

ANNUAL REPORT

2017–2018



What the report contains

The Department of Transport and Main Roads (TMR) Annual Report 2017–18 describes the department's operations for the financial year from 1 July 2017 to 30 June 2018.

The report structure is separated in to four main sections to support our vision, creating an integrated transport network accessible to everyone, which is supported by our organisation and delivered by our people.

Why we have an Annual Report

As well as meeting the statutory requirement set out in the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*, the Annual Report aims to keep the community, industry, government and organisations informed about our performance and future direction.

Accessing the report

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

Additional annual reporting requirements have been published on the Queensland Government Open Data ([see glossary page 255](#)) portal at www.qld.gov.au/data.

This includes:

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



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

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LETTER OF COMPLIANCE

18 September 2018

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

Dear Minister

I am pleased to submit for presentation to the Parliament, the Annual Report 2017–18 and financial statements for the Department of Transport and Main Roads.

I certify that this annual report complies with:

- the prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*
- 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 [\(see page 259\)](#) of this annual report.

Yours sincerely



Neil Scales OBE
Director-General

Department of Transport and Main Roads

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

ABOUT US

Our role

Formed in March 2009 when the former Queensland Transport and Department of Main Roads merged, the Department of Transport and Main Roads (TMR) moves and connects people, places, goods and services safely, efficiently and effectively across Queensland.

We plan, manage and deliver Queensland's integrated transport environment to achieve sustainable transport solutions for road, rail, air and sea.

In 2017–18, the department administered an operating budget of \$5.810 billion, capital budget of \$2.804 billion and managed assets worth \$76.226 billion.

This funding enables us to deliver public transport and transport infrastructure to connect Queensland and to ensure the infrastructure we build and maintain is efficient, reliable and safe.

The department operates under the *Administrative Arrangements Order (No.4) 2017* and *The Public Service Departmental Arrangements Notice (No.4) 2017*. It discharges its statutory obligations under 23 acts listed in Appendix 1 ([see page 234](#)). Progress in achieving these obligations is outlined throughout the report.

Where further information is available, links to websites are included throughout the report.



Helensvale Station Park 'n' Ride

Our purpose

We bring Queensland closer together.

Our vision

Creating a single integrated transport network accessible to everyone.

Our priorities

TMR's Strategic Plan, as shown in Figure 1, outlines our vision with the surrounding priorities and their objectives to deliver:

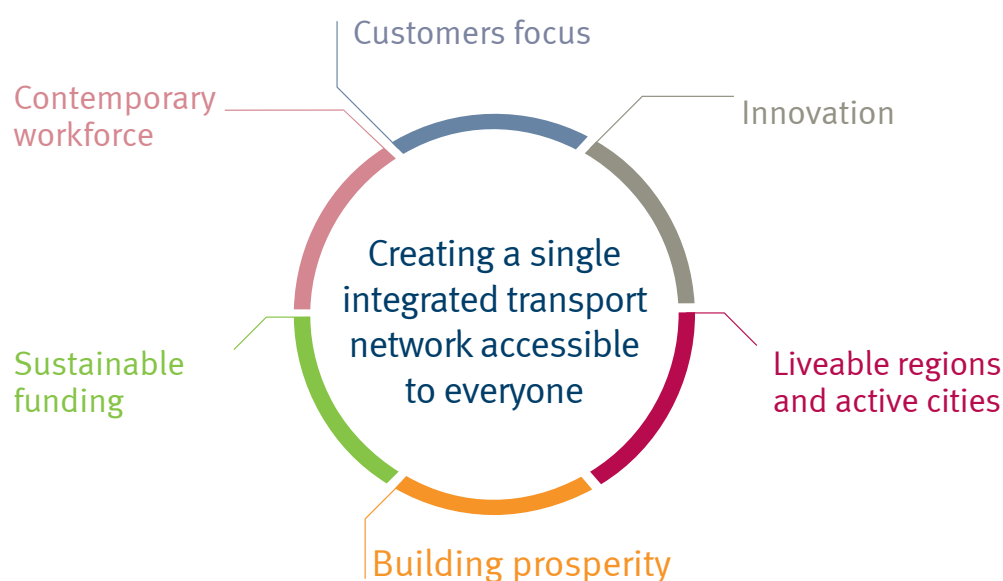
- **Customer focus:** A customer-centric organisation that better meets the needs of our customers
- **Innovation:** An organisation that embraces change and adapts to external influences to minimise the impact of disruption
- **Liveable regions and active cities:** A network that connects communities and contributes to Queensland's quality of life
- **Building prosperity:** A network that advances economic prosperity across our cities and regions
- **Sustainable funding:** Responsive finance and investment arrangements that deliver value for money
- **Contemporary workforce:** A prepared and capable workforce that meets the future mobility needs of Queenslanders.

Our service areas

We deliver our core business through five services areas and one commercialised business unit:

- **Transport system investment planning and programming** – to provide the direction for a single integrated transport network in Queensland, including the policy and planning framework to make informed investment decisions
- **Transport infrastructure management and delivery** – to construct, maintain and operate an integrated transport network accessible to all
- **Transport safety and regulation** – to regulate the safety of transport system economically and sustainably without imposing unnecessary red tape
- **Customer experience** – to put customers at the centre of the delivery of the department's products and services to understand their expectations, improve their experience and reduce rework
- **Passenger transport services** – to lead and shape Queensland's passenger transport system by providing a single integrated passenger transport network accessible to everyone
- **Transport infrastructure construction and maintenance** – RoadTek ([see glossary page 256](#)) provides transport infrastructure solutions, including construction and maintenance services to enable the Department of Transport and Main Roads to deliver on Queensland Government priorities and outcomes for the community.
- Performance against service area measures are reported in Appendix 2 ([see page 235](#)).

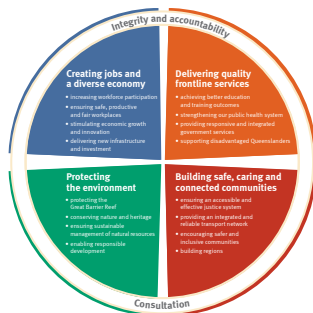
Figure 1: Priorities from TMR's Strategic Plan 2016–2020 (revised for 2017–18)



How we plan

The *Department of Transport and Main Roads Strategic Plan 2016–2020* (revised for 2017–18) (Strategic Plan) represented the second year of the department's journey in demonstrating how we are responding to future challenges. It outlined six strategic priorities and their objectives for the department to focus its initiatives over the plan period.

Development of our Strategic Plan is guided by the *Queensland Government's Objectives for the Community*.



Queensland Government Objectives for the Community.

We ensure delivery of government priorities and objectives by structuring our department to effectively and efficiently deliver the Strategic Plan's six priorities, their objectives and associated strategies. We achieve this through aligning our business plans and day-to-day delivery of our projects, services and initiatives to our Strategic Plan.

We measure our progress quarterly through reporting to our executive leadership team and in the Annual Report. Our performance against the Strategic Plan priorities are reported in the body of this report and the service standards described in the department's 2017–18 Service Delivery Statements presented in Appendix 2 ([see page 235](#)).

On 11 June 2018 the *Our Future State: Advancing Queensland's Priorities* plan was launched to build on existing ongoing efforts across government to deliver positive outcomes for Queenslanders. Following this release, TMR will review our Strategic Plan and business activities to ensure we are aligned with Queensland Government priorities.



Updated Government priorities released June 2018 - Queensland Government Our Future State: Advancing Queensland's Priorities.

Public sector values

Our ambition is to be a high performing, impartial and capable workforce that puts the people of Queensland first.

We are committed to a way of working where:

- leaders and employees make decisions based on the below public sector values
- leaders demonstrate these values as role models for employees
- we prioritise quality, inclusion, diversity, creativity and collaboration every day.



Customers First

- Know your customers
- Deliver what matters
- Make decisions with empathy



Unleash Potential

- Expect greatness
- Lead and set clear expectations
- Seek, provide and act on feedback



Be Courageous

- Own your actions, successes and mistakes
- Take calculated risks
- Act with transparency



Ideas Into Action

- Challenge the norm and suggest solutions
- Encourage and embrace new ideas
- Work across boundaries



Empower People

- Lead, empower and trust
- Play to everyone's strengths
- Develop yourself and those around you

Read about an example of how we celebrate our staff who embody these values in our CUBIE Awards article ([see page 168](#)).

Key priorities and outcomes

Table 1 below is a summary of how the department delivers on its priorities matched with some example projects. It shows how our key projects align with the Strategic Plan 2016–2020.

