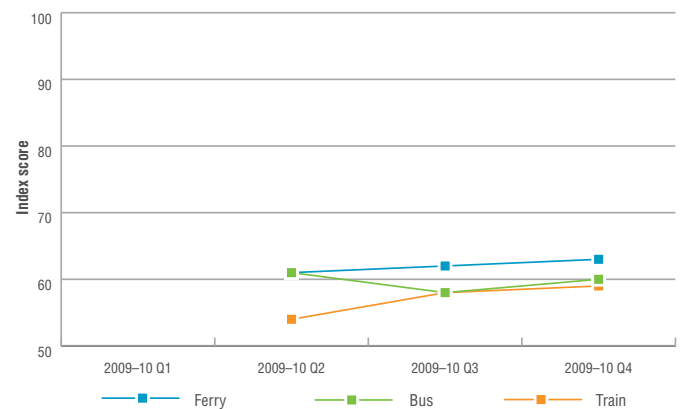
At the start of the 2009–10 financial year, TransLink amended its customer satisfaction survey to incorporate additional aspects of the customer experience, including ease of use of *go* card, passenger information, the 24-hour Call Centre, and TransLink's website. During the survey redesign process, no customer satisfaction survey was conducted in the first quarter of 2009–10.

Overall customer satisfaction has remained high in 2009–10 with a score of 69 in the fourth quarter. This implies that, while there is room for improvement in specific areas such as reliability and frequency, customers' needs are generally met.

TransLink's revised customer satisfaction survey includes measures of customers' satisfaction in using *go* card, such as ease of purchasing, using and topping up a *go* card, as well as ease of accessing and understanding information about the *go* card.

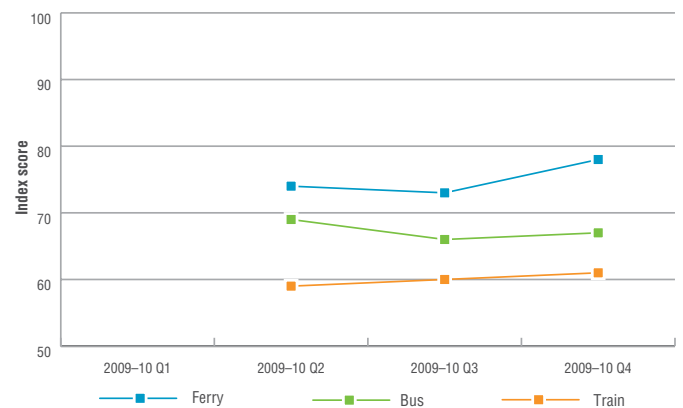
Despite a large number of new *go* card users joining the network in the third quarter of 2009–10, satisfaction with the ease of use of *go* card overall has remained very high. In the fourth quarter it received a score of 79 a level which is generally accepted to be 'best practice' for customer satisfaction.

#### Reliability and frequency



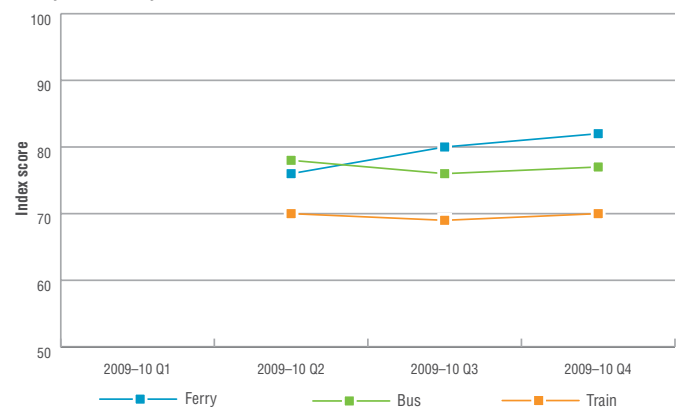
NOTE: No survey conducted in Q1 2009–10.

#### Comfort of ride



NOTE: No survey conducted in Q1 2009–10.

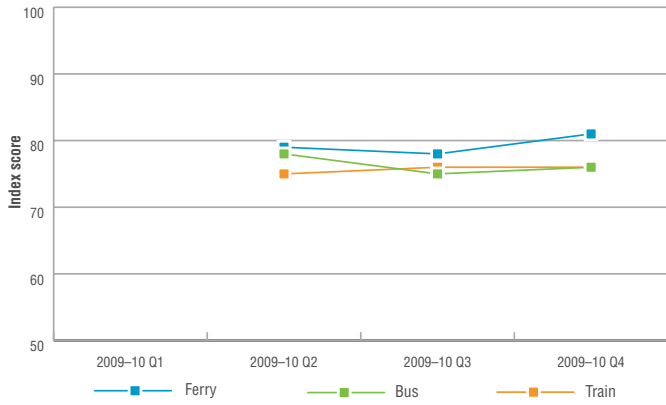
#### Safety and security



NOTE: No survey conducted in Q1 2009–10.

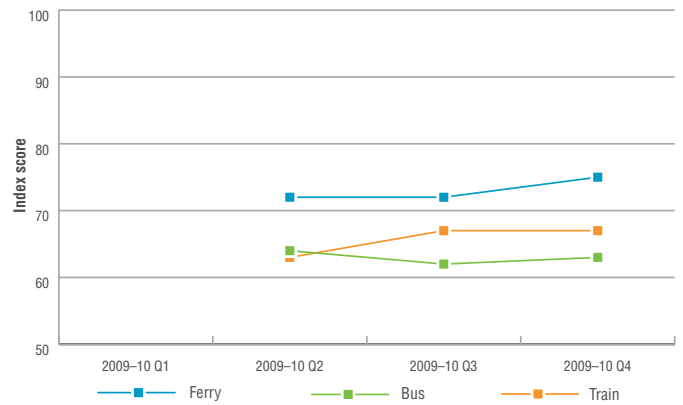


### Ease of use



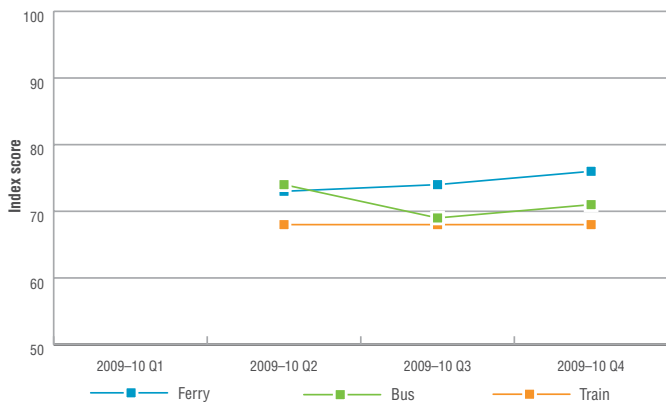
NOTE: No survey conducted in Q1 2009-10.

### Information



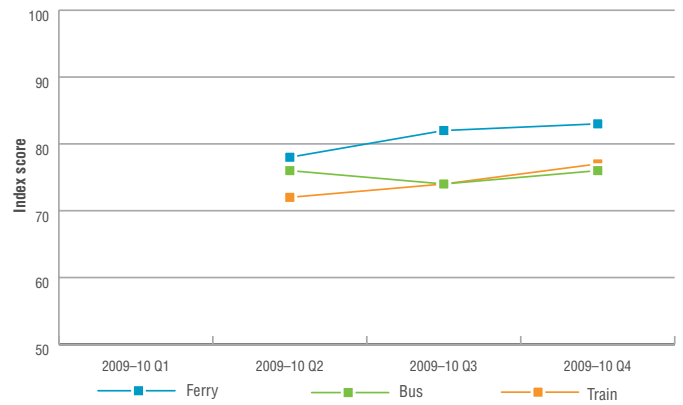
NOTE: No survey conducted in Q1 2009-10.

### Proximity



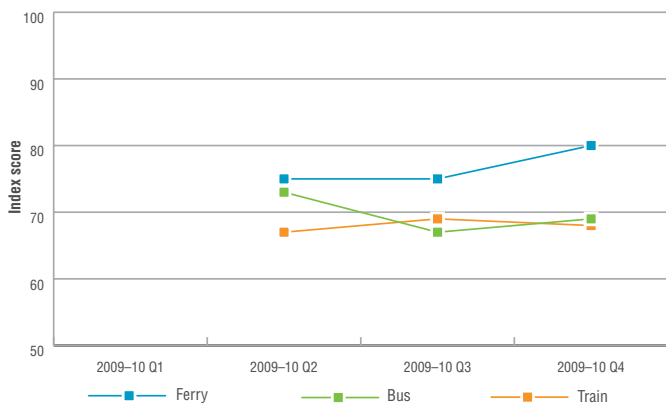
NOTE: No survey conducted in Q1 2009-10.

### Helpfulness of staff



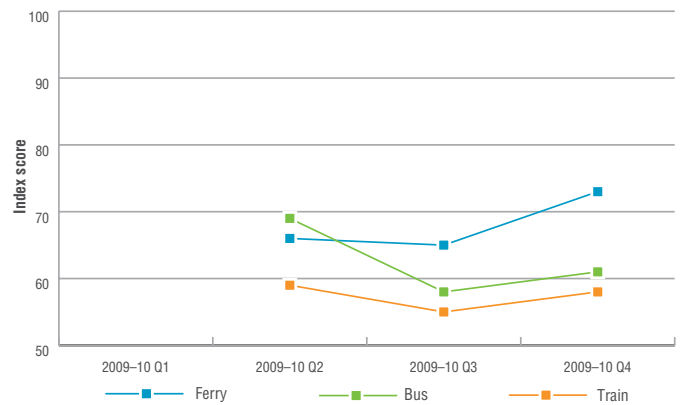
NOTE: No survey conducted in Q1 2009-10.

### Efficiency



NOTE: No survey conducted in Q1 2009-10.

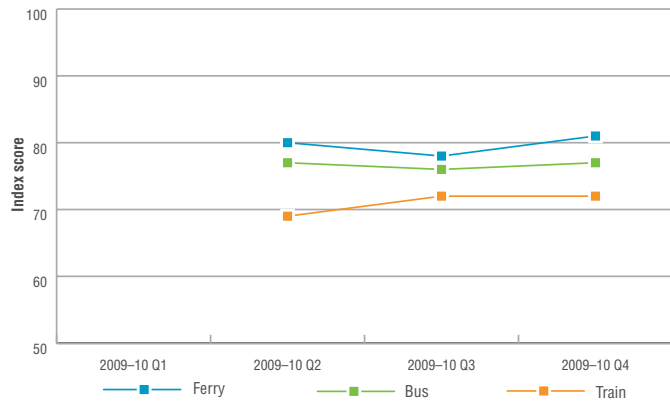
### Affordability



NOTE: No survey conducted in Q1 2009-10.

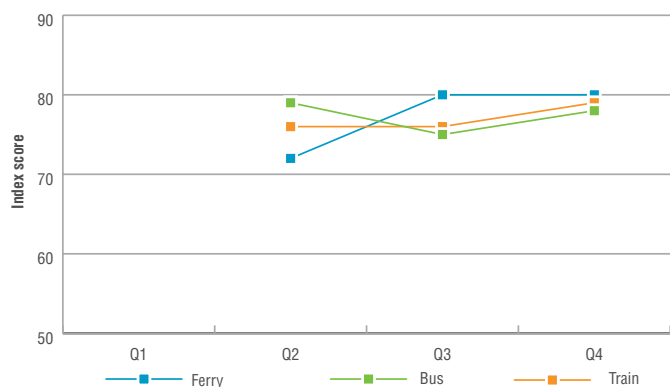


Accessibility



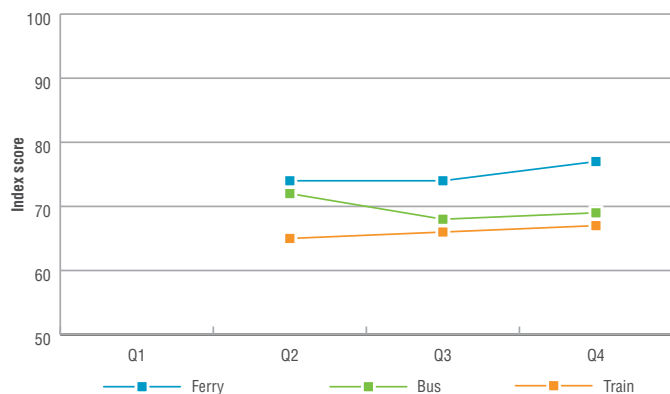
NOTE: No survey conducted in Q1 2009-10.

go card satisfaction 2009-10



NOTE: No survey conducted in Q1 2009-10.

Overall customer satisfaction 2009-10



NOTE: No survey conducted in Q1 2009-10.

## Making customers our first priority

Providing quality customer service is a key priority for TransLink and is the primary objective of TransLink's T12:2 Customer Experience Strategy.

Frontline staff deliver the majority of our customers' experiences on the network – from a Call Centre operator providing advice to a customer to a retail cashier topping up a customer's *go* card or a driver greeting a customer when boarding a bus.

Making sure staff feel equipped to deal promptly, knowledgeably and courteously with passenger enquiries is essential to ensuring our customers enjoy a smooth and seamless customer experience throughout the network.

Over the past twelve months we have worked closely with our many delivery partners to create a customer-first culture across all aspects of the business. This commitment to delivering quality customer service is reflected in the international customer service accreditation recently obtained by our train services partner, Queensland Rail. We will continue to lead the delivery of excellent service across all our delivery partners by providing them with the tools and information they need to empower their frontline staff.





## Our network

### 2009–10 innovations and achievements

- Implemented a program adding 301 000 additional weekly seats to TransLink bus, train and ferry services.
- Trialled two new high-capacity superbuses, operating between Logan and Brisbane CBD as part of the Queensland Government's Urban Congestion Management Program.
- Launched the CityGlider bus service in partnership with Brisbane City Council — TransLink's first high-frequency priority (HFP) route.
- Introduced a new cross-town bus service (route 77) linking Eight Mile Plains and Chermside via the new Clem 7 tunnel.
- Saved more than 3 000 hours per week in faster boarding times thanks to increased use of *go card*.
- Extended bus services to use new sections of the Northern and Eastern Busways, taking more than 7 000 buses and 200 000 passengers a week off Brisbane roads.
- Extended Gold Coast train and bus services to align with the opening of the new Varsity Lakes train and bus station.
- Trialled a new 747 bus service linking Robina and Southport, in partnership with the Gold Coast City Council.
- Introduced a new 702 bus service travelling between Southport, Surfers Paradise and Coolangatta airport on the Gold Coast.
- Replaced existing three car services with six car services on the Cleveland and Beenleigh lines to increase train capacity.
- Added new afternoon peak services on the Ipswich and Rosewood lines.
- Implemented additional morning and afternoon peak train services on the Gold Coast line, including a new, early-morning Gold Coast to Brisbane Airport train service.
- Added new late-night NightLink bus services added to the Gold Coast in partnership with the Gold Coast City Council.
- Released the *TransLink Network Plan 2010*, introducing TransLink's exciting new network of high frequency priority (HFP) routes.

The TransLink Transit Authority is the state authority responsible for planning, integrating and managing the 4.9 million services that make up South East Queensland's public transport network. Spanning more than 10 000 square kilometres, the TransLink network is one of the largest integrated public transport systems in the world. We aim to encourage greater use of public transport by creating a system that is convenient and easy for our customers to use.

Ensuring that public transport is an attractive and convenient alternative to private vehicle travel will play a key role in delivering the Queensland Government's plan to tackle urban road congestion. Through reducing private vehicle usage we will also contribute to achieving the government's *Toward Q2* ambition to reduce the state's carbon footprint by one third by 2020.

In planning and managing the TransLink network we are responsible for:

- planning and integrating new public transport services
- revising existing services and service routes
- service scheduling and timetabling
- monitoring and managing patronage and passenger loads
- identifying and implementing opportunities to improve service efficiency
- developing TransLink's network plans.







## Shaping the network to create faster, more frequent services

In June 2010, TransLink released the *TransLink Network Plan 2010*. This new plan outlines TransLink's long-term strategy to manage and grow South East Queensland's public transport network and contains a detailed one-year program of planned service and infrastructure improvements.

TransLink's network plan also introduces our exciting new strategy to build South East Queensland's public transport network through four broad categories of services.

- **High Frequency Priority (HFP):** High Frequency Priority services will form the backbone of South East Queensland's future public transport system. Services will operate on major corridors creating a grid-like network of connections between major activity centres and residential areas. Operating on a frequency of 15 minutes or better between 6am to 9pm, seven days a week, HFP routes will reduce overall journey times and improve cross-town connections to deliver faster, more frequent and more cost efficient services across the network. TransLink will continue the rollout of new HFP services in 2010–11.
- **Local services:** TransLink's HFP network will be supported by local "feeder" services, which will provide people with local access to the public transport network.
- **Peak-only services:** These services will enable TransLink to provide additional passenger capacity on routes that are in high demand during the morning and afternoon peak. Passengers will benefit from express or limited-stop options on these kinds of services and contribute to reducing the impacts of congestion on our roads.
- **Inter-regional links:** Providing a seamless connection between Brisbane, the Gold Coast, Sunshine Coast and Ipswich/Rosewood, these services play a vital role in providing direct links between all of South East Queensland's major commercial centres across TransLink's vast 10 000 kilometre network.

A full copy of the *TransLink Network Plan 2010* is available from [http://download.translink.com.au/about/2010\\_networkplan.pdf](http://download.translink.com.au/about/2010_networkplan.pdf).

## Delivering 301 000 new seats on TransLink services

In October 2009, the state government announced its commitment to deliver an additional 301 000 seats per week to the TransLink network, using additional revenue collected from the January 2010 fare increase.

While some of the additional train services originally planned for the 2009–10 year were delayed to allow for the completion of the Corinda to Darra track extension and the construction of the new Richlands train station, TransLink successfully delivered the full 301 000 seats per week in July 2010.

Customers benefit from:

- 30 000 additional weekly seats on the Gold Coast, Cleveland, Ipswich, Doomben and Rosewood lines
- 215 000 weekly bus seats across Brisbane
- 40 000 weekly bus seats on the Gold Coast
- 10 000 additional seats for school services and buses in the Logan/Park Ridge area
- 8 000 additional seats on Brisbane's CityCat services.

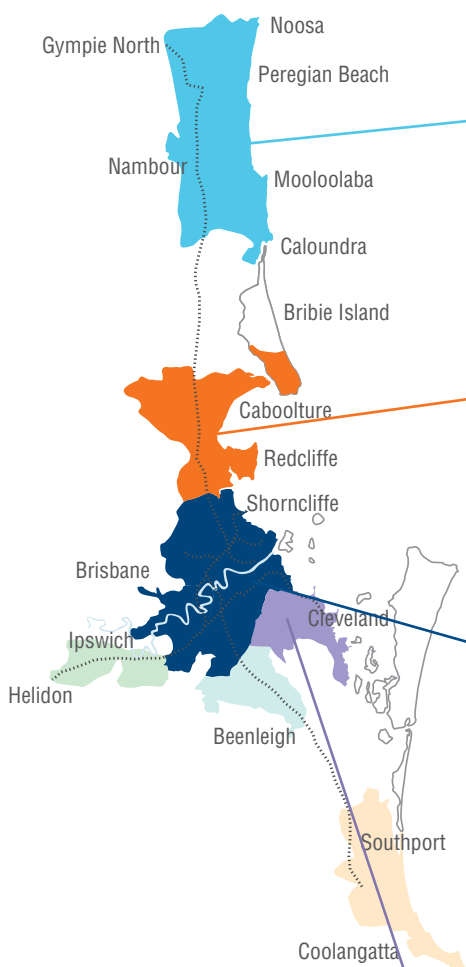
## New services where they're needed most

In 2009–10, TransLink completed two major public transport research projects – the Public Transport User Survey and the 2009 Park 'n' Ride Survey. The Public Transport User Survey provides TransLink with detailed data about where, when, why, and how our customers access the network to help with forecasting demand. Our network planners use this information in conjunction with *go* card ticketing data to help plan services and infrastructure throughout South East Queensland.

The Park 'n' Ride Survey provides TransLink with a complete set of data about the capacity of existing park 'n' ride facilities to inform planning of future park 'n' ride locations and expansions as well as identifying catchments for potential service improvements.



## 2009–10 service improvements by region



### Sunshine Coast

- During 2009–10 TransLink undertook a trial of a new bus route between Noosa and Cooran, provided in conjunction with the Sunshine Coast Regional Council.
- This year, TransLink extended a trial of a new bus route between Nambour hinterland and Maleny, co-funded and delivered with the Sunshine Coast Regional Council.

### Northern Region

- In December 2009, in response to feedback, TransLink made adjustments to improve a number of bus routes in the Northern region, including routes 681, 695, 696 and 697.

### Brisbane

- In March 2010 TransLink, in conjunction with Brisbane City Council, invested \$1.65 million to introduce a new cross-town bus service (route 77) linking Cherside and Eight Mile Plains via the Clem7 tunnel, bypassing the CBD.
- In April 2010 TransLink, in conjunction with Brisbane City Council, introduced the new high frequency CityGlider service which operates between West End and Newstead.
- In May 2010 TransLink invested \$3.1 million in a new Brisbane bus service package providing 360 additional bus services per week.
- In 2009–10 TransLink introduced new and upgraded services to deliver an additional 27 500 seats on train services for Brisbane commuters.
- In February 2010, TransLink introduced 13 new buses and additional bus services to routes 109, 169 and 412 to the University of Queensland.

### Eastern Region

- In April 2010 TransLink introduced new bus route 299 operating between Eight Mile Plains and Brisbane City, via the Brisbane Technology Park and Griffith University.
- In April and May 2010 TransLink upgraded existing morning three-car services to six-car services on the Cleveland train line.



### Western Region

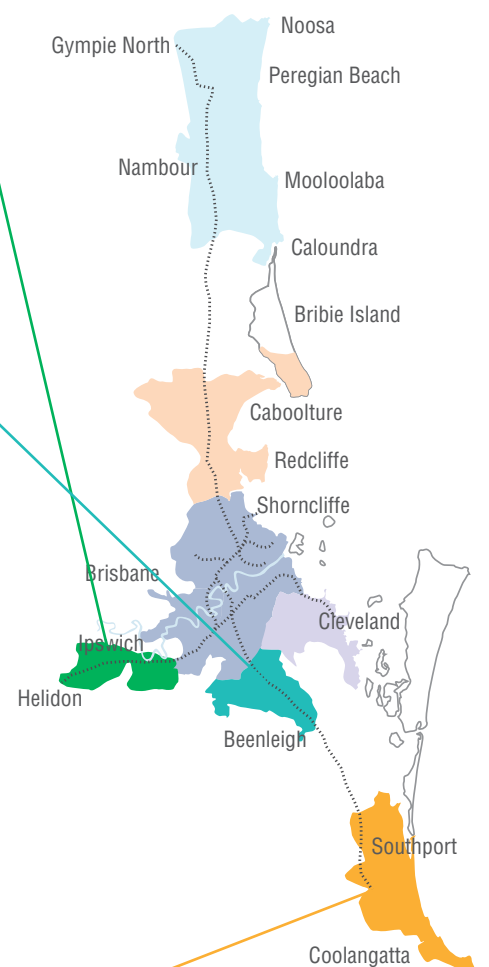
- In November 2009 TransLink commenced one new six-car morning peak period service and one new six-car evening peak period service on the Ipswich train line.
- In 2009–10 TransLink introduced an additional afternoon service on the Rosewood train line.

### Southern Region

- In March 2010 TransLink rolled out two peak hour express services from Logan City to Brisbane on bus routes 569 and 581.
- Two new superbuses introduced in January and April 2010 travelling between Logan and Brisbane city via the South East Busway.
- In June 2010 TransLink upgraded existing morning three-car services to six-car services on the Beenleigh train line.

### Gold Coast

- In February 2010 TransLink, in conjunction with Gold Coast City Council, implemented new bus route 747 providing passengers with a one seat journey between Australia Fair, Southport and Robina train station.
- In December 2009 TransLink, in conjunction with Gold Coast City Council, extended route 702 from Southport to the Gold Coast Airport.
- In December 2009 TransLink, in conjunction with Gold Coast City Council, introduced two NightLink services on Gold Coast routes 750 and 21 (N750 and N21). Through a funding agreement with TransLink, Gold Coast City Council is funding the full cost of these services in 2009–10.
- In December 2009, TransLink extended existing train services to commence from the new Varsity Lakes train station and implemented one new six-car morning peak period service and one new six-car evening peak period service on the Gold Coast line.
- Enhancement of bus connections to Varsity Lakes and Robina train station.
- Increased frequency of bus services for Griffith University to meet growing passenger demand.
- Introduction of an additional early morning Gold Coast to Brisbane Airport train service.





## Delivering the Gold Coast Rapid Transit project

The Gold Coast is one of the fastest growing cities in Australia. Currently home to around 500 000 residents, the *South East Queensland Regional Plan 2009–2014* predicts the Gold Coast's population will reach around 749 000 by 2014.

To help meet the new transport challenges that this rapid population growth will bring, the Queensland Government, Gold Coast City Council, and Australian Government have jointly committed \$949 million in funding to commence Stage One of the Gold Coast Rapid Transit (GCRT) project.

### Gold Coast's first light rail operation

Stage One of the Gold Coast Rapid Transit project will see the construction of a 13 kilometre light rail corridor connecting Griffith University and the new Gold Coast University Hospital at Parklands to Broadbeach, passing through the key activity centres of Southport and Surfers Paradise. Options to extend the Gold Coast Rapid Transit system in future stages include extending the line to connect with heavy rail at Helensvale train station to the Gold Coast Airport at Coolangatta.

Once operational, the Gold Coast Rapid Transit project will provide Gold Coast residents and visitors with easy access to important Gold Coast facilities, including the Gold Coast's Griffith University campus and the new 750 bed Gold Coast University Hospital. It will also provide greater connectivity with commercial, educational, retail and recreational activity centres. The rapid transit project will also play an increasingly important role in combating congestion on some of the Gold Coast's busiest roads.

Announcement of the preferred bidder for the Gold Coast Rapid Transit operator franchise is expected in 2011 with construction being undertaken between 2011 and 2014. Light rail services are expected to commence operation in 2014.

## A historic tri-government approach to delivering public transport projects

The Gold Coast Rapid Transit project is being funded by all three levels of government — federal, state and local. This project is one of the first of its kind to receive tri-government funding support through the federal government's new Building Australia infrastructure fund and represents an innovative new approach to delivering key public transport infrastructure across Australia.

Key milestones for the 2009–10 year include:

- Finalising funding arrangements for the three levels of government including conversion of the Australian Government requirement for equity to a grant.
- Completion of the Expression of Interest (EOI) process for the finance, construction, operation and maintenance of the light rail system through an operator franchise. Six EOIs were received in March 2010, with three consortia selected to progress to the next stage of the tender process.
- Commencement of early and enabling works, including geotechnical studies survey work along the corridor as well as tendering for Gold Coast University Station Shell early works.
- Advertising of requests for proposals for \$110 million worth of roadwork contracts for the early and enabling road work packages (Roadworks North in Southport and Roadworks South in Broadbeach).
- Gold Coast Rapid Transit Project awarded the prestigious Worldwide Project of the Year at the 2009 Light Rail Awards in London, in October 2009.



## A balanced approach to meeting and growing demand

By continuing to roll out new services to the areas of greatest need, TransLink aims to make public transport as accessible as possible. However, we are also responsible for ensuring that TransLink's public transport network is provided at reasonable cost to the wider community to minimise the burden of subsidisation on Queensland taxpayers.

In 2009–10, we completed our first ever Network Enhancement and Efficiency Review of the TransLink bus network. The review assessed the performance of all existing bus services and identified opportunities to improve the efficiency of some routes to address capacity, service viability and reliability issues.

As a result of this review, TransLink will be undertaking a major restructure of the Ipswich and Western region bus network in 2010–11 to improve the efficiency and reliability of bus services in the region. This will enable us to realise significant efficiency gains by reinvesting non-productive kilometres back into the network, creating better bus/train connections and more reliable services for customers.

By finding more efficient and innovative ways to fund and deliver transport services, we will continue to rollout new service enhancements to meet our social inclusion objectives, while ensuring we achieve appropriate levels of overall cost recovery.

## Efficient service planning through go card data

go card's touch on, touch off technology provides us with detailed passenger travel data about where, when and how often passengers use TransLink services.

Through go card, we are able to access improved bus boarding and alighting data to help analyse bus passenger loads and identify incidences of high demand. This helps us to prioritise resources to fund improvements where they are needed most. As more customers make the switch to go card TransLink will be able to build a clearer, more complete picture of passenger travel patterns, enabling more responsive network planning and service delivery.

go card also offers significant operational benefits, including reduced bus dwell times at stops. go card use cuts bus boarding times from eleven seconds to three seconds per passenger and has already contributed to savings of more than 3 000 hours each week in efficiencies on the bus network, compared with the pre-go card network that operated prior to 2008.

Through these operational savings and go card's passenger data capture capabilities, TransLink will be able to more efficiently plan services to achieve faster, more frequent services, shorter travel times, and improved service reliability.

## Improved patronage data

In 2009–10, a total of 181.8 million trips were taken on TransLink services, slightly lower than the 181.9 million trips recorded in 2008–09. This drop in recorded patronage levels is largely attributable to a correction in previous passenger count methods resulting from the significantly increased go card uptake over the course of the 2009–10 financial year.

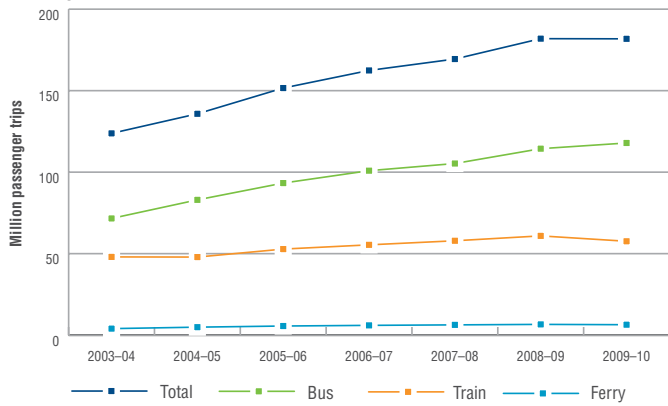
Unlike previous paper ticket count methods, go card records individual boardings and alightings to determine individual passenger trips to more accurately determine how often passengers are using, and transferring between, train, bus and ferry services. This increasing clarity on transport mode share is enabling TransLink to develop a more accurate understanding of how our customers travel on the public transport network.

Under this new count methodology, trips on bus services increased from 114.4 million in 2008–09 to 117.9 million during 2009–10. Trips on train services decreased from 60.9 million to 57.6 million over the same period. Trips on ferry services also decreased slightly from 6.6 million to 6.4 million during the 2009–10 financial year.

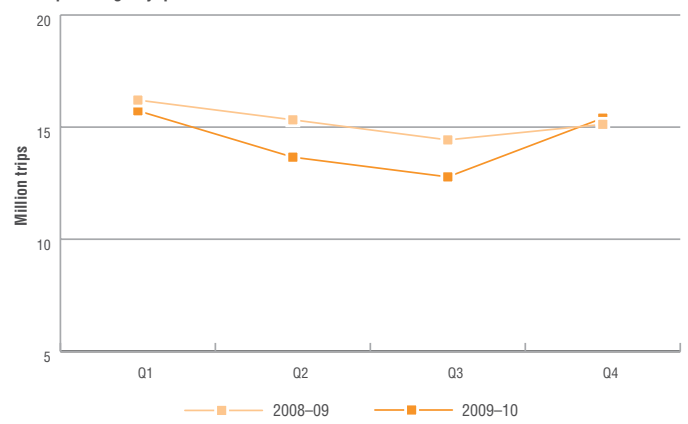
As go card uptake increases, TransLink expects to see the correction in patronage count data continue. Through increased go card usage TransLink will have access to more detailed, more accurate passenger origin and destination trip data. This will better inform future planning and funding for public transport services and infrastructure.