Table 1: Key priorities and outcomes for 2017–18

Priority	Key Projects	Status/ Achievements
Customer focus A customer-centric organisation that better meets the needs of our customers.	Customer-centric ethos reinforced in the development of a Customer Charter (see page 92) and introduced the new TransLink People's Choice Award (see page 172).	Completed
	Established an Integrated Accessible Transport Network to future ensure products and services are developed to be inclusive and accessible to all (see page 94).	Ongoing
	Dedicated information sessions including truckie toolbox talks (see page 102), agricultural industry safety sessions (see page 104), low-literacy license programs (see page 94) and infant car seat safety education sessions (see page 53), all tailored for our customers' needs.	Completed
	Continued our commitment to safety on the network by implementing the <i>Queensland Road Safety Action Plan 2017–19</i> (see page 111) and the <i>Targeted Road Safety Program</i> (see page 113) as well as rail (see page 116) and maritime safety initiatives (see page 117).	Ongoing
	Progressed reform for safe and affordable personalised transport for Queenslanders (see page 94) and addressed concerns with the tow truck and vehicle removal industry (see page 102).	Ongoing
	Embarked on a 12-month trial of Demand Responsive Transport responding to customer needs (see page 95).	Completed
Innovation An organisation that embraces change and adapts to external influences to minimise the impact of disruption	Preparing Queensland for the future of transport including autonomous vehicles (see page 124), Cooperative Intelligent Transport Systems and electric vehicles (see page 125).	Ongoing
	Used mobile technology to enhance customer services through projects like the pilot of PrepL (see page 99), MyTransLink app improvements and event specific journey planner for GC2018 (see page 97).	Completed
	Fostered an innovative culture with 250 staff participating in the 'hack' challenge (see page 176) and held several capability workshops to embed design thinking in all we do (see page 177).	Completed
	Safety and efficiency solutions developed and implemented across our network, including award winning sign spearing safety design (see page 114), Crumb Rubber Modified Binder (see page 122) and foamed bitumen (see page 121).	Ongoing
	Procured a partner to design our next ticketing system around digitally savvy customers (see page 97) and to complement future innovations such as Mobility as a Service (see page 121).	Ongoing
Liveable regions and active cities A network that connects communities and contributes to Queensland's quality of life.	Focused on active transport solutions, releasing the <i>Queensland Cycling Strategy 2017–2027</i> with a vision for more cycling, more often (see page 33) and commenced development of a walking strategy (see page 34).	Ongoing
	Development of transport strategies and plans for a coordinated approach to future transport needs including the <i>Transport Coordination Plan 2017–2027</i> (see page 28) and Regional Transport Plans (see page 31).	Ongoing
	Established the Sustainable Ports Planning program and was involved in the implementation of the <i>Reef 2050 Long-Term Sustainability Plan</i> (see page 37).	Ongoing
	GC2018 legacy projects, including the extension of the light rail system (see page 88) and Australia's first Continuous Flow Intersection (see page 22), connecting Gold Coast residents and visitors.	Completed

Priority	Key Projects	Status/ Achievements
Building prosperity A network that advances economic prosperity across our cities and regions.	Worked with Brisbane City Council to release a vision for Brisbane's future public transport system titled <i>Connecting Brisbane</i> (see page 79) which includes considerations for the Cross River Rail project.	Completed
	Designed, built and upgraded major infrastructure, transport operations and timetables to support the GC2018, moving millions of Games spectators (see page 20).	Completed
	Commenced planning for the Beerburrum to Nambour Rail Upgrade Project to improve commuter and freight services (see page 71).	Ongoing
	Strengthened network resilience, such as improving flood-immunity on vital connections; Haughton River Floodplain upgrade (see page 57) and Peak Downs Highway Timber Bridges Replacement Project (see page 59), and disaster management preparedness (see page 119).	Ongoing
Sustainable funding Responsive finance and investment arrangements that deliver value for money.	Coordinated Queensland's first Market-Led Proposal project, delivering Logan Enhancement Project, to harness value for money from the private sector (see page 17).	Ongoing
	TMR adopted a program benefits management approach and developed the TMR Program Maturity Assessment Model to facilitate stronger investment outcomes (see page 134).	Completed
	Preparing for a digital future, we replaced high-cost paper-based recordkeeping (see page 152) and transitioned customer services online (see page 96).	Ongoing
	Managed investment in significant infrastructure projects across Queensland including upgrades on the M1 Pacific Motorway (see page 40), Bruce Highway (see page 42), Gateway Upgrade North project (see page 82), the Cape York Region Package (see page 51) and Mackay Ring Road Stage 1 (see page 59).	Ongoing
Contemporary workforce A prepared and capable workforce that meets the future mobility needs of Queenslanders	Australian Service Excellence 'Service Champion' award for 'Project of the Year – Cultural Transformation' in recognition of internal 'Customer First' program (see page 164).	Completed
	Launched the <i>Safety and Wellbeing Improvement Plan 2017–19</i> for TMR employees (see page 164).	Ongoing
	Skilling our people on using mobile technology to expedite recovery work following natural disasters (see page 154), capture environmental inspection information on the go (see page 153) and streamline roadside compliance checks (see page 112).	Ongoing
	Continued to embrace an inclusive workforce with initiatives such as the Indigenous Employee Network (see page 160), women in engineering (see page 163) and the <i>Disability Service Plan 2017–2020</i> (see page 161).	Ongoing
	Fostered a forward-thinking and empowered workforce through programs such as leadership and management development (see page 175), People Plan (see page 174), flexible working (see page 173) and entry pathways (see page 174).	Ongoing
	Strengthened partnerships with local organisations, including Myuma Group (see page 54) and Help Enterprises (see page 145), and councils, such as Hope Vale Aboriginal Shire Council (see page 51, 160) to grow local, skilled workforce across the state.	Ongoing

FAST FACTS

Population of Queensland: **5.013 m**

Data as at 30 June 2018

Shaping the system



\$4.59 B

total investment in transport infrastructure program



\$957 m

maintenance and operation state transport network

Using our network



5.27 m

vehicles registered

232,879

recreational boats registered



3257

taxi licences

544

limousine service licences

26,274

personal watercraft registered

15,059

booked hire service licences

403

authorised entities for booked hire services



3.66 m

driver licences

890,536

recreational boat licences

184,336

personal watercraft licences



353 m

tonnes of cargo moved through our **20** declared ports

OVER 1.84 m

passenger trips provided through the Taxi Subsidy Scheme

74,594

authorised drivers of public transport

1666

accredited passenger transport operators

OVER 21,000

ship movements in Queensland ports

OVER 11,500

ship movements in the ReefVTS monitored region



2.7 m

go cards used in South East Queensland



966 m

tonnes of freight moved on the surface network

Our people



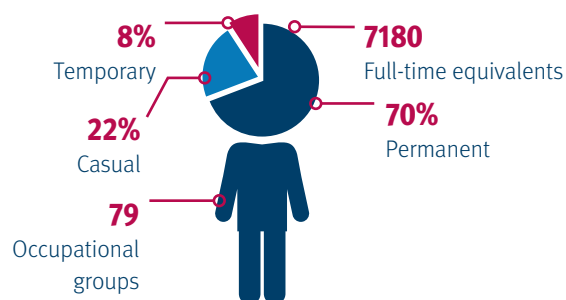
32 %

women in SES/SO roles



10.08 YRS

average length of service



Building the network



3113

bridges owned and maintained



33,367 km

state-controlled roads

4,996 km

National Land Transport Network



26

boating facilities built this year

\$25.7 m

costing



\$76.83 m

Cost for National Disaster Relief and Recovery Arrangements (NDRRA) works for the year

106.9 km

of roads reconstructed under NDRRA works



53 km

cycling infrastructure built this year

Serving our customers



ACROSS OUR 59

customer service centres

3.56 m

customers provided face-to-face service



Through our traffic and travel information services, our customers made

299,937

phone calls

1.97 m

QLDTraffic website visits

7.8 m

customer transactions conducted using electronic self-service channels

12.6 m

customer interactions for the year

41,432

twitter posts

564,632

QLDTraffic app visits



OVER 200,000

My TransLink app active monthly users

Providing passenger services



OVER 182 m

passenger trips on buses, rail, ferry and tram made within South East Queensland



AVERAGE 500,903

passengers travel on the South East Queensland network each day



11.5 m

passenger trips on buses, rail, and air are made outside South East Queensland



164,352

passengers on regulated air services

DIRECTOR-GENERAL'S MESSAGE

The transport sector is going through a period of unprecedented change and turbulence. Driven by the explosion in data availability and the rapid pace of technological development, it is an exciting time to be involved in the transport industry. It is critical that we continue to embrace emerging trends and transformative technologies so we can improve customer outcomes and deliver a transport network that efficiently connects Queensland, now and into the future.

For this reason, innovation has been a core element of the past year's strategic priorities and achievements. Our ability to harness technological opportunities, adapt to change and deliver our projects are key to achieving our department's vision of creating a single integrated transport network accessible to everyone. I'm pleased with how we are working together to face these challenges, evidenced through the many successful outcomes and initiatives we profile in this report.

Perhaps our biggest win was our work to successfully deliver the transport network to support the 2018 Gold Coast Commonwealth Games (GC2018). As the largest multi-sport event this country has seen in more than a decade, running over 12 days in multiple cities, our challenge was to provide a transport network that could safely and reliably move millions of GC2018 spectators during peak travel times — while still continuing to service the general public.

The Games were a spectacular success. Our delivery included almost \$1 billion of infrastructure and technological support, creating capacity for over seven million trips taken across the Games period. To read more on GC2018 ([see page 20](#)).

Creating a single integrated transport network accessible to everyone

We've made significant strides this year in realising our vision, influenced by how our network could look for future generations. At the forefront is TransLink, progressing Next Generation Ticketing solutions—the platform for future functionalities including real-time seat availability, personalised disruption notification and payment function for Mobility as a Service (MaaS).

The progression of our MaaS initiative is similarly progressing at a spectacular pace. This year we have established a team to develop a roadmap of key actions for us to lead the advancement of MaaS for Queensland in coming years. These actions include extensive customer research to better understand their needs, the ongoing creation of the customer value proposition and the investigation of options in regional and remote areas ([see page 124](#)).

We've similarly worked hard with our Queensland Government colleagues to progress our state's largest upcoming infrastructure project Cross River Rail. The \$5.4 billion project will transform Brisbane's transport network. 'Business as usual' activities included a \$4.59 billion total investment in transport infrastructure and \$957 million on maintenance and operation of the state transport network. This includes completing the fifth year of a 10 year improvement program for the Bruce Highway, and completing key stages of the Warrego Highway Upgrade between Toowoomba and west of Miles.

Incorporating active transport options into our network is also a priority, including planning and delivery of a connected cycling network and a Queensland Walking Strategy, to contribute to improving the quality of life for Queenslanders ([see page 34](#)).

It was also a busy year for our rail teams. Their achievements include the commitment of funds for the Beerburrum to Nambour Rail upgrade project ([see page 71](#)), assisting our stakeholders with their progression of several key projects including Inland Rail and Gold Coast Light Rail Stage 3A and delivery of the first New Generation Rollingstock passenger services.

With such a large and diverse transport network that will continue to meet the growing demands of the state, planning plays a critical role in shaping a prosperous future. This year, we released several key plans and commenced others that will guide how our department addresses customer experience, community connectivity, security and other significant issues and how we will respond to challenges. This includes the continued development of our Regional Transport Plans, which are a great example of TMR working closely with key stakeholders to define and address regional issues, ensuring an efficient and responsive state-wide transport system over the next 15 years.

Another critical focus for us has been ensuring our transport system is accessible to everyone. The Integrated Accessible Transport Network (IATN) initiative was established in April 2018 and is a three year program dedicated to ensuring TMR's products and services are integrated, inclusive and accessible to all.

Putting customers first

At the very centre of everything we do is our customers—the people of Queensland. An important part of our customer first ethos has been the development of a TMR Customer Charter launched in October 2017. The Charter details our commitments to customers and defines the level of service they can expect and deserve. TMR's public websites facilitate almost eight million online transactions for Queenslanders every year, further demonstrating our commitment to putting customers first by enabling them to do business when and where they prefer through digital channels.

I'm pleased to say our hard work has not gone unnoticed! Congratulations to our customer experience team winning a Service Champion Award (Runner Up) in the 2017 Australian Service Excellence Awards for our Customer First Program.

A focus on safety and leadership excellence

This financial year, TMR developed its Capability Blueprint, a self-assessment that considered our organisational capabilities, with all staff asked to complete a survey. The Blueprint process is intended to start conversations about our capability now and into the future. The results are in and TMR is leading in seven of the ten key aspects of leadership, strategy and delivery ([see page 178](#)).

I feel strongly about our commitment to safety and wellbeing by driving improvements in safety leadership, communication and consultation, risk management and health and wellbeing. In 2017, TMR launched its *Safety and Wellbeing Improvement Plan 2017–19*, increasing awareness of workplace wellbeing ([see page 164](#)). All employees are empowered to make positive changes to their workplace, habits and the safety culture of the department. Delivering the plan underpins our commitment to the TMR Work Health and Safety (WHS) Policy and Queensland Public Service Values ([see page 7](#)).

My commitment to safety extends to our national network. I contribute my time as Commissioner for the National Transport Commission, and am Chair of Austroads, the Queensland Transport and Logistics Council and the Australian Centre for Rail Safety and Innovation, with the single focus of driving a national agenda to make our transport systems safer for everyone, particularly our most vulnerable road users.

This year I was pleased to see TMR embrace technology to develop our marine safety messaging, using social media platforms to deliver information and educate our customers as part of ongoing awareness campaigns ([see page 117](#)).

Community at heart

I continue in my role as Government Champion for the Woorabinda Indigenous community, and this year we have proactively assisted with disaster recovery, community transportation and furthering self-determination via building community capacity through various projects.

TMR has also supported me in my third consecutive year to champion the cause of domestic and family violence prevention within the department by taking part in the annual 'Australian CEO Challenge Race'—where the business sector raises awareness and funds to help break the silence surrounding domestic violence.

As part of this initiative, TMR employees and our community partners hosted various awareness and fundraising events. Our collective effort raised more than \$37,500 for the organisation and I was honoured to be named the 2017 CEO Race winner ([see page 166](#)). This effort was followed up in June 2017, when I championed a Salvation Army food drive amongst our staff which resulted in a substantial donation of food, clothes and vouchers to their inner-city homeless kitchen, ready for their Christmas in July initiative.

Looking to the future

In addressing personalised transport reforms, we are making significant progress with demand responsive trials, Next Generation Ticketing and the development of Mobility as a Service.

We are further embracing transformative transport technologies, including autonomous vehicles, and through the Cooperative and Automated Vehicle Initiative, we are on track to conduct Australia's largest on-road testing trial of cooperative vehicles and infrastructure in 2019 ([see page 125](#)).

We continue to invest heavily in research which has improved the efficiencies and performance of focus areas including pavements, asset management, structures, network operations, road safety and heavy vehicle management. These efforts have paid off and in November 2017 we won the Premier's Award for fostering a culture of sustainability and environmental awareness ([see page 123](#)).

Finally, in January 2018, in conjunction with other agencies and a private supplier, TMR completed the initial phase of the Queensland Electric Super Highway (QESH), just over six months from when it was announced in June 2017. The QESH is a series of 17 electric vehicle (EV) fast chargers located from Coolangatta to Cairns and west from Brisbane to Toowoomba making it the world's longest electric super highway in a single state ([see page 125](#)).

It is undoubtedly an exciting time to be in transport—and for TMR in particular—as we continue to play a vital role in shaping 'Queensland of the future' while making valuable contributions to the state's economy and the day-to-day lives of Queenslanders. I sincerely thank all our people for their dedication, hard work and contribution to TMR's success over the past year. I look forward to tackling the challenges of the coming year with a committed and talented team.



Neil Scales OBE

Director-General

Department of Transport and Main Roads

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

CHIEF FINANCE OFFICER'S REPORT



Mr Nick Shaw, Chief Finance Officer

Summary

This financial summary provides an overview of the department's financial results for 2017–18. A comprehensive set of financial statements covering all of the department's activities is provided in this report ([see page 180](#)).

The department recorded an operating surplus of \$207 million for the 2017–18 financial year. Table 2 summarises the financial results of the department's operations for 2017–18 and 2016–17.

Commonwealth Games

In the financial year 2017–18, the Queensland Government in partnership with the Gold Coast Commonwealth Games Corporation and the City of Gold Coast Council successfully delivered the Gold Coast 2018 Commonwealth Games. The department played a major role in the event ([see page 20](#)) by successfully coordinating an integrated transport network for spectators, workforce, commuters and athletes.

Funding sources

Funding to meet departmental requirements is received from the Queensland Government, own sourced revenue, and from allocations from the Australian Government. Key drivers of the department's funding includes the delivery of capital investment in the roads and transport infrastructure network and in the provision of our key objectives through operational service delivery.

Administered revenue

The department administers certain resources on behalf of the Queensland Government. The main source of administered revenue is from user charges and fees for motor vehicle registrations, traffic fines, and other regulatory fees and fines.