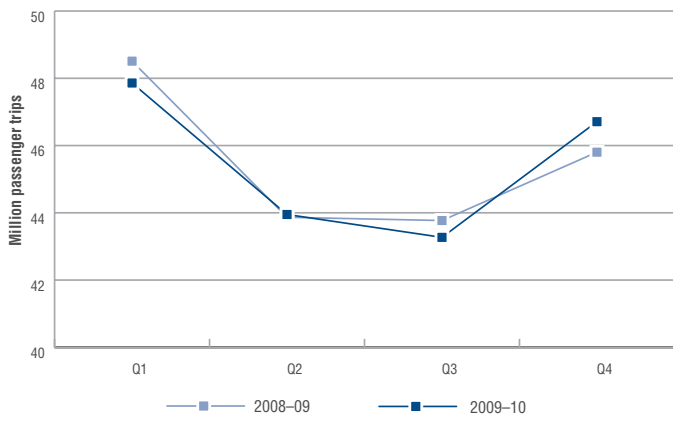
**Patronage**



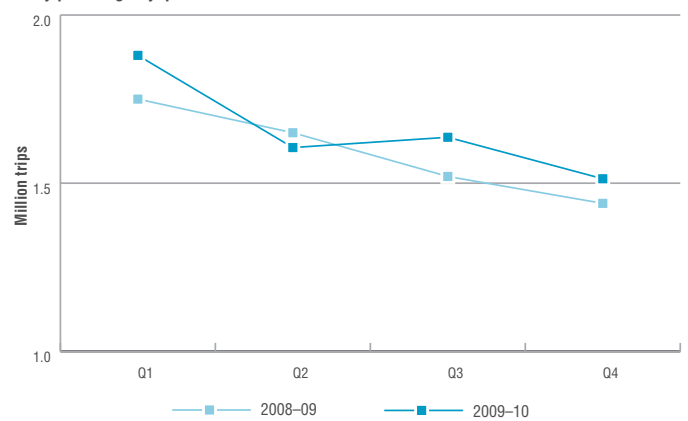
**Train patronage by quarter**



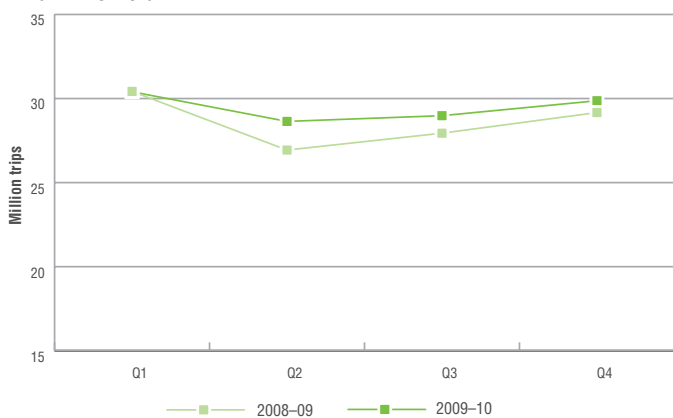
**Network wide patronage by quarter**



**Ferry patronage by quarter**



**Bus patronage by quarter**





## Growing capacity to meet peak passenger demand

Demand for peak services continued to be a major contributor to patronage growth for the 2009–10 year, with around 60 per cent of go card trips occurring during peak periods.

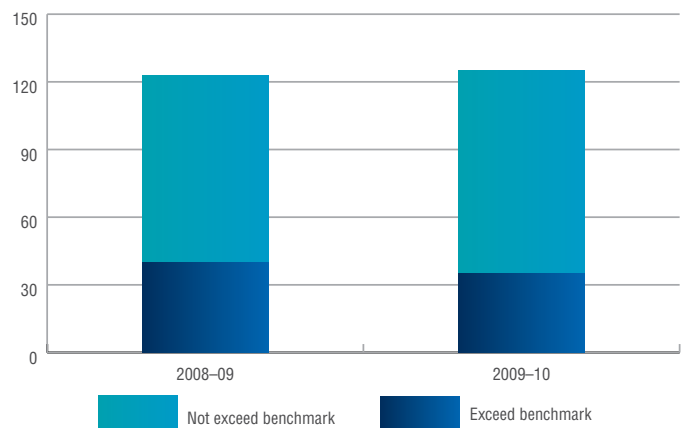
Queensland Rail conducts annual and quarterly Passenger Load Surveys which provide a snapshot of peak-period passenger loads on trains across the TransLink network. The results enable TransLink and Queensland Rail to identify capacity constraints and to plan and introduce additional new train services for commuters.

The March 2010 survey identified that the overall percentage of morning peak-period train services that exceeded their comfort measure of one person standing more than 20 minutes was 28 per cent in 2009–10, down from 33 per cent in 2008–09. The proportion of afternoon peak-period train services that exceeded benchmarks was 20 per cent in 2009–10, down from 21 per cent in 2008–09.

The number of morning peak-period trains that exceeded this benchmark fell from 40 of 123 trains to 35 of 125 trains. The number of afternoon peak-period trains that exceeded this benchmark fell from 23 of 109 trains to 22 of 111 trains.

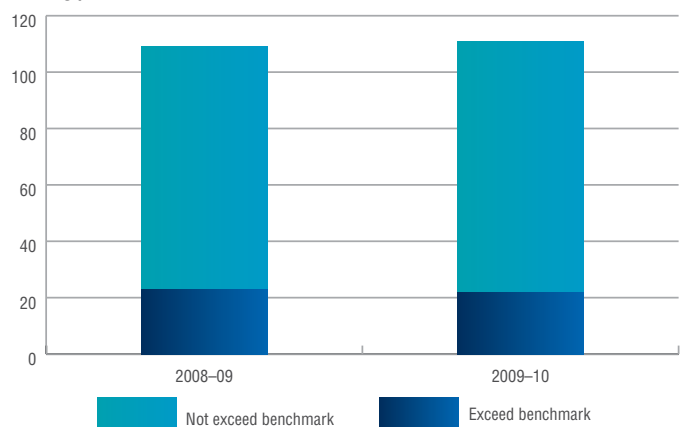
Passenger demand for TransLink bus services continues to grow. Over the past 12 months, patronage on the bus network has increased from 114.4 passenger trips in 2008–09 to 117.9 passenger trips in 2009–10. To meet this increased passenger demand, TransLink has continued to rollout additional bus services to areas most in need. During 2009–10, bus service kilometres increased from 89.87 million in 2008–09 to 92.87 million in 2009–10 — an increase of around three per cent on 2008–09. There has also been an increase in train service kilometres from 59.81 million in 2008–09 to 64.24 million in 2009–10 — an increase of just over seven per cent on 2008–09.

Morning peak – overall\*



\*NOTE: Includes airport services. Exceed benchmark measure represents proportion of total number peak train services that exceeded the comfort measure of one person standing more than 20 minutes.

Evening peak – overall\*



\*NOTE: Includes airport services. Exceed benchmark measure represents proportion of total number peak train services that exceeded the comfort measure of one person standing more than 20 minutes.



In 2009–10, TransLink adopted a new measure of capacity on the network called “place” kilometres. This is a simple calculation of the number of service kilometres provided, multiplied by the average vehicle capacity of a bus or train carriage, divided by one million.

This measure shows an increase from 5 572 million place kilometres for bus in 2008–09 to 5 758 million in 2009–10. For train, place kilometres have increased from 7 476 million in 2008–09 to 8 030 million in 2009–10 increasing the capacity of the total TransLink network by 5.6 per cent.

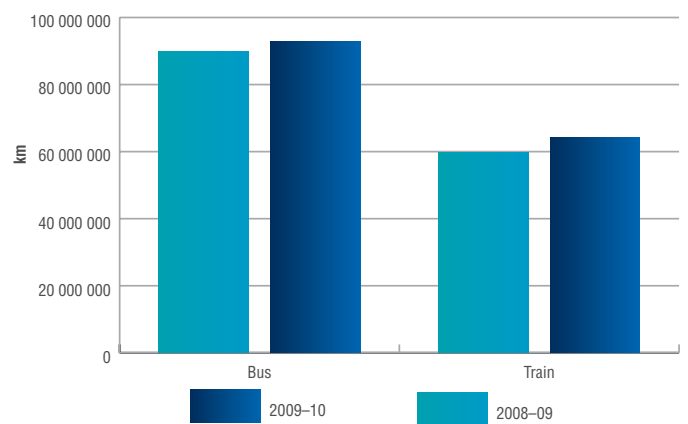
During 2009–10, TransLink created additional capacity on the network by providing funding for an additional 13 three-car trains and 96 growth buses, as well as two new high-capacity superbuses (see p.47).

As South East Queensland’s population continues to grow, the busway system will play an increasingly important role in enabling TransLink to carry more passengers, more quickly during peak periods.

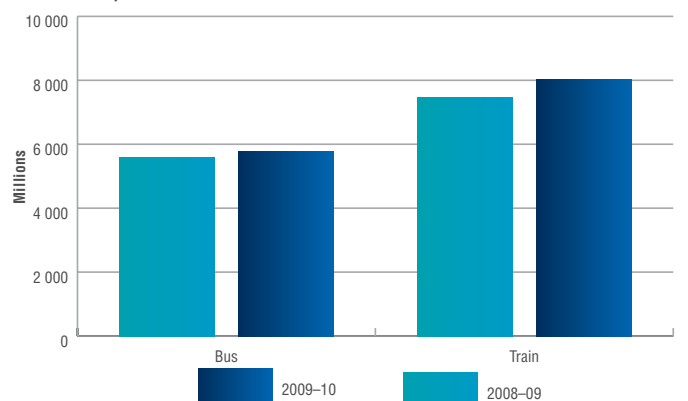
In 2009–10 approximately 136 bus routes used the busways carrying around 5.2 million passengers a month or around 62 million trips throughout the year. An average busway is capable of carrying up to 12 000 passengers per hour in each direction where standard buses travelling in general traffic would carry just 1 600 passengers. The busiest section of the South East Busway carries more than 18 000 people to Brisbane City during peak hour each day — the equivalent to seven and a half lanes of freeway traffic.

As the Northern, Eastern and South East busways are extended, TransLink will expand busway services to develop its High Frequency Priority (HFP) network. Together, the busways and the HFP network will deliver faster, more frequent services during peak periods to meet growing passenger demand.

**Bus and train service kilometres**



**Bus and train place kilometres**





## Case study

# A super idea to tackle congestion



*“With their high-capacity configuration, the Superbuses on route 555 have certainly been a great success”*

General Manager of Clarks Logan City Bus Service, Graham Davis is the happy recipient of a couple of new buses – but not just any run-of-the-mill buses, we’re talking superbuses.

TransLink’s two new superbuses are a first for South East Queensland — featuring all-new seating configurations, three-door boarding and additional go card readers, designed to get more people on-board quicker and get them to their destination sooner.

As the product tester and operator of Queensland’s first such configured high-capacity buses, Mr Davis said Clarks Logan City Bus Service was pleased to play a role in delivering on TransLink’s innovative and important superbus project.

“This initial trial of the 555 route on the South East Busway will give TransLink and the Queensland bus industry the information needed to assess the contribution these buses can make,” he said.

The \$1.5 million purchase of the two purpose-designed Superbus vehicles was funded under the Queensland Government’s Congestion Management Program — a program that aims to get more people out of their cars, off the road and on to public transport.

Through the superbus program, Clarks Logan City Bus Service is playing a key role in helping TransLink to deliver on the State Government’s *Toward Q2 Green* ambition of reducing carbon emissions from private vehicle use by one-third by 2020.

Bus operators also benefit from a lower cost per passenger kilometre. The superbuses’ high passenger carrying capacity

of up to 112 passengers (compared to about 95 for regular articulated buses) means more people can be carried with the same or reduced number of vehicles and drivers equating to savings in maintenance, fuel and labour costs.

For passengers the benefits include three larger doors for easier and faster access, front kerbside kneeling option to allow for low entry and a climate controlled interior with tinted windows to ensure passenger comfort.

The green credentials of the superbus are also impressive, meeting the highest European emission standard – Euro 5 – with on-board diagnostics alerting the driver if the level of air pollutants in the exhaust gases is excessive. And with a greater passenger load the superbus has a smaller carbon footprint per passenger.

Clarks Logan City Bus Service’s route 555 superbus service between Brisbane and Loganholme is proving a popular choice for commuters during the peak.

“Running these buses during peak periods is the true test of whether they meet the growing needs of our customers and the challenges of offering greener, faster and more reliable services,” Mr Davis said.

“And with their high-capacity configuration, the superbuses on route 555 have certainly been a great success,” Mr Davis said.

“We’re looking forward to partnering further with TransLink in this innovative congestion busting project in the 2010-11 year,” he said.



## Our fares and ticketing

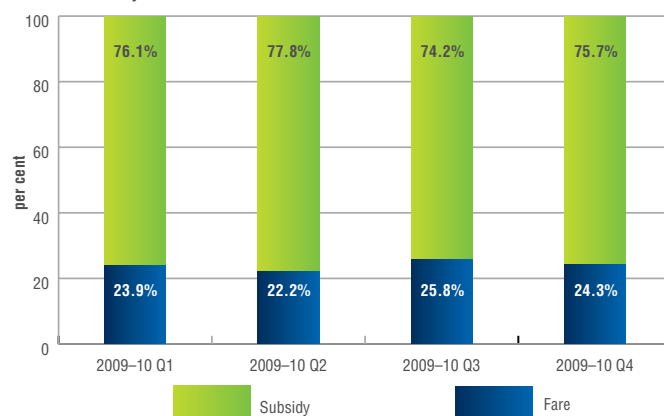
### 2009–10 innovations and achievements

- Implemented the first stage of TransLink's new five year fare strategy to assist in securing the long-term sustainability of South East Queensland's public transport network.
- 629 681 *go* cards issued in 2009–10 — twice the number issued in 2008–09 — taking total card issuance to more than one million since inception.
- More than 60 per cent of all trips on the network are now made using *go* card — around double that of 2008–09.
- Introduced a new auto top-up function on *go* card with 15.5 per cent of registered *go* card holders now active.
- Implemented new off-peak discounts on *go* card, with 43 per cent of *go* card users benefitting from a 10 per cent discount on all trips taken outside of peak periods.
- Trialled a new transferable corporate *go* card suitable for business use.
- Rolled out a new \$20 pre-loaded *go* card product loaded with a \$5 deposit and \$15 travel credit for immediate use.
- Installed 17 next-generation fare machines across the busway network and bus interchanges, capable of topping-up *go* cards and selling adult *go* cards.
- Installed new *go* card readers at key locations on the train network to improve passenger flows and increase customer accessibility.
- Improved *go* card reader and fare machine signage across the train and bus network to make using *go* card even easier for customers.
- Significantly expanded the *go* card retail network — there are now more than 520 places to buy a *go* card.
- As at 30 June 2010, achieved our lowest ever rates of *go* card complaints at 6.8 complaints per 10 000 *go* card trips.

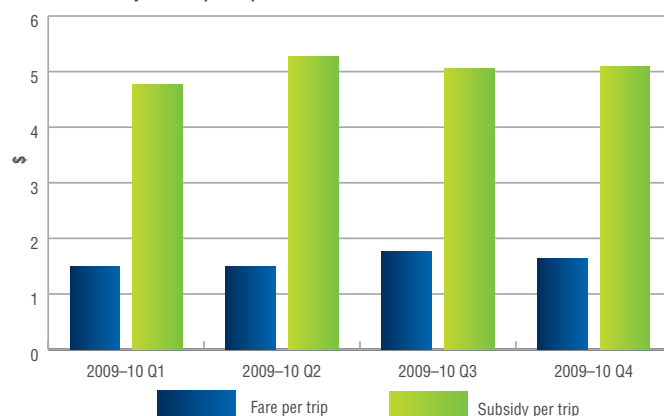
On 4 January 2010, TransLink introduced a new fare structure for South East Queensland's public transport system as the first stage in delivering TransLink's new five year fare strategy.

TransLink's fare strategy positions the *go* card ticket product as the primary ticket for the TransLink network. It introduces a series of staged fare increases to ensure the long-term sustainability of South East Queensland's public transport system. These fare increases will enable TransLink to continue to rollout services to meet growing demand, whilst gradually reducing state subsidies to a more sustainable level. In line with TransLink's strategic objective of achieving financial sustainability, TransLink aims to reduce the total subsidy requirement from 75 per cent to 70 per cent of the total cost of delivering public transport services, over a five year period.

Fare and subsidy levels – network wide



Fare and subsidy level – per trip





## TransLink's new fare strategy

Under the new fare structure, *go* card fares in 2010 are the same price or less than single paper ticket fares were in 2007. *go* card fares are now also approximately 30 per cent cheaper than a single paper ticket in 2010.

In addition to a new fare structure, TransLink's fare strategy also outlines a plan for the staged removal of legacy paper ticket products to maximise the operational and planning benefits of the *go* card system. On 31 December 2009, 3, 6 and 12 month tickets for travel on train services were withdrawn from sale, with other legacy tickets planned for removal at the end of December 2010.

TransLink's fare strategy also includes a number of other initiatives to encourage the take up and use of *go* card, such as:

- giving away up to 400 000 free *go* cards loaded with \$10 credit, to encourage people to make the switch to *go* card
- launch of a new \$20 pre-loaded *go* card product
- reducing the deposit for new *go* cards from \$10 to \$5
- introducing a new 10 per cent off-peak discount on *go* card, increasing by five per cent each year to reach a full 20 per cent discount by 2012
- doubling the size of the *go* card retail network to more than 520 purchase locations
- increasing the number of *go* card machines at busway stations and major transport interchanges
- introducing a new transferrable corporate *go* card product suitable for business travel use.

## What is *go* card?

*go* card is TransLink's reusable electronic smartcard that allows customers to travel seamlessly on all TransLink bus, train and ferry services. Once purchased, travel credit is loaded and stored on the customer's *go* card. Fares are automatically calculated and deducted from the balance as customers touch their card on and off at special electronic readers at the start and end of each leg of their journey.

Passengers can buy a *go* card from one of 520 retail locations and top up the balance of their *go* card at one of more than 1 000 locations throughout South East Queensland. This includes all non-Brisbane Transport buses, the TransLink Call Centre, the TransLink website or by registering for auto top-up.

*go* card makes catching public transport easier and quicker for customers, removing the need to carry loose change or queue for a ticket. *go* card also provides richer, more accurate passenger travel data than other ticket types, providing TransLink with detailed information to better plan services and ticket products to meet customer needs.





Celebrating the 100 millionth trip on *go* card.

## Record *go* card take-up

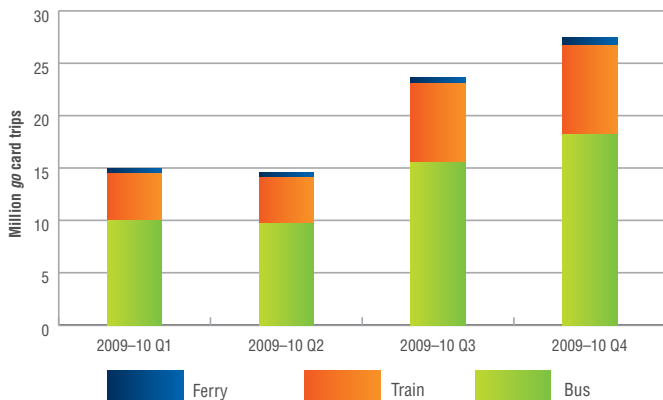
The 2009–10 financial year marked some significant milestones for TransLink, with the introduction of TransLink’s new fare structure in January 2010. This contributed to a significant increase in *go* card sales and *go* card use on TransLink services.

In March 2010, TransLink celebrated the 100 millionth *go* card trip on the network. As at 30 June 2010, more than one million *go* cards had been issued since *go* card’s launch in 2008, with more than half those issued in the twelve months of 2009–10 (total number of cards 629 681). Trips using *go* card now represent more than 60 per cent of all trips on the network.

Increased use of *go* card is contributing to improved planning and faster, more reliable services. TransLink is now saving around 3 000 hours a week in faster boarding times on bus services.

TransLink continues to encourage customers to make the switch to *go* card through information and education programs and special promotional events (see *Our customers*, p.26).

*go* card use by mode



## New benefits for *go* card users

In December 2009, TransLink launched a new auto top-up facility for *go* card, which enables registered *go* card users to “set and forget” an amount to be automatically loaded onto their *go* card when the balance on their card falls below \$5. Auto top-up makes it easy for customers to ensure their *go* card always has sufficient credit on it when they travel. It also gives parents peace of mind that their children won’t run out of travel funds. Customers can set up auto top-up using a valid credit or debit card via the TransLink Call Centre or via the TransLink website.

The number of customers registered for auto top-up has steadily increased since December 2009, with a noticeable increase in registrations following the introduction of a supporting awareness campaign in February 2010 (see *Our customers*, p.26). As at 30 June 2010, more than 49 600 customers had activated auto top-up out of a total 319 496 registered *go* card users.

TransLink is committed to finding ways to encourage people to use public transport services and to help spread demand for peak services, through incentives such as off-peak discounts.

The introduction of TransLink’s new fare structure in January 2010 included the introduction of a new 10 per cent off-peak discount on *go* card that will increase by five per cent each year to reach a full 20 per cent by 2012. Off-peak discounts apply to all *go* card types and users and are automatically applied to each trip taken during a designated off-peak period (between 9am and 3.30pm and after 7pm Monday to Friday, all day weekends and public holidays). As at 30 June 2010, more than 42 per cent of *go* card users have benefitted from the off-peak discount.

In 2010–11, TransLink will continue investigating new enhancements and incentives for *go* card to make travel easier for our customers and to encourage greater use of public transport.



## Expanding the *go* card network

TransLink has the largest smartcard retail network in Australia, providing a network of more than 520 locations to buy a *go* card and more than 1 000 locations to top-up a *go* card.

In December 2009, TransLink rolled out a new \$20 pre-loaded *go* card product, loaded with a \$5 deposit and \$15 travel credit that can be used immediately.

The new pre-loaded product removes the need for retailers to have expensive *go* card top-up equipment to manually load credit onto the card. Pre-loaded *go* cards are now available from more than 216 new retail locations to make purchasing a *go* card even easier for our customers.

TransLink developed new point-of-sale material that was rolled out across the retail network in early 2010. New icons were created to help the customer more easily identify what services a particular retailer offered – whether they could “buy” a *go* card, “top-up” their *go* card, or do both. New point-of-sale products included flags, stickers, bunting and video.



Between December 2009 and June 2010, TransLink more than doubled the number of locations where customers could buy a *go* card. The *go* card retail network now comprises:

- 174 *go* card retailers with top-up and purchase facilities
- 216 *go* card resellers selling pre-loaded *go* cards only
- 140 Queensland Rail Stations fitted with fare machines with *go* card top-up facilities of which there are 120 Queensland Rail Stations equipped to sell *go* cards or pre-loaded *go* cards
- 12 busway stations with fare machines with top-up and adult *go* card purchase facilities.

Over the next 12 months, TransLink will further increase the availability of *go* card purchase and top-up locations by expanding the retail network and rolling out new fare machines at key locations on the network.



## Case study

# Australia's largest smartcard retail network

*“We already had Australia’s largest smartcard retail network before we introduced our new pre-loaded retailers but now we’re even better placed to manage future demand”*

With a huge increase in demand for *go* cards on the horizon, late 2009 posed the challenge of ensuring *go* card availability was equal to the pressure of demand.

Enter TransLink’s Retail and Sales Manager, Richard Steer.

“We knew the fare changes in January 2010 would increase demand for *go* cards as more people realised the advantages of making the switch,” said Richard.

“Our challenge was to ensure we could meet the increased demand by having sufficient *go* cards available for customers to purchase from as wide a retail network as possible.

“The fastest and most economical solution was to introduce a new pre-loaded *go* card product — and to make it available from as many new outlets as we could,” he said.

Pre-loaded *go* cards work just like normal *go* cards but are pre-loaded with a \$5 deposit and \$15 travel credit that can be used immediately.

By pre-loading the card with a set amount, retailers do not need to have the expensive equipment required to manually load credit onto the card.

“Working with our *go* card ticketing partner, Cubic Transportation Systems, we then started the process of contacting retailers who had previously expressed interest in becoming *go* card outlets, such as newsagencies and convenience stores, to see if they wanted to become resellers of pre-loaded *go* cards,” Richard said.

“We also sought expressions of interest via the web, through industry groups, and in locations where we knew there was a need to increase retail coverage, we actively went out and sourced new retailers,” he said.

As a result, the spike in *go* card sales over the first months of 2010 was more than matched by the doubling of the number of *go* card retailers signed up over the same period.

By the end of the financial year TransLink had established more than 520 locations to buy a *go* card, more than 1000 locations where cards could be topped up (including all non-Brisbane Transport buses), and 88 locations where cards could be registered — as well as offering *go* card services via the TransLink website and Call Centre.

“We already had Australia’s largest smartcard retail network before we introduced our new pre-loaded retailers but now we’re even better placed to manage future demand once *go* card becomes the primary ticket for the TransLink network in 2011,” said Richard.



## Introducing next-generation *go* card equipment

As *go* card usage increases, TransLink is introducing new *go* card equipment to meet growing demand.

In April 2010, TransLink installed 17 next-generation fare machines at key locations across the busway network and major bus interchanges. In addition to being equipped to top-up *go* cards, they are capable of selling adult *go* cards.

These fare machines are the first of their kind to be installed on the TransLink network and represent the next generation of equipment for South East Queensland's public transport system. TransLink has ordered an additional 23 fare machines which will be rolled out across the bus network by the end of 2010.

In March 2010, we commenced the rollout of 30 new *go* card readers at priority train stations to reduce queues when boarding and alighting trains and to increase convenience for customers. As at 30 June 2010, 11 readers had been installed. TransLink is also considering alternative solutions such as mobile devices to minimise congestion at *go* card readers on train stations during peak periods.

We are also rolling out 58 new ticket office terminals at train stations to provide more avenues for customers to top-up or refund their *go* cards.

Based on customer feedback, TransLink has introduced new signage to make it easier for passengers to locate *go* card readers and fare machines on train platforms.

## Creating new products to meet customer needs

TransLink is committed to ensuring that its ticket products meet the needs of all public transport users. During 2009–10, TransLink established a dedicated product development team to research options for a number of new ticket products, that would complement the existing *go* card product range and provide a viable alternative for users who are unable to use the *go* card.

One of the major developments of the 2009–10 financial year was the launch of TransLink's new \$20 pre-loaded *go* card product range. Adult, Senior, Child and Concession *go* cards are sold pre-loaded with a \$5 deposit and \$15 travel credit that can be used immediately. As at 30 June 2010, more than 110 000 pre-loaded cards had been issued since their launch in December 2009.

TransLink is developing a number of exciting new *go* card initiatives to meet the needs of customer groups such as businesses, tourists and infrequent public transport users. This will support the planned removal of legacy paper tickets at the end of 2010. These include:

- Trial of a new corporate *go* card product, developed in response to research conducted with a number of major employers in South East Queensland that can be used by multiple individuals for business travel purposes.
- Developing options to supply organisations with a large number of *go* cards to provide to staff through a company arrangement.
- Ongoing negotiations with the university sector to provide co-branded ID cards/*go* cards to students. The cards will have a staged implementation over time that may eventually include co-locating an additional security application on the cards.
- Developing a Seniors Card with inbuilt *go* card functionality, in partnership with the Department of Communities.
- Developing a tourist product to meet the specific travel needs of short-term visitors.



In March 2010, TransLink released the TransLink Access Pass — an alternative to the *go* card product, for people with a significant permanent disability.

The TransLink Access Pass was developed for people who are able to travel independently on TransLink public transport services, however, due to their disability are unable to touch on and off with a *go* card.

The pass entitles holders to unlimited travel on all TransLink bus, train and ferry services (excluding Airtrain) and was developed in consultation with various stakeholder groups and healthcare professionals. Users do not need to touch on or off with their pass. They simply need to carry it with them at all times while travelling. As at 30 June 2010, TransLink had issued 24 passes to customers.

### **go card performance continues to excel**

TransLink monitors the performance of the *go* card system by measuring the proportion of time equipment is working without error, the number of *go* card related complaints TransLink receives, and the proportion of *go* card trips that attract a fixed fare charge.

Availability of *go* card equipment remained high in 2009–10. Performance measures on bus, train and ferry were better than contracted benchmarks, with *go* card equipment at train stations operational 99.6 per cent of the time.

When an issue is detected with an on-platform *go* card reader or fare machine, the machine automatically triggers a service call to alert a technician who will attend the machine within 24 hours.

TransLink has also recently implemented a trial at one bus depot to pre-activate *go* card readers on buses before they leave the depot. This ensures readers are working properly at the start of each shift and reduces the chances of bus equipment being reported as not working.

The measure of *go* card-related customer complaints comprises the number of complaints received in relation to the *go* card system and the number of *go* card fare adjustment requests received from customers.

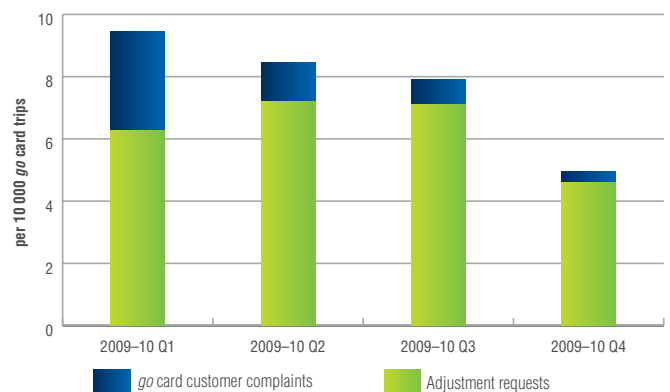
As at 30 June 2010, the overall combined adjustment and complaint figures for *go* card had fallen to an all-time low since the introduction of the card in January 2008.

Complaints fell from 3.2 to 0.36 per 10 000 *go* card trips. Adjustments requests also fell from 6.4 to 4.6 per 10 000 *go* card trips.

TransLink also measures the number of fixed fares on *go* card. A fixed fare is a pre-set amount that *go* card's central system may automatically deduct from a customer's *go* card if the journey information is incomplete. For example, a fixed fare may be charged if a user has not touched off correctly and the system cannot determine the final destination point to calculate the appropriate fare. In June 2010, 3.4 per cent of *go* card trips attracted a fixed fare compared with 3.9 per cent of all *go* card trips in June 2009.

If the *go* card fails to read correctly or the customer believes the charge amount is incorrect, they can request an adjustment via TransLink's website or by ringing TransLink's 24-hour Call Centre on 13 12 30.

**go card customer complaints and adjustment requests**







## Our infrastructure and facilities

### 2009–10 innovations and achievements

- Made significant improvements to public transport infrastructure including the completion of the Northern Busway (Royal Children's Hospital Herston to Windsor) and Eastern Busway (Eleanor Schonell Bridge to Buranda), Varsity Lakes train and bus stations.
- Spent more than \$129 million upgrading park 'n' rides, bus interchanges, stops and facilities.
- Completed a major upgrade of Petrie train station including new shelters, fencing, lighting and CCTV and extension of the existing park 'n' ride.
- Resurfaced platforms at Auchenflower, Deagon, North Boondall and Thornside train stations.
- Constructed a new 146 bay car park 'n' ride facility at Moggill Rd, Kenmore.
- Constructed a new 200 bay car park 'n' ride facility, bus platform and driver facilities at Mount Lindsay Highway, Park Ridge.
- Expanded park 'n' ride facilities at Greenbank RSL, Dinmore train station and Bald Hills train station.
- Installed 471 items of bus stop infrastructure across South East Queensland through TransLink's Station and Stop Infrastructure Improvement Grant, in partnership with nine local government agencies.
- Carried 37 million passengers on South East Queensland's busways during the year — the equivalent to 30 million less private vehicle trips on South East Queensland roads<sup>#</sup>.
- TransLink endorsed as a Project Managed Organisation (PMO) by the Australian Institute of Project Management — one of only 22 organisations in Australia to receive this endorsement.
- Commenced tender for early and enabling roadworks packages for the Gold Coast Rapid Transit project.

Ensuring convenient, safe and comfortable access to the public transport network plays a key role in encouraging people to use public transport services. By implementing improvements to public transport infrastructure, we endeavour to make accessing public transport services as inviting, easy and enjoyable as possible for all customers.

TransLink proactively manages the planning, construction and improvement of a wide range of public transport infrastructure, including train stations, bus stations, interchanges, bus stops, bus shelters, park 'n' ride and kiss 'n' ride facilities. TransLink is also responsible for the operation of the busway network.

Strong governance and administration of the region's public transport infrastructure investment will ensure TransLink achieves the business excellence and financial sustainability needed to create a public transport system that meets the needs of a rapidly growing South East Queensland.

### Investing in improving existing public transport facilities

In addition to a number of major infrastructure projects, including the opening of the new Eastern and Northern Busways, and Varsity Lakes train and bus stations the Queensland Government invested more than \$129 million in improvements to the TransLink network in 2009–10, through four major infrastructure programs:

- TransLink Station Upgrade Program (TSUP)
- Citytrain Station Upgrade Program (CSUP)
- Urban Congestion Management Program (UCMP)
- Stop and Station Infrastructure Improvement Grant (SASIIG).

<sup>#</sup> Based on vehicle occupancy of 1.2 passengers per car.



## TransLink Station Upgrade Program

The TransLink Station Upgrade Program (TSUP) is a major infrastructure program that delivers new or upgraded infrastructure at key public transport hubs, such as bus stations and bus-train interchanges, park 'n' rides, kiss 'n' rides and bus stops along major service corridors, and end of trip facilities at bus stations.

In 2009–10, TransLink invested \$23.9 million in improving passenger access, safety, information and amenities through the TransLink Station Upgrade Program.

Key projects commencing in 2009–10 included:

- expansion of Greenbank RSL park 'n' ride
  - » installation of 40 new car parks and new bus shelters
- new bus park 'n' ride at Moggill Road, Kenmore
  - » construction of 146 car parks and five motorbike parks
- new bus park 'n' ride at Mt Lindsay Highway, Park Ridge
  - » construction of 200 new car parks, park 'n' ride
- new bus station and stage 1 of new park 'n' ride facility at Bribie Island
  - » installation of new bus station and 122 new car parks
- planning and concept design for an additional 14 future projects including:
  - » planning works for Jindalee park 'n' ride due for completion in 2011–12
  - » planning works and construction start for North Lakes bus station and local bus stops rectification.

## Citytrain Station Upgrade Program

In 2009–10, \$90 million was invested through the Citytrain Station Upgrade Program to undertake improvements to Citytrain stations and train facilities in the TransLink network.

In addition to completing a significant amount of planning and design works for station upgrades, key station enhancements undertaken in 2009–10 included:

- Petrie train station and park 'n' ride upgrade
  - » construction of a new three bay shelter
  - » upgrade of existing heritage shelter
  - » 20 bay extension to existing park 'n' ride
  - » installation of new fencing, lighting and closed circuit television
- multi-station platform resurfacing
  - » completed at Auchenflower, Deagon and North Boondall and Thorneside train stations
- replacement of passenger information displays at Central and Roma Street stations
  - » 135 LCD monitors installed at Central station, 110 installed at Roma Street station
- expansion of Dinmore train station park 'n' ride
  - » installation of 230 new car parks, installation of new security cameras, lighting and fencing
- Bald Hills park 'n' ride upgrade
  - » construction of additional 159 car parks and new bicycle enclosures
- rollout of a new a public place recycling scheme at TransLink train stations
- a range of station improvements to help meet Commonwealth *Disability Standards for Accessible Public Transport 2002*:
  - » installation of tactile ground surface indicators at 46 stations
  - » new passenger information display screens
  - » upgrade of Bethania rail station.



## Stop and Station Infrastructure Improvement Grant (SASIIG)

The Stop and Station Infrastructure Improvement Grant encourages South East Queensland Local Government Agencies to partner with TransLink in upgrading existing bus stops to meet TransLink's bus stop design standards and the *Disability Discrimination Act (Cwth) 1992*. The SASIIG program adopts a partnership approach, with TransLink providing funding grants to councils on a 50/50 cost basis.

Under the SASIIG program, in 2009–10:

- \$3 million in funding grants were awarded to local government agencies
- nine councils received funding
- 471 items of bus infrastructure, including shelters and seats were installed across the TransLink network.

## Congestion Management Program (CMP)

The Congestion Management Program is a Queensland Government initiative aimed at tackling the growing issue of road congestion in South East Queensland. Through the program, TransLink implements bus priority measures on heavily congested roads and upgraded park 'n' ride facilities at train stations to increase access to the public transport network. More than \$4.7 million was allocated to the program in 2009–10 to undertake a range of park 'n' ride improvements, including:

- 92 new car bays and cycle facilities at Burpengary
- 76 new car bays and cycle facilities at Bray Park
- 87 new car bays at Morayfield
- 102 new car bays and cycle facilities at Ormiston.

## Making public transport accessible to all

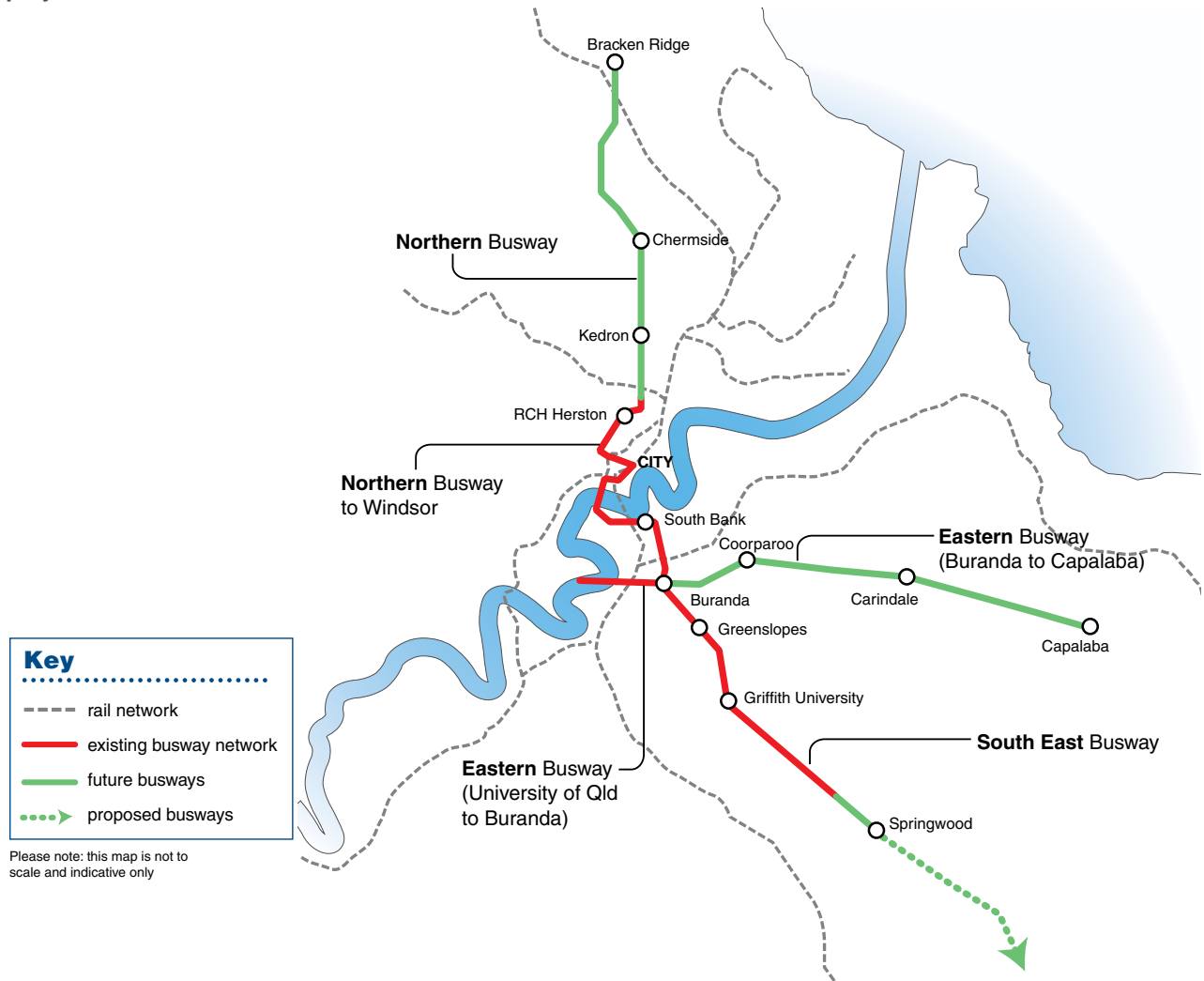
TransLink is working hard to ensure South East Queensland's public transport system meets the compliance targets set by the Commonwealth *Disability Standards for Accessible Public Transport 2002 (DSAPT)*. These standards are designed to ensure that people with a disability can safely and comfortably make use of public transport. The standards outline minimum guidelines for public transport infrastructure, vehicles, ticketing and information to ensure that all Australian public transport networks achieve this goal.

Under the standard, TransLink has an obligation to meet progressive compliance targets for bus stop and rail station infrastructure until 100 per cent of stops and stations across the network are compliant by 31 December 2022.

Some other elements of the network, including waiting areas, signage and lighting, are not yet compliant with DSAPT targets. Design standards now ensure all new and upgraded stops and stations are compliant and TransLink will proactively target existing infrastructure improving as a key priority in 2010–11.

Currently, 66 per cent of buses in the TransLink fleet are DDA compliant. TransLink's Bus Replacement Program is proactively replacing older buses with accessible, low-floor vehicles to deliver on our vision of making travel easy for all users.

## Busway projects in South East Queensland



## Managing South East Queensland's world class busway system

South East Queensland's innovative busway system is internationally recognised as being one of the best in the world. During 2009–10 we welcomed delegations from Pakistan, Thailand, China, Indonesia and Malaysia who travelled thousands of kilometres to learn from the successes of our busways (see *Our Community*, p.61).

Providing similar passenger carrying capacity to heavy rail, the South East Queensland busway system is now almost 24 kilometres long. It is capable of carrying up to 18 000 passengers per hour in each direction compared with an average of 1 600 per hour for buses travelling in general traffic.

More than 135 TransLink routes travel on the busways, carrying around 5.2 million passengers each month. Over the next few years, the busways will play a key role in facilitating the rollout of TransLink's network of HFP routes.

TransLink works with the Department of Transport and Main Roads to operate and maintain the Queensland Government's world-class busway system and busway stations. We assist with providing input on the planning and construction of future busway infrastructure, such as the recently completed Northern and Eastern Busway extensions, that opened in August 2009. These multi-million major bus infrastructure projects connect The University of Queensland at St Lucia to the South Eastern Busway and train network at Buranda and provide new bus links out to the Royal Brisbane and Women's Hospital at Windsor.

Stage one of the Northern Busway comprises 1.2 kilometres of new busway infrastructure as well as the new Royal Brisbane Women's Hospital (RBWH) busway station and a state-of-the-art Cycle Centre with storage and end-of-trip facilities. The Eastern Busway includes 2.1 kilometres of new busway infrastructure, the Princess Alexandra Hospital and Boggo Road busway stations, and a new premium stop at Dutton Park. The Eastern Busway also holds claim to the Southern Hemisphere's longest busway tunnel — a 640 metre-long underground section that links the busway to the Eleanor Schonell Bridge at St Lucia. Future extensions will possibly see the busway extend as far north as Bracken Ridge and as far south as Springwood and as far east as Capalaba.



During 2009–10, more than 37 million people travelled on the busway system, up 19 per cent from 2008–09. This is equivalent to around 30 million less car trips on Brisbane's roads (based on 1.2 passengers per car) — a significant achievement in terms of reducing congestion on some of the region's busiest transport corridors. Despite the huge volume of passengers travelling on the busways, the number of incidents only account for 0.0000017 per cent of the total passenger volume thanks to the busways world-leading design and safety features.

To find out more about the Queensland Government's current and future busway infrastructure projects visit <http://www.translink.com.au/busways.php>.

## Endorsement as an AIPM Project Managed Organisation

During 2009–10 TransLink applied for endorsement as a Project Managed Organisation (PMO) with the Australian Institute of Project Management (AIPM), the peak body for project management in Australia. AIPM uses an assessment-based organisational accreditation program to recognise organisations that continually improve their project management capabilities.



The PMO endorsement is only given to organisations that have a clear process in place for ongoing operational project management improvement.

AIPM assessed TransLink using their Recognition Criteria including organisation structure, training practices, communications with the business, rigour of business case evaluation, and project-level controls.

## Planning the region's future infrastructure

TransLink is a key contributor to Queensland Government transport infrastructure planning. We work closely with the Department of Transport and Main Roads to provide input into the development of the *South East Queensland Infrastructure Plan and Program*. This ensures that corridor planning and major infrastructure projects are designed so that they will both meet and encourage demand for public transport services.

During 2009–10, TransLink provided planning input and advice on a number of major infrastructure projects including the development of the next stages of the Northern and the Eastern Busways, early construction works on the Gold Coast Rapid Transit project (see p.42), Cross River Rail, and the new Springfield Passenger Rail Line project. We also provided specialist advice on a range of local government planning and development projects.

Image (Left to Right): Ian Baxter (General Manager – Australian Institute of Project Management), Peter Strachan (CEO TransLink), David Hudson (QLD Chapter President – Australian Institute of Project Management).

## Case study

# Award winning project management

*“Receiving AIPM’s accreditation is a significant endorsement of the success of our approach and one that we are incredibly proud of”*



Getting TransLink’s million dollar projects up and out of the ground is everyday business for TransLink’s Infrastructure and Investment team, but even they had reason to be excited when Australia’s peak project management body, the Australian Institute of Project Management (AIPM) awarded TransLink their highest level of accreditation.

TransLink’s Director of Infrastructure and Investment, Matthew Longland, said AIPM’s recognition of TransLink as a Project Managed Organisation (PMO) was an occasion worthy of celebration.

“TransLink’s endorsement was a first for any Queensland Government department and we are now one of just 22 organisations who hold this accreditation throughout Australia,” Matt said.

“The endorsement by the Australian Institute of Project Management (AIPM) recognises organisations which are continually improving their project management capabilities.

“It is only given to organisations which have a clear process in place for ongoing operational project management improvement.

“So to get this award from Australia’s peak project management body is a clear indication that TransLink projects are performing strongly.

“It shows TransLink is committed to further improvement to ensure our project outcomes meet the needs of the community and to make the best possible use of Queensland taxpayers’ money,” Matt said.

The AIPM endorsement uses recognition criteria such as organisation structure, training practises, communications with business, rigour of business case evaluation, and project-level controls.

In 2009 TransLink adopted formal methodologies in line with the Queensland Government Chief Information Office to provide clear structure and governance arrangements for major programs and projects.

Adopting this whole-of-government approach to planning and delivering TransLink projects has ensured that our programs align with, and contribute towards, achieving government’s broader goals and objectives.

“We’ve also found significant business value in using these methods to make sure that our infrastructure programs are managed in a way that focuses on achieving benefits for customers,” Matt said.

“Our stakeholders are now also more confident in our ability to deliver projects within budget, quality and time requirements.

“Receiving AIPM’s accreditation is a significant endorsement of the success of our approach and one that we are incredibly proud of,” he said.



## Our community

### 2009–10 innovations and achievements

- Provided more than \$550 000 worth of in-kind support for community events throughout South East Queensland.
- Provided safe travel to and from 140 major cultural events, concerts and sporting events for more than 2.3 million attendees.
- Hosted delegations visiting the TransLink network from as far afield as China, Thailand, Pakistan, Indonesia, and Malaysia.
- Supplied 3 000 *go* cards to the Queensland Government's TravelSmart program to be distributed to new public transport users on the Gold Coast to encourage them to trial public transport.
- Piloted TransLink's new sustainable supplies program, trialling the use of recycled, recyclable and eco-friendly stationery supplies to reduce our impact on the environment.
- Established a new Consumer Reference Group to increase engagement with key customer advocacy groups, to ensure we are meeting the diverse needs of all our customers.
- Encouraged more people to use public transport, taking more cars off the road. In 2009–10, 181.8 million trips were taken on TransLink public transport services — equivalent to 151.6 million less private vehicle trips on South East Queensland roads<sup>1</sup>.
- Continued TransLink's in-building recycling and energy management program to minimise resource usage.

TransLink plays a vital role in supporting the economic, social and environmental health of the South East Queensland community and in achieving the state's ambitions of creating a strong, green, smart, healthy and fair Queensland.

We contribute to economic growth through the creation of jobs for the region's new public transport and infrastructure projects and provide access to key employment hubs and retail districts to generate economic activity.

We contribute to the state's social inclusion objectives by providing safe, affordable and accessible means for people to access employment, education and recreational facilities.

TransLink also makes a positive community contribution at an organisational level, by promoting responsible and sustainable business practices, providing support for community events and initiatives, and through proactive engagement with the broader global transport industry.

As we change and grow as an organisation, our contribution to the South East Queensland community will also change and grow. Delivering a high quality mass transit system to a rapidly increasing population provides new opportunities for us engage with our community stakeholders, to ensure we deliver on our commitment of making travel easy.

<sup>1</sup> Based on 1.2 passengers per car.

# Case study

## TransLink helps Queensland Roar against Racism



*“On average more than 80 per cent of patrons use public transport to travel to events at Suncorp Stadium”*

It wasn't quite the World Cup but it was still enough to get the hearts of 30 000 football fans racing when Brisbane's A-League team, Brisbane Roar, hit the field to take on legendary Scottish side, Celtic FC in the annual TransLink Cup.

The annual 'Queensland Roars Against Racism' international football matches are a joint initiative of the Queensland Government and the Brisbane Roar Football Club. The international flavour of the event encourages all Queenslanders to recognise themselves as part of a diverse community and sends the important message that racism will not be tolerated in Queensland.

The 2009 TransLink sponsored match saw home team Brisbane Roar battle valiantly against the Scottish giants, Celtic FC, at Suncorp Stadium, but eventually lose out to the international visitors.

TransLink's Chief Executive Officer, Peter Strachan said TransLink was proud to be one of the sponsors of the game.

He was also pleased that TransLink was able to provide local football fans with a safe ride to and from the game by providing free public transport to and from the match for ticket holders.

“On average more than 80 per cent of patrons use public transport to travel to events at Suncorp Stadium,” he said.

“We are a fairly well-oiled machine when it comes to providing public transport to large sporting events, particularly to year-round facilities like Suncorp Stadium.

“Our events and marketing teams do a fabulous job in ensuring people can use public transport and shuttles to get to events at the stadium — and that they know where, when and how to travel. The Celtic game was no exception.”

Although the game didn't run the way of Brisbane Roar fans, for Queensland's numerous Celtic fans attending the match, the game provided the biggest highlight of their viewing year and sent a clear message to everyone watching that Queenslanders value their rich cultural diversity.



TransLink's CEO, Peter Strachan with Celtic FC's Manager, Tony Mowbray.





## Giving back to our community

South East Queensland celebrates a number of major events, festivals and occasions each year that provide opportunities for the community to come together to celebrate the things that make our region a great place to live.

During the 2009–10 financial year, TransLink provided more than \$550 000 worth of in-kind support for events through the provision of free transport to events, information stalls, transport management planning services, and access to our busway infrastructure.

TransLink provides support to organisations to recognise the importance that community events play in enabling greater community interaction and raising awareness of issues that are of importance to all of the wider South East Queensland community.

Key events supported by TransLink in 2009–10 included:

- major sponsors of the Queensland Roars Against Racism international soccer match
- TransLink Cine Sparks Film Festival and Kids Day
- Brisbane Festival – West End LIVE
- Queensland Multicultural Festival
- Wilson HTM Brisbane to Gold Coast Cycle Challenge.



## Supporting our partners' efforts

TransLink supports the efforts of its delivery partners in giving back to the community, by providing funding and in-kind support for our partners' own community engagement schemes.

### Queensland Rail's Positive pARTnerships program

In 2009–10, TransLink again provided funding for Queensland Rail's *Positive pARTnerships* program which unites artists, community groups and schools through joint art projects to beautify South East Queensland train stations and other Queensland Rail buildings and facilities. Through *Positive pARTnerships*, Queensland Rail empowers local communities to create public spaces that they can be proud of, and are brighter, safer and have unique visual appeal. Through the program, Queensland Rail has also seen a reduction in the incidence of graffiti at train stations, further enhancing the benefits to the wider community.

Since the launch of the *Positive pARTnerships* program more than 10 000 square metres of murals have been completed with almost 5 000 square metres completed in 2009–10 alone. Major projects completed in the 2009–10 year include murals at Milton train station, the Robina West stabling yard, Graceville station and the Toowong Burns Road Overpass.





## Caboolture Bus Lines – Be Smart, Be Cool, Travel Safe program

In April 2010, TransLink provided financial support and in-kind support to one of its bus delivery partners, Caboolture Bus Lines, for their award-winning Be Smart, Be Cool, Travel Safe Program.

Over a four day period, Caboolture Bus Lines played host to more than 1 200 local school students. Their Caboolture bus depot was temporarily transformed into a secure learning environment to teach students about safe bus and road travel.

Provided at no cost to schools or students, the program involved each class attending a 90 minute safety education session. Caboolture Bus Lines bus drivers played a pivotal role in the program, guiding students through eight interactive learning stations with the help of Toby the safe bus. In the sessions, students learned how to be a safe traveller and were taught about blind spots, the code of conduct, road crossings, and the workings of a bus depot.



## Providing safe access to the region's biggest events

In addition to catering for millions of commuter trips TransLink coordinates, manages and subsidises transport for special events throughout South East Queensland. These transport services support some of the region's largest and most popular cultural and sporting events, such as Riverfire, the Royal Queensland Show (Ekka), State of Origin and New Year's Eve festivities.

While supporting local sporting, community and cultural events, TransLink also works to ensure value for money for the state's taxpayers. Under the *Transport Operations (Passenger Transport) Act 1994*, TransLink has the ability to declare some events that occur in South East Queensland as "special events". This allows TransLink to impose conditions to ensure an appropriate transport management plan is in place for the event and that the safety of patrons and the wider community is not compromised. Within these conditions, there is a requirement for the event organiser, where applicable, to pay a contribution towards the cost of coordinating special event services. Special event declarations are published on the TransLink website.

TransLink's special events coordination unit develops and oversees the Transport Management Plan for a number of major events and venues to ensure attendees get safely to and from the event. This financial year has been one of our busiest to date. We have transported more than 2.3 million passengers to and from events in South East Queensland.





TransLink works with venue managers such as Stadiums Queensland and our service delivery partners to develop transport ticketing options for events. The introduction of integrated travel/entry tickets for events has been a resounding success. These tickets allow attendees to travel for free and gain entry to events using a single ticket.

During the 2009–10 year, TransLink provided special event services for more than 140 events at some of the region's biggest venues including:

- The Gabba — 43 per cent public transport use to and from events
- Suncorp Stadium — 82 per cent public transport use to and from events
- Queensland Sports and Athletics Centre — 74 per cent public transport use to and from events
- Skilled Park — 83 per cent public transport use to and from events
- Queensland Tennis Centre — 92 per cent public transport use to and from events
- Brisbane Entertainment Centre — 53 events supported in 2009–10.

This year also marked our biggest ever music event to date, with the AC/DC concert held at the Queensland Sports and Athletics Centre in February 2010. Over two nights, TransLink services carried 75 000 people to and from the concert out of a total attendance of 88 000.

In addition to coordinating and managing special events, TransLink also provided specialist transport advice for the 2018 Commonwealth Games bid for the Gold Coast, the Football Federation Australia's bid for the 2018 and 2022 FIFA World Cups, provided planning advice for the 2010 Davis Cup, the new Gold Coast 600 V8 Supercar races in 2010, and the redevelopment of Carrara Stadium (Gold Coast Stadium).

In 2010–11, TransLink will continue to work with Stadiums Queensland and our service delivery partners to ensure efficient and effect transport management plans are in place for all special events in the region.

## Building relationships with other jurisdictions

TransLink is responsible for one of the largest integrated public transport networks in the world, and as such, faces a number of unique challenges in providing services to meet the diverse needs of the region.

By building strong relationships with public transport providers in other jurisdictions, around Australia and overseas, we can share our knowledge and experiences and learn about public transport trends and practices from around the world.

During 2009–10, TransLink engaged with representatives from other public transport organisations via industry forums, conferences and discussion groups, and through direct engagement with representatives from other transport jurisdictions.

This year, TransLink hosted visiting delegations from as far afield as China, Thailand, Pakistan, Indonesia, and Malaysia who came to observe South East Queensland's public transport system.

Many of these visitors are particularly interested in the South East Queensland busway network and its Crime Prevention Through Environmental Design (CPTED) system — internationally recognised as an examples of best practice planning in public transport infrastructure.

TransLink conducted a number of busway tours during the 2009–10 year for international and domestic delegates to observe the busways in action and take away aspects of its operation to apply to their own public transport planning.

By engaging with other agencies around Australia and from all over the world, TransLink contributes to building South East Queensland's strong links with the global community.



## Contributing to a greener Queensland

During the 2009–10 year, TransLink services carried around 181.8 million passengers — the equivalent of around 151.6 million less private vehicle trips on our roads. Each full bus takes 40 cars off the road and produces 11 times less greenhouse gas emissions per person, per kilometre than an average car with a single occupant. A full train can take up to 500 cars off the road and provide significant greenhouse gas savings.

By encouraging South East Queenslanders to swap more of their private vehicle journeys for public transport, TransLink contributes to achieving the Queensland Government's *Toward Q2 Green* target of reducing the state's carbon emissions by one-third by 2020.

TransLink's bus fleet is one of the most modern in Australia with an average bus age of 7.8 years. TransLink has been proactively rolling out replacement buses across the TransLink fleet to introduce new low-floor, low-emission bus vehicles that meet the lower pollutant emissions, Euro 4 and 5 standards. Of the total number of buses introduced in 2009–10, 146 meet or exceed the Euro 4 standard.

TransLink also provides ongoing support to the Queensland Government's TravelSmart program. The TravelSmart program encourages people to use sustainable travel modes, such as public transport, walking or cycling, instead of using private vehicles. In 2010 TransLink supplied 3 000 *go* cards to the TravelSmart program to be distributed to new public transport users on the Gold Coast, to encourage them to trial public transport.

South East Queensland's busway system will also play a key role in achieving this ambition, by enabling quicker, more efficient bus services along major transport corridors. Research demonstrates that vehicles that are caught in traffic congestion use double the fuel and produce double the pollution of that produced by a vehicle travelling in free-flowing traffic. The busway network effectively halves the pollution that busway routes would normally produce if they were required to operate in standard traffic.

## Advocating sustainable business practices

In 2009–10, TransLink implemented a range of initiatives to ensure that we are operating as sustainably as possible at an organisational level.

In May 2010, we piloted a three month sustainable supplies program on one floor of our 420 George St headquarters, rolling out new environmentally-friendly, recycled and recyclable stationery products to team members to trial and report back on. This program will be rolled out across the TransLink organisation in 2010–11 so that all employees are using environmentally products in their day-to-day work.

To ensure that natural resources are used responsibly within our organisation, TransLink has implemented a number of initiatives to monitor and reduce resource usage levels.

These include:

- automatic on and off timing of building air-conditioning and lights set to run from 6am to 7pm, Monday to Friday, to minimise energy consumption
- all toilets configured to economic flush settings to conserve water
- staff computers and screens automatically turn off at 8pm each evening to conserve electricity
- instant hot water boiling units programmed to work only between 6am and 9pm, Monday to Friday
- recycling containers installed in all kitchens, emptied each day by cleaning staff
- paper recycling bins provided on each floor
- all printers set to black and white default, to reduce consumption of consumables.

TransLink is currently developing a corporate social responsibility (CSR) framework to formalise our commitment to more sustainable business practices. Through our CSR framework, TransLink will be able to establish organisation-wide targets and integrate the internal processes we need to ensure our organisation's strategies and actions impact positively on the wider community.



## Innovative infrastructure for a more sustainable future

TransLink infrastructure is at the forefront of innovation and environmentally sustainable design — we employ world’s best project planning practices and the latest engineering and contemporary design principles.

Our infrastructure is designed to promote a consistent, high-quality look and feel across the network, incorporating green solutions where possible, to reduce environmental impact.

TransLink is leading by example with environmentally sensitive and sustainable design such as:

- **stormwater management** — for watering surrounding gardens and grey water for ablution systems
- **climatic responsive design** — to better harness solar energy to improve ambience and new solar panels to reduce energy consumption
- **aesthetic design and functionality** — inviting and attractive architecture, bicycle facilities and commercial spaces for convenience, news and coffee shops.

In 2009–10 TransLink has also been working with Queensland Rail on a pilot program to roll out new bicycle enclosures and personal facilities at key train stations. The program will promote the use of active transport options such as cycling and walking, to access the public transport network. This pilot program will include rolling out new facilities at Burpengary, Bray Park, Bald Hills, Ormiston, and Birkdale train stations.



## Engaging with the entire community

TransLink consults regularly with customer, industry and government stakeholders on fare and ticketing options for the TransLink system. One example is TransLink’s Consumer Reference Group which meets monthly and provides TransLink with feedback that enables us to ensure that the public transport system meets the needs of all stakeholders.

The Consumer Reference Group was launched by the Minister for Transport in December 2009 to provide consumer advocacy groups with the opportunity to raise issues and offer suggestions relating to the transition to *go* card ticketing.

The group comprises representatives from a wide variety of consumer advocacy organisations representing seniors, people with a disability, veterans, people from culturally and linguistically diverse backgrounds, social justice, and public transport user groups.

Members of the Consumer Reference Group have highlighted the following key areas of interest:

- accessibility of ticket purchase options
- increased fare incentives on *go* card
- tailored customer education for specific community groups.

The suggestions and issues raised by group members have helped us identify and investigate opportunities for improving our customer focus, as well as areas of risk for users. As a result of these investigations we have been able to develop solutions that ensure we better meet the needs of all our customers.

Working in consultation with the members of the Consumer Reference Group, TransLink recently developed and released the new TransLink Access Pass (see p.54). The TransLink Access Pass is for people with a significant permanent disability who can travel independently on TransLink services. These individuals have been assessed by a qualified health care professional as being unable to touch on or touch off with a *go* card.

## Our corporate governance framework

Minister for Transport

TransLink Transit Authority Board

Chief Executive Officer

Leadership Team

Organisation of TransLink

## Our people

### 2009–10 innovations and achievements

- Implemented TransLink's new fit-for-purpose organisational structure and new Leadership Team
- Rolled out professional project management training to key staff across the organisation, delivering better value for money outcomes for the Queensland Government and Queensland taxpayers.
- Achieved 90 per cent staff participation in TransLink's 2009 Values Survey — our highest rate ever. Eight out of ten staff rate professional development and supervisor and team support favourably – well above industry benchmarks.
- 1.63 lost-time injury frequency rate – almost one quarter that of industry benchmarks (Government, Administration and Defence).
- Achieved an 89.88 per cent permanent retention rate within the TransLink organisation.
- Launched a new suite of Flexible Work Options policies and procedures to provide options for TransLink employees to better manage their work and life priorities.
- Introduced TransLink's new Organisational Change Panel and recruitment and selection training for management staff, to ensure the right numbers of people with the right skills are available when and where we need them.
- Rolled out an innovative new customer service training program, as part of TransLink's T2: Customer Experience Strategy, to improve customer service staff capabilities and more effectively respond to customer feedback and requests.

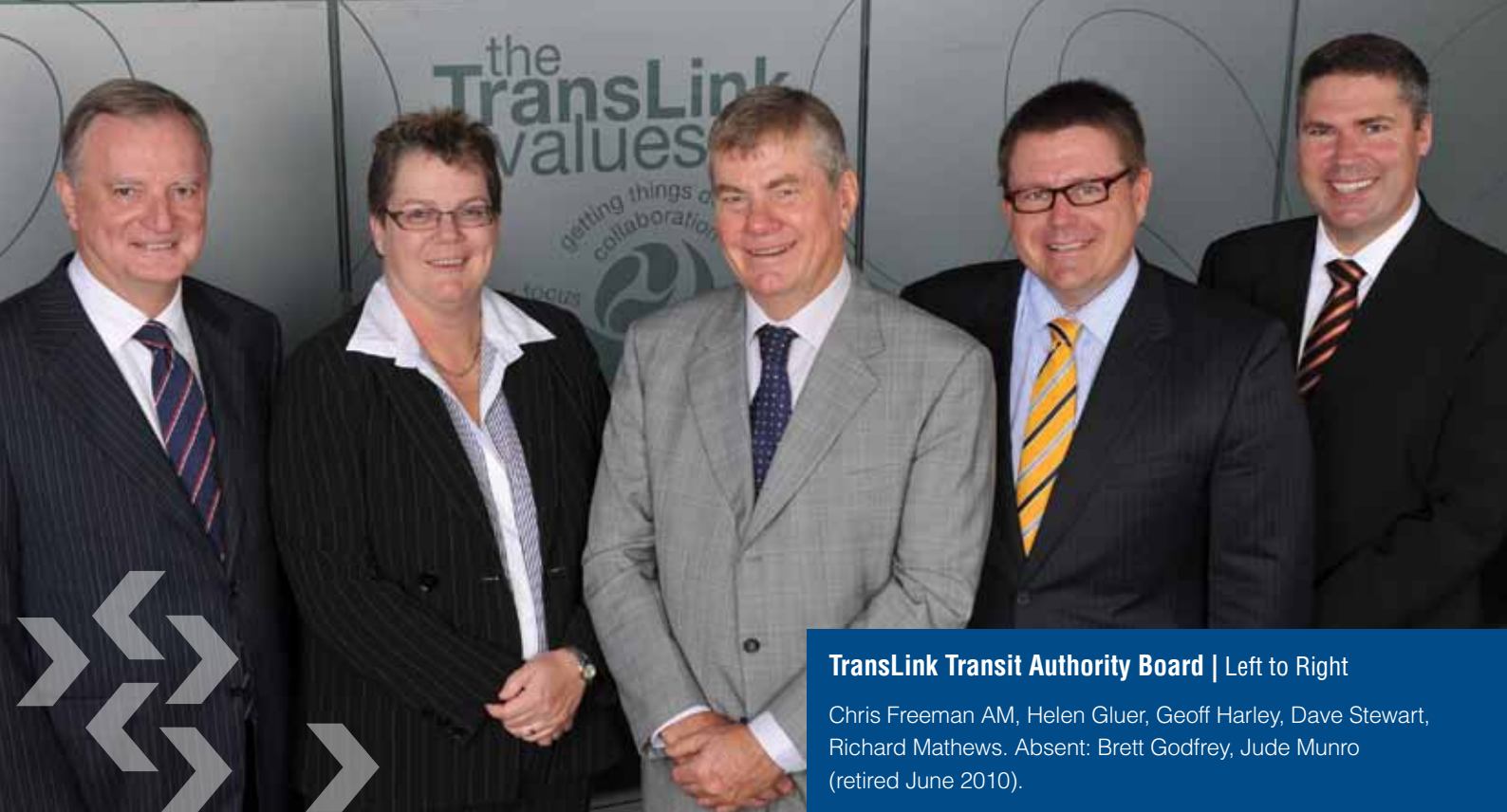
TransLink is committed to achieving business excellence within our organisation to enable us to deliver on our vision of making travel easy. Having the right people, with the right skills and the right tools to effectively and efficiently deliver on this vision will ensure our ongoing success.