Financial performance

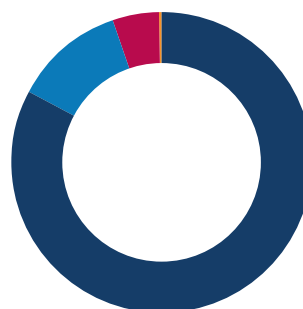
Table 2: Summary of financial results of the department's operations

Category	2017–18 \$'000	2016–17 \$'000
Total income	6,006,492	5,776,159
Total expenses	5,799,630	5,596,725
Operating result for the year	206,862	179,434

Income

Total income for the year was \$6.006 billion. This included appropriation revenue from the Queensland Government of \$4.961 billion, user charges of \$723 million and grants and other contributions of \$271 million. In 2017–18 the department's total income has increased by \$230 million mainly due to increased appropriation revenue representing accelerated funding for capital programs including the Bruce Highway Upgrade and other state controlled roads.

Figure 2: Income by category for the year ended 30 June 2018



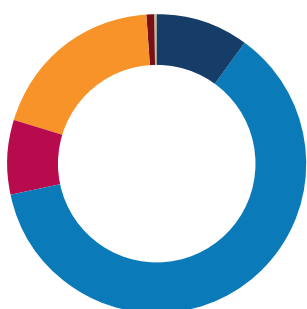
Category	Income per cent
■ Appropriation revenue	82.60%
■ User charges and fees	12.04%
■ Grants and other contributions	4.51%
■ Other revenue	0.79%
■ Gains on disposal of assets	0.06%



Expenses

Total expenses for the department were \$5.800 billion. Supplies and services is our largest spend category, accounting for 61 per cent of total expenditure. A key driver of this is payments to operators of rail, bus, air and ferry services which represents approximately 43 per cent of total spend. Total capital expenditure in 2017–18 was \$3.180 billion. Key to this is our investment in roads and transport infrastructure that originates from the Queensland Transport and Roads Investment Program (QTRIP).

Figure 3: Expenses by category for the year ended 30 June 2018



Category	Income per cent
Supplies and services	60.95%
Depreciation and amortisation	18.73%
Employee expenses	10.03%
Grants and subsidies	7.91%
Finance and borrowing costs	1.65%
Other expenses	0.49%
Income tax equivalent expense	0.16%
Impairment losses	0.05%

Financial position

The net assets position reported in the financial statements shows the net worth of the department. At 30 June 2018, this was \$61.340 billion. Table 3 summarises the department's financial position for 2017–18 and 2016–17.

Table 3: Summary of financial position—assets and liabilities

Category	2017–18 \$'000	2016–17 \$'000
Total assets	63,712,233	67,731,350
Total liabilities	2,372,514	2,191,415
Total equity	61,339,719	65,539,935

As at 30 June 2018, the department held assets totalling \$63.712 billion representing a decrease of \$4.019 billion compared to the previous year. The variance between the years is mainly due to an increase in road infrastructure asset accumulated depreciation of \$4.529 billion. The department plans the replacement of road network assets through cyclical work programs and during the 2017–18 year funding allocated to these road infrastructure work programs has increased. The impact of such a change is a reduction in average useful lives of existing assets resulting in an increase in accumulated depreciation. The department's infrastructure assets consist of \$41.847 billion in roads, \$10.218 billion in structures and \$0.527 billion in other assets.

As at 30 June 2018, the department held liabilities totalling \$2.373 billion, which comprises mainly of payables, provisions and interest bearing liabilities.

STRATEGIC OPPORTUNITIES AND CHALLENGES

New emerging technologies and shared transport services have the potential to benefit Queensland's transport system and its customers. However, these developments present challenges that will test TMR's ability to satisfy customer needs and expectations, now and into the future. In order to meet our customers' needs it is essential that TMR plans for these challenges, and strategically positions itself to overcome them.

Climate change

One such challenge is climate change. Increases in severe weather events and greenhouse gas emissions pose risks to Queensland's community, economy and environment. As a major contributor of emissions, the transport sector can play a vital role in mitigating some of these effects. Emerging alternative fuel technologies, such as electric vehicles (EVs) ([see page 125](#)), present one opportunity to significantly reduce transport emissions. While TMR has a number of projects in place, including an asphalt alternative ([see page 107](#)) and recycling tyres to use in bitumen ([see page 122](#)), to reduce the impacts and emissions of the transport sector, we will continue to investigate further opportunities as part of the Government's commitment to reach net zero emissions by 2050.

Adapting to the changing economy

Rising costs, increased demand and declining government revenues are contributing to a constrained funding environment that is challenging TMR's ability to fund and maintain transport infrastructure and services. TMR acknowledges that more sustainable ways of funding transport services and infrastructure must be found and that this challenge is one faced by all levels of government and across all jurisdictions.

Online environment

Increasing social media use and online connection is changing customer expectations about transport and increasingly challenging TMR's ability to satisfy their needs. TMR has begun investigating and trialling on-demand transport models that enable customers to access shared transport when and where they want, rather than relying on fixed routes and schedules. The responsiveness and flexibility of these service models are consistent with the current customer expectation for more choice and personalisation of services. The lower relative cost of on-demand services, compared to traditional timetabled services, also offers more convenient and affordable transport for all Queenslanders.

Transport for the future

Mobility as a Service is driving the developments in our transport future. While customers expect us to keep pace with technology developments, we have ultimate responsibility of the safety of those accessing our networks. Advances in automated vehicles (AVs) and cooperative intelligent transport system technologies ([see glossary page 253](#)) have the potential to significantly improve the safety of journeys in Queensland. TMR is currently conducting AV sensitivity scenario modelling and trialling cooperative and automated vehicle technologies. Findings from these initiatives will assist TMR to better understand the implications of these new technologies for both infrastructure and drivers so that the community can access the safety and efficiency benefits sooner.

STAKEHOLDER ENGAGEMENT

Stakeholder engagement continues to be essential for us to understand and best meet our customers' needs and deliver liveable regions and active cities. Therefore, engagement with our customers, community and business stakeholders is a key priority for TMR. Engagement activities facilitate a gathering of diverse perspectives that can contribute to developing innovative and collaborative solutions. A sample of our engagement this year is outlined below.

Customer insights

The TMR Customer Experience (CE) Lab ([see page 92](#)) was built in 2016 to grow our capability to put the customer at the centre of everything we do at TMR and to improve our ability to collect customer insights. As of June 2018, the CE Lab has hosted 233 bookings and welcomed 2213 participants through its doors, including 492 external customers.

Priority partnerships

Building Queensland business case progression

TMR continues to work closely with Building Queensland (BQ) to deliver investment-ready business cases for projects with an estimated capital cost equal to or greater than \$100 million.

In 2017–18 several major transport infrastructure business cases, led by BQ in consultation with TMR, were delivered:

- Bruce Highway – Cairns Southern Access Corridor – Stage 3: Edmonton to Gordonvale
- Bruce Highway – Cairns Southern Access Corridor – Stage 4: Kate Street to Aumuller Street
- Bruce Highway Upgrade – Caboolture–Bribie Island interchange to Steve Irwin Way interchange
- Bruce Highway Upgrade – Maroochydore Road interchange
- Townsville Eastern Access Rail Corridor ([see page 57](#)).

This process guides investment decisions and ensures projects delivered align to government strategic objectives.

Informed by industry

ICT procurement industry engagement

With the rate of innovation increasing, availability of new technologies and our customers' growing expectations to engage with us digitally, TMR continued to work with our vendors to improve the way we do business. This approach is in line with the strategies and objectives identified in TMR's *Digital Strategic Plan 2016–20* ([see page 177](#)). The department hosted two industry events this year — the first was a strategic forum with current suppliers in October 2017 where TMR leaders shared information about key technology initiatives planned for the year.

The second event, hosted in December 2017, was a workshop focusing on making the Information Communication and Technology (ICT) procurement process more flexible and adaptable, with a focus on supporting experimentation and digital delivery. During this event, current and potential future suppliers explored ideas for improving the tender process and identified risks and mitigation strategies. A Request for Information consolidating the findings from this workshop was subsequently released. Based on the feedback and information received from vendors, the department is now piloting a new flexible procurement model for ICT.

Market-led proposals

A Market-Led Proposal (MLP) is a proposal from the private sector seeking an exclusive commercial arrangement with government to deliver either infrastructure or a service to meet a community need. MLPs are expected to provide benefits to government and/or the Queensland community by harnessing innovative ideas from the private sector.

TMR is working together with Transurban during the construction of Queensland's first MLP on the Logan Enhancement Project. With construction underway on the Logan and Gateway Extension project to improve safety and reliability, reduce travel times, and enhance connectivity to key residential and business areas, Queensland's first MLP is due to be completed in mid-2019.