The people who make up the TransLink business play a crucial role in enabling the organisation to deliver quality public transport services and information to South East Queensland. By attracting, retaining and developing people with the right skills, enthusiasm, and commitment to make a difference, we will successfully transform the TransLink business and the region's public transport system.

### A new fit-for-purpose organisational structure

In June 2009, as the first priority in our program of TransLink 12 projects (see p. 15), TransLink implemented a new fit-for-purpose organisational structure and leadership team to recognise our new role and priorities as a statutory authority.

Our new Leadership Team is responsible for managing core business functions and reports to our Chief Executive Officer, Peter Strachan, who in turn reports to the TransLink Board. The TransLink Board is responsible for setting the strategic direction of the organisation and reports to the Honourable Ms Rachel Nolan MP, Minister for Transport.



### TransLink Transit Authority Board | Left to Right

Chris Freeman AM, Helen Gluer, Geoff Harley, Dave Stewart, Richard Mathews. Absent: Brett Godfrey, Jude Munro (retired June 2010).

## TransLink Transit Authority Board

The TransLink Transit Authority Management Board comprises seven members tasked with steering the strategic direction of the organisation. Through their specialist knowledge and expertise, TransLink's board members help guide our strategic decision making and help to further strengthen TransLink's relationships with key industry and government stakeholders.

In line with the requirements of the *Transport Operations (TransLink Transit Authority) Act 2008*, board members are selected based on their extensive knowledge or experience in at least one of the following areas: consumer interests, transport coordination and operational planning, public transport network planning, representative of public transport employee interests, law, accounting, economics, social policy, customer relations and/or commercial and marketing development.

The board has decision making capacity and reports to the Minister for Transport on TransLink operations.

### Geoff Harley – Chair

Geoff Harley has practised law for more than 40 years, most recently as partner in charge of the Brisbane Office of Clayton Utz. He continues as a consultant to that firm and is an Adjunct Professor of Law at the University of Queensland Law School. He has previously served as Chair of CS Energy and holds other director roles. His board experience covers fields as diverse as electricity generation, communications, information technology and investment. He is a member of the Australian Institute of Company Directors. His role as a company director and as Chief Executive Clayton Utz – Queensland has given him invaluable experience in strategy, operational management and governance.

### Dave Stewart – Board member

Dave Stewart is the Director-General of the Department of Transport and Main Roads, reporting to both the Minister for Main Roads and the Minister for Transport. In 2006, Dave joined the Queensland Government as Deputy Coordinator-General, where he was responsible for the delivery of the \$9 billion South East Queensland Water Grid within the Department of Infrastructure and Planning. Prior to joining the Queensland Government, Dave was a member of Brisbane City Council's Executive Management Team, where he led the Major Infrastructure Projects Office. He is a Chartered Civil Engineer, holds Master's Degrees in Business and Engineering Science, and has completed an executive program at Harvard University looking at private sector involvement in the delivery of infrastructure.

### Richard Mathews – Board member

Richard Mathews is currently the Chief Executive Officer of eServGlobal; an information technology telecommunications company listed in both Australia (ASX) and the United Kingdom (AIM); and the Managing Director of MHB Holdings, an application software holding company. He has an impressive background in improving organisations and was the Chief Executive Officer of Mincom Limited (Australia's largest and oldest Enterprise Resource Planning software company) prior to its sale to a United States Private Equity Fund in 2007. Prior to leading Mincom, Richard spent several years engaged in senior positions with JD Edwards, including Senior Vice President International.

### Chris Freeman AM – Board member

Chris Freeman has 30 years experience working at an executive level in property development and the finance sector and has worked throughout Australia, the United Arab Emirates and the United Kingdom. Chris has more recently held the positions of Chairman, UAE, United Kingdom and Queensland and Chief Executive Officer, Queensland for Mirvac Limited and currently holds a number of Board and Committee positions including Director, Tennis Australia, Chair of Major Brisbane Festivals and Urban Futures Brisbane for Brisbane City Council, and a new role on the Queensland Government's new Infrastructure Task Force. Chris holds a Bachelor of Commerce from the University of Queensland where he has been appointed as an Adjunct Professor and has also completed management studies at the University of Hawaii and INSEAD in France. He is a Member of the Order of Australia.

### Helen Gluer – Board member

Helen Gluer has 25 years experience in the banking, finance and infrastructure sectors and is currently the Chief Executive Officer of the Tarong Energy Corporation, a position she took up after nearly seven years as Chief Financial Officer for the Brisbane City Council. Helen has previously served as director of City Super Pty Ltd, the South East Queensland Water Board, and the Brisbane Airport Corporation and was previously Chair of the Central Queensland Ports Authority. Helen has a Bachelor of Commerce and an MBA, and currently serves as a Council Member for the Queensland University of Technology, a director of the Queensland Resources Council, and a director of the National Generators Forum.

### Brett Godfrey – Board member

Brett Godfrey recently stepped down from the position of Chief Executive Officer of Australia's second largest air carrier, Virgin Blue Airlines Group, a position held since Brett first launched the company in August 2000.

Prior to establishing Virgin Blue, Mr Godfrey had a 12 year career in aviation and finance which included appointments as Chief Financial Officer Virgin Express in Brussels and Finance Manager for London-based Virgin Atlantic. He is a Chartered Accountant and holds a Bachelor of Business from Victoria University in Melbourne, where he graduated with honours. Mr Godfrey is a Director on the Board of WestJet, Canada's leading low-fare airline, Green Cross and Tourism Australia.

### Jude Munro AM – Board member (retired)

In June 2010, Jude Munro stood down from the TransLink Board following her retirement from the role of Chief Executive Officer of Brisbane City Council.

## Board sub-committees

TransLink's board is supported by two sub-committees established on 1 July 2008- the Audit and Risk Management and Remuneration and Succession committees.

These committees met quarterly in 2009–10.

Committee and responsibility	Committee membership	Meeting frequency
<b>Audit and Risk Management Committee</b> <ul style="list-style-type: none"> <li>– Monitor the integrity of financial reporting</li> <li>– Monitor safety performance</li> <li>– Oversee the work of the internal auditor</li> <li>– Review risk management and compliance frameworks.</li> </ul>	Helen Gluer – Chairperson Chris Freeman Geoff Harley	Quarterly
<b>Remuneration and Succession Committee</b> <ul style="list-style-type: none"> <li>– Review the performance of the CEO and key executives of TransLink who are not employed by the TransLink Transit Authority Employing Office</li> <li>– Review and advise the board in relation to the CEO's employment contract</li> <li>– Provide recommendations to the board regarding the remuneration package of the CEO and key executives</li> <li>– Review remuneration policies and packages which are subject to board approval.</li> </ul>	Richard Mathews – Chairperson David Stewart Geoff Harley	Quarterly





### TransLink Leadership Team | Left to Right

Back: Stephen Banaghan, Sally Stannard, Matthew Longland, Peter O'Loughlin, Pierina Curties. Front: Michael McGee, Peter Strachan, Mark Hope (absent Chris Ford-Murphy).

## TransLink Leadership Team

Under the strategic direction of the TransLink Board, the TransLink Leadership Team is the senior executive management body of the organisation. Led by our Chief Executive Officer, Peter Strachan, each director is responsible for managing one of the eight functional streams of TransLink.

### Peter Strachan – Chief Executive Officer

Peter Strachan brings more than 30 years experience in the transport industry to his role as Chief Executive Officer of the TransLink Transit Authority. Prior to joining TransLink in March 2009, Peter worked with Network Rail in the UK. He holds a non-executive directorship on the Board of Transport Initiatives Edinburgh. Peter drives the strategic development of the TransLink organisation and the TransLink network. He is responsible for managing the performance of TransLink and reports to the TransLink Transit Authority Board. Peter is Chair of UITP-ANZ (International Association of Public Transport Australia/New Zealand).

### Stephen Banaghan – Director, Rail

Stephen Banaghan joined TransLink from the UK in September 2009. Stephen is responsible for managing TransLink's contract with Queensland Rail, monitoring rail performance and managing TransLink's revenue protection and special event activities. Stephen has more than 30 years of international experience in the transport sector and has been on the boards of a number of UK train operating companies.

### Peter O'Loughlin – Director, Gold Coast

Peter is responsible for Gold Coast public transport enhancements and planning advice and leads TransLink's involvement in the development of the Gold Coast Rapid Transit Project. In this role, Peter provides the Gold Coast Rapid Transit project team with advice and direction on TransLink's expectations and requirements as the ultimate custodian of the completed light rail operation. Peter began with TransLink in September 2002.

### Mark Hope – Chief Financial Officer

Mark Hope joined TransLink in June 2009 and is responsible for management and financial reporting, planning and analysis, corporate funding (including procurement), business systems and revenue assurance in TransLink. Mark has more than 20 years experience working in the finance sector in a variety of chartered and commercial financial roles.

### Matthew Longland – Director, Infrastructure and Investment

Matthew Longland leads the planning, delivery and asset management of infrastructure and investment programs across the TransLink network, including the systems which support the go card. Matthew is also responsible for establishing and maintaining strong governance for all projects and investments which TransLink manages either directly or indirectly. Matthew joined TransLink in June 2006.

## Michael McGee – Director, Bus and Ferry

Michael McGee is responsible for managing TransLink's bus and ferry delivery partner contracts to ensure the best possible levels of service for our customers. In his role, Michael is also responsible for the management of the busway network and operation. Michael commenced with TransLink in July 2008.

## Pierina Curties – Director, People and Capability

Pierina Curties leads the People and Capability team and is responsible for people management, capability development, internal communication, board support, risk management, compliance and legal services. In her role, Pierina is responsible for maintaining TransLink's unique culture, including guiding our values and leadership development. Pierina has been with TransLink since 2005.

## Sally Stannard – Director, Strategy and Planning

Sally Stannard is responsible for leading the development of TransLink's network plan and business strategy, including the development of commercial opportunities to deliver revenue to the business. Her role includes overseeing the development and implementation of all new and additional public transport services as well as acting as the principal interface with other state and local government agencies in the long-term planning of the public transport network. Sally has been with TransLink since 2007.

## Chris Ford-Murphy – Director, Customer Service and Marketing

Chris Ford-Murphy led the Customer Service and Marketing team and oversaw the interrelated aspects of TransLink's customer service, marketing, communication and product development activities to provide public transport users with a seamless, easy to use system. Chris commenced with TransLink in November 2007.

## Chief Executive Officer

Gold Coast	Strategy and Planning	People and Capability	Finance	Customer Service and Marketing	External Affairs	Rail	Bus and Ferry	Infrastructure and Investment
Planning and delivery of Gold Coast public transport enhancements. Providing transport planning advice for the Gold Coast. Representing TransLink in the development and construction of the Gold Coast Rapid Transit Project.	Assessing and planning public transport service improvements. Development of strategic planning documents. Development of commercial opportunities. Management of Service Improvement Board.	Organisational capability development. Human resources. Workplace health and safety. Building accommodation. Internal communications. Risk and compliance functions. Legal services. Board Secretariat.	Financial management accounting. Funding and budget management. Financial and business planning and reporting. Management of TransLink business systems. Procurement. Management of audit function.	Management of TransLink customer service functions, including call centre, website and customer correspondence. Marketing and brand management. Market research. Communications and community engagement. Management of go card retail and product development functions. Design and production services.	Media liaison. Coordination of stakeholder engagement activities. TransLink corporate affairs and government relations. Management of government and external stakeholder information requests. Management of Right to Information and Privacy requests.	Management of rail contract. Rail operations and performance management. Planning and management of special event services. Management of revenue protection activities. Senior Network Officer workforce.	Management of bus and ferry operator contracts. Bus and ferry operations and performance management. Busway and facilities operations. Busway Safety Officer workforce.	Management of TransLink's investment portfolio. Administration of TransLink Investment Panel processes. Program and project management. Implementation and management of ongoing infrastructure programs, including TransLink Station Upgrade Program, Citytrain Station Upgrade Program, Station and Stop Infrastructure Grant program.



## Management committees

TransLink's management team is governed by a charter that outlines responsibilities, expectations, behaviours and a framework of the supporting management committees and project boards. These groups provide guidance and specialist advice to support the organisation's decision making processes.

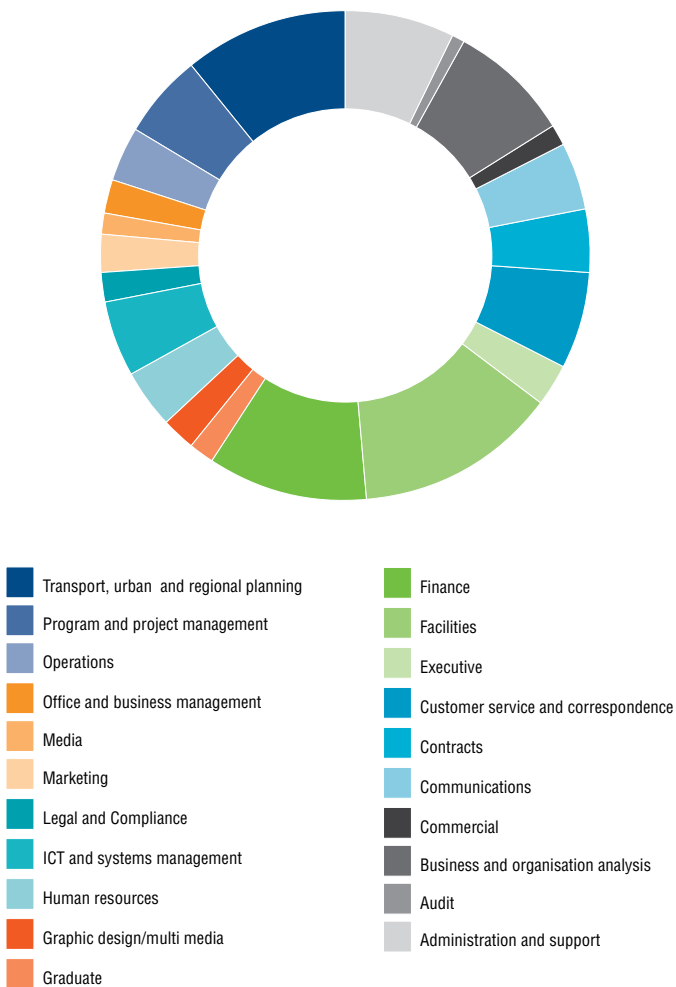
Committee name	Responsibility of the group	Committee members	Frequency of meeting
<b>TransLink Investment Panel</b>	<ul style="list-style-type: none"> <li>– Providing governance and control for major capital investment programs and projects.</li> </ul>	Chief Executive Officer Chief Financial Officer Director – Gold Coast Director – Infrastructure and Investment Director – Strategy and Planning Manager Infrastructure Program Manager Retail and Sales Financial Controller	Monthly
<b>Organisational Change Panel</b>	<ul style="list-style-type: none"> <li>– Approval of changes to the workforce (new or temporary positions)</li> <li>– Approval of changes to/additional functions of work streams.</li> </ul>	Chief Executive Officer Chief Financial Officer Director – People and Capability	Monthly
<b>Values Committee</b>	<ul style="list-style-type: none"> <li>– Ensure the TransLink values are alive and vibrant.</li> <li>– Champion the values within the organisation.</li> </ul>	Chief Executive Officer Director – People and Capability Values Committee representatives from across all business units	Monthly
<b>Service Improvement Program Board</b>	<ul style="list-style-type: none"> <li>– The role of the Service Improvement Program Board is to set and guide delivery of the right program of service improvements to meet customer needs in accordance with the direction of the <i>TransLink Network Plan</i>.</li> </ul>	Director – Strategy and Planning Director – Rail Director – Bus and Ferry Director – Customer Service and Marketing Program Officer Program Manager Manager Network Planning Office of Strategy Manager Manager Infrastructure Program	Monthly



## TransLink Transit Authority Employing Office

The TransLink Transit Authority Employing Office was established as a public service office on 1 July 2008 under section 21 of the *Public Service Act 1996*. Under the *Public Service Act 2008*, staff employed by the TransLink Transit Authority Employing Office are considered to be public servants.

TransLink staffing 2009–2010



## TransLink staffing in 2009–10:

- at 30 June 2010 the TransLink Transit Authority Employing Office employed 290 full-time employees
- 89.9 per cent were office-based staff working at TransLink's primary place of business at 420 George Street, Brisbane for the purposes of planning and delivering public transport in South East Queensland
- 9.8 per cent worked within the Brisbane Metropolitan Traffic Management Centre
- our permanent retention rate was 89.88 per cent and the permanent separation rate was 10.12 per cent
- during the 2009–10 financial year there was one voluntary early retirement. There were no medical retirements with no financial impact.

## Industrial relations

During the 2009–10 year, the TransLink Transit Authority Employing Office operated under the *State Government Departments Certified Agreement 2009*. Under this agreement, in place until 31 July 2012, TransLink staff are entitled to:

- 36.25 hour working week
- generous superannuation (12.75 per cent employer contribution based on a five per cent employee contribution)
- leave loading on 20 days annual leave per year
- ten days sick leave per year
- corporate private health cover discount through MBF
- salary sacrificing.



## TransLink's Consultative Committee

TransLink's Consultative Committee meets on a monthly basis with the aim of facilitating consultation between TransLink and relevant union representatives on industrial issues that have the potential to impact on our workforce. The committee's members include representatives from the TransLink Leadership Team, the Queensland Public Sector Union and TransLink union delegates.

## Achieving business excellence through workforce planning

In 2009–10 TransLink's focus has been on implementing our new fit-for-purpose structure and on strengthening our internal processes, accountabilities and capabilities.

As part of this process, TransLink has developed a comprehensive people strategy to address our staff and workforce needs. A key outcome of this strategy in 2009–10 is the implementation of the Organisational Change Panel to guide our workforce planning and resource decision making.

## Boosting management skills, creating successful leaders

Providing opportunities for our employees to learn and excel is essential to making TransLink a best-in-class people organisation and employer of choice. TransLink is committed to ensuring our staff feel valued, supported and developed to be the best they can be. By providing opportunities for our people to extend their skills and knowledge, we better equip them to deliver on our vision of making travel easy.

In 2009–10 TransLink provided staff with a number of opportunities to learn and grow their capabilities, including the rollout of an innovative new customer service training program in May 2009, as part of TransLink's T12:2 Customer Experience Strategy. Through this intensive training course TransLink staff are equipped with the tools and knowledge to ensure we respond to customer enquiries, requests and feedback as efficiently and effectively as possible. By enhancing our staff's customer service capabilities, we will ensure we deliver on our strategic objective of providing quality customer service.

Recognising and building management and leadership capability is also central to our long-term success and will enable TransLink to realise its strategic objective of achieving business excellence. We are committed to identifying and mentoring TransLink's current managers and future "rising stars", to retain and enhance their skills. This ensures they are equipped with the knowledge and confidence to lead TransLink into the future.

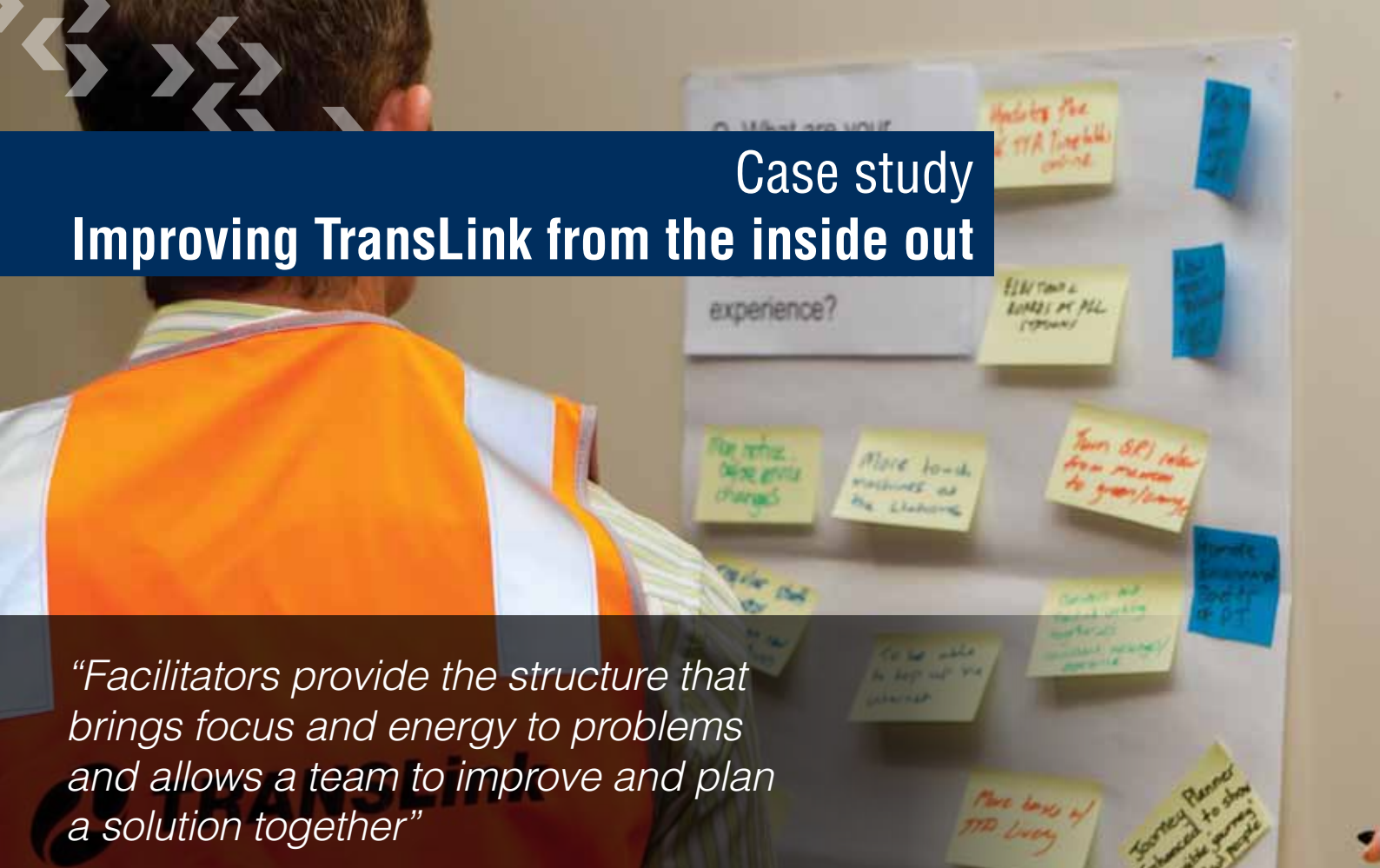
In 2009–10 TransLink provided our staff with a number of opportunities to learn and grow, through a range of learning and development initiatives, including:

- internal and on-the-job training
- mentoring, coaching, shadowing and peer assistance
- undertaking academic study for a qualification, or open or distance learning
- in-house, external and online training programs and workshops
- membership of industry and professional bodies
- attendance at conferences and forums
- participation in industry forums
- secondments and placements with other government agencies and projects.



# Case study

## Improving TransLink from the inside out



*“Facilitators provide the structure that brings focus and energy to problems and allows a team to improve and plan a solution together”*

Miguel Holland’s day job in TransLink’s media unit focuses on external audiences — but he also works internally to help other teams.

Miguel has joined TransLink’s growing ranks of trained facilitators who help teams plan and deliver projects across the TransLink business as part of the TransLink 12 series of projects.

Miguel is one of 23 TransLink facilitators trained in the UIMPROVE method, which offers practical skills and structures to help plan and complete projects in organisations.

Facilitators can be booked to help business groups with their annual planning, to kick off and plan new projects, or even to reinvent and relaunch existing projects to meet new objectives.

“The UIMPROVE method drops facilitators into a group to engage with members and act as an enabler for the meeting,” Miguel said.

“We invite input from all group members to draw the best out of the collective group and help create an environment that allows a project team to steer a clear way forward.

“That’s the advantage of using a facilitator — it makes it more than just throwing ideas around the room.

“Facilitators provide the structure that brings focus and energy to problems and allows a team to improve and plan a solution together.

“Being a facilitator is a privilege and good fun as well. It’s a very different role to my day job,” he said.

Miguel said being a facilitator wasn’t about having the answers to a problem or even having detailed knowledge of the subject under discussion.

“Facilitators do need to be able to guide, enable and harness the energy of teams to tackle problems to help find solutions,” he said.

“I’ve facilitated several projects now, around the TransLink values, bus route service planning, customer service and contract negotiations which are parts of the business I wouldn’t normally be closely involved with in my day-to-day work.

“The best thing about being a facilitator is the new relationships you form by working with people you might not regularly deal with, and the ability to bring this knowledge to other projects across the TransLink business.

“There are challenges in facilitating such as keeping people on track, on-time, focused and keeping energy levels up — but you get there in the end.

“Being a facilitator also gives me more knowledge of different parts of the business and an appreciation and perspective on the challenges facing different teams,” he said.



## Creating a safe, supportive workplace

The TransLink Transit Authority Employing Office is committed to ensuring the safety, wellbeing and comfort of all of our employees. Our *Occupational Health and Safety Policy* aims to reduce the incidence, severity and cost of work-related injury at TransLink by integrating safe working procedures into all aspects of the TransLink organisation. The policy is supported by the Chief Executive Officer and complies with the *Workplace Health and Safety Act 1995* and regulation. It is supported by TransLink's *Return to Work Policy* which provides assistance for employees returning to work following illness or injury.

TransLink strives to create a supportive, flexible working environment, to promote a positive work-life balance for all employees. This year, as part of TransLink's T12:10 People Strategy project, TransLink launched a new suite of *Flexible Work Options* policies and procedures to provide options for employees to better manage their work and life priorities. To support the work/life needs of our diverse workforce TransLink's new policies provide staff with access to more flexible working hours, compressed working weeks, telecommuting, job sharing and part-time work options, paid parental leave and on-site carer facilities at the 420 George Street headquarters building.

## Workers' compensation and injury management – staff incidents

For the reporting period, from 1 July 2009 to 30 June 2010, there were 26 reported incidents:

- thirteen incidents related to journeys to or from work
- two incidents involving busway operations
- ten incidents related to office staff at the corporate office
- one incident related to staff working at a TransLink community event.

## WorkCover claims

- fifteen claims for compensation were accepted by WorkCover
- eight claims for medical expenses only
- seven claims for time off work and medical expenses.

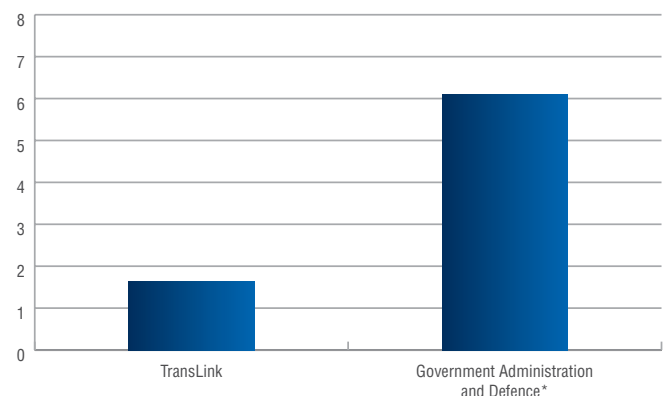
## Lost-time injuries – days lost

- 30.5 days lost as a result of lost-time injuries including:
  - » five days lost by busway operations
  - » 15.5 days lost for journey claims (staff travelling to or from work)
- twenty-two days lost by corporate office
- three days lost resulting from injury at a community event.

## Lost-time injury frequency rate

- TransLink's lost-time injury frequency rate in 2009–10 was 1.63 — almost one quarter that of industry benchmarks (Government Administration and Defence).

Lost time injury frequency rate



\*NOTE: Preliminary 2007–08 figures released by Safe Work Australia.



Chief Executive Officer Peter Strachan with Tary Hill, the first CEO's Award winner.

## Encouraging values-driven decision making

At TransLink, we believe the values that our employees bring to work every day play an integral role in achieving a positive, supportive and productive working environment.

The TransLink Values framework was developed in conjunction with our staff to help positively shape the culture of our organisation. They are supported by the board, the Leadership Team and the TransLink Values Committee members. They are designed to be used day-to-day as a standard of corporate behaviour and underpin the way we operate. As part of our *Strategic Plan 2010–2015*, we will build on TransLink's values to become a best-in-class people organisation and deliver on our strategic objective of achieving business excellence.

As an organisation that values its people, each year TransLink asks staff for feedback via an annual Values Survey that measures our staff's perception of how well our business practices are aligned with our values. The results of this survey help shape TransLink's strategic team planning and inform our ongoing human resources activities.

The Values Survey makes it possible for TransLink to benchmark itself against other public and private sector organisations. This year 90 per cent of staff responded to the survey — our highest ever response rate.

Based on the survey results for 2009, our benchmarking indicates staff perception of the organisation is positive.

In 2009's survey, eight out of ten respondents rated professional development and supervisor and team support favourably — well above industry benchmarks.

TransLink has a Values Committee that meets regularly to discuss ways to further embed and promote our values in the ways we do business.

The Values Committee is responsible for ensuring the outcomes of TransLink's annual Values Survey are fed back to teams and implemented into the business.

## 2009 TransLink Values Awards

The Values Awards recognise and celebrate individuals who demonstrate above and beyond efforts to live the TransLink Values. The awards encourage staff to nominate colleagues who best represent one or more of the TransLink values. Nominations are open for most of the year, with winners announced in December.

Eight awards are presented each year, one for each of the TransLink Values and a new CEO's Award, introduced in 2009, presented to TransLink's star performer for the year.

In 2009, a record 234 individual peer nominations were received for the 2009 Values Awards.

### Our values

- Collaboration
- Committed to making a difference
- Getting things done
- Respect for others and self
- Professionalism
- Customer focus
- Enjoy your work





## Our systems and processes

### 2009–10 innovations and achievements

- Created the TransLink Investment Panel to ensure we are delivering value for money through TransLink's significant investments in public transport infrastructure programs and other major capital projects.
- Created the Service Improvement Program Board to identify, assess and approve proposed new services and service enhancements to the TransLink network.
- Launched TransLink's new electronic documents and records management project and project team, to develop and embed strong record keeping processes throughout the organisation.
- Conducted Right to Information and Privacy awareness sessions for all Leadership Team members, senior managers and employees dealing with personal information.
- Conducted training for employees in TransLink's Code of Conduct, with new employees provided with face-to-face training sessions.

TransLink recognises that efficient internal systems and processes are essential to deliver good business outcomes and to realise our strategic objective of achieving business excellence. By providing our people with sound policies and procedures we will equip them with the tools they need to efficiently and effectively lead, plan, specify and provide mass transit services for the people of South East Queensland.

A key priority for TransLink in 2009–10 was establishing strong governance for all projects and investments that TransLink is responsible for managing, either directly or indirectly, through the TransLink 12:11 Investment and Project Control initiative.

TransLink established a number of new internal decision making bodies to ensure a rigorous whole-of-organisation approach to business case development, assessment and expenditure.

TransLink's major financial decision-making processes are also guided and governed by the TransLink Board and Leadership Team and sub-committees (see *Our people*, p. 68).

### TransLink Investment Panel

The TransLink Investment Panel (TIP) was established in 2009–10 to act as the formal decision-making committee for significant investments made by the organisation. The investment panel meets monthly to monitor TransLink's investment in activities or initiatives that go beyond our day-to-day business, such as major infrastructure programs and projects, purchase and implementation of new ICT systems and any new business improvement programs.

Prior to approving any major investment, the investment panel considers each proposal in terms of its alignment to TransLink's strategic direction and ensures that all internal and external stakeholder considerations are made.


By adopting a consistent, whole-of-organisation approach to major investment decisions, we can ensure we invest in the best solutions for the business and the people of South East Queensland.

### Service Improvement Program Board

The role of the Service Improvement Program Board (SIP Board) is to set and guide delivery of the right program of service improvements to meet customer needs in accordance with the direction of the *TransLink Network Plan 2010*. The SIP Board also approves TransLink's fleet management plan as part of its annual planning cycle.