TMR, together with the Department of State Development, Manufacturing, Infrastructure and Planning, continue to assess new MLPs, including the current Brisbane CBD Waterfront Precinct, Mount Cotton Driver Training Centre and SeaLink Strand Terminal proposals to stimulate the economy and develop jobs.

QTRIP industry briefings

As an opportunity for industry partners to engage with TMR representatives, the department hosts annual QTRIP briefings. The briefings outline upcoming programs and projects and provide information on delivery timeframes and contract estimates. [See page 103](#) for the full story on QTRIP industry briefings.



Ms Amanda Yeates presenting at the Townsville QTRIP industry briefing in August 2017.

Connecting with the community

TMR at the Ekka

As part of the Queensland Government precinct at the 2017 Ekka, TMR staffed a stand to promote and raise awareness of the Cooperative and Automated Vehicle Initiative (CAVI) project. The theme of the precinct was Advance Queensland ([see glossary page 253](#)), with TMR's stand focusing on displaying the second stage of CAVI, the Cooperative Intelligent Transport Systems (C-ITS) ([see page 125](#)), and the upcoming trial in Ipswich in 2019. It also allowed TMR representatives to engage with the public to discuss the initiatives and answer questions about this emerging technology directly, as well as provide engaging material and informative content to further assist awareness and understanding.

Estimated public attendance to the TMR stand reached 8000. TMR's social media platforms also supported the stand by sharing the content and public engagement during the Ekka event, including three posts, with a reach of 22,900, significantly higher than the previous year (13,870).



Ekka display board showing examples of automated vehicle interactions.

Social media presence

More and more, TMR is engaging with Queenslanders through social media, specifically Facebook, Twitter and LinkedIn, and this year launching Instagram. The level of interaction with customers on our social media platforms has markedly increased over 2017–18, showing a deeper level of trust in this communication channel. [See page 99](#) for more details of the department's activity and engagement on social media.



In June 2018 TMR began using Instagram social media platform to engage with Queenslanders.

Fifth annual road safety forum

The fifth Safer Roads, Safer Queensland Forum was held this year and continues to be a key consultation initiative to help us deliver on the *Queensland Road Safety Action Plan 2017–19*. [See page 111](#) for more information on the forum.

THE YEAR AHEAD

Key programs commencing or continuing in 2018–19 and beyond include:

- continuing development of key strategies to provide direction for a single integrated transport network including Queensland Transport Policy, Transport Coordination Plan, Transport System Planning Program and QTRIP
- continuing our collaboration with local governments and the Local Government Association of Queensland to determine strategic funding and engagement partnership opportunities
- implementing *The Future is Electric: Queensland's Electric Vehicle Strategy* and planning for the expansion of electric vehicle charging stations along the Queensland Electric Super Highway
- developing a walking strategy and continue roll-out of actions in the *Queensland Cycling Action Plan 2017–19*
- continuing to work with the Queensland Ministerial Freight Council (QMFC), advisory body for freight and logistics, to guide in the development of the *Queensland Freight Strategy*
- advancing master planning for priority ports of Gladstone, Abbot Point, Townsville and Hay Point/Mackay through our commitment in the Reef 2050 Long-Term Sustainability Plan
- continuing delivery of transport infrastructure under the 2018–19 to 2021–22 QTRIP ([see page 29](#))
- commencing construction of the \$514.3 million Houghton River Floodplain project, Bruce Highway, north of Ayr
- continuing construction on the \$812.95 million Bruce Highway six-laning upgrade between Caloundra Road and the Sunshine Motorway
- continuing construction of the \$1.606 billion Toowoomba Second Range Crossing
- continuing construction of the \$1.143 billion Gateway Upgrade North project
- continuing construction of the \$497.4 million Mackay Ring Road project
- continuing construction of the \$190 million Pacific Motorway Upgrade: M1/M3/Gateway merge upgrade project
- continuing construction on the \$197.5 million Pacific Motorway Upgrade: Mudgeeraba to Varsity Lakes
- continuing delivery of the \$200 million Peninsula Development Road priority sealing project
- continuing reconstruction works through the NDRRA ([see page 120](#))
- improving road safety by delivering initiatives in *Queensland Road Safety Action Plan 2017–19*
- delivering safety treatments through the Targeted Road Safety Program, including high risk route actions, flashing school zone signs, discrete site treatments, township entry treatments and targeted safety interventions
- continuing to invest in innovative safety treatments, including intelligent transport systems and sign spearing remediation ([see page 114](#))
- continuing to educate recreational mariners and increase their awareness of their responsibilities
- addressing the number of derelict vessels along Queensland's coastline
- improving knowledge management tools for staff to ensure that we provide the right advice first time to our customers
- continuing to focus on delivery of 'real-time' passenger information
- continuing the roll out of the New Generation Rollingstock (NGR) passenger trains
- implementing 'short term' actions from the *Disability Action Plan 2018–2022* to improve accessibility on the passenger transport network
- continuing to provide concessional fares to ensure a reasonable level of mobility and access for those in the community who are disadvantaged
- delivering of key projects from the Passenger Transport Infrastructure Investment Program including transitways and park 'n' ride facilities
- implementing recommendations outlined in the Queensland Bus Driver Safety review.



Connecting Queensland during the Commonwealth Games



More than
1.1 M

trips on light rail



1.5 M

spectators travelled on
shuttle buses



More than
5.3 M

trips on public transport



733,823

journeys planned on the GC2018
Journey Planner



More than
600,000

train trips on the
Gold Coast line



about
2.3 M

trips on Surfside bus routes



\$160.7 M

road network improvements
for the event



\$420 M

Gold Coast Light Rail
Stage 2 extension

The 2018 Gold Coast Commonwealth Games (GC2018) was the largest multi-sport event this country has seen in more than a decade and first Commonwealth Games to be hosted outside a capital city. It ran for 11 days from 4–15 April 2018 at various sporting locations across the Gold Coast, as well as in the other event cities; Brisbane, Townsville and Cairns. and the first Commonwealth Games to be hosted outside a capital city

Providing a safe, secure and reliable transport network for Queenslanders travelling to events during peak travel times was critical to continue to move users and operate during this event. Reinvigorating our transport network for our growing state, this event challenged our transport network's performance across Queensland to deliver and support the unprecedented demand.





TMR staff on site at the Gold Coast 2018 Commonwealth Games

The challenge

The transport task to adapt and prepare for the demand during GC2018 was a major challenge for the department. We worked with transport partners and operators to build and update existing infrastructure, develop integrated public transport operations, and enhance timetables in and around event cities. These solutions, informed by demand data and transport modelling, provided a reliable journey for spectators, workforce and commuters.

Significant works were completed by the Queensland Government through traffic management initiatives, and \$160.7 million of network upgrades to improve reliability and safety on the Pacific Motorway (M1) ([see page 40](#)) and other road networks. Millions of spectators, volunteers, workforce, officials and athletes attended events on the Gold Coast and in Brisbane, so it was critical the road network functioned efficiently to balance the travel requirements for all road users.

The infrastructure works prepared for GC2018 included:

- expanded a section of the Southport–Burleigh Road to six lanes, including eight intersection upgrades
- removed the roundabout and installing traffic signals at the intersection of Labrador–Carrara Road
- extended the six lane length of Olsen Avenue, including constructing a new intersection and upgrading the existing intersection at Southport–Nerang Road
- provided additional vehicle capacity along Nerang–Broadbeach Road and other minor works between Rio Vista Boulevard and Bermuda Street
- minor improvements at the intersection of Smith Street Motorway and Kumbari Avenue.

To ensure we met the challenge to keep traffic moving along the M1, we introduced a suite of speed management initiatives to improve traffic flow, safety and reliability of the M1 in the lead up to and during GC2018. These included:

- Trucks Use Left Lanes (TULL) initiative in April 2017
- lowered speed limits by 10 kilometres per hour along sections of the M1
- additional trailer mounted speed cameras, managed by Queensland Police Service (QPS)

Under the TULL initiative, trucks over 4.5 tonnes were restricted to the two left lanes in both directions on the M1 between Springwood and Robina. It was expected the restriction would improve travel times and assist with preparing our busiest road for one of the biggest events in Queensland.

After GC2018, the Australian Road Research Board (ARRB) found the TULL initiative created greater speed uniformity and a reduction in the number of lane changes by heavy vehicles. The initiatives linked to a reduction in both the average recorded crash rate and average crash incident duration. Due to this success, in August 2018 it was announced that the TULL initiative will remain on the M1 on a permanent basis.



Games lanes in use during GC2018.

CASE STUDY

Continuous Flow Intersection

Predicting the possible congestion issues in the lead up to and during GC2018, the department completed a \$37.5 million Australian-first Continuous Flow Intersection (CFI) in late 2017 at the intersection of Southport–Burleigh Road, Ashmore Road and Salerno Street. This minimised congestion and allowed vehicles to travel more efficiently through the intersection for longer periods.

Traditional intersections have right-turning lanes in the middle of the road and must wait for oncoming traffic to pass before turning right. A CFI removed right-turning traffic from the intersection, increasing the number of vehicles that can travel through the intersection during each traffic signal phase.

The intersection delivered catered for the expected demand and became a legacy that will live on after GC2018 to accommodate the growing Gold Coast population and create a safer road for users.



Continuous Flow Intersection during GC2018

Coordination

Due to the scale and scope of GC2018, TMR developed a *Commonwealth Games Transport Plan* to ensure the transportation during the event was a success. This included significant changes to timetables to meet demand and boost each mode of transport, and management of issue areas.

Prior to the event, TMR underwent a rigorous development and testing process to deliver the GC2018 Journey Planner ([see page 97](#)) to provide tailored, Games-specific travel information that supported network efficiency for those travelling to events, Festival 2018 and other locations during GC2018 time. With up-to-date information on train, tram, bus and shuttle services, as well as park ‘n’ rides ([see glossary page 255](#)) and walking and cycling options, it helped people compare journeys

across the different modes to make smart travel choices. A total of 733,823 journeys were planned on the GC2018 Journey Planner, with 410,876 users accessing it via the official app and website between 22 February 2018 and 18 April 2018. The overall success was evident through 95 per cent of users rating the GC2018 Journey Planner as easy to use, with 83 per cent positively rating it. This resource introduced non-transport users to the public transport network and provided a platform which to base off for future events in Queensland.

Using previous Commonwealth Games transport tactics to ensure reliable travel times, four temporary Games Lanes were introduced along the M1 and activated at different times to minimise traffic disruptions for road users. These were used by police and emergency vehicles, spectator shuttle buses and accredited Games family and athletes.

There were 517 TMR employees from across the state who were selected fill 69 different roles, including Customer Liaison Officers (CLO) to deliver transport assistance 24 hours a day during GC2018. The coordination assistance and dedication from each CLO gave spectators a positive experience during this historical event when travelling on various modes of transport to and from each venue.



TMR employees Narelle Spano (L) and Louise Sarow (R) during their shifts.

More than 500 TMR employees from across Queensland worked more than 48,000 rostered hours over 5887 shifts to coordinate spectators.

Statewide coordination was paramount in the delivery of GC2018 Queen’s Baton Relay (QBR) as it travelled through all 12 TMR regions, with assistance from over 80 TMR staff across the state before arriving at GC2018 Opening Ceremony. TMR provided planning and operational support for host councils who delivered traffic control for the event. This included technical input into the traffic management plans,



Transport Coordination Centre

communicating impacts to transport users and operators, traffic signal intervention and incident management—all successfully delivered with no significant transport incidents. The QBR provided a unique opportunity to showcase communities, build relationships across agencies and within TMR, and reinforce a streamlined, consistent and multi-modal approach to special event planning.

To keep the state moving before and during GC2018, we worked to deliver:

- Gold Coast Light Rail ([see page 88](#)) operating 24 hours a day for the 11 days of GC2018, with services running every six minutes in peak event periods, carrying an average 100,000 passengers per day
- Surfside bus routes were increased to operate at a frequency of 15 minutes or better in each direction between 7 am and 7 pm, making about 2.3 million trips
- an additional 4375 scheduled vehicle trips over GC2018 on the Surfside routes
- Gold Coast Light Rail delivered 4670 trips during GC2018, which is an increase of 59 per cent from 2944 trips during a usual April
- work with transport partners to enhance the rail timetable to 176 additional daily services to provide fast, frequent journeys between Brisbane and the Gold Coast
- trains ran 24 hours a day, on average every 10 minutes or better for most of the day
- event shuttle bus network connected key transport hubs and 13 park 'n' ride locations ([see page 39](#)) with venues
- Games LinQ used 475 buses, requiring a driver workforce of 665 drivers
- more than 300 supplementary buses were strategically deployed to support the Queensland Rail network and key Gold Coast venues at peak times.

Smooth operation of the M1 was attributed to temporary M1 initiatives and enhanced rail services. It was a significant task, and members of the public contributed to the transport success by listening, acting, and helping where they could with the changes to help GC2018 be a success.

CASE STUDY

Changing transport behaviour during the Commonwealth Games

To prepare the community and those affected by the transportation changes during GC2018, the department partnered with Gold Coast 2018 Commonwealth Games Corporation (GOLDOC) and City of the Gold Coast Council to deliver a travel management campaign—*Get Set for the Games*. This campaign aimed to create a travel behaviour change amongst the public in the Gold Coast and event cities, before and during GC2018, to encourage travellers to plan ahead to reduce the amount of people on the roads. *Get Set for the Games* covered a drive radius of approximately three hours from the Gold Coast and northern New South Wales, as well as event cities of Brisbane, Cairns and Townsville.

The campaign was advertised over multiple channels, including print, digital, social media, direct mail and website advertising, to raise awareness with a call to action to visit the *Get Set for the Games* website for detailed travel advice.

The campaign proved to be successful, with 98 per cent of those surveyed reporting awareness and 35 per cent claimed they changed their travel behaviour during GC2018 as a result. Results from a post-GC2018 survey showed:

- 35 per cent of residents claimed they either re-times, re-moded or re-routed their usual journeys
- 52 per cent changed their behaviour as they were aware by how busy the road would be
- 84 per cent rated their experience as positive
- 47 per cent chose to re-time their journeys to avoid busy travel times
- 10 per cent of non-public transport users used a mode of public transport during GC2018.

This change helped distribute demand across multiple transport modes and contributed to the overall transport network success during this period.

Relationships

TMR collaborated and partnered with the community and external agencies, including the Queensland Police Services, transport operators, Australian Government law and defence agencies, Queensland Fire and Emergency Services, Queensland Health and Queensland Ambulance Service in the areas of security, testing and readiness, and infrastructure initiatives.

A multi-modal, multi-agency Transport Coordination Centre (TCC) in Nerang was established to provide a central point for monitoring, coordinating and managing all transport operations to allow for real-time decision making. The statewide TCC enabled a shift in transport coordination across the existing modes of transport to offer integrated transport solutions and response coordination across the Gold Coast and event cities. This gave TMR the opportunity to strengthen relationships and encourage knowledge sharing between transport operators and government agencies. The detailed planning activities and fully integrated approach to the real-time management of the public transport task via the TCC was delivered with resounding success, with an estimated 5.5 million trips made on the public transport network with all modes posting record passenger numbers.

The processes and model developed for the TCC during GC2018 provided a legacy for the future development of a statewide TCC. A suite of new and improved technology and formed relationships will remain in place long after GC2018, and continue to provide improved, ongoing and timely advice for commuters, residents and visitors daily and during other major events hosted across the state in the future.



Mr Neil Scales (Director-General), Mr Paul Noonan (Regional Director, South Coast), Ms Amanda Yeates (General Manager, Program Delivery and Operations) and Mr Bill Lansbury (Deputy Director-General Infrastructure Management and Delivery) at the TCC.

Legacy for Queensland

Hosting GC2018 was a significant investment in Queensland's future, and the future of rail and road. This monumental event gave TMR the opportunity to develop and improve infrastructure, service planning and delivery for the long-term benefit of our growing state.

The significant program of works that were completed shaped a legacy within the department and showcased to our customers the commitment we have to improving the state's integrated transport network. It also showcased we can support world class events of this calibre.

To wrap-up TMR's involvement in the GC2018, we developed a video to capture our work in action and achievements. Watch the footage at: tmr.qld.gov.au/commgames

For more information:

- M1 Pacific Motorway ([see page 40](#))
- Regional highlights ([see page 46](#))
- Social media ([see page 99](#))
- Gold Coast Light Rail ([see page 88](#))
- Park 'n' rides ([see page 39](#))



TMR employees at Robina

SECTION 1

A SINGLE INTEGRATED TRANSPORT NETWORK

HOW WE MEASURE OUR SUCCESS

- Improved performance of transport network
- Improved condition of the state-controlled transport network
- Increased value for money in service delivery
- Improved accessibility to the transport network

TMR's vision is to create a single integrated transport network accessible to everyone. To deliver on this, each element of our network of services needs to connect to provide a seamless experience for our users.

Acknowledging that our network of services—be it built infrastructure, passenger transport or an online interface—contributes to the quality of life of Queenslanders, we have a significant task in keeping pace with the needs and demands of customers and a prosperous economy.