## Case study Here's the TIP...



*“The TransLink Investment Panel ensures that we are spending that investment as wisely and as efficiently as possible to deliver the best possible outcomes for customers and the wider South East Queensland community.”*

Mention the name TransLink Investment Panel (TIP) and you could be forgiven for thinking of high-powered share-trading. But this has nothing to do with the world of stocks, shares or investment banking.

Emma Shannon, Investment Control Manager said the establishment of the investment panel was an outcome of TransLink's T12:11 Investment and Project Control project. The aim of the project is to improve the way TransLink's major investment initiatives are planned, managed and delivered.

“In 2009–10, the Queensland Government invested more than a billion dollars into the TransLink public transport network. A further \$1.3 billion will be invested in 2010–11,” Emma said.

“The TransLink Investment Panel ensures we are spending that investment as wisely and efficiently as possible to deliver the best outcomes for customers and the South East Queensland community.

“It's TransLink's proactive response to the changing economy and is designed to tighten controls around the way public money is invested to ensure we get maximum value for taxpayer funds,” said Emma.

The investment panel is responsible for overseeing major TransLink programs and projects throughout their life-cycle and for endorsing a program/project's commencement, approving its business case, monitoring progress and approving project closure upon completion.

The seven panel members are a combination of executive directors and senior staff from TransLink's infrastructure, strategy and planning, go card and finance teams. Panel members were selected based on their strategic vision, commercial acumen and ability to represent the customer.

The establishment of the investment panel is part of a transformational change that includes the adoption of a 'whole of TransLink' method for program and project management.

In recognition of the changes made, TransLink recently received endorsement as a Project Managed Organisation by the Australian Institute of Project Management.

“The investment panel supports a structured approach to program and project management,” Emma said.

“It was established to provide strong and strategic oversight of our major infrastructure initiatives and to provide a consistent approach to developing and approving business cases and monitoring progress on major projects.”

Project leaders from within TransLink and our delivery partners attend the monthly investment panel meetings to present their business cases and report progress as required.



## Promoting ethical business behaviour

The TransLink Code of Conduct outlines a range of reasonable and straightforward standards on how we conduct ourselves in daily activities to provide a service that responsibly meets the needs of the community.

The Code of Conduct was prepared in consultation with our Leadership Team and approved by Peter Strachan, our Chief Executive Officer. All TransLink employees, including contractors, are responsible for practicing and promoting the principles of the Code of Conduct.

It is built around five key principles outlined in the *Public Sector Ethics Act 1994*:

- respect for the law and system
- respect for persons
- integrity
- diligence
- economy and efficiency

During 2009–10, TransLink provided employees with formal Code of Conduct training through face-to-face sessions and also made the Code of Conduct available for employees to access through the intranet.

Copies and extracts of the Code of Conduct are available for inspection from TransLink during office hours on normal business days. To access a copy of TransLink's Code of Conduct contact TransLink's Right to Information and Privacy Unit.

**Email:** [rti@translink.com.au](mailto:rti@translink.com.au)

**Phone:** 07 3167 4324

**Fax:** 07 3167 4001

**Post:** Right to Information & Privacy Unit  
TransLink Transit Authority  
GPO Box 50  
Brisbane  
Queensland 4001

## Ensuring appropriate risk management

TransLink has a Risk Management Framework developed in line with the requirements of the Australian/New Zealand Standard on Risk Management (AS/NZS 4360:2004).

TransLink's Risk Management Framework ensures the management of risk is embedded in our culture and work practices. The framework aims to reduce vulnerability to internal and external incidents that can impact on achieving TransLink's objectives. The framework also seeks to create an environment where staff members are actively involved in identifying and managing risk.

The adoption of a risk management approach ensures we fulfil TransLink's legislative obligations under the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*.

TransLink's Audit and Risk Management Committee (ARMC) assists TransLink's board in fulfilling its responsibilities by overseeing the financial and non-financial risk management of the organisation. The Audit and Risk Management Committee has observed the terms of its charter and had due regard to the Queensland Treasury's Audit Committee Guidelines in performing its duties.

## TransLink's internal audit activities

TransLink's internal audit function is provided by an independent consultancy, KPMG, and reviews are commissioned on a periodic basis.

The TransLink Transit Authority internal audit function assists TransLink's board and committees in providing independent analysis, advice and recommendations about the operations and processes of the business.

Internal audit develops a flexible Annual Internal Audit Plan using an appropriate risk-based methodology, including internal audit coverage over the key strategic risks identified by TransLink (where relevant to the internal audit discipline) and other risks or control concerns identified by TransLink management or the Audit and Risk Management Committee.

Internal audit has successfully completed the internal audit program for the 2009–10 financial year in accordance with the approved 2010 Annual Internal Audit Plan. In addition, internal audit has also performed a number of additional assignments at the request of management and the ARMC.

Internal audit has had due regard to the Queensland Treasury's Audit Committee Guidelines in performing their internal audit activities.



## External scrutiny

The Queensland Audit Office (QAO) is the external auditor of TransLink under the *Auditor General Act 2009*. The QAO performs the financial and compliance audits for TransLink and provides the audit certification as part of TransLink's Financial Statements. In addition, it conducts periodic performance audits. Representatives from the Queensland Audit Office and KPMG attend all Audit and Risk Management Committee meetings, working together to coordinate activities, share information and provide guidance on the information needs of the committee, where appropriate.

## Robust recordkeeping and document management

TransLink recognises the importance of robust recordkeeping to ensure important documents are safely stored for future reference. As a statutory authority, TransLink is responsible for managing its own document and record-keeping system to comply with the provisions of the *Public Records Act 2002*, *Information Standard 40: Recordkeeping and Information Standard 31: Retention and Disposal of Public Records*. In 2009–10, our focus has been on ensuring the processes that support our storage system were embedded throughout all areas of the organisation.

During 2009–10 TransLink commenced the progressive roll-out of a new Electronic Records and Document Management System (eDRMS) to support key business functions such as correspondence management and Right to Information.

Key benefits include:

- a single place to store business records
- fast and easy access to business records and corporate information
- improved documentation collaboration across the business
- secure and systematic management of documents throughout their lifecycle
- improved information security
- reduced risk of doubling up on documents and losing records
- compliance with legislative obligations and standards.

Phase 2 of the project will address secondary storage, retention and disposal of records.

## Right to Information (RTI)

The *Right to Information Act 2009* is the Queensland Government's approach to giving the community greater access to information held by government agencies. *The Right to Information Act 2009* and the *Information Privacy Act 2009* replaced the *Freedom of Information Act 1992*.

In line with legislation, TransLink's privacy policy, right to information statements, and publication scheme are available on our website (<http://www.translink.com.au>).

TransLink's Administrative Access Scheme also gives customers access to certain information held by TransLink without the need to apply through the RTI or Information Privacy application process.

This scheme may be used to access:

- certain types of non-personal information
- details about your personal information (as defined in the *Information Privacy Act 2009*) — but not the personal information of another individual unless consent has been provided or is authorised under law.

From the TransLink website customers can also access information on our:

- publication scheme – for information routinely made available to the public, including our profile, priorities, decisions, policies, registers and lists, and corporate publications
- disclosure log – non-personal information that has been released through the RTI legal process and may have a wider public interest.

In the 2009–2010 financial year, TransLink received 12 RTI applications, 3 Information Privacy applications, and 4 Administrative Access applications.



## Making an application under the act

All applications to access documents not concerning an applicant's personal affairs are subject to a \$38 application fee. Processing and photocopying charges may also apply. There is no charge for processing applications relating to an applicant's personal affairs. For more information about fees contact the RTI and Privacy Unit on 07 3167 4000 or by email: [rti@translink.com.au](mailto:rti@translink.com.au).

All applications should be forwarded to:

Right to Information and Privacy Unit  
TransLink Transit Authority  
GPO Box 50  
Brisbane Qld 4001

There are no fees or charges to make a request under TransLink's Administrative Access Scheme. However, we may charge a fee to reproduce or provide access to large volumes of information. Customers can submit a request via email ([rti@translink.com.au](mailto:rti@translink.com.au)), fax (07 3167 4001) or post.

## Protecting whistleblowers

In 2009–10, TransLink did not receive any public interest disclosures containing allegations of misconduct, maladministration or waste of public funds, as outlined in the *Whistleblowers Protection Act 1994*.

## Overseas travel

No overseas travel occurred within the 2009–10 reporting period.

## Expenditure on consultancies

For Queensland Government reporting purposes, a service provider (individual or organisation) is considered a 'consultant' when all of the following elements apply:

- provides expert knowledge to analyse information, draw conclusions and make recommendations in the form of a written report or an intellectual product for future action which the agency must then decide upon or take a certain course of action
- the nature of the output is not necessarily predictable, but tends to be open-ended and is more complex (for example, a range of recommendations which the agency must consider)
- develops a new concept or process and where the agency requires critical judgement to consider the recommended course of action
- engaged for a fixed period of time at an agreed rate of payment
- work which is not directly supervised by the agency.

Consultancy category	2009–10 Expenditure
Human resources	\$12 000
Business management	\$538 640
Total expenditure	\$550 640



## Our plan for the future

In 2010–11, more than 188 million passenger trips will be taken on TransLink bus, train and ferry services throughout South East Queensland. To cater for continued high customer demand, the Queensland Government has allocated \$1.38 billion to deliver the region's public transport system, including funding for an additional 220 new buses and 12 new three-carriage trains in 2010–11.

Through *go card*, TransLink will deliver faster, more reliable services for our customers and have access to more accurate passenger travel data to help tailor the rollout of future enhancements to ensure services are delivered where they are needed most.

Over the next twelve months, our objective is to strengthen our relationships with our service delivery partners, including the new Queensland Rail entity, to improve the way we deliver public transport services, infrastructure, ticketing and information to customers. We will build on our relationships with local government agencies to develop solutions that cater for the region's most challenging public transport issues.

The 2010–11 year promises to be another year of major milestones for TransLink. Key projects we will undertake this year include:

- implementing new train services to align with the completion of the Corinda to Darra rail upgrade and extension of the train line to the new Richlands train station and bus interchange
- working with Queensland Rail to restructure train timetables on the Caboolture and Ipswich lines to increase service capacity, improve stopping patterns, and improve service reliability
- managing a \$200 million upgrade of almost one-third of train stations across the TransLink network — the most significant upgrade of the region's train stations since the 1860s
- investing more than \$45 million in bus infrastructure improvements through the TransLink Station Upgrade Program

- upgrading park 'n' ride facilities at Birkdale, Bray Park, Bribie Island, Enoggera, Klumpp Road, Morayfield and Ormiston
- constructing new bus stations at Logan Central, Maroochydore, Noosa Junction and North Lakes
- undertaking a major restructure of bus services and timetables in the Western region to increase service reliability, connectivity, and achieve operational efficiencies
- appointing a preferred operator for the Gold Coast Rapid Transit light-rail system
- Australia's largest-ever implementation of HASTUS — an integrated software solution for transit scheduling and customer information—using *go card* passenger data to link in with the *Customer First* real-time passenger information project
- ongoing recruitment and deployment of TransLink's new Senior Network Officers to ensure passenger safety and security across the public transport network
- developing a new Leadership and Management program to further enhance TransLink staff skills and deliver on our strategic objective of achieving business excellence.

TransLink's new *Strategic Plan 2010–2015* and *TransLink Network Plan 2010* set out our long-term plan to make South East Queensland's public transport system easier for our customers to understand and use. In 2010–11 we will build on the innovations and achievements of 2009–10 and roll out new improvements to TransLink's public transport services, infrastructure, customer information, fares and ticketing to help meet the unique transport challenges of our region.

As we move forward, we will further strengthen our relationships with our delivery partners and local government to deliver even greater benefits for the community and define the future of South East Queensland's public transport system. Through our increased customer focus and continued government support and investment we will realise our ambitious but simple vision of *making travel easy*.



# Financial Statements Overview

## TransLink Transit Authority Financial Statement Overview

The TransLink Transit Authority (TransLink) was established as a statutory body under the *Transport Operations (TransLink Transit Authority) Act 2008* on 1 July 2008.

### Trading Performance

For the 2009–10 financial year, TransLink's operating surplus was \$0.2 million compared to a deficit of \$3.0 million in the previous year.

### Statement of Comprehensive Income

Total income for the year was \$1.2 billion (2008–09 \$1.1 billion) and is primarily represented by fare revenue of \$289.8 million (2008–09 \$272.7 million) generated from 181.8 million (2008–09 181.0 million) customer trips and Queensland State Government funding of \$863.5 million (2008–09 \$789.2 million). Over the past financial year the continued roll out of the *go* card has resulted excess of one million (2008–09 297 000) *go* cards now issued and around 65 per cent (2008–09 21 per cent) of all fares being paid via *go* card.

Total expenses for the year was \$1.2 billion (2008–09 \$1.1 billion) and is mainly represented by contract payments to the rail operator of \$669.6 million (2008–09 \$630.9 million) and contract payments to bus, railbus and ferry operators of \$428.2 million (2008–09 \$382.9 million). The balance relates to expenses associated with the operations of TransLink including network planning, integrated ticketing, *go* card operations, operator contract management, infrastructure planning and investment and busway operations.

All employee salary and wages, except the CEO, are paid by the TransLink Transit Authority Employing Office and this cost is recovered by way of a service fee charged to TransLink. The CEO is employed directly by the TransLink Transit Authority.

### Statement of Financial Position and Statement of Changes in Equity

During 2009–10 TransLink's net asset base increased by \$15.0 million (2008–09 \$191.6 million) mainly due to:

- further enhancements in ticketing equipment and public transport network infrastructure of \$38.6 million
- equity injections of \$17.4 million
- QTC borrowings of \$4.8 million.

### Statement of Cashflows

The Cashflow Statement highlights balances held and movements in cash resources. During 2009–10 TransLink trading activities were cash positive, with net cash received from operating activities of \$30.0 million (2008–09 \$21.4 million).



# Financial Statements Overview

## TransLink Transit Authority Employing Office Financial Statement Overview

The TransLink Transit Authority Employing Office (the Employing Office) was established on 1 July 2008 under the *Transport Operations (TransLink Transit Authority) Act 2008*. The Employing Office is declared to be a Queensland public service office under the *Public Service Act 2008*.

The Employing Office met its contractual obligations in providing commercial labour-related services to the TransLink Transit Authority (TransLink) to enable TransLink to achieve its objectives.

## Statement of Comprehensive Income

For the 2009–10 financial year the Employing Office has been able to achieve a balanced financial result after recovering total expenditure incurred in providing services of \$25.6 million (2008–09 \$23.6 million), from its client TransLink.

## Statement of Financial Position

The employing office achieved a balanced net equity position whereby all liabilities to be paid were recoverable through receipts to be collected primarily from TransLink.

## Statement of Cashflows

The Statement of cashflows highlights the sources and uses of funds over the reporting period. This statement highlights the existence of satisfactory cash balances for operational business purposes.



# TransLink Transit Authority

## Financial Statements

for the year ended 30 June 2010

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### General information

These financial statements cover the TransLink Transit Authority (TransLink) and its controlled entity.

The TransLink Transit Authority is a statutory body established under the *Transport Operations (TransLink Transit Authority) Act 2008*.

TransLink is controlled by the State of Queensland which is the ultimate parent.

The head office and principal place of business of TransLink is:

420 George Street  
Brisbane Qld 4000

A description of the nature of TransLink's operations and its principal activities is included in the notes to the financial statements.

For information in relation to TransLink's financial statements please call (07) 3167 4071 or visit TransLink's website [www.translink.com.au](http://www.translink.com.au).

**TransLink Transit Authority**  
**Statement of Comprehensive Income**  
for the year ended 30 June 2010

	Notes	Consolidated 2010 \$'000	Consolidated 2009 \$'000
<b>Income from continuing operations</b>			
<b>Revenue</b>			
User charges	3	304,068	283,149
Grants and other contributions	4	898,245	823,802
Interest revenue	5	4,715	5,291
Other revenue	6	208	73
<b>Gains</b>			
Gain (loss) on foreign currency exchange		-	1,385
<b>Total income from continuing operations</b>		<b>1,207,236</b>	<b>1,113,700</b>
<b>Expenses from continuing operations</b>			
Employee expenses	7	24,577	22,687
Supplies and services	8	585,717	536,194
Grants and subsidies	9	575,552	537,523
Depreciation and amortisation	10	18,926	16,701
Other expenses	11	2,288	3,592
<b>Total expenses from continuing operations</b>		<b>1,207,060</b>	<b>1,116,697</b>
<b>Operating result from continuing operations</b>		<b>176</b>	<b>(2,997)</b>
<b>Other comprehensive income</b>			
Increase (decrease) in asset revaluation surplus	24	-	228
<b>Total other comprehensive income</b>		-	228
<b>Total comprehensive income</b>		<b>176</b>	<b>(2,769)</b>

*The accompanying notes form part of these statements*

**TransLink Transit Authority**  
**Statement of Financial Position**  
as at 30 June 2010

	Notes	Consolidated 2010 \$'000	Consolidated 2009 \$'000
<b>Current assets</b>			
Cash	12	38,996	24,259
Receivables	13	22,402	23,815
Inventories	14	1,078	802
Assets classified as held for sale	15	1,581	-
Other	16	749	274
<b>Total current assets</b>		<b>64,806</b>	<b>49,150</b>
<b>Non-current assets</b>			
Property, plant and equipment	17	200,728	179,775
Intangible assets	18	5,207	6,489
<b>Total non-current assets</b>		<b>205,935</b>	<b>186,264</b>
<b>Total assets</b>		<b>270,741</b>	<b>235,414</b>
<b>Current liabilities</b>			
Payables	19	36,115	30,158
Other financial liabilities	20	374	-
Unearned revenue	21	14,815	7,619
Accrued employee benefits	22	2,593	3,496
Other	23	5,801	2,574
<b>Total current liabilities</b>		<b>59,698</b>	<b>43,847</b>
<b>Non-current liabilities</b>			
Other financial liabilities	20	4,471	-
<b>Total non-current liabilities</b>		<b>4,471</b>	<b>-</b>
<b>Total liabilities</b>		<b>64,169</b>	<b>43,847</b>
<b>Net assets</b>		<b>206,572</b>	<b>191,567</b>
<b>Equity</b>			
Contributed equity		209,178	194,336
Accumulated surplus / (deficit)		(2,821)	(2,997)
Asset revaluation surplus	24	228	228
Hedge reserve		(13)	-
<b>Total equity</b>		<b>206,572</b>	<b>191,567</b>

*The accompanying notes form part of these statements*

**TransLink Transit Authority**  
**Statement of Changes in Equity**  
for year ended 30 June 2010

Consolidated – 2010	Contributed Equity	Hedge Reserve	Accumulated Surplus / (Deficit)	Asset Revaluation Surplus (note 24)	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Balance as at 1 July</b>	<b>194,336</b>	-	(2,997)	228	<b>191,567</b>
Operating result from continuing operations	-	-	176	-	176
<i>Other comprehensive income</i>					
– Increase (decrease) in asset revaluation surplus - Land	-	-	-	-	-
<i>Total comprehensive income</i>	194,336	-	(2,821)	228	191,743
<i>Transactions with owners as owners</i>					
– Equity injections	17,371	-	-	-	17,371
– Adjustment to Net transfer from (to) other government agencies (note 2 (w))	(2,529)	-	-	-	(2,529)
– Unrealised loss on derivatives	-	(13)	-	-	(13)
<b>Balance as at 30 June</b>	<b>209,178</b>	<b>(13)</b>	<b>(2,821)</b>	<b>228</b>	<b>206,572</b>

Consolidated – 2009	Contributed Equity	Hedge Reserve	Accumulated Surplus / (Deficit)	Asset Revaluation Surplus (note 24)	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Balance as at 1 July</b>	-	-	-	-	-
Operating result from continuing operations	-	-	(2,997)	-	(2,997)
<i>Other comprehensive income</i>					
– Increase (decrease) in asset revaluation surplus - Land	-	-	-	228	228
<i>Total comprehensive income</i>	-	-	(2,997)	228	(2,769)
<i>Transactions with owners as owners</i>					
– Equity injections	23,780	-	-	-	23,780
– Net transfer of assets from (to) other government agencies (note 2(w))	170,556	-	-	-	170,556
<b>Balance as at 30 June</b>	<b>194,336</b>	-	<b>(2,997)</b>	<b>228</b>	<b>191,567</b>

The accompanying notes form part of these statements.

# TransLink Transit Authority

## Statement of Cash Flows

for the year ended 30 June 2010

	Notes	Consolidated 2010 \$'000	Consolidated 2009 \$'000
<b>Cash flows from operating activities</b>			
<i>Inflows:</i>			
User charges		345,840	278,430
Grants and other contributions		897,218	826,114
GST input tax credits received from Australian Taxation Office		118,520	98,282
Interest receipts		4,715	5,291
Other		119	14
<i>Outflows:</i>			
Employee expenses		(26,326)	(20,118)
Supplies and services		(698,861)	(607,722)
Grants and subsidies		(577,782)	(531,250)
GST remitted to Australian Taxation Office		(31,114)	(26,321)
Other		(2,344)	(1,290)
<b>Net cash provided by (used in) operating activities</b>	25	<b>29,985</b>	<b>21,430</b>
<b>Cash flows from investing activities</b>			
<i>Outflows:</i>			
Payments for property, plant and equipment		(37,464)	(25,052)
<b>Net cash provided by (used in) investing activities</b>		<b>(37,464)</b>	<b>(25,052)</b>
<b>Cash flows from financing activities</b>			
<i>Inflows:</i>			
Proceeds from equity injections		17,371	23,780
Proceeds from Queensland Treasury Corporation borrowings		4,845	-
<b>Net cash provided by (used in) financing activities</b>		<b>22,216</b>	<b>23,780</b>
<b>Net increase (decrease) in cash</b>		<b>14,737</b>	<b>20,158</b>
Foreign exchange gain (loss)		-	1,385
Cash transfer as a result of administrative restructure		-	2,716
Cash at beginning of financial year		24,259	-
<b>Cash at end of financial year</b>	12	<b>38,996</b>	<b>24,259</b>

The accompanying notes form part of these statements.

# TransLink Transit Authority

## Notes to and forming part of the Financial Statements

for the year ended 30 June 2010

<b>Note</b>	<b>Note title</b>
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1	Objectives and principal activities of TransLink Transit Authority
2	Summary of significant accounting policies
3	User charges
4	Grants and other contributions
5	Interest revenue
6	Other revenue
7	Employee expenses
8	Supplies and services
9	Grants and subsidies
10	Depreciation and amortisation
11	Other expenses
12	Cash
13	Receivables
14	Inventories
15	Assets classified as held for sale
16	Other current assets
17	Property, plant and equipment
18	Intangible assets
19	Payables
20	Other financial liabilities
21	Unearned revenue
22	Accrued employee benefits
23	Other current liabilities
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25	Reconciliation of operating result to net cash from operating activities
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27	Board remuneration
28	Commitments for expenditure
29	Contingent assets and liabilities
30	Controlled entity
31	Events occurring after balance date
32	Financial instruments
33	Agency transactions

# TransLink Transit Authority

## Notes to and forming part of the Financial Statements

for the year ended 30 June 2010

### 1. Objectives and principal activities of TransLink Transit Authority

The TransLink Transit Authority was established as a statutory body under the *Transport Operations (TransLink Transit Authority) Act 2008* on 1 July 2008.

To meet the growing demand for public transport in the South East Queensland area, the State Government established the TransLink Transit Authority (TransLink). TransLink is responsible for providing the best possible public transport services at a reasonable cost to the community and government.

*Toward Q2: Tomorrow's Queensland* outlines the Government's commitment to increasing public transport use, services and infrastructure to assist in protecting our lifestyle and environment.

To deliver on the Queensland Government's commitment, TransLink coordinates, integrates and manages all public transport services in South East Queensland. TransLink provides:

- Services: bus, rail, and ferry services.
- Infrastructure: railway station upgrades, bus stops and bus stations upgrades and the development of park and ride facilities.
- Ticketing: integrated ticketing, *go* card, fare strategy.
- Customer information: single point of contact for customers, 24 hours a day, seven days a week.

### 2. Summary of significant accounting policies

#### a) Statement of Compliance

TransLink has prepared these financial statements in compliance with section 43 of the *Financial and Performance Management Standard 2009*.

These financial statements are general purpose financial statements, and have been prepared on an accrual basis in accordance with Australian Accounting Standards and Interpretations. In addition, the financial statements comply with Treasury's Minimum Reporting Requirements for the year ending 30 June 2010, and other authoritative pronouncements.

With respect to compliance with Australian Accounting Standards and Interpretations, TransLink has applied those requirements applicable to not-for-profit entities, as TransLink is a not-for-profit statutory body. Except where stated, the historical cost convention is used.

#### b) The reporting entity

The financial statements include the value of all assets, liabilities, equity, revenues and expenses of TransLink and the entity it controls. Details of TransLink's controlled entity are disclosed in note 30.

The TransLink Transit Authority was established as a statutory body on 1 July 2008 under the *Transport Operations (TransLink Transit Authority) Act 2008*. In developing TransLink, two entities, the TransLink Transit Authority and the TransLink Transit Authority Employing Office (the Employing Office), were established. TransLink is responsible for managing public transport services in South East Queensland.

The reporting entity consists of the parent entity, TransLink Transit Authority, together with the TransLink Transit Authority Employing Office as a controlled entity. No parent entity balances are disclosed as they would not be materially different from the consolidated balances. The Employing Office has adopted the accounting policies of the parent entity. In the process of reporting on TransLink as a single economic entity, all transactions and balances internal to the reporting entity have been eliminated in full.

The Employing Office is also required to prepare a separate general purpose financial report, which is included with the Employing Office Annual Report.

#### c) Agency transactions

TransLink acts as an agent in the collection and distribution of authorised deductions from employee salaries, as well as in the collection and distribution of specific theme park ticket sales, for on-payment to third parties. Collections and distributions for the period are disclosed in note 33.

#### d) User charges

User charges are recognised as revenue when services are provided.

Fare revenue is revenue received through the *go* card integrated ticketing system and the ERG ticketing system.

# TransLink Transit Authority

## Notes to and forming part of the Financial Statements

for the year ended 30 June 2010

### 2. Summary of significant accounting policies (continued)

#### e) *go* card transactions

Amounts received as deposits for *go* cards issued are recognised as a liability upon receipt (refer note 23).

Amounts received to increase the stored value on the *go* cards are recognised as unearned revenue (refer note 21). Fare revenue is recognised when the patron undertakes travel on the TransLink network (refer note 3) together with the related Goods and Services Tax.

#### f) Grants and other contributions

Operational funding is received from the Department of Transport and Main Roads and is recognised as revenue when received.

Grants, contributions, donations and gifts that are non-reciprocal in nature are recognised as revenue in the year in which TransLink obtains control over them. Where grants are received that are reciprocal in nature, revenue is accrued over the term of the funding arrangements.

Contributed assets are recognised at their fair value. Contributions of services are recognised only when a fair value can be determined reliably and the services would have been purchased if they had not been donated. Where this is the case, an equal amount is recognised as revenue and expense.

#### g) Foreign currency transactions

TransLink has foreign currency transactions relating to the purchase of equipment, software and services from the United States of America for the *go* card integrated ticketing system which has been implemented within South-East Queensland.

The individual foreign currency transactions are translated into Australian dollars using the exchange rate prevailing at the date of the transaction.

#### h) Cash

For the purposes of the Statement of Financial Position and the Statement of Cash Flows, cash comprises cash in hand, cash at bank and call deposits, and includes all cash and cheques receipted but not banked at 30 June as well as deposits at call with financial institutions. It also includes investments with short periods to maturity that are readily convertible to cash on hand at TransLink's option.

#### i) Receivables

Trade debtors are recognised at the nominal amounts due at the time of sale or service delivery. Settlement on these amounts is generally required within 30 days from invoice date.

The collectability of receivables is assessed periodically with provision being made for impairment. All known bad debts were written-off as at 30 June.

#### j) Inventories

Inventories held for distribution are those inventories that TransLink distributes as part of the *go* card integrated ticketing system. Inventories held for distribution are recognised at cost. Cost is assigned on a weighted average basis.

#### k) Assets classified as held for sale

Non-current assets held for sale consist of those assets that management has determined are available for immediate sale in their present condition, for which their sale is highly probable within the next twelve months.

These assets are measured at the lower of the assets carrying amounts and their fair value less costs to sell. These assets are not depreciated.

#### l) Assets under construction

Assets under construction (work in progress) are recognised at cost. All costs relating to items of property, plant and equipment constructed in-house are recorded as work in progress until completion of the project using all direct costs and, where reliably attributable, indirect costs. Work in progress is not depreciated or amortised until it has reached service delivery capacity. Service delivery capacity relates to when the construction is complete and the asset is first put into use or is installed and prepared ready for use in accordance with its intended application. The assets are then reclassified to the relevant classes within property, plant and equipment or intangible assets.



# TransLink Transit Authority

## Notes to and forming part of the Financial Statements

for the year ended 30 June 2010

### 2. Summary of significant accounting policies (continued)

#### m) Acquisition of assets

Actual cost is used for the initial recording of all non-current physical and intangible asset acquisitions. Cost is determined as the value given as consideration plus costs incidental to the acquisition, including all directly attributable costs incurred in getting the assets ready for use. Cost includes the gain or loss on qualifying hedges of foreign currency purchases of plant and equipment. Training costs are expensed as incurred.

Where assets are received free of charge from another Queensland Government entity (whether as a result of a machinery-of-Government change or other involuntary transfer), the acquisition cost is recognised as the gross carrying amount in the books of the transferor immediately prior to the transfer together with any accumulated depreciation.

Assets acquired at no cost or for nominal consideration, other than from an involuntary transfer from another Queensland Government entity, are recognised at their fair value at date of acquisition in accordance with AASB116 *Property, Plant and Equipment*.

#### n) Property, plant and equipment

Items of property, plant and equipment with a cost or other value equal to or in excess of the following thresholds are recognised for financial reporting purposes in the year of acquisition:

Asset Class	Threshold \$
Land	1
Infrastructure	10,000
Major plant and equipment	5,000
Plant and equipment	5,000

Items with a lesser value are expensed in the year of acquisition.

The major plant and equipment class of assets reflects the *go* card integrated ticketing system across South East Queensland. The *go* card integrated ticketing system is treated as a single network asset, that is, a network defined as "a chain of interconnected but dissimilar assets connected for the provision of the one simultaneous service" as per Queensland Treasury's *Non-Current Asset Policies for the Queensland Public Sector*.

Land improvements undertaken by TransLink are included with Infrastructure.

#### o) Revaluations of non-current physical and intangible assets

Land, infrastructure and major plant and equipment are measured at fair value in accordance with AASB 116 *Property, Plant and Equipment* and Queensland Treasury's *Non-Current Asset Policies for the Queensland Public Sector*.

Plant and equipment, other than major plant and equipment, is measured at cost. The carrying amounts for plant and equipment at cost should not materially differ from their fair value.

Intangible assets are measured at cost.

Non-current physical assets measured at fair value are comprehensively revalued at least once every five years with interim valuations, using appropriate indices, being otherwise performed on an annual basis where there has been a material variation in the index.

Any revaluation increment arising on the revaluation of an asset is credited to the asset revaluation surplus of the appropriate class, except to the extent it reverses a revaluation decrement for the class previously recognised as an expense. A decrease in the carrying amount on revaluation is charged as an expense, to the extent it exceeds the balance, if any, in the revaluation surplus relating to that asset class.

On revaluation, accumulated depreciation is restated proportionately with the change in the carrying amount of the asset and any change in the estimate of remaining useful life.

Only those assets, the total values of which are material compared to the value of the class of assets to which they belong, are comprehensively valued.

Separately identified components of assets are measured on the same basis as the assets to which they relate.

# TransLink Transit Authority

## Notes to and forming part of the Financial Statements

for the year ended 30 June 2010

### 2. Summary of significant accounting policies (continued)

#### p) Intangible assets

Intangible assets with a cost or other value greater than \$100 000 are recognised in the financial statements, items with a lesser value being expensed. Each intangible asset is amortised over its estimated useful life to TransLink, less any anticipated residual value. The residual value is zero for all of TransLink's intangible assets.

It has been determined that there is not an active market for any of TransLink's intangible assets. As such, the assets are recognised and carried at cost less accumulated amortisation and accumulated impairment losses.

##### *Purchased software*

The purchase cost of this software has been capitalised and is being amortised on a straight-line basis over its estimated useful life.

##### *Intangibles - other*

Expenditure on research activities relating to internally generated intangible assets is recognised as an expense in the period in which it is incurred.

Cost associated with the development of computer software and other intangibles are capitalised and amortised on a straight-line basis over the period of expected benefit to the agency.

#### q) Depreciation and amortisation of property, plant and equipment and intangible assets

Land is not depreciated as it has an unlimited useful life.

Property, plant and equipment is depreciated on a straight-line basis so as to allocate the net cost or revalued amount of each asset, less its estimated residual value, progressively over its estimated useful life to TransLink.

Any expenditure that increases the originally assessed capacity of service potential of an asset is capitalised and the new depreciable amount is depreciated over the remaining useful life of the asset to TransLink.