A well-planned and managed transport network brings communities closer together, providing access to services and supporting commerce and industry throughout Queensland. TMR recognises and embraces this vital task, and in this section we have displayed how we plan for the integration of the many diverse forms of our network, delivering our services across Queensland's regions and cities.

HIGHLIGHTS

Active transport

Developing active transport options to get Queenslanders active, including planning and delivery of a connected cycling network and a Queensland Walking Strategy.

Regional transport plans

Working with local government and key stakeholders to create crucial regional plans to define the development of the integrated transport system across Queensland over the next 15 years ([see page 31](#)).

Delivering across the state

Presentation of a sampling of our service offerings across Queensland ([see page 46 to 88](#)).

Public transport

The Queensland Government has committed \$114.07 million to upgrade park 'n' ride facilities in South East Queensland, increasing the existing spaces available to 32,300, with design and investigation work commencing this year ([see page 39](#)).

QTRIP

Investing approximately \$21.7 billion over the next four years on the state's roads and public transport network to connect Queensland's people, goods and services.

Bruce Highway Upgrade Program

Completed the fifth year of a 10-year improvement program with 295 projects completed to date including highway duplication, overtaking lanes, protected right-hand turns, new rest areas, audio tactile lines and shoulder sealing and widening ([see page 42](#)).

PLANNING FOR INTEGRATION

As a catalyst for creating liveable regions and communities, transport is critical to Queensland's economic growth. With such a large and diverse transport network that continues to grow to meet the demands of the state, planning plays a fundamental role in ensuring a prosperous future. This section of the report will identify components of the department's planning ecosystem and how each area of planning focuses on establishing a single integrated transport network.

Transport Coordination Plan

The *Transport Coordination Plan 2017–2027* (TCP) was released in October 2017, replacing the *Transport Coordination Plan 2008–2018*, and brings a contemporary approach to the coordinated planning and management of transport, including a strong focus on customer needs and technology.

Developed in accordance with the *Transport Planning and Coordination Act 1994*, the TCP establishes five high level objectives for the transport system across the key areas of:

- customer experience and affordability
- community connectivity
- efficiency and productivity
- safety and security
- environment and sustainability.

The new plan sets clear criteria for prioritising spending on transport, and includes a suite of transport key performance indicators (KPIs) to measure progress towards achieving the objectives. It is intended that performance against the KPIs will be reported every two years via the department's website, commencing late-2018.

The TCP is now being used to guide decision-making and inform the development of more detailed transport strategies and plans produced by the department, such as regional transport plans and modal strategies.

To view the plan visit: tmr.qld.gov.au/About-us/Corporate-information/Publications/



The Transport Coordination Plan 2017–2027.

Queensland Transport Strategy

Over the next 30 years, our transport system will change significantly. Alongside demographic growth and shifts, certain emerging technologies and trends are likely to cause profound changes to Queensland's transport system. Electric vehicles and automation, passenger drones, artificial intelligence and smart infrastructure are just some of the emerging technologies that are likely to radically change transport in coming decades. Further, the growth of the sharing economy and innovative new business models are diversifying transport delivery and shifting customer expectations.

While these transformations pose challenges to the current transport system, they also offer opportunities to significantly improve the economic, social and environmental outcomes of transport throughout Queensland.

This is why TMR has progressed work towards developing a Queensland Transport Strategy as a future-focused, whole-of-system transport strategy. The proposed strategy will be based around strategic customer outcomes and objectives from the *Transport Coordination Plan 2017–2027*.

The strategy will guide how TMR responds to future change and position Queensland to respond to and maximise the benefits from transformational changes over the long term, and ensure our future transport system continues to meet customer needs.

Queensland Travel Survey

The Queensland Travel Survey is critical to informing transport policy, planning and investment decisions. The insights about daily travel habits help to build our economy, strengthen business and industry decisions, and lead to valuable research.

- Data influences policy — understanding how people make different travel choices helps TMR respond to customer needs.
- Data guides decision-making — data from the survey is used to create strategic transport models, business cases and strategies to guide investment decisions across TMR.
- Data builds our economy — for every dollar the government spends on making data open to the public, five dollars is returned to the economy from the research and business innovation it supports. (Source: Australian National Data Service, 2011).
- Data pinpoints our future — the survey captures how, when and why each age group travels and how this has changed over time. Combining this data with population forecasts, we can plan the transport Queensland will need in future to address population changes.
- Data leads to different and better ideas — academia use survey data to create an evidence base for studies into a wide range of areas, including health, community mobility and urban planning. With this research in hand, businesses gain the confidence to innovate.

The survey in different forms, has been conducted by the department since 1976. A general description of the survey and the previous survey results can be obtained here: tmr.qld.gov.au/Community-and-environment/Research-and-education/Queensland-Travel-Survey.

Transport Infrastructure Portfolio Plan and Schedule

The annual Transport Infrastructure Portfolio Plan and Schedule (TIPPS) is a key method to position the department to proactively respond to changes to government priorities and funding, and provide a strategic framework for transport infrastructure investment. TIPPS strongly aligns to the department's vision of creating a single, integrated transport network accessible to everyone.

In defining the 10-year investment direction of the transport infrastructure portfolio, TIPPS provides guidance for the *Queensland Transport and Roads Investment Program* (QTRIP) (see glossary page 255) development. It also provides

TMR input into external agency planning, such as the *State Infrastructure Plan* (see glossary page 256) developed by the Department of State Development, Manufacturing, Infrastructure and Planning.

TIPPS outlines the choices TMR has made on transport infrastructure investments, taking account of the need for operation, maintenance and upgrade of the transport infrastructure assets, within an affordable funding program.

Queensland Transport and Roads Investment Program

The department developed and published the *Queensland Transport and Roads Investment Program 2018–19 to 2021–22*, which outlines approximately \$21.7 billion of investment in roads and transport infrastructure across Queensland. *QTRIP 2018–19 to 2021–22* is funded by the Australian and Queensland Governments and other funding sources, such as local governments and developer contributions.

A key priority of QTRIP is supporting local communities and regional infrastructure. The regional section (see page 46 to 88) of this report highlight projects delivered under the *QTRIP 2017–18 to 2020–22*, as well as those current and upcoming projects shaping the future of our network across the state.



Queensland Transport and Roads Investment Program 2018–19 to 2021–22.

A selection of key projects being delivered by the department include the:

- \$1.606 billion Toowoomba Second Range Crossing project (see page 74)
- \$1.143 billion Gateway Upgrade North project (see page 82)
- \$812.95 million Caloundra Road to Sunshine Motorway project (see page 44)

- \$514.3 million Houghton River Floodplain project ([see page 57](#))
- \$497.4 million Mackay Ring Road (Stage 1) project ([see page 59](#))
- \$481 million Cairns Southern Access Corridor (Stage 3) project
- \$400 million Ipswich Motorway, Rocklea to Darra (Stage 1) project ([see page 80](#))
- \$197.5 million Pacific Motorway (Mudgeeraba to Varsity Lakes) project ([see page 41](#))
- \$190 million Pacific Motorway/Gateway Motorway Merge project ([see page 41](#))
- \$189.3 million Eton Range realignment project ([see page 60](#))
- \$152 million Smithfield Bypass project ([see page 49](#))
- \$121 million Rockhampton Northern Access upgrade
- \$104.1 million Cairns Southern Access Corridor (Stage 4) project
- \$75 million Capricorn Highway duplication between Rockhampton and Gracemere
- \$65 million Centenary Motorway–Sumners Road interchange upgrade
- \$53 million Northern Transitway on Gympie Road
- \$50 million Kennedy Developmental Road (Hann Highway) — The Lynd to Hughenden sealing works
- \$45 million Veloway 1 (Stage E) cycleway from Birdwood Road to Gaza Road ([see page 79](#))
- \$43.8 million Garbutt–Upper Ross Road upgrade (Riverway Drive)
- \$39.5 million Waterford–Tamborine Road upgrade (Anzac Avenue to Hotz Road)
- \$35 million Warrego Highway (Dalby to Miles) overtaking lanes project
- \$22 million Eastern Transitway on Old Cleveland Road
- \$20 million Mount Lindesay Highway/Greenbank Road intersection upgrade
- \$17.2 million North Brisbane Bikeway (Stages 2, 3 and 4).

In addition, \$88.6 million has been provided for extra car spaces at seven South East Queensland rail stations, and \$25.5 million for extra car spaces at Greenbank and Eight Mile Plains bus stations.

For more information visit: tmr.qld.gov.au/About-us/Corporate-information/Publications/

Principal Cycle Network Plans

TMR has published *Principal Cycle Network Plans* (PCNPs) and accompanying Priority Route Maps to provide a blueprint for a connected network of core routes across the state.