Depreciation and amortisation rates are reviewed annually, and if necessary, adjusted so that they will reflect the most recent assessments of the useful lives of the respective non-current physical and intangible items, having regard to such factors as asset usage and the rate of technical and commercial obsolescence.

Where assets (other than major plant and equipment) have separately identifiable components that are subject to regular replacement, these components are assigned useful lives distinct from the asset to which they relate and are depreciated accordingly.

The major plant and equipment class of assets reflects the Automated Fare Collection (AFC) system which operates the *go* card integrated ticketing technology across South East Queensland. The *go* card integrated ticketing system is treated as a single network asset, that is, a network defined as "a chain of interconnected but dissimilar assets connected for the provision of the one simultaneous service" as per Queensland Treasury's *Non-Current Asset Policies for the Queensland Public Sector*. Therefore, the *go* card integrated ticketing system has been brought onto TransLink's fixed asset register as a single asset and depreciated as such. Software that is integral to the functionality of the related equipment is capitalised as part of this equipment.

For each class of depreciable asset the following depreciation and amortisation rates are used:

<b>Physical asset class</b>	<b>Rate %</b>
Infrastructure	3 – 33
Plant and equipment:	
– Major plant and equipment	10 – 33
– Information technology equipment	10 – 25
– Fit-outs	10
<b>Intangible asset class</b>	
Purchased software	10 – 50
Other Intangibles	9

# TransLink Transit Authority

## Notes to and forming part of the Financial Statements

for the year ended 30 June 2010

### 2. Summary of significant accounting policies (continued)

#### r) Impairment of non-current assets

All non-current physical and intangible assets are assessed for indicators of impairment on an annual basis. If an indicator of possible impairment exists, TransLink determines the asset's recoverable amount. Any amount by which the asset's carrying amount exceeds the recoverable amount is recorded as an impairment loss.

The asset's recoverable amount is determined as the higher of the asset's fair value less costs to sell and depreciated replacement cost.

An impairment loss is recognised immediately in the Statement of Comprehensive Income, unless the asset is carried at a revalued amount. When the asset is measured at a revalued amount, the impairment loss is offset against the asset revaluation surplus of the relevant class to the extent available.

Where an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. A reversal of an impairment loss is recognised as income, unless the asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase (refer to note 2(o)).

#### s) Leases

A distinction is made in the financial statements between finance leases that effectively transfer from the lessor to the lessee substantially all risks and benefits incidental to ownership, and operating leases, under which the lessor retains substantially all risks and benefits.

Operating lease payments are representative of the pattern of benefits derived from the leased assets and are expensed in the periods in which they are incurred.

#### t) Payables

Trade creditors are recognised upon receipt of the goods or services ordered and are measured at the agreed purchase/contract price, gross of applicable trade and other discounts. Accrued payables recognise payments which TransLink is obligated to make as at reporting date but which remain unpaid. Amounts owing to creditors are unsecured and are generally settled on thirty day terms with the exception of payments to bus operators which TransLink is contractually required to pay by the fifteenth day of the month.

#### u) Financial instruments

##### *Recognition*

Financial assets and financial liabilities are recognised in the Statement of Financial Position when TransLink becomes party to the contractual provisions of the financial instrument.

##### *Classification*

Financial instruments are classified and measured as follows:

- Cash – held at fair value through profit and loss
- Receivables – held at amortised cost
- Payables – held at amortised cost
- Other Financial Liabilities – held at amortised cost
- Derivatives – held at fair value through equity.

TransLink does not enter transactions for speculative purposes.

# TransLink Transit Authority

## Notes to and forming part of the Financial Statements

for the year ended 30 June 2010

### 2. Summary of significant accounting policies (continued)

#### u) Financial instruments (continued)

##### *Classification (continued)*

Other financial liabilities represent borrowings from Queensland Treasury Corporation and are initially recognised at fair value, plus any transactional costs directly attributable to the borrowings, then subsequently held at amortised cost using the effective interest method. The effective interest rate is the rate that discounts estimated future cash payments over the expected life of the borrowings to their net carrying amount.

Borrowings are classified as non-current liabilities to the extent that TransLink has an unconditional right to defer settlement until at least 12 months after reporting date.

TransLink holds derivative financial instruments to hedge its foreign currency risk exposures relating to the purchase of equipment for the *go* card integrated ticketing system denominated in United States dollars (USD).

On initial designation of the hedge, TransLink formally documents the relationship between the hedging instrument(s) and hedged item(s), including the risk management objectives and strategy in undertaking the hedge transaction, together with the methods that will be used to assess the effectiveness of the hedging relationship. TransLink makes an assessment, both at the inception of the hedge relationship as well as on an on-going basis, whether the hedging instruments are expected to be "highly effective" in offsetting the changes in the fair value or cash flows of the respective hedged items during the period for which the hedge is designated, and whether the actual results of each hedge are within a range of 80–125 percent.

The derivative financial instruments are all transacted with Queensland Treasury Corporation and are not held for trading.

Changes in the fair value of the derivative hedging instrument are recognised in equity to the extent the hedge is effective. Any ineffective portion is recognised in operating result. If the hedging instrument no longer meets the criteria for hedge accounting or exercised then hedge accounting is discontinued prospectively. The cumulative gain or loss previously recognised and presented remains in the hedging reserve in equity until such time as the transaction for the hedged item occurs. The gain or loss is then transferred to the qualifying asset carrying amount. (See note 2(m)).

All other disclosures relating to the measurement basis and financial risk management of financial instruments held by TransLink are disclosed in note 32.

#### v) Employee benefits

##### *Wages, salaries, annual leave and sick leave*

Wages and salaries due but unpaid at reporting date are recognised in the Statement of Financial Position at the current salary rates. Payroll tax and workers' compensation insurance are a consequence of employing employees, but are not counted in an employee's total remuneration package. They are not employee benefits and are recognised separately as employee related expenses. Employer superannuation contributions and long service leave levies are regarded as employee benefits.

Unpaid annual leave entitlement liabilities are recognised at their undiscounted expected payout value as a current liability.

As sick leave is non-vesting, an expense is recognised for this leave as it is taken. No liability for unused sick leave entitlements is recognised.

##### *Long service leave*

Under the Queensland Government's long service leave scheme, a levy is made on TransLink to cover this cost. Levies are expensed in the period in which they are paid or payable. Amounts paid to employees for long service leave are claimed from the scheme quarterly in arrears.

No provision for long service leave is recognised in TransLink's financial statements, the liability being held on a whole-of-Government basis and reported in those financial statements pursuant to AASB1049 *Whole of Government and General Government Sector Financial Reporting*.

# TransLink Transit Authority

## Notes to and forming part of the Financial Statements

for the year ended 30 June 2010

### 2. Summary of significant accounting policies (continued)

#### v) Employee benefits (continued)

##### *Superannuation*

Employer superannuation contributions are paid to QSuper, the superannuation plan for Queensland Government employees, at rates determined by Treasury on the advice of the State Actuary. Contributions are expensed in the period in which they are paid or payable. TransLink's obligation is limited to its contribution to QSuper.

Therefore, no liability is recognised for accruing superannuation benefits in TransLink's financial statements, the liability being held on a whole-of-Government basis and reported in those financial statements pursuant to AASB1049 *Whole of Government and General Government Sector Financial Reporting*.

##### *Executive remuneration*

The executive remuneration disclosures in employee expenses (note 7) in the financial statements include:

- the aggregate remuneration of all senior executive officers (including the Chief Executive Officer) whose remuneration is \$100,000 or more and other employees whose remuneration is \$140,000 or more for the financial year;
- the number of senior executives whose total remuneration for the financial year falls within each successive \$20,000 band, commencing at \$100,000; and
- the number of other employees whose total remuneration for the financial year falls within each successive \$20,000 band, commencing at \$140,000.

The remuneration disclosed is all remuneration paid or payable, directly or indirectly, by TransLink or any related party in connection with the management of the affairs of TransLink or any of its subsidiaries.

For this purpose, remuneration includes:

- salaries and wages
- accrued leave (that is, the increase/decrease in the amount of annual and long service leave owed to an executive, inclusive of any increase in the value of leave balances as a result of salary rate increases or the like)
- performance pay paid or due and payable in relation to the financial year, provided that a liability exists (namely a determination has been made prior to the financial statements being signed), that can be reliably measured even though the payment may not have been made during the financial year
- accrued superannuation (being the value of all employer superannuation contributions during the financial year, both paid and payable as at 30 June)
- car parking benefits and the cost of motor vehicles, such as lease payments, fuel costs, registration, insurance, repairs, maintenance and fringe benefits tax on motor vehicles incurred by TransLink during the financial year, both paid and payable as at 30 June, net of any amounts subsequently reimbursed by the executives
- relocation costs
- housing (being the market value of the rent or rental subsidy) where rent is part-paid by the executive during the financial year, both paid and payable as at 30 June
- allowances (which are included in remuneration agreements of executives, such as airfares or other travel costs paid to/for executives whose homes are situated in a location other than the location they work in); and
- fringe benefits tax included in remuneration agreements.

The disclosures apply to all senior executives with remuneration above \$100,000 and other employees with remuneration above \$140,000 in the financial year. 'Remuneration' means any money, consideration or benefit, but excludes amounts:

- paid by TransLink where the person worked during the financial year wholly or mainly outside Australia during the time the person was so employed; or
- in payment or reimbursement of out-of-pocket expenses incurred for the benefit of the entity or its subsidiary.

In addition, separate disclosure of separation and redundancy/termination benefit payments is included.

# TransLink Transit Authority

## Notes to and forming part of the Financial Statements

for the year ended 30 June 2010

### 2. Summary of significant accounting policies (continued)

#### w) Administrative restructure

The TransLink Transit Authority was established as a statutory body on 1 July 2008 under the *Transport Operations (TransLink Transit Authority) Act 2008*. The TransLink Transit Authority Employing Office was established on 1 July 2008 under the *Transport Operations (TransLink Transit Authority) Act 2008* and in accordance with *Public Service Departmental Arrangement Notice (No. 4) 2008*. As a result of this change, assets to the value of \$180.288 million and current liabilities to the value of \$9.732 million were transferred to TransLink (consolidated) from the former Department of Transport.

Within the current financial period, an adjustment of \$2.529 million was made to the Debtor and Equity balances within the Asset and Liabilities balance transferred from the Department of Transport and Main Roads.

#### x) Insurance

TransLink's non-current physical assets and other risks are insured through the Queensland Government Insurance Fund, premiums being paid on a risk assessment basis. In addition, the Employing Office pays premiums to WorkCover Queensland in respect of its obligations for employee compensation.

#### y) Services received free of charge or for nominal value

Contributions of services are recognised only if the services would have been purchased if they had not been donated and their fair value can be measured reliably. Where this is the case, an equal amount is recognised as revenue and as an expense.

#### z) Contributed equity

Non-reciprocal transfers of assets and liabilities between wholly-owned Queensland State Public Sector entities as a result of machinery-of-Government changes are adjusted to Contributed Equity in accordance with Interpretation 1038 *Contributions by Owners Made to Wholly Owned Public Sector Entities*. Appropriations for equity adjustments are similarly designated.

#### aa) Taxation

TransLink is a State body as defined under the *Income Tax Assessment Act 1936* and is exempt from Commonwealth taxation with the exception of Fringe Benefits Tax (FBT) and Goods and Services Tax (GST). As such, GST credits receivable from, and GST payable to, the Australian Taxation Office are recognised and accrued (refer to note 13).

#### bb) Issuance of Financial Statements

The financial statements are authorised for issue by the Chair and the Chief Financial Officer of TransLink at the date of signing the Management Certificate.

#### cc) Judgements

The preparation of financial statements necessarily requires the determination and use of certain critical accounting estimates, assumptions, and management judgements that have the potential to cause a material adjustment to the carrying amount of assets and liabilities within the next financial year. Such estimates, judgements and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in future periods as relevant.

Estimates and assumptions that have a potential significant effect are outlined in the following financial statement notes:

- Valuation of property, plant and equipment – note 17
- Contingencies – note 29.

# TransLink Transit Authority

## Notes to and forming part of the Financial Statements

for the year ended 30 June 2010

### 2. Summary of significant accounting policies (continued)

#### dd) Rounding and comparatives

Amounts included in the financial statements are in Australian dollars and have been rounded to the nearest \$1,000 or, where that amount is \$500 or less, to zero, unless disclosure of the full amount is specifically required.

Comparative information has been restated where necessary to be consistent with disclosures in the current reporting period.

Amounts shown in these financial statements may not add to the correct sub-totals or totals due to rounding.

#### ee) New and revised accounting standards

TransLink did not voluntarily change any of its accounting policies during 2009–10. Those new and amended Australian Accounting Standards that were applicable for the first time in the 2009-10 financial year and that had a significant impact on TransLink's financial statements are as follows.

TransLink complied with the revised version of AASB 101 *Presentation of Financial Statements* as from 2009–10. This revised standard does not have measurement or recognition implications. Pursuant to the change of terminology used in the revised AASB 101, the Balance Sheet is now re-named to the Statement of Financial Position, and the Cash Flow Statement has now been re-named to Statement of Cash Flows. The former Income Statement has been replaced by a Statement of Comprehensive Income. In line with the new concept of 'comprehensive income', the bottom of this new statement contains certain transactions that previously were detailed in the Statement of Changes in Equity (refer to the items under the sub-heading 'Other Comprehensive Income' in the new Statement of Comprehensive Income). The Statement of Changes in Equity now only includes details of transactions with owners in their capacity as owners, in addition to the total comprehensive income for the relevant components of equity.

TransLink is not permitted to early adopt a new accounting standard ahead of the specified commencement date unless approval is obtained from the Treasury Department. Consequently, TransLink has not applied any Australian Accounting Standards and Interpretations that have been issued but are not yet effective. TransLink applies standards and interpretations in accordance with their respective commencement dates.

All Australian Accounting Standards and Interpretations with future commencement dates are either not applicable to TransLink, or have no material impact on TransLink.

**TransLink Transit Authority**  
**Notes to and forming part of the Financial Statements**  
for the year ended 30 June 2010

	Consolidated 2010 \$'000	Consolidated 2009 \$'000
<b>3. User charges</b>		
Fare revenue	289,845	272,666
Service fees	14,223	10,483
<b>Total</b>	<b>304,068</b>	<b>283,149</b>
<b>4. Grants and other contributions</b>		
Grant funding from Department of Transport and Main Roads (formerly Queensland Transport)	863,482	789,183
Grants from other entities	34,763	34,619
<b>Total</b>	<b>898,245</b>	<b>823,802</b>
<b>5. Interest revenue</b>		
Cash at bank investment	4,715	5,254
Other	-	37
<b>Total</b>	<b>4,715</b>	<b>5,291</b>
<b>6. Other revenue</b>		
Commission	18	14
Insurance revenue	99	-
Sundry income	91	59
<b>Total</b>	<b>208</b>	<b>73</b>
<b>7. Employee expenses</b>		
<b>Employee benefits</b>		
Salaries and wages	18,157	16,677
Annual leave	2,095	2,049
Employer superannuation contributions*	2,482	2,291
Long service leave levy*	383	349
Other employee expense	88	119
<b>Employee related expenses</b>		
Payroll tax**	1,174	1,094
Workers' compensation**	198	108
<b>Total</b>	<b>24,577</b>	<b>22,687</b>

\* Employer superannuation contributions and the long service leave levy are regarded as employee benefits.

\*\* Costs of workers' compensation insurance and payroll tax are a consequence of employing employees, but are not counted in employees' total remuneration package. They are not employee benefits, but employee related expenses.



# TransLink Transit Authority

## Notes to and forming part of the Financial Statements

for the year ended 30 June 2010

### 7. Employee expenses (continued)

The number of employees at balance date including both full-time and part-time employees measured on a full-time equivalent basis is:

	<b>Consolidated 2010</b>	<b>Consolidated 2009</b>
<b>Number of employees:</b>	290	270

The Chief Executive Officer is the only officer employed directly by TransLink. All other employees are employed by the TransLink Transit Authority Employing Office. (2009-10: 289; 2008-09: 269).

#### Executive remuneration:

The number of senior executives who received or were due to receive total remuneration of \$100,000 or above including the number of other employees who received or were due to receive total remuneration of \$140,000 and above:

\$120,000 to \$139,999	1	1
\$140,000 to \$159,999	2	7
\$160,000 to \$179,999	4	-
\$180,000 to \$199,999	3	2
\$200,000 to \$219,999	-	1
\$220,000 to \$239,999	-	1
\$240,000 to \$259,999	2	-
\$260,000 to \$279,999	1	-
\$280,000 to \$299,999	1	1
\$420,000 to \$439,999	1	-
<b>Total</b>	<b>15</b>	<b>13</b>

	<b>Consolidated 2010</b>	<b>Consolidated 2009</b>
	<b>\$'000</b>	<b>\$'000</b>
Total remuneration of executives and employees shown above ***	3,174	2,244

\*\*\* The amount calculated as remuneration in these financial statements includes the direct remuneration received, as well as items not directly received by senior executives, such as relocation costs, the movement in leave accruals and fringe benefits tax paid on motor vehicles. This amount will therefore differ from advertised executive remuneration packages which do not include the latter items.

The total separation and redundancy/ termination benefit payments to executives and employees shown above

588	-
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### 8. Supplies and services

Contract payments to bus, rail and ferry operators*	428,178	382,942
Contract payments to Queensland Rail Passenger**	97,494	97,494
Contractors	34,351	34,716
Other	25,694	21,042
<b>Total</b>	<b>585,717</b>	<b>536,194</b>

\* Contract payments to bus and ferry operators are made as per the terms of agreed contractual arrangements for the provision of bus and ferry services, including both school and urban services, in the TransLink network.

### 9. Grants and subsidies

Community service obligation to Queensland Rail Passenger**	572,050	533,363
Other grants and subsidies	3,502	4,160
<b>Total</b>	<b>575,552</b>	<b>537,523</b>

\*\* Payments made to Queensland Rail Passenger are made in line with the agreed contract in place for the provision of Citytrain services within South East Queensland.

# TransLink Transit Authority

## Notes to and forming part of the Financial Statements

for the year ended 30 June 2010

	Consolidated 2010 \$'000	Consolidated 2009 \$'000
<b>10. Depreciation and amortisation</b>		
<i>Incurred in respect of:</i>		
Infrastructure	4,915	4,418
Major plant and equipment	11,294	9,973
Plant and equipment	1,435	1,170
Intangible assets	1,282	1,140
<b>Total</b>	<b>18,926</b>	<b>16,701</b>
<b>11. Other expenses</b>		
Audit fees – external***	383	350
Audit fees – internal	357	199
Insurance premium – Queensland Government Insurance Fund	263	239
Board member fees (note 27)	207	224
Asset write off	-	2,490
go card promotion giveaway expense****	1,044	-
Other	34	90
<b>Total</b>	<b>2,288</b>	<b>3,592</b>
*** Total external audit fees relating to the 2009-10 financial year are estimated to be \$0.38 million (2008-09: \$0.35 million). There are no non-audit services included in this amount.		
**** Balance pertains to the \$10 balance on the giveaway go card. The go card promotion giveaway commenced prior to 30 June 2010. The majority of the associated revenue and expense relating to the cards will be recognised as the cards are used in the financial year ended 30 June 2011.		
<b>12. Cash</b>		
Cash at bank*	38,746	24,013
Cash floats held in add value vending machines	249	245
Imprest accounts	1	1
<b>Total</b>	<b>38,996</b>	<b>24,259</b>
* TransLink has received the Treasurer's approval under the <i>Statutory Bodies Financial Arrangements Act 1982</i> to invest funds for the purposes of carrying out its powers and performing its functions under the <i>Transport Operations (TransLink Transit Authority) Act 2008</i> . Cash is deposited with the Commonwealth Bank of Australia, National Australia Bank, Australia and New Zealand Bank and Queensland Treasury Corporation and earned interest at rates between 2.85% and 5.35% (2008-09: between 2.85% and 7.50%) during the year.		
<b>13. Receivables</b>		
Trade debtors	13,925	15,655
GST receivable	11,059	10,654
GST payable	(2,637)	(2,788)
	8,422	7,866
Long service leave receivable	41	259
Other	14	35
<b>Total</b>	<b>22,402</b>	<b>23,815</b>
<b>14. Inventories</b>		
<i>Inventory held for distribution</i>		
go card integrated ticketing system cards	1,078	802
<b>Total</b>	<b>1,078</b>	<b>802</b>

# TransLink Transit Authority

## Notes to and forming part of the Financial Statements

for the year ended 30 June 2010

	Consolidated 2010 \$'000	Consolidated 2009 \$'000
<b>15. Assets classified as held for sale/transfer</b>		
Non-Core infrastructure	1,581	-
<b>Total</b>	<b>1,581</b>	<b>-</b>
Infrastructure (busway) is not a core asset for TransLink. Sale/transfer is currently being negotiated with another government agency and is expected to be finalised in the next reporting period.		
<b>16. Other current assets</b>		
Prepayments – Supplies and services	538	274
Prepayments – Salaries and wages	211	-
<b>Total</b>	<b>749</b>	<b>274</b>
<b>17. Property, plant and equipment</b>		
Land		
At fair value	7,516	1,610
Infrastructure		
At fair value	87,344	75,302
Less: accumulated depreciation	(29,872)	(24,957)
	57,472	50,345
Major plant and equipment		
At fair value	113,075	106,940
Less: accumulated depreciation	(23,399)	(12,154)
	89,676	94,786
Plant and equipment		
At cost	10,844	10,717
Less: accumulated depreciation	(3,309)	(1,877)
	7,535	8,840
Work in progress		
At cost	38,529	24,194
<b>Total</b>	<b>200,728</b>	<b>179,775</b>

Interim revaluations, where material, are performed on an annual basis in the intervening years when a comprehensive revaluation is not undertaken.

### Land

Land was last comprehensively valued at 30 June 2009 by Australian Pacific Valuers using fair value principles based on prevailing market values. In determining the fair value of land as at 30 June 2010, TransLink obtained market review information from the Department of Environment and Resource Management and as there has been no material change in market values since the last comprehensive valuation, TransLink considers land to reflect fair value as at 30 June 2010.

### Infrastructure

The basis of valuation for infrastructure assets is depreciated current replacement cost. Infrastructure assets were transferred to TransLink from the Department of Transport and Main Roads (formerly Queensland Transport) as part of an administrative restructure (with an effective date of 1 July 2008) at fair value. In determining the fair value of infrastructure as at 30 June 2010, TransLink obtained construction indices from the Office of Economic and Statistical Research. In assessing the depreciated replacement cost, the application of those indices since the assets were transferred has not resulted in a material change in the valuation. TransLink considers infrastructure to reflect fair value as at 30 June 2010.

# TransLink Transit Authority

## Notes to and forming part of the Financial Statements

for the year ended 30 June 2010

### 17. Property, plant and equipment (continued)

#### Major plant and equipment

Major plant and equipment (representing the *go* card integrated ticketing system) is valued by management to reflect fair value using depreciated replacement cost. In determining the fair value of major plant and equipment as at 30 June 2010, TransLink used specific industry indices from the equipment supplier's country of origin and the exchange rate at that date. In assessing the depreciated replacement cost, the application of those indices has not resulted in a material change in the valuation. TransLink considers major plant and equipment to reflect fair value as at 30 June 2010.

#### Plant and Equipment and Work in Progress

Plant and Equipment and Work in Progress are valued at cost.

#### Property, plant and equipment reconciliation – consolidated

	Land	Infrastructure	Major plant and equipment	Plant and equipment	Work in progress	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>2010</b>						
<b>Carrying amount at 1 July 2009</b>	<b>1,610</b>	<b>50,345</b>	<b>94,786</b>	<b>8,840</b>	<b>24,194</b>	<b>179,775</b>
Acquisitions	4,675	-	-	110	33,812	38,597
Asset write offs	-	-	-	-	-	-
Transfers between classes	1,231	12,042	6,184	20	(19,477)	-
Transfers to intangibles	-	-	-	-	-	-
Revaluation increments	-	-	-	-	-	-
Depreciation	-	(4,915)	(11,294)	(1,435)	-	(17,644)
<b>Carrying amount at 30 June 2010</b>	<b>7,516</b>	<b>57,472</b>	<b>89,676</b>	<b>7,535</b>	<b>38,529</b>	<b>200,728</b>
	Land	Infrastructure	Major plant and equipment	Plant and equipment	Work in progress	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>2009</b>						
<b>Carrying amount at 1 July 2008</b>	-	-	-	-	-	-
Acquisitions through restructure (note 2(w))	1,382	11,925	85,557	4,832	62,285	165,981
Acquisitions	-	-	-	126	34,545	34,671
Asset write offs	-	-	(372)	(2)	(2,116)	(2,490)
Transfers between classes	-	42,838	19,574	5,054	(67,466)	-
Transfers to intangibles	-	-	-	-	(3,054)	(3,054)
Revaluation increments	228	-	-	-	-	228
Depreciation	-	(4,418)	(9,973)	(1,170)	-	(15,561)
<b>Carrying amount at 30 June 2009</b>	<b>1,610</b>	<b>50,345</b>	<b>94,786</b>	<b>8,840</b>	<b>24,194</b>	<b>179,775</b>

**TransLink Transit Authority**  
**Notes to and forming part of the Financial Statements**  
for the year ended 30 June 2010

	<b>Consolidated 2010 \$'000</b>	<b>Consolidated 2009 \$'000</b>
<b>18. Intangible assets</b>		
<i>Purchased software</i>		
At cost	8,235	8,235
Less: accumulated amortisation	(5,833)	(5,112)
	<u>2,402</u>	<u>3,123</u>
<i>Other intangibles</i>		
At cost	6,171	6,171
Less: accumulated amortisation	(3,366)	(2,805)
	<u>2,805</u>	<u>3,366</u>
<b>Total</b>	<u><b>5,207</b></u>	<u><b>6,489</b></u>

**Intangible assets reconciliation - consolidated**

	<b>Purchased software</b>		<b>Other Intangibles</b>		<b>Total</b>	
	<b>2010</b>	<b>2009</b>	<b>2010</b>	<b>2009</b>	<b>2010</b>	<b>2009</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>Carrying amount at 1 July</b>	3,123	-	3,366	-	6,489	-
Acquisitions through restructure transfers	-	648	-	3,927	-	4,575
Transfers from property, plant and equipment	-	3,054	-	-	-	3,054
Amortisation	(721)	(579)	(561)	(561)	(1,282)	(1,140)
<b>Carrying amount at 30 June</b>	<u><b>2,402</b></u>	<u><b>3,123</b></u>	<u><b>2,805</b></u>	<u><b>3,366</b></u>	<u><b>5,207</b></u>	<u><b>6,489</b></u>

Amortisation of intangibles is included in the line item 'Depreciation and amortisation' in the Statement of Comprehensive Income.

All intangible assets of TransLink have finite useful lives and are amortised on a straight line basis (refer to note 2(q)).

	<b>Consolidated 2010 \$'000</b>	<b>Consolidated 2009 \$'000</b>
<b>19. Payables</b>		
Trade creditors	21,626	13,941
Capital acquisitions accrued	10,946	9,730
Grants accrued	3,000	6,110
Hedge payable	13	-
Taxes payable	30	-
Other creditors	500	377
<b>Total</b>	<u><b>36,115</b></u>	<u><b>30,158</b></u>

# TransLink Transit Authority

## Notes to and forming part of the Financial Statements

for the year ended 30 June 2010

	Consolidated 2010 \$'000	Consolidated 2009 \$'000
<b>20. Other financial liabilities</b>		
<b>Current</b>		
Queensland Treasury Corporation borrowings	374	-
<b>Total</b>	<b>374</b>	<b>-</b>
<b>Non-current</b>		
Queensland Treasury Corporation borrowings	4,471	-
<b>Total</b>	<b>4,471</b>	<b>-</b>

All borrowings are in \$A denominated amounts and carried at amortised cost, interest being expensed as it accrues. No interest has been capitalised during the current or comparative reporting period. The expected repayment date is 21 May 2020. There have been no defaults or breaches of the loan agreement during the period.

The fair value of TransLink's borrowings at 30 June, as notified by Queensland Treasury Corporation, was \$4.846 million (2009: \$nil).

As it is the intention of TransLink to hold its borrowings for their full term, no fair value adjustment is made to the carrying amount of the borrowings.

At 30 June 2010 the amount of approved Queensland Treasury Corporation borrowings that have yet to be drawn down was \$6.155 million comprising specific approvals of \$11.000 million relating to the go card integrated ticketing system.

TransLink has a \$3.000 million Business Card facility with the Commonwealth Bank of Australia, of which \$0.645 million has been utilised for Corporate Card holders.

<b>21. Unearned revenue</b>		
go card stored value	13,425	5,306
Other	1,390	2,313
<b>Total</b>	<b>14,815</b>	<b>7,619</b>
<b>22. Accrued employee benefits</b>		
Recreation leave	2,291	1,932
Salaries and wages	210	1,219
Long service leave levy payable	92	345
<b>Total</b>	<b>2,593</b>	<b>3,496</b>

**TransLink Transit Authority**  
**Notes to and forming part of the Financial Statements**  
for the year ended 30 June 2010

	Consolidated 2010 \$'000	Consolidated 2009 \$'000
<b>23. Other current liabilities</b>		
go card deposits held	5,795	2,545
Other	6	29
<b>Total</b>	<b>5,801</b>	<b>2,574</b>

**24. Asset revaluation surplus**

	Land \$'000	Total \$'000
<b>Balance 1 July 2009</b>	228	228
Revaluation increment	-	-
<b>Balance 30 June 2010</b>	<b>228</b>	<b>228</b>
	Land \$'000	Total \$'000
<b>Balance 1 July 2008</b>	-	-
Revaluation increment	228	228
<b>Balance 30 June 2009</b>	<b>228</b>	<b>228</b>

The asset revaluation surplus represents the net effect of upward and downward revaluations of assets to fair value.

**25. Reconciliation of operating result to net cash from operating activities**

<b>Net operating surplus/(deficit)</b>	176	(2,997)
Depreciation and amortisation expense	18,926	16,701
Foreign exchange gain	-	(1,385)
Asset write off	-	2,490
<b>Change in assets and liabilities</b>		
(Increase)/ decrease in trade receivables	2,246	(10,051)
(Increase)/ decrease in long service leave receivable	218	(259)
(Increase)/ decrease in GST input tax credits receivable	(406)	(10,654)
(Increase)/ decrease in inventories	(275)	112
(Increase)/ decrease in prepayments	(315)	188
Increase/ (decrease) in trade payables	(80)	14,096
Increase/ (decrease) in long service leave levy payable	(253)	345
Increase/ (decrease) in accrued employee benefits	(645)	2,673
Increase/ (decrease) in GST payable	(151)	2,788
Increase/ (decrease) in unearned revenue	7,317	4,809
Increase/ (decrease) in other liabilities	3,227	2,574
<b>Net cash from operating activities</b>	<b>29,985</b>	<b>21,430</b>

# TransLink Transit Authority

## Notes to and forming part of the Financial Statements

for the year ended 30 June 2010

### 26. Non-cash financing and investing activities

Assets and liabilities received or transferred by TransLink as a result of administrative restructures are set out in note 2(w).

### 27. Board remuneration

TransLink's board members were appointed on 1 July 2008. The board members and the number of meetings attended (total meetings 2009-10: 9; 2008-09: 11) were as follows:

Member	Meetings attended
Geoff Harley (Chair)	9
Chris Freeman	8
Helen Gluer	8
Brett Godfrey (approved leave of absence)	0
Jude Munro (resigned 16 June 2010)	5
Richard Mathews	6
Dave Stewart	9

The number of board members of TransLink included in the financial figures are shown below in the relevant remuneration bands:

	<b>2010</b>	<b>2009</b>
\$Nil - \$50,000	6	6
\$50,001 - \$85,000	1	1
<b>Total number of board members</b>	<b>7</b>	<b>7</b>
	<b>2010</b>	<b>2009</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Total remuneration received or due and receivable by the board members is</b>	<b>207</b>	<b>224</b>
	<b>Consolidated 2010</b>	<b>Consolidated 2009</b>
	<b>\$'000</b>	<b>\$'000</b>

### 28. Commitments for expenditure

Bus operator – Brisbane Transport	449,674	53,009
Other bus operator contracts	232,982	418,642
Queensland Rail Limited operator contract (formerly Queensland Rail Passenger)	2,605,680	190,438
Operational management of the <i>go</i> card integrated ticketing system	70,045	107,767
Non-cancellable operating leases	7,360	9,628
	<b>3,365,741</b>	<b>779,484</b>

Commitments under operating leases at reporting date are inclusive of anticipated GST and are payable as follows:

Not later than one year	1,286,389	473,498
Later than one year and not later than five years	2,064,763	274,101
Later than five years	14,589	31,885
	<b>3,365,741</b>	<b>779,484</b>



# TransLink Transit Authority

## Notes to and forming part of the Financial Statements

for the year ended 30 June 2010

### 28. Commitments for expenditure (continued)

The bus operator commitment to Brisbane Transport has been calculated with reference to the TransLink Service Contract which has been made to 24 June 2012. The remaining bus operator contracts are in place up to the period ending 30 June 2011 and commitments have been calculated with reference to these contract end dates excluding contract extension options.

A new service contract for the CityTrain Network was entered into with Queensland Rail Limited and is in place until 30 June 2013. Commitments have been calculated with reference to this contract end date and exclude the option to extend for a further year.

Operational management of the go card integrated ticketing system represents the expected value of the service and project contracts that are in place with the product supplier for the period to 30 September 2016.

Operating leases are entered into as a means of acquiring access to office accommodation and storage facilities. Lease payments are generally fixed, but with inflation escalation clauses on which contingent rentals are determined. No renewal or purchase options exist in relation to operating leases and no operating leases contain restrictions on financing or other leasing activities.

### 29. Contingent assets and liabilities

#### *Contingent assets – bank guarantees*

Bank guarantees are held by TransLink as guarantee for performance under specific contracts. At 30 June 2010, the total value held was \$9.242 million (2008–09: \$9.806m). This represents the maximum value TransLink is potentially entitled to if the agreed contract conditions are not fulfilled. Included in this balance is a bank guarantee denominated in United States dollars for \$8.799 million (USD 7.500 million).

#### *Contingent liabilities – litigation in progress*

At 30 June 2010, no claims (2009: nil) were lodged against TransLink within the courts. TransLink has not received notification of any claims which are not yet subject to court action.

### 30. Controlled entity

The TransLink Transit Authority Employing Office was established on 1 July 2008 under the *Transport Operations (TransLink Transit Authority) Act 2008* and in accordance with *Public Service Departmental Arrangement Notice (No. 4) 2008*. The Employing Office is declared to be a Queensland public service office under the *Public Service Act 2008*. The sole purpose of the Employing Office is to employ staff to deliver defined outcomes for TransLink under a Work Performance Agreement.

For reporting purposes, the Employing Office forms part of the reporting entity and as such the transactions have been included in the financial statements and notes of the consolidated entity.

The Queensland Audit Office audits the financial transactions of the Employing Office.

The Employing Office prepares separate general purpose financial statements, which are included with the Employing Office annual report.

# TransLink Transit Authority

## Notes to and forming part of the Financial Statements

for the year ended 30 June 2010

### 30. Controlled entity (continued)

The extract of the Statement of Comprehensive Income and Statement of Financial Position for the financial year ending 30 June 2010 of the Employing Office is shown below:

	2010	2009
	\$'000	\$'000
<b>Statement of Comprehensive Income</b>		
<b>Income</b>		
Work performance arrangement fee	25,555	23,600
<b>Total income</b>	<b>25,555</b>	<b>23,600</b>
<b>Expenses</b>		
Employee expenses	25,526	23,582
Other expenses	29	18
<b>Total Expenses</b>	<b>25,555</b>	<b>23,600</b>
<b>Operating result from continuing operations</b>	<b>-</b>	<b>-</b>
<b>Statement of Financial Position</b>		
<b>Current assets</b>		
Receivables	2,838	3,449
Other assets	207	160
<b>Total current assets</b>	<b>3,045</b>	<b>3,609</b>
<b>Current liabilities</b>		
Payables	496	130
Accrued employee benefits	2,549	3,479
<b>Total current liabilities</b>	<b>3,045</b>	<b>3,609</b>
<b>Net assets</b>	<b>-</b>	<b>-</b>

### 31. Events occurring after balance date

To TransLink's knowledge there have been no material events occurring after the reporting date of 30 June 2010 that would have a material effect on the reported results or the expected future financial performance of TransLink.

# TransLink Transit Authority

## Notes to and forming part of the Financial Statements

for the year ended 30 June 2010

### 32. Financial instruments

#### a) Categorisation of financial instruments

TransLink has the following categories of financial assets and financial liabilities:

Category	Note	Consolidated 2010 \$'000	Consolidated 2009 \$'000
<b>Financial assets</b>			
Cash	12	38,746	24,013
Receivables	13	22,402	23,815
		<b>61,148</b>	<b>47,828</b>
<b>Financial liabilities</b>			
Payables (including foreign exchange contracts)	19	36,115	30,158
Queensland Treasury Corporation Borrowings	20	4,845	-
		<b>40,960</b>	<b>30,158</b>

TransLink has entered into forward foreign exchange contracts during the year. The payable brought to account at balance date represents the difference between commitment payable upon entering into the forward exchange contract and the receivable based on the foreign currency to be purchased at balance date.

#### b) Credit risk exposure

Credit risk exposure refers to the situation where TransLink may incur financial loss as a result of another party to a financial instrument failing to discharge their obligation.

The maximum exposure to credit risk at balance date in relation to each class of recognised financial assets is the gross carrying amount of those assets inclusive of any provisions for impairment.

The following table represents TransLink's maximum exposure to credit risk based on contractual amounts net of any allowances:

Maximum exposure to credit risk	Consolidated 2010 \$'000	Consolidated 2009 \$'000
<b>Financial assets</b>		
Cash	38,746	24,013
Receivables	22,402	23,815
	<b>61,148</b>	<b>47,828</b>

No collateral is held as security relating to these financial assets.

TransLink manages credit risk through the use of a credit management strategy. This strategy aims to reduce the exposure to credit default by ensuring that TransLink invests in secure assets and monitors all funds owed on a timely basis. Exposure to credit risk is monitored on a regular basis.

No financial assets and financial liabilities have been offset and presented net in the Statement of Financial Position.

# TransLink Transit Authority

## Notes to and forming part of the Financial Statements

for the year ended 30 June 2010

### 32. Financial instruments (continued)

#### c) Past due or impaired

The method for calculating any provisional impairment is based on past experience, current and expected changes in economic conditions. No impairment loss has been recognised as at 30 June 2010.

No financial assets have had their terms renegotiated so as to prevent them from being past due or impaired and are stated at the carrying amounts as indicated.

Aging of past due but not impaired financial assets are disclosed as follows:

#### 2010 Financial assets past due but not impaired - consolidated

	Overdue				Total \$'000
	Less than 30 days \$'000	30-60 days \$'000	61-90 days \$'000	More than 90 days \$'000	
<b>Financial assets</b>					
Receivables	419	4	372	446	1,241
	<b>419</b>	<b>4</b>	<b>372</b>	<b>446</b>	<b>1,241</b>

#### 2009 Financial assets past due but not impaired - consolidated

	Overdue				Total \$'000
	Less than 30 days \$'000	30-60 days \$'000	61-90 days \$'000	More than 90 days \$'000	
<b>Financial assets</b>					
Receivables	106	282	-	211	599
	<b>106</b>	<b>282</b>	<b>-</b>	<b>211</b>	<b>599</b>

#### d) Liquidity risk

Liquidity risk refers to the situation where TransLink may encounter difficulty in meeting obligations associated with financial liabilities.

TransLink is exposed to liquidity risk through its trading in the normal course of business.

TransLink manages liquidity risk through the use of a liquidity management strategy. This strategy aims to reduce the exposure to liquidity risk by ensuring TransLink has sufficient funds available to meet employee and supplier obligations as they fall due. This is achieved by ensuring that minimum levels of cash are held within the various bank accounts so as to match the expected duration of the various employee and supplier liabilities.

The following table sets out the liquidity risk of financial liabilities held by TransLink. It represents the contractual maturity of financial liabilities, calculated based on cash flows relating to the repayment of the principal amount outstanding at balance date.

	2009-10 Payable in:			Total \$'000
	<1 Year \$'000	1-5 Years \$'000	>5 Years \$'000	
<b>Financial liabilities</b>				
Payables (including foreign exchange contracts)	36,115	-	-	36,115
Queensland Treasury Corporation Borrowings	374	1,720	2,751	4,845
<b>Total</b>	<b>36,489</b>	<b>1,720</b>	<b>2,751</b>	<b>40,960</b>

The forward foreign exchange contracts were entered into with the Queensland Treasury Corporation.

# TransLink Transit Authority

## Notes to and forming part of the Financial Statements

for the year ended 30 June 2010

### 32. Financial instruments (continued)

#### d) Liquidity risk (continued)

	2008-09 Payable in:			Total \$'000
	<1 Year \$'000	1-5 Years \$'000	>5 Years \$'000	
<b>Financial liabilities</b>				
Payables	30,158	-	-	30,158
Queensland Treasury Corporation Borrowings	-	-	-	-
<b>Total</b>	<b>30,158</b>	<b>-</b>	<b>-</b>	<b>30,158</b>

#### e) Market risk

TransLink is not materially exposed to commodity price changes. TransLink does not undertake any hedging in relation to interest risk and manages its risk as per the liquidity risk management strategy.

TransLink is exposed to interest rate risk through cash deposited in interest bearing accounts. Details are included in the table below.

#### f) Interest rate sensitivity analysis

The following interest rate sensitivity analysis depicts the effect on profit and loss if interest rates would change by +/- 1% from the year end rates applicable to TransLink's financial assets and liabilities.

#### Financial instruments

	Carrying amount \$'000	2010 Interest rate risk			
		-1%		+1%	
		Profit \$'000	Equity \$'000	Profit \$'000	Equity \$'000
Cash	38,746	(387)	(387)	387	387
Queensland Treasury Corporation Borrowings	4,845	48	48	(48)	(48)
<b>Overall effect on profit and equity</b>		<b>(339)</b>	<b>(339)</b>	<b>339</b>	<b>339</b>

	Carrying amount \$'000	2009 Interest rate risk			
		-1%		+1%	
		Profit \$'000	Equity \$'000	Profit \$'000	Equity \$'000
Cash	24,013	(240)	(240)	240	240
Queensland Treasury Corporation Borrowings	-	-	-	-	-
<b>Overall effect on profit and equity</b>		<b>(240)</b>	<b>(240)</b>	<b>240</b>	<b>240</b>

#### g) Fair value

The fair value of cash and non-interest bearing monetary financial assets and financial liabilities approximate their carrying amounts as reported in the Statement of Financial Position.

# TransLink Transit Authority

## Notes to and forming part of the Financial Statements

for the year ended 30 June 2010

### 32. Financial instruments (continued)

#### h) Currency risk

TransLink's exposure to foreign currency risk was as follows, based on notional amounts:

	Consolidated 2010 USD \$'000	Consolidated 2009 USD \$'000
Committed purchases <i>go</i> card integrated ticketing equipment	2,444	-
Forward foreign exchange contracts	(2,444)	-
	-	-

The following significant exchange rates applied during the year:

	Average rate	Reporting date spot rate
AUD/USD	0.8821	0.8549

### 33. Agency transactions

TransLink acts as an agent in the collection and distribution of authorised deductions from employee salaries, as well as in the collection and distribution of specific theme park ticket sales, for on-payment to third parties. However, no collection or distribution of theme park ticket sales occurred in 2009-10.

A reconciliation of the amounts collected and distributed follows:

	Consolidated 2010 \$'000	Consolidated 2009 \$'000
<b>Balance 1 July</b>	4	-
Collections during the reporting period	599	615
Distributions during the reporting period	(599)	(611)
<b>Balance 30 June</b>	4	4

# Certificate of the TransLink Transit Authority

These general purpose financial statements have been prepared pursuant to section 62(1) of the *Financial Accountability Act 2009* (the Act), relevant sections of the *Financial and Performance Management Standard 2009* and other prescribed requirements. In accordance with section 62(1)(b) of the Act we certify that in our opinion:

- a) the prescribed requirements for establishing and keeping the accounts have been complied with in all material respects; and
- b) the statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of the TransLink Transit Authority and its controlled entity for the financial year ended 30 June 2010 and of the financial position at the end of that year.

This certificate is provided in accordance with a resolution of the Board.



Mark Hope (ACA, FCIS)  
Chief Financial Officer  
TransLink Transit Authority  
13 August 2010



Geoff Harley  
Chair  
TransLink Transit Authority  
13 August 2010

## INDEPENDENT AUDITOR'S REPORT

To the Board of TransLink Transit Authority

### **Matters Relating to the Electronic Presentation of the Audited Financial Report**

The auditor's report relates to the financial report of TransLink Transit Authority for the financial year ended 30 June 2010 included on TransLink Transit Authority's website. The Board is responsible for the integrity of the TransLink Transit Authority's website. I have not been engaged to report on the integrity of the TransLink Transit Authority's website. The auditor's report refers only to the statements named below. It does not provide an opinion on any other information which may have been hyperlinked to/from these statements. If users of the financial report are concerned with the inherent risks arising from electronic data communications they are advised to refer to the hard copy of the audited financial report, available from TransLink Transit Authority, to confirm the information included in the audited financial report presented on this website.

These matters also relate to the presentation of the audited financial report in other electronic media including CD Rom.

### **Report on the Financial Report**

I have audited the accompanying financial report of TransLink Transit Authority, which comprises the statement of financial position as at 30 June 2010 and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year ended on that date, a summary of significant accounting policies, other explanatory notes and certificates given by the Chairperson and Chief Financial Officer of the consolidated entity comprising the Board and the entity it controlled at the year's end or from time to time during the financial year.

#### *The Board's Responsibility for the Financial Report*

The Board is responsible for the preparation and fair presentation of the financial report in accordance with prescribed accounting requirements identified in the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009* including compliance with Australian Accounting Standards (including the Australian Accounting Interpretations). This responsibility includes establishing and maintaining internal controls relevant to the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

#### *Auditor's Responsibility*

My responsibility is to express an opinion on the financial report based on the audit. The audit was conducted in accordance with the *Auditor-General of Queensland Auditing Standards*, which incorporate the Australian Auditing Standards. These auditing standards require compliance with relevant ethical requirements relating to audit engagements and that the audit is planned and performed to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of risks of material misstatement in the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal controls relevant to the entity's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control, other than in expressing an opinion on compliance with prescribed requirements. An audit also includes evaluating the appropriateness of accounting policies and the reasonableness of accounting estimates made by the Board, as well as evaluating the overall presentation of the financial report and any mandatory financial reporting requirements as approved by the Treasurer for application in Queensland.

I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my audit opinion.

#### *Independence*

The *Auditor-General Act 2009* promotes the independence of the Auditor-General and all authorised auditors. The Auditor-General is the auditor of all Queensland public sector entities and can only be removed by Parliament.

The Auditor-General may conduct an audit in any way considered appropriate and is not subject to direction by any person about the way in which audit powers are to be exercised. The Auditor-General has for the purposes of conducting an audit, access to all documents and property and can report to Parliament matters which in the Auditor-General's opinion are significant.



*Auditor's Opinion*

In accordance with s.40 of the *Auditor-General Act 2009* –

- (a) I have received all the information and explanations which I have required; and
- (b) in my opinion –
  - (i) the prescribed requirements in respect of the establishment and keeping of accounts have been complied with in all material respects; and
  - (ii) the financial report has been drawn up so as to present a true and fair view, in accordance with the prescribed accounting standards of the transactions of TransLink Transit Authority and the consolidated entity for the financial year 1 July 2009 to 30 June 2010 and of the financial position as at the end of that year.



M R HYMAN CA  
(as Delegate of the Auditor-General of Queensland)



Queensland Audit Office  
Brisbane



# TransLink Transit Authority Employing Office Financial Statements

for the year ended 30 June 2010

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## General information

These financial statements cover the TransLink Transit Authority Employing Office.

The TransLink Transit Authority Employing Office (the Employing Office) was established on 1 July 2008 under the *Transport Operations (TransLink Transit Authority) Act 2008* and in accordance with *Public Service Departmental Arrangement Notice (No. 4) 2008*. The Employing Office is declared to be a Queensland public service office under the *Public Service Act 2008*.

The Employing Office is controlled by the TransLink Transit Authority as the parent entity.

The head office and principal place of business of the office is:

420 George Street  
Brisbane Qld 4000

A description of the nature of the Employing Office operations and its principal activities is included in the notes to the financial statements.

For information in relation to the Employing Office's financial statements please call (07) 3167 4071 or visit the website [www.translink.com.au](http://www.translink.com.au).

# TransLink Transit Authority Employing Office

## Statement of Comprehensive Income

for the year ended 30 June 2010

	Notes	2010 \$'000	2009 \$'000
<b>Income from continuing operations</b>			
<b>Revenue</b>			
Work performance arrangement fee from TransLink Transit Authority		25,555	23,600
<b>Total income from continuing operations</b>		<b>25,555</b>	<b>23,600</b>
<b>Expenses from continuing operations</b>			
Employee expenses	3	25,526	23,582
Other expenses	4	29	18
<b>Total expenses from continuing operations</b>		<b>25,555</b>	<b>23,600</b>
<b>Operating result from continuing operations</b>		<b>-</b>	<b>-</b>
<b>Total comprehensive income</b>		<b>-</b>	<b>-</b>

*The accompanying notes form part of these statements.*

# TransLink Transit Authority Employing Office

## Statement of Financial Position

as at 30 June 2010

	Notes	2010 \$'000	2009 \$'000
<b>Current assets</b>			
Receivables	5	2,838	3,449
Other assets	6	207	160
<b>Total current assets</b>		<b>3,045</b>	<b>3,609</b>
<b>Total assets</b>		<b>3,045</b>	<b>3,609</b>
<b>Current liabilities</b>			
Payables	7	496	130
Accrued employee benefits	8	2,549	3,479
<b>Total current liabilities</b>		<b>3,045</b>	<b>3,609</b>
<b>Total liabilities</b>		<b>3,045</b>	<b>3,609</b>
<b>Net assets</b>		<b>-</b>	<b>-</b>
<b>Equity</b>			
Accumulated surplus		-	-
Contributed equity		-	-
<b>Total equity</b>		<b>-</b>	<b>-</b>

The accompanying notes form part of these statements.

# TransLink Transit Authority Employing Office

## Statement of Changes in Equity

for the year ended 30 June 2010

	Accumulated surplus		Contributed equity		Total	
	2010	2009	2010	2009	2010	2009
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Balance as at 1 July</b>	-	-	-	-	-	-
Operating result from continuing operations	-	-	-	-	-	-
<b>Balance as at 30 June</b>	-	-	-	-	-	-

*The accompanying notes form part of these statements.*

# TransLink Transit Authority Employing Office

## Statement of Cash Flows

for the year ended 30 June 2010

	Notes	2010 \$'000	2009 \$'000
<b>Cash flows from operating activities</b>			
<i>Inflows:</i>			
Work performance arrangement fee from TransLink Transit Authority		25,953	20,425
<i>Outflows:</i>			
Employee expenses		(25,922)	(20,901)
Other		(31)	-
<b>Net cash provided by (used in) operating activities</b>	9	<u>-</u>	<u>(476)</u>
Net increase (decrease) in cash		-	(476)
Cash transfer as a result of administrative restructure		-	476
Cash at beginning of financial year		-	-
<b>Cash at end of financial year</b>		<u><u>-</u></u>	<u><u>-</u></u>

*The accompanying notes form part of these statements.*

# TransLink Transit Authority Employing Office

## Notes to and forming part of the Financial Statements

for the year ended 30 June 2010

<b>Note</b>	<b>Note title</b>
1	Principal activities of TransLink Transit Authority Employing Office
2	Summary of significant accounting policies
3	Employee expenses
4	Other expenses
5	Receivables
6	Other current assets
7	Payables
8	Accrued employee benefits
9	Reconciliation of operating result to net cash from operating activities
10	Events occurring after balance date
11	Financial instruments
12	Agency transactions



# TransLink Transit Authority Employing Office

## Notes to and forming part of the Financial Statements

for the year ended 30 June 2010

### 1. Principal activities of the TransLink Transit Authority Employing Office

The TransLink Transit Authority Employing Office (the Employing Office) was established under the *Transport Operations (TransLink Transit Authority) Act 2008*. The Employing Office is declared to be a Queensland public service office under the *Public Service Act 2008*.

The principal activities of the Employing Office are:

- entering into work performance arrangements with the TransLink Transit Authority (TransLink) under which employees of the Employing Office perform work for TransLink
- employing staff to perform work for TransLink under a work performance arrangement.

Employees of the Employing Office are employed under the *Public Service Act 2008*.

### 2. Summary of significant accounting policies

#### a) Statement of Compliance

The TransLink Transit Authority Employing Office (the Employing Office) has prepared these financial statements in compliance with section 43 of the *Financial and Performance Management Standard 2009*.

These financial statements are general purpose financial statements and have been prepared on an accrual basis in accordance with Australian Accounting Standards and interpretations. In addition, the financial statements comply with Treasury's Minimum Reporting Requirements for the year ending 30 June 2010, and other authoritative pronouncements.

With respect to compliance with Australian Accounting Standards and interpretations, the Employing Office has applied those requirements applicable to not-for-profit entities, as the Employing Office is a not-for-profit entity.

Except where stated, the historical cost convention is used.

#### b) The reporting entity

The financial statements include the value of all assets, liabilities, equity, revenues and expenses of the Employing Office.

The TransLink Transit Authority Employing Office was established on 1 July 2008 under the *Transport Operations (TransLink Transit Authority) Act 2008* and in accordance with *Public Service Departmental Arrangement Notice (No. 4) 2008*. The Employing Office is declared to be a Queensland public service office under the *Public Service Act 2008*.

#### c) Agency transactions

The Employing Office acts as an agent in the collection and distribution of authorised deductions from employee salaries for on-payment to third parties. Collections and distributions are disclosed in note 12.

#### d) Work performance arrangement fee revenue

The work performance arrangement fee revenue recognises the fees received from TransLink under a work performance arrangement. Revenue is recognised to the extent that it is probable that the inflow of future economic benefits will occur and can be measured reliably.

#### e) Cash

For the purposes of the Statement of Financial Position and the Statement of Cash Flows, cash assets include all cash received but not banked at 30 June 2010 as well as deposits at call with financial institutions.

#### f) Receivables

Debtors are recognised at the nominal amounts due at the time of transaction. Settlement on these amounts is generally required within 30 days from invoice date.

The collectability of receivables is assessed periodically with provision being made for impairment when required.

#### g) Payables

Payables are recognised when liabilities are incurred as a result of transactions completed which remain unpaid as at reporting date.

# TransLink Transit Authority Employing Office

## Notes to and forming part of the Financial Statements

for the year ended 30 June 2010

### 2. Summary of significant accounting policies (continued)

#### h) Financial instruments

##### *Recognition*

Financial assets and financial liabilities are recognised in the Statement of Financial Position when the Employing Office becomes party to the contractual provisions of the financial instrument.

##### *Classification*

Financial instruments are classified and measured as follows:

- Cash – held at fair value
- Receivables – held at amortised cost
- Payables – held at amortised cost.

The Employing Office does not enter into transactions for speculative purposes, nor for hedging. Apart from cash, the Employing Office holds no financial assets classified at fair value through profit and loss.

All other disclosures relating to the measurement basis and financial risk management of financial instruments held by the Employing Office are disclosed in note 11.

#### i) Employee benefits

##### *Wages, salaries, annual leave and sick leave*

Wages and salaries due but unpaid at reporting date are recognised in the Statement of Financial Position at the current salary rates. Payroll tax and workers' compensation insurance are a consequence of employing employees, but are not counted in an employee's total remuneration package. They are not employee benefits and are recognised separately as employee related expenses. Employer superannuation contributions, annual leave and long service leave levies are regarded as employee benefits.

Unpaid annual leave entitlement liabilities are recognised at their undiscounted expected payout value as a current liability.

As sick leave is non-vesting, an expense is recognised for this leave as it is taken. No liability for unused sick leave entitlements is recognised.

##### *Long service leave*

Under the Queensland Government's long service leave scheme, a levy is made on the Employing Office to cover this cost. Levies are expensed in the period in which they are paid or payable. Amounts paid to employees for long service leave are claimed from the scheme quarterly in arrears.

No provision for long service leave is recognised in the Employing Office's financial statements, the liability being held on a whole-of-Government basis and reported in those financial statements pursuant to AASB1049 *Whole of Government and General Government Sector Financial Reporting*.

##### *Superannuation*

Employer superannuation contributions are paid to QSuper, the superannuation plan for Queensland Government employees, at rates determined by Treasury on the advice of the State Actuary. Contributions are expensed in the period in which they are paid or payable. The Employing Office's obligation is limited to its contribution to QSuper.

Therefore, no liability is recognised for accruing superannuation benefits in the Employing Office's financial statements, the liability being held on a whole-of-Government basis and reported in those financial statements pursuant to AASB1049 *Whole of Government and General Government Sector Financial Reporting*.

##### *Executive remuneration*

The executive remuneration disclosures in employee expenses (refer note 3) in the financial statements include:

- the aggregate remuneration of all senior executive officers whose remuneration is \$100,000 or more and other employees whose remuneration is \$140,000 or more for the financial year;
- the number of senior executives whose total remuneration for the financial year falls within each successive \$20,000 band, commencing at \$100,000; and
- the number of other employees whose total remuneration for the financial year falls within each successive \$20,000 band, commencing at \$140,000.

# TransLink Transit Authority Employing Office

## Notes to and forming part of the Financial Statements

for the year ended 30 June 2010

### 2. Summary of significant accounting policies (continued)

#### i) Employee benefits (continued)

##### *Executive remuneration (continued)*

The remuneration disclosed is all remuneration paid or payable, directly or indirectly, by the Employing Office or any related party in connection with the management of the affairs of the Employing Office or any of its subsidiaries. For this purpose, remuneration includes:

- salaries and wages
- accrued leave (that is, the increase/decrease in the amount of annual and long service leave owed to an executive, inclusive of any increase in the value of leave balances as a result of salary rate increases or the like)
- performance pay paid or due and payable in relation to the financial year, provided that a liability exists (namely a determination has been made prior to the financial statements being signed), that can be reliably measured even though the payment may not have been made during the financial year
- accrued superannuation (being the value of all employer superannuation contributions during the financial year, both paid and payable as at 30 June 2010)
- car parking benefits and the cost of motor vehicles, such as lease payments, fuel costs, registration, insurance, repairs, maintenance and fringe benefits tax on motor vehicles incurred by the Employing Office during the financial year, both paid and payable as at 30 June 2010, net of any amounts subsequently reimbursed by the executives
- housing (being the market value of the rent or rental subsidy) where rent is part-paid by the executive during the financial year, both paid and payable as at 30 June 2010
- allowances (which are included in remuneration agreements of executives, such as airfares or other travel costs paid to/for executives whose homes are situated in a location other than the location they work in); and
- fringe benefits tax included in remuneration agreements.

The disclosures apply to all senior executives with remuneration above \$100,000 and other employees with remuneration above \$140,000 in the financial year. 'Remuneration' means any money, consideration or benefit, but excludes amounts:

- paid to an executive by the Employing Office where the person worked during the financial year wholly or mainly outside Australia during the time the person was so employed; or
- in payment or reimbursement of out-of-pocket expenses incurred for the benefit of the entity.

In addition, separate disclosure of separation and redundancy/termination benefit payments is included.

#### j) Insurance

The Employing Office pays premiums to WorkCover Queensland in respect of its obligations for employee compensation.

#### k) Services received free of charge or for nominal value

Contributions of services are recognised only if the services would have been purchased if they had not been donated and their fair value can be measured reliably. Where this is the case, an equal amount is recognised as revenue and as an expense.

#### l) Contributed equity

Non-reciprocal transfers of assets and liabilities between wholly-owned Queensland State Public Sector entities as a result of machinery-of-Government changes, are adjusted to Contributed Equity in accordance with Interpretation 1038 *Contributions by Owners Made to Wholly Owned Public Sector Entities*. Appropriations for equity adjustments are similarly designated.

# TransLink Transit Authority Employing Office

## Notes to and forming part of the Financial Statements

for the year ended 30 June 2010

### 2. Summary of significant accounting policies (continued)

#### m) Taxation

The Employing Office is a State body as defined under the *Income Tax Assessment Act 1936* and is exempt from Commonwealth taxation with the exception of Fringe Benefits Tax (FBT) and Goods and Services Tax (GST). As such, GST receivable from and GST payable to the Australian Taxation Office (ATO) are recognised and accrued.

#### n) Issuance of Financial Statements

The financial statements are authorised for issue by the Accountable Officer and the Chief Financial Officer of the Employing Office at the date of signing the Management Certificate.

#### o) Judgements

The Employing Office has made no judgements, assumptions or assessments which may cause a material adjustment to the carrying amounts of assets and liabilities within the financial year.

#### p) Rounding and comparatives

Amounts included in the financial statements are in Australian dollars and have been rounded to the nearest \$1,000 or, where that amount is \$500 or less, to zero, unless disclosure of the full amount is specifically required.

Comparative information has been restated where necessary to be consistent with disclosures in the current reporting period.

Amounts shown in these financial statements may not add to the correct sub-totals or totals due to rounding.

#### q) New and revised accounting standards

The Employing Office did not voluntarily change any of its accounting policies during 2009-10. Those new and amended Australian Accounting Standards that were applicable for the first time in the 2009-10 financial year and that had a significant impact on the Employing Office's financial statements are as follows.

TransLink Transit Authority Employing Office complied with the revised version of AASB 101 *Presentation of Financial Statements* as from 2009-10. This revised standard does not have measurement or recognition implications. Pursuant to the change of terminology used in the revised AASB 101, the Balance Sheet is now re-named to the Statement of Financial Position, and the Cash Flow Statement has now been re-named to Statement of Cash Flows. The former Income Statement has been replaced by a Statement of Comprehensive Income. In line with the new concept of 'comprehensive income', this new statement contains certain transactions that previously were detailed in the Statement of Changes in Equity (refer to the items under the sub-heading 'Other Comprehensive Income' in the new Statement of Comprehensive Income). The Statement of Changes in Equity now only includes details of transactions with owners in their capacity as owners, in addition to the total comprehensive income for the relevant components of equity.

The Employing Office is not permitted to early adopt a new accounting standard ahead of the specified commencement date unless approval is obtained from the Treasury Department. Consequently, the Employing Office has not applied any Australian Accounting Standards and interpretations that have been issued but are not yet effective. The Employing Office applies standards and interpretations in accordance with their respective commencement dates.

All Australian Accounting Standards and interpretations with future commencement dates are either not applicable to TransLink Transit Authority Employing Office, or have no material impact on the Employing Office.

# TransLink Transit Authority Employing Office

## Notes to and forming part of the Financial Statements

for the year ended 30 June 2010

	2010	2009
	\$'000	\$'000
<b>3. Employee expenses</b>		
<b>Employee benefits</b>		
Salaries and wages	19,283	17,719
Annual leave	2,088	2,047
Employer superannuation contributions*	2,439	2,277
Long service leave levy*	369	343
<b>Employee related expenses</b>		
Payroll tax**	1,149	1,088
Workers' compensation**	198	108
<b>Total</b>	<b>25,526</b>	<b>23,582</b>

\* Employer superannuation contributions and the long service leave levy are regarded as employee benefits.

\*\* Costs of workers' compensation insurance and payroll tax are a consequence of employing employees, but are not counted in employees' total remuneration package. They are not employee benefits, but rather employee related expenses.

The number of employees at balance date including both full-time and part-time employees measured on a full-time equivalent basis is:

	2010	2009
<b>Number of employees:</b>	<b>289</b>	<b>269</b>

### Executive remuneration:

The number of senior executives who received or were due to receive total remuneration of \$100,000 or above including the number of other employees who received or were due to receive total remuneration of \$140,000 and above:

\$120,000 to \$139,999	1	1
\$140,000 to \$159,999	2	7
\$160,000 to \$179,999	4	-
\$180,000 to \$199,999	3	2
\$200,000 to \$219,999	-	1
\$220,000 to \$239,999	-	1
\$240,000 to \$259,999	2	-
\$260,000 to \$279,999	1	-
\$280,000 to \$299,999	1	-
<b>Total</b>	<b>14</b>	<b>12</b>

	2010	2009
	\$'000	\$'000
Total remuneration of executives and employees shown above ***	2,743	1,958

\*\*\* The amount calculated as remuneration in these financial statements includes the direct remuneration received, as well as items not directly received by senior executives, such as the movement in leave accruals and fringe benefits tax paid on motor vehicles. This amount will therefore differ from advertised executive remuneration packages which do not include the latter items.

The total separation and redundancy/ termination benefit payments to executives and employees shown above:

	588	-
--	-----	---

# TransLink Transit Authority Employing Office

## Notes to and forming part of the Financial Statements

for the year ended 30 June 2010

	2010 \$'000	2009 \$'000
<b>4. Other expenses</b>		
External audit fees*	13	18
Bad Debts	7	-
Special Payments: Ex-gratia payments	9	-
<b>Total</b>	<b>29</b>	<b>18</b>
<p>* Total external audit fees relating to the 2009-10 financial year are estimated to be \$0.016 million (2008-09: \$0.015 million). There are no non-audit services included in this amount.</p>		
<b>5. Receivables</b>		
Work performance arrangement fee receivable from TransLink Transit Authority	2,789	3,156
Long service leave receivable	35	259
Other	14	34
<b>Total</b>	<b>2,838</b>	<b>3,449</b>
<b>6. Other current assets</b>		
Prepaid salaries and wages	207	160
<b>Total</b>	<b>207</b>	<b>160</b>
<b>7. Payables</b>		
Taxes payable	-	110
Other	496	20
<b>Total</b>	<b>496</b>	<b>130</b>
<b>8. Accrued employee benefits</b>		
Recreation leave	2,249	1,922
Long service leave levy	90	343
Salaries and wages	210	1,214
<b>Total</b>	<b>2,549</b>	<b>3,479</b>
<b>9. Reconciliation of operating result to net cash from operating activities</b>		
<b>Net operating result</b>	-	-
<b>Change in assets and liabilities</b>		
(Increase)/ decrease in receivables	393	(3,190)
(Increase)/ decrease in long service leave receivable	218	(259)
(Increase)/ decrease in other assets	(47)	(160)
Increase/ (decrease) in payables	366	130
Increase/ (decrease) in long service leave payable	(253)	343
Increase/ (decrease) in accrued employee benefits	(677)	2,660
<b>Net cash from operating activities</b>	<b>-</b>	<b>(476)</b>

# TransLink Transit Authority Employing Office

## Notes to and forming part of the Financial Statements

for the year ended 30 June 2010

### 10. Events occurring after balance date

To the Employing Office's knowledge there have been no material events occurring after the reporting date of 30 June 2010 that would have a material effect on the reported results or the expected future financial performance of the Employing Office.

### 11. Financial instruments

#### a) Categorisation of financial instruments

The Employing Office has the following categories of financial assets and financial liabilities:

Category	Note	2010 \$'000	2009 \$'000
<b>Financial assets</b>			
Receivables	5	2,838	3,449
<b>Total</b>		<b>2,838</b>	<b>3,449</b>
<b>Financial liabilities</b>			
Payables	7	496	130
Accrued employee benefits	8	2,549	3,479
<b>Total</b>		<b>3,045</b>	<b>3,609</b>

#### b) Credit risk exposure

Credit risk exposure refers to the situation where the Employing Office may incur financial loss as a result of another party to a financial instrument failing to discharge their obligation.

The maximum exposure to credit risk at balance date in relation to each class of recognised financial assets is the gross carrying amount of those assets inclusive of any provisions for impairment.

The following table represents the Employing Office's maximum exposure to credit risk based on contractual amounts net of any allowances:

#### Maximum exposure to credit risk

Category	Note	2010 \$'000	2009 \$'000
<b>Financial assets</b>			
Receivables	5	2,838	3,449
<b>Total</b>		<b>2,838</b>	<b>3,449</b>

No collateral is held as security relating to these financial assets.

The Employing Office manages credit risk through the use of a credit management strategy. This strategy aims to reduce the exposure to credit default by ensuring that the Employing Office invests in secure assets and monitors all funds owed on a timely basis. Exposure to credit risk is monitored on a regular basis.

No financial assets and financial liabilities have been offset and presented net in the Statement of Financial Position.

#### c) Past due or impaired

There are no financial assets which are past due or impaired as at 30 June 2010. No financial assets have had their terms renegotiated so as to prevent them from being past due or impaired and are stated at the carrying amounts as indicated.

# TransLink Transit Authority Employing Office

## Notes to and forming part of the Financial Statements

for the year ended 30 June 2010

### 11. Financial instruments (continued)

#### d) Liquidity risk

The Employing Office is exposed to minimal liquidity risk through its trading in the normal course of business.

The Employing Office manages liquidity risk through the use of a liquidity management strategy. This strategy aims to reduce the exposure to liquidity risk by ensuring the Employing Office has sufficient funds available to meet employee and supplier obligations as they fall due.

The following table sets out the liquidity risk of financial liabilities held by the Employing Office. It represents the expected contractual maturity of financial liabilities.

	2009-10 Payable in:			
	<1 Year \$'000	1-5 Years \$'000	>5 Years \$'000	Total \$'000
<b>Financial liabilities</b>				
Payables	496	-	-	496
Accrued employee benefits	2,549	-	-	2,549
<b>Total</b>	<b>3,045</b>	<b>-</b>	<b>-</b>	<b>3,045</b>
	2008-09 Payable in:			
	<1 Year \$'000	1-5 Years \$'000	>5 Years \$'000	Total \$'000
<b>Financial liabilities</b>				
Payables	130	-	-	130
Accrued employee benefits	3,479	-	-	3,479
<b>Total</b>	<b>3,609</b>	<b>-</b>	<b>-</b>	<b>3,609</b>

#### e) Market risk

The Employing Office does not trade in foreign currency and is not exposed to commodity price changes.

The Employing Office does not undertake any hedging in relation to interest risk and manages its risk as per the liquidity risk management strategy.

#### f) Fair value

The carrying amounts of financial assets and liabilities in the Statement of Financial Position are representative of their fair value.

### 12. Agency transactions

The Employing Office acts as an agent in the collection and distribution of authorised deductions from employee salaries for on-payment to third parties.

A reconciliation of the amounts collected and distributed follows:

	2010 \$'000	2009 \$'000
<b>Balance 1 July</b>	-	-
Collections during the reporting period	599	495
Distributions during the reporting period	(599)	(495)
<b>Balance 30 June</b>	<b>-</b>	<b>-</b>



# Certificate of the TransLink Transit Authority Employing Office

These general purpose financial statements have been prepared pursuant to section 62(1) of the *Financial Accountability Act 2009* (the Act), relevant sections of the *Financial and Performance Management Standard 2009* and other prescribed requirements. In accordance with section 62(1)(b) of the Act we certify that in our opinion:

- a) the prescribed requirements for establishing and keeping the accounts have been complied with in all material respects; and
- b) the statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of the TransLink Transit Authority Employing Office for the financial year ended 30 June 2010 and of the financial position at the end of that year.



Mark Hope (ACA, FCIS)  
Chief Financial Officer  
TransLink Transit Authority Employing Office  
13 August 2010



Peter Strachan  
Accountable Officer  
TransLink Transit Authority Employing Office  
13 August 2010

## INDEPENDENT AUDITOR'S REPORT

To the Accountable Officer of TransLink Transit Authority Employing Office

### **Matters Relating to the Electronic Presentation of the Audited Financial Report**

The auditor's report relates to the financial report of TransLink Transit Authority Employing Office for the financial year ended 30 June 2010 included on TransLink Transit Authority's website. The Accountable Officer is responsible for the integrity of the TransLink Transit Authority's website. I have not been engaged to report on the integrity of the TransLink Transit Authority's website. The auditor's report refers only to the statements named below. It does not provide an opinion on any other information which may have been hyperlinked to/from these statements. If users of the financial report are concerned with the inherent risks arising from electronic data communications they are advised to refer to the hard copy of the audited financial report, available from TransLink Transit Authority Employing Office, to confirm the information included in the audited financial report presented on this website.

These matters also relate to the presentation of the audited financial report in other electronic media including CD Rom.

### **Report on the Financial Report**

I have audited the accompanying financial report of TransLink Transit Authority Employing Office, which comprises the statement of financial position as at 30 June 2010 and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year ended on that date, a summary of significant accounting policies, other explanatory notes and certificates given by the Accountable Officer and Chief Financial Officer.

#### *The Accountable Officer's Responsibility for the Financial Report*

The Accountable Officer is responsible for the preparation and fair presentation of the financial report in accordance with prescribed accounting requirements identified in the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009* including compliance with Australian Accounting Standards (including the Australian Accounting Interpretations). This responsibility includes establishing and maintaining internal controls relevant to the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

#### *Auditor's Responsibility*

My responsibility is to express an opinion on the financial report based on the audit. The audit was conducted in accordance with the *Auditor-General of Queensland Auditing Standards*, which incorporate the Australian Auditing Standards. These auditing standards require compliance with relevant ethical requirements relating to audit engagements and that the audit is planned and performed to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of risks of material misstatement in the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal controls relevant to the entity's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control, other than in expressing an opinion on compliance with prescribed requirements. An audit also includes evaluating the appropriateness of accounting policies and the reasonableness of accounting estimates made by the Accountable Officer, as well as evaluating the overall presentation of the financial report and any mandatory financial reporting requirements as approved by the Treasurer for application in Queensland.

I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my audit opinion.

### *Independence*

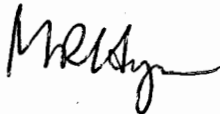
The *Auditor-General Act 2009* promotes the independence of the Auditor-General and all authorised auditors. The Auditor-General is the auditor of all Queensland public sector entities and can only be removed by Parliament.

The Auditor-General may conduct an audit in any way considered appropriate and is not subject to direction by any person about the way in which audit powers are to be exercised. The Auditor-General has for the purposes of conducting an audit, access to all documents and property and can report to Parliament matters which in the Auditor-General's opinion are significant.

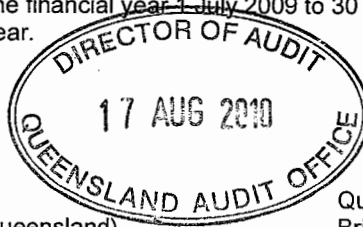
### *Auditor's Opinion*

In accordance with s.40 of the *Auditor-General Act 2009* –

- (a) I have received all the information and explanations which I have required; and
- (b) in my opinion –
  - (i) the prescribed requirements in respect of the establishment and keeping of accounts have been complied with in all material respects; and
  - (ii) the financial report has been drawn up so as to present a true and fair view, in accordance with the prescribed accounting standards of the transactions of TransLink Transit Authority Employing Office for the financial year 1 July 2009 to 30 June 2010 and of the financial position as at the end of that year.



M R HYMAN CA  
(as Delegate of the Auditor-General of Queensland)



Queensland Audit Office  
Brisbane





## Performance against targets

As a Queensland Government agency, the TransLink Transit Authority sets annual performance targets and measures that are published each year in the *Queensland State Budget - Service Delivery Statements*. In 2009–10, TransLink's performance in terms of meeting these targets was as follows:

Performance measure		2009–10 target / estimate	2009–10 actual
Number of vehicle kilometres in bus contract areas – Bus (TransLink)	1	93,000,000	92,873,044
Patronage on TransLink services – Bus, Rail and Ferry	2	191,000,000	181,795,843
User satisfaction ratings of public transport by services type (on a 1-10 scale – 10 being excellent)	3		
– Bus		>7	6.9
– Rail		>7	6.6
– Ferry		>7	7.4
Percentage of unscheduled train cancellations – Citytrain	4	<0.5%	0.25
Average on-time running performance in peak times – Citytrain	5	>92.5% in peak times	92.71%
Cost (\$) of subsidy per passenger kilometre for TransLink – Citytrain	6	0.41	Discontinued measure
Cost (\$) of subsidy per passenger kilometre for TransLink – Bus	7	0.22	Discontinued measure

## Variance Reporting

- 1. The total number of service kilometres was lower than predicted due to the introduction of some new service packages being deferred until the second half of 2010.
- 2. This slight drop in recorded patronage levels is largely due to a correction in TransLink's passenger trip count methods resulting from increased *go* card usage on the TransLink network (see p.43 for more information). This correction in patronage data is expected to continue as *go* card take-up further increases.
- 3. Bus and rail customer satisfaction ratings were lower than predicted, due in part, to lower customer ratings of public transport affordability following the introduction of TransLink's new fare structure in January 2010.
- 4. and 5. exceeded targeted levels demonstrating an improvement in train service performance in 2009–10.
- 6. and 7. are no longer used as measures and have been replaced in the 2010–11 Budget Service Delivery Statements (see note below). These superseded measures relied on a 2004 estimate of the average length of bus and train passenger trips which are no longer representative of current passenger travel patterns. The introduction of a new "passenger place kilometre" measure in 2010–11 also caters for more accurate and equitable comparisons between bus and train performance.

Note: SDS performance measures have been revised for the 2010–11 Budget. Additional measures for 2010–11 include vehicle service kilometres for rail, total passenger "place" kilometres for bus and rail (a measure of capacity on the network), customer complaints on *go* card per 10 000 trips, cost of subsidy per passenger trip on the network (to replace the discontinued measures listed above).

# Compliance Checklist

FA ACT *Financial Accountability Act 2009*

FPMS *Financial and Performance Management Standard 2009*

ARRs *Annual Report Requirements for Queensland Government Agencies*

Summary of requirement	Basis for requirement	Annual report reference	
<b>Accessibility</b>	Table of contents	ARRs – section 8.1	1
	Glossary	ARRs – section 8.1	142–144
	Public availability	ARRs – section 8.2	1
	Interpreter service statement	Queensland Government Language Services Policy	inside back cover
	Copyright notice	<i>Copyright Act 1968</i>	inside back cover
<b>Letter of Compliance</b>	A letter of compliance from the accountable officer or statutory body to the relevant Minister(s)	ARRs – section 9	inside front cover
<b>Introductory Information</b>	Agency role and main functions	ARRs – section 10.3	11–15, 74
	Operating environment	ARRs – section 10.3	2–11
	External scrutiny	ARRs – section 10.3	N/A
	Machinery of Government changes	ARRs – section 10.3	N/A
	Review of proposed forward operations	ARRs – section 10.3	13–15, 84
<b>Non-Financial Performance</b>	Government objectives for the community	ARRs – section 11.2	14
	Agency objectives and performance indicators	ARRs – section 11.5	2–10, 13–15
	Agency outputs and output performance measures	ARRs – section 11.6	139
<b>Financial Performance</b>	Summary of financial performance	ARRs – section 12.1	85–86
	Disclosure of budget v actual results	ARRs – section 12.2	–
	Chief Finance Officer (CFO) Statement	ARRs – section 12.3	–
<b>Governance – Management and Structure</b>	Organisational structure	ARRs – section 13.1	72
	Executive management	ARRs – section 13.2	69–73
	Related entities	ARRs – section 13.3	N/A
	Schedule of statutory authorities or instrumentalities	ARRs – section 13.4	N/A
	Boards and committees	ARRs – section 13.5	69–70, 73, 110
	<i>Public Sector Ethics Act 1994</i> - implementation statement giving details of the action taken during the reporting period	<i>Public Sector Ethics Act 1994</i> (section 23 and Schedule)	81
	<i>Whistleblowers Protection Act 1994</i> - public interest disclosures received	<i>Whistleblowers Protection Act 1994</i> (sections 30 – 31 and Schedule)	83

Summary of requirement		Basis for requirement	Annual report reference
<b>Governance – Risk Management and Accountability</b>	Risk management	ARRs – section 14.1	70, 81
	Audit committee	ARRs – section 14.2	70, 81, 82
	Internal audit	ARRs – section 14.3	81
<b>Governance – Human Resources</b>	Workforce planning, attraction and retention	ARRs – section 15.1	74–75
	Early Retirement, Redundancy and Retrenchment	Directive No.17/09 Early Retirement, Redundancy and Retrenchment	74
	Initiatives for women	ARRs – section 15.1 and 15.3	–
<b>Governance - Operations</b>	Consultancies	ARRs – section 16.1	83
	Overseas travel	ARRs – section 16.2	83
	Information systems and recordkeeping	<i>Public Records Act 2002</i>	82
	Waste management	Environmental Protection (Waste Management) Policy 2000, <i>Environmental Protection Act 1994</i>	66–67
<b>Other Prescribed Requirements</b>	Indigenous matters (Queensland Government Reconciliation Action Plan 2009–2012)	Queensland Government Reconciliation Action Plan 2009–2012	–
	Shared services	ARRs – section 17.1	–
	Carbon emissions	Premier's Statement	–
<b>Optional Information that may be Reported</b>	Corrections to previous annual reports	ARRs – section 18.2	–
	Right to Information	<i>Right to Information Act 2009</i>	82–83
	Information Privacy	<i>Information Privacy Act 2009</i>	82–83
	Native Title	N/A	–
<b>Financial Statements</b>	Annual general purpose financial statements	Financial Reporting Requirements for Queensland Government Agencies	87–116, 121–134
	Certification of financial statements	FA Act – section 62 FPMS – sections 42, 43 and 50	117, 135
	Independent Auditors Report	FA Act – section 62 FPMS – section 50	118, 136
	Remuneration disclosures	Financial Reporting Requirements for Queensland Government Agencies	103, 131

# Glossary

## A

### Automated Fare Collection System (AFCS)

TransLink's *go* card fare collection system that uses electronic communication, data processing and data storage techniques to process fare collection, fund transfers and subsequent record keeping.

### Auto top-up

Customers with registered *go* cards can choose a pre-selected amount (top-up) of their choice to transfer from their credit card to their *go* card when the balance falls below \$5.00.

## B

### Busways

A dedicated roadway that separates buses from general traffic. Busways offer commuters congestion-free travel. Busway stations have two platforms, electronic timetable information, full accessibility and 24-hour security.

### Brisbane Metropolitan Transport Management Centre (BMTMC)

A joint alliance between Brisbane City Council, the Department of Transport and Main Roads and TransLink. It is the major transport management centre for road and public transport in the Brisbane Metropolitan area. The BMTMC provides real-time traffic and incident management for the road network, real-time incident management for Brisbane Transport buses, and on-road support to drivers.

## C

### Closed Circuit Television (CCTV)

Overhead video cameras used on the TransLink network as a crime prevention and safety measure. CCTV is located on-board bus, train and ferry services, as well as on platforms and stations.

### Corporate governance

The set of processes, customs, policies, laws and institutions affecting the way a corporation is directed or administered.

### Congestion Management Program (CMP)

A fully funded infrastructure program to deliver new park 'n' ride facilities at busway and train stations across the TransLink network.

### Compressed Natural Gas (CNG)

A type of fuel that can be used with certain vehicles. TransLink's operators use vehicles fuelled by either ultra-low sulphur diesel or CNG.

## Capacity

The total number of passengers on a service. For buses the average capacity for both seated and standing passengers is 62; for trains it is 125 per carriage.

### Crime Prevention through Environmental Design (CPTED)

The CPTED theory states that crimes (such as anti-social behaviour, vandalism, theft, burglary or assault against people and property) are more likely to occur when the opportunity exists. To deter these crimes, TransLink uses the visible presence of effective lighting, CCTV, visible security guards and signage.

### City North Infrastructure (CNI)

CNI was established in 2006 to represent Queensland on major infrastructure projects. A Queensland Government-owned operation, CNI acts autonomously to make projects come together, by linking government vision with the infrastructure and construction industry specialists who will build the project.

### Transport Service Contract

A written formal agreement between TransLink and a service delivery partner. Service contracts determine how a delivery partner will provide the services for an area or a route.

### Citytrain Station Upgrade Program (CSUP)

CSUP provides rail station infrastructure upgrades, disability compliance infrastructure, intermodal upgrades and safety and security upgrades on the 144 Citytrain train stations.

### Cross-town service

Cross-town services provide direct travel to destinations, such as hospitals and universities, bypassing congested traffic areas.

### Customer First Program

The Customer First Program is researching possible systems to provide real-time public transport information to our customers.

## D

### Delivery partners

TransLink's 19 primary bus, train and ferry operators are contracted to deliver public transport services across South East Queensland. TransLink also contracts Serco to manage our call centre operations and staff, and works with Cubic (jointly Cubic Transportation Systems Inc and CTS (Australia) Pty Limited) to operate our *go* card and fare collection systems.

## Department of Transport and Main Road (TMR)

The Queensland Government department responsible for planning, managing and delivering Queensland's integrated transport environment to achieve sustainable transport solutions for road, rail, air and sea.

### Disability Act

The *Disability Discrimination Act 1992* (Cwlth) protects individuals from direct and indirect discrimination in areas, such as employment, education and access to premises and public transport.

### Disability Standards for Accessible Public Transport 2002

A set of transport standards formulated under the *Disability Discrimination Act 1992* (Cwlth) that came into operation on 23 October 2002. All public transport operators must make their services accessible for people with disabilities within the timeframes and compliance targets stipulated in both these standards and legislation.

## E

### Euro standards

Emission standards defined in a series of European Union directives. To reduce emissions and control the rising cost of fuel TransLink is replacing older buses with low-emission model Euro 4 and Euro 5 vehicles.

## F

### Fare machine

Customers can use TransLink fare machines to buy tickets using notes and coins, or to top-up *go* cards using notes or EFTPOS. Fare machines are located at train and busway stations. Selected fare machines also have *go* card purchase facilities available.

### Full-time equivalent

Calculated by the number of hours worked in a period divided by the award full-time hours. For example a full-time equivalent of 0.5 signals the worker is only half-time.

## G

### Growth/ replacement buses

Growth buses are new buses put into service to manage passenger growth and increase TransLink's fleet. Replacement buses are new buses purchased to replace older vehicles put into retirement.



## go card

TransLink's smartcard product which stores up to \$200. The *go card* is a thin, compact card about the size of a credit card. The card surface is made of recyclable plastic material. A tamper-proof microchip and antenna are built into the card. The card contains no battery, but operates from electromagnetic energy received from the reader.

## go card reader/ Stand Alone Customer Interface Device (SACID)

Devices that customers use to touch their *go card* to at the start and finish of each trip. The fare is automatically calculated and deducted at the completion of their journey. *go card* readers are on board buses at the front and rear doors, at the front and rear of ferry and CityCat vessels, and at the entry and exit points to train platforms/stations.

## H

### HASTUS

"Horaires et Assignations pour Système de Transport Urbain et Semi-urbain" (HASTUS) is a French Canadian integrated modular software application for transport scheduling, operations, and customer information.

## High Frequency Priority (HFP) Network

A network of fast, frequent, reliable and direct services operating along major corridors connecting activity centres and residential communities.

## I

### Integrated ticketing

Passengers can use the same ticket to travel on, and transfer between, TransLink's bus, train and ferry services, across the 23 zone network.

## J

### Journey

The distance travelled from origin to destination. A journey might involve several trips using different transport modes.

### Journey planner

An online program available through the TransLink website that helps customers plan their journey. Customers enter their starting point and destination and the journey planner calculates the available public transport travel options, including journey times and fares.

## K

### Key Performance Indicator (KPI)

TransLink's performance indicators, aligned with the five strategic objectives outlined in the *TransLink Transit Authority Strategic Plan 2010–2015*.

### 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.

## L

### Lost time injuries

Permanent staff member suffering a physical injury from a safety incident.

### Lost time injury frequency rate

Calculated by multiplying the number of lost time injuries by one million, divided by the number of hours worked.

## N

### Network Enhancement and Efficiency Review

An assessment of all existing bus services in the TransLink network to find areas for improvement and opportunities to improve efficiency.

## O

### Off-peak

TransLink's off-peak period is from 9.00am to 3.30pm and after 7.00pm 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.

## P

### Public Private Partnership (PPP)

A business partnership between a government organisation and a private sector organisation. The Gold Coast Rapid Transit Project is intended to be run as a PPP with a partnership between all three levels of government and a private operator franchisee.

### Patronage

Measurement of the total number of passenger trips on the TransLink network, or on a particular service or mode.

## Passenger Load Survey

Conducted both quarterly and annually by Queensland Rail to measure passenger numbers and levels of crowding on peak hour train services.

### 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.

### park 'n' ride

A dedicated car park located at bus and train stations for customers to park at and then catch public transport to their destination. park 'n' rides are generally located 10 kilometres or more from the central business district at train and bus stations.

### Permanent retention rate

The percentage of permanent employees still employed after a period of time.

### Permanent separation rate

Calculated by dividing the number of permanent employees who left TransLink during a period of time by the number of permanent employees in the organisation.

### Place kilometres

A measure of the network capacity for both bus and train. This is a simple calculation of the number of service kilometres provided multiplied by the passenger capacity of the bus or train carriage, divided by one million.

## R

### Right to Information (RTI) Act 2009

The RTI Act 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.

## S

### Salary sacrificing

When an employee uses pre-tax earnings to pay for benefits, such as extra superannuation contributions, a car or laptop computer, reducing their taxable income.

## Senior Network Officer (SNO)

Operational staff that patrol the TransLink network. The role of SNOs is to provide customer service, security and revenue protection services. In the case of serious incidents, SNOs have the power to detain serious offenders until the police arrive.

## Statutory authority

A government body with the right to enact legislation for specific areas of the law. TransLink was established as a statutory authority on 1 July 2008 under the *Transport Operations (TransLink Transit Authority) Act 2008*.

## Service kilometres

For bus services, this is the total kilometre distance of passenger routes across TransLink's contracted bus fleet. For train services, this is the total number of train kilometres travelled on passenger services in the TransLink network, multiplied by the average number of carriages per train set.

## Station and Stop Infrastructure Improvement Grant (SASIIG)

TransLink works with local governments to develop a yearly program of bus stop infrastructure improvements within each local area. TransLink jointly funds the SASIIG program with local councils to upgrade infrastructure and to help meet the Disability Standards for Accessible Public Transport under the *Disabilities Discrimination Act 1992* (Cwlth).

## T

### Toward Q2: Tomorrow's Queensland

The Queensland Government's state wide plan for the future of Queensland, framed around five key ambitions of strong, green, smart, healthy and fair.

## Transfer

Passenger movement between services or modes of transport when more than one trip is required to complete a journey. For example, a passenger may catch a bus service to a train station and transfer to a train service to complete their journey.

## TransLink Station Upgrade Program (TSUP)

A major infrastructure program that delivers new or upgraded infrastructure at key public transport hubs, such as bus stations and bus-train interchanges; park 'n' ride, kiss 'n' ride and taxi facilities; bus stops along major service corridors; and end of trip facilities at bus and train stations within the TransLink network.

## TransLink Investment Panel (TIP)

The formal committee that oversees and decides significant investments made by the organisation. The panel monitors all investment in activities or initiatives that are not currently part of TransLink's day-to-day processes.

## TransLink 12 / T12

A program of 12 key business activities that support TransLink's strategic priorities for the next five years. The T12 projects contribute to the five strategic objectives of the *TransLink Transit Authority Strategic Plan 2010–2015*.

## TransLink Access Pass (TAP)

A pass for people with a significant permanent disability who travel independently on TransLink services and can demonstrate that, due to their disability, they are unable to use the *go* card system.

## Third Party Distribution Network

The network of in-person *go* card distribution points operated by third parties. *go* card distribution points are those that offer any *go* card-related services such as buy, top up, refund, registration or transaction history or expiry date change services. Not all services are available at all locations.

## TransLink Busway Safety Officers

Busway Safety Officers patrol the busways and busway stations 24 hours a day, seven days per week providing a safety and security presence and offering assistance to customers.

## TransLink fare strategy

TransLink's plan for ticketing products and fares over the next five years.

## TransLink Network Plan 2010

Published annually, the network plan sets out a long-term strategy and one-year program of service and infrastructure improvements.

The one-year program reflects feedback from customers, and is based on the latest *go* card travel data to deliver new and upgraded services to areas of highest need.

## TransLink Transit Authority Strategic Plan 2010–2015

An important tool in driving performance in the organisation, by defining and communicating what TransLink wants to achieve and the path it will use to get there. It is a legislative requirement under section 9 of the *Financial and Performance Management Standard 2009* for all statutory bodies to have a strategic plan.

## TransLink Transit Authority Board

TransLink's seven-person management board that reports to the Minister for Transport.

## Transport Operations (TransLink Transit Authority) Act 2008

The Queensland Government legislation under which the TransLink Transit Authority was established. The main purpose of the Act is to deliver in the TransLink area the best possible mass transit services at reasonable cost to the community and government, while keeping government regulation to a minimum.

## TransLink Transit Authority Employing Office

A public service office established to employ staff on behalf of TransLink.

## TransLink Transit Officers

Operational staff that patrol bus, train and ferry services throughout the day to uphold safety and security on TransLink services.

## TravelSmart

A voluntary travel behaviour change program that encourages people to use sustainable travel modes such as public transport, walking, cycling and carpooling in favor of single occupancy vehicle travel.

## Trip

One segment or leg of a journey. A single trip is the distance travelled from the point a passenger boards a service to the point they leave the service.

## TRIM

Document and record keeping management system.

## W

### WorkCover

Queensland Government body responsible for managing the workers' compensation fund and overseeing workplace occupational health and safety standards.

### WorkCover claims

Workers' compensation provided by WorkCover Queensland.

## About our report

The *TransLink Transit Authority Annual Report 2009–10* contains reports for the 2009–10 financial year in line with performance targets and achievements outlined in the *TransLink Transit Authority Strategic Plan 2010–2015* and the *2010–11 Queensland State Budget – Service Delivery Statements*. This publication has been developed to comply with TransLink's legislative reporting requirements under the *Financial Accountability Act 2009*, *Transport Operations (TransLink Transit Authority) Act 2008* and the Queensland Government's *annual report requirements for Queensland Government agencies* for the 2009–10 period. A checklist outlining our reporting requirements is available on our website.

This annual report provides an overview of how we have performed during the 2009–10 reporting period in delivering mass transit services to South East Queensland and in contributing to achieving the Queensland Government's *Toward Q2: Tomorrow's Queensland* ambitions of creating a strong, green, smart, healthy and fair Queensland.

### We welcome your feedback

Stakeholder feedback plays an important role in helping TransLink improve the way we report our business activities and performance to the community.

In 2009–10, TransLink sought stakeholder feedback on the content and structure of our *2008–09 Annual Report*, via an online survey and hardcopy feedback form. During the course of the 2009–10 year, TransLink received feedback from 23 respondents.

Feedback received indicated that:

- most respondents thought our *2008–09 Annual Report* communicated our activities well
- most respondents rated the presentation and readability of the report as good or excellent
- respondents felt that ability to find performance information was an element that TransLink could improve on
- respondents wanted to see information presented on a regional basis as well as a whole-of-network summary
- respondents wanted to know more about TransLink's relationship with its delivery partners.

We used this information to implement a number of improvements to our *2009–10 Annual Report*, including:

- introducing a new snapshot of TransLink's overall performance at the front of the report
- new summaries of achievements at the start of each chapter
- information on service improvements presented on a regional basis
- more information about TransLink's relationship with delivery partners, including public transport operators and local government agencies.

We invite your comments and feedback on the *TransLink Transit Authority Annual Report 2009–10* and ask you to consider completing our feedback form (see p. 147) or online survey accessible from the TransLink website. Alternatively, you can provide feedback to our External Affairs team via email or mail.

**Email:** [external.affairs@translink.com.au](mailto:external.affairs@translink.com.au)

**Mail:** TransLink Transit Authority  
Reply Paid 50  
Brisbane Qld 4001



# Feedback form

Thank you for taking the time to read TransLink's *Annual Report 2009–10*. We welcome comments and feedback from customers and stakeholders and invite you to consider providing your feedback via the completion of our feedback form below or via our online survey accessible from the TransLink website at <http://www.translink.com.au/reports.php>

As a valued stakeholder of TransLink, your feedback will enable us to create an annual report that contains the kind of information you require, structured in a way that meets your needs. Your comments and suggestions also play a key role in helping us continually improve our year-round reporting to the community.

## My main interest in the annual report is as a/an:

- TransLink customer
- Delivery partner
- Industry professional
- Academic
- Federal government employee
- Federal government elected official
- Local government employee
- Local government elected official
- Queensland Government employee
- State elected official
- TransLink staff member
- Other (please specify)

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## On a scale of 1 (very poor) to 5 (excellent), please rate the following elements of the annual report:

1 = Very poor, 2 = Poor, 3 = Average, 4 = Good, 5 = Excellent

Presentation of content: \_\_\_\_\_

Usefulness of information: \_\_\_\_\_

Readability: \_\_\_\_\_

Finding information: \_\_\_\_\_

Overall rating: \_\_\_\_\_

## Which parts of the Annual Report did you find most useful? Please describe.

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## Why were these the most useful parts?

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## Which parts of the Annual Report did you find least useful? Please describe.

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## Why were these the least useful parts?

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## Are there any other topics/items you would like to see included in next year's report? Please describe.

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## How can we improve our next Annual Report?

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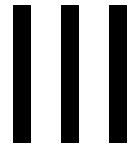
### Please return the completed form to TransLink:

- Email to [external.affairs@translink.com.au](mailto:external.affairs@translink.com.au)
- Fax to +61 7 3167 4001
- Paid postage (see reverse)
- Via online feedback form
- Alternatively, you can access an online version of this survey via TransLink's website at <http://www.translink.com.au/reports.php>

Thank you for taking time to complete the TransLink Transit Authority feedback form. The TransLink Transit Authority collects the above information including your personal information for the purpose of assisting us to provide a better service to our customers, both now and in the future. Only authorised Queensland Government officers, relevant TransLink service providers and consultants may have access to this information. Your personal information will not be disclosed to any other third party without your consent unless required by law.

**Delivery Address:**  
GPO Box 50  
BRISBANE QLD 4001

No stamp required  
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TransLink  
Reply Paid 50  
BRISBANE QLD 4001



TransLink is committed to providing accessible services to our stakeholders from all culturally and linguistically-diverse backgrounds. If you have difficulty in understanding this document you can contact us on 13 12 30 and we will arrange a three-way conversation with an interpreter to effectively communicate the report to you.

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ISBN 1837 — 1388

Paper: Printed on 300gsm and 130gsm Silk, sourced from sustainable forests.