The plans cover 48 local government areas and 98.9 per cent of Queensland's population, and include more than 10,200 kilometres of network. TMR collaborated closely with regional staff and local governments in developing the PCNPs, working towards the vision of a 'single integrated network'.

Over the last 10-years, TMR's Cycling Infrastructure Program has invested more than \$211 million into safe cycling infrastructure, delivering 411 projects and 444.6 kilometres of principal cycle networks, such as the Veloway 1 Stages C and D, Mackay Bluewater Trail and Cairns Southern Cycleway.



The Principal Cycle Network Plan—South East Queensland.

The Queensland Government has invested almost \$44 million into cycling infrastructure, planning and programs across Queensland in 2017–18, and committed \$240.1 million in total between 2018–19 and 2021–22.

We will continue to work to deliver 550 kilometres of the highest priority routes within the next 10-years. We are prioritising investment towards facilities which are physically separated from motor vehicles to increase the safety of cyclists, who are some of our most vulnerable road users.

For more information: tmr.qld.gov.au/cycling

Regional Transport Plans

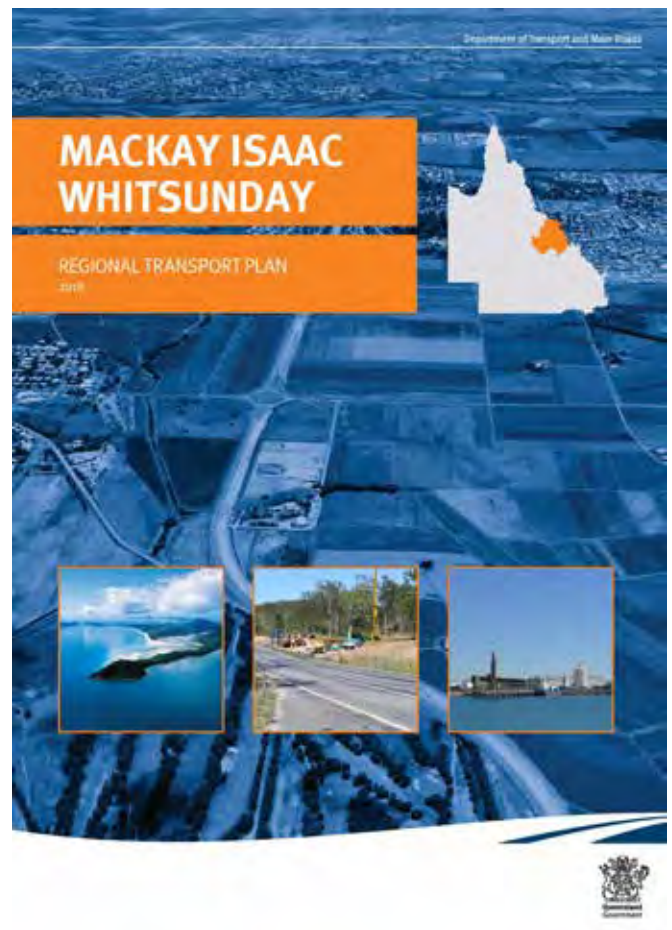
The department is continuing our work with state and local governments and other key stakeholders throughout Queensland to develop a series of Regional Transport Plans (RTPs). These plans have a critical role in defining the intended development of the transport system across Queensland over the next 15 years.

RTPs consider regional demographic and industry changes, local government land use and transport planning, and respond to relevant Regional Plans and the State Infrastructure Plan ([see glossary page 256](#)).

RTPs will strengthen the role of collaborative partnerships for transport planning, coordination and delivery across all levels of government and the private sector. The plans achieve this by:

- establishing common transport priorities between the Queensland Government and local governments
- communicating our planning intent for the region
- defining the transport systems' role in achieving regional goals and priorities for our planning and investment
- partnering with local government
- guiding future transport planning and investment.

The final Mackay Isaac Whitsunday RTP was released on the department's website in June 2018. Draft RTPs have been prepared for the remaining TMR districts across Queensland, with consultation expected to occur during 2018–19.



Mackay Isaac Whitsunday Regional Transport Plan 2018.

DIVERSE FORMS OF OUR NETWORK

Our integrated network covers a diverse range of transport modes including cycling, walking, rail, marine, air, public transport and road network. This section highlights a sampling of initiatives undertaken throughout 2017–18 across our integrated network, including updates on ongoing initiatives and a forward look to future initiatives.

Rail trails

Rail trails are an example of the department working with local governments to re-purpose some of Queensland's network of disused rail corridors. While retaining the corridors for potential future transport use, an opportunity was identified to allow local communities and visitors to use them for walking, cycling and horse riding.

Using these corridors as rail trails supports active, healthy lifestyles, capitalises on our great weather and stunning destinations, and contributes to environmental preservation and management. Encouraging locals and visitors to use the rail trails also contributes to the growth and creation of small businesses in the hospitality and tourism sectors.

TMR's *Cycling Infrastructure Program* (see glossary page 254) will invest up to \$14 million over the next four years in grants to support local governments to plan, design and construct rail trails. The new program is a collaborative effort between the *Cycling Infrastructure Program*, which manages the funding, and Rail Corridor Management which is establishing sub-leasing arrangements and coordinating maintenance arrangements with local government.

The grants program will build on the success of trails already in operation such as the Brisbane Valley Rail Trail and the Caboolture to Wamuran Rail Trail project, which is now in delivery stages.

Find out information visit: tmr.qld.gov.au/Travel-and-transport/Pedestrians-and-walking/



Brisbane Valley Rail Trail.



Brisbane Valley Rail Trail.

Cycling across the state

In August 2017, the Queensland Government launched the *Queensland Cycling Strategy 2017–2027* with a vision for more cycling, more often across Queensland.

Cycling has many benefits for the health and wellbeing of individuals and communities. Regular physical activity such as cycling reduces the risk of cardiovascular disease, type 2 diabetes, some cancers, and depression. It also helps in weight maintenance and tackling childhood obesity.

While TMR is responsible for the oversight and coordination of the strategy's delivery, we are working closely with state agencies, local governments and other stakeholders to deliver the *Queensland Cycling Action Plan 2017–2019*. This action plan outlines the practical and targeted actions we are investing in to make cycling safer and more convenient for everyone. TMR will review and update the *Queensland Cycling Action Plan 2017–2019* and *Queensland State of Cycling Report 2017* every two years.

For more information visit: blog.tmr.qld.gov.au/cycling/



Queensland Cycling Strategy 2017–2027.

There are many projects and initiatives underway across TMR and the Queensland Government to grow the cycling culture. For more information:

- detailed design for a new protected two-way bikeway as part of the Ipswich Motorway Upgrade: Rocklea to Darra (Stage 1) ([see page 80](#))
- North Brisbane Bikeway ([see page 81](#))
- Caboolture to Wamuran Rail Trail ([see page 32](#))
- continuous separated shared path on the Gateway Upgrade North ([see page 82](#)).

CASE STUDY

Cyclists find their way

Groundwork has begun for wayfinding signage on cycle networks for all regions that have a Principal Cycle Network Plan ([see page 30](#)). The work done so far to prepare focal point maps and prepare wayfinding guidance, will enable both TMR and local governments to implement consistent and logical signage to help encourage more cycling, more often.

This initiative aims to boost people cycling on the network by:

- providing focal point maps identifying key destinations and decision points to help cyclists navigate the network
- giving commuters and tourists access to safe and attractive cycle routes to reach critical destinations and attractions
- encouraging local governments to install signage on their bicycle networks
- supporting users of the network to find their way around and make full use of the cycling infrastructure.

Under the Cycle Network Local Government Grants Program, Ipswich City Council received \$50,000 of matched funding from TMR in 2017–18 to install wayfinding signage in gaps identified on the principal cycle network route, from the Ipswich Motorway to the Ipswich CBD, to increase usage of existing cycle facilities.



Wayfinding signage for the Ipswich Motorway cycleway.

Queensland Walking Strategy

One in five Queenslanders walk for exercise¹ and for many others, walking is an important means of getting around their local communities. For this reason, TMR is preparing a Queensland Walking Strategy to form part of our integrated network to support liveable regions and active cities.

The strategy will provide a framework for promoting walking as an accessible, active transport mode across the state, focusing on the health benefits for Queenslanders, and to facilitate access to destinations such as schools, shops and public transport.

TMR will be consulting and collaborating extensively with other government departments, local governments, and other key stakeholders. The broader community will also be invited to provide input into this development.

¹ Australian Bureau of Statistics. 2015. *Participation in Sport and Physical Recreation, Queensland*. Canberra.



Active transport options are ideal in getting around the local community.

Rail Network Strategy

South East Queensland's rail network is undergoing a transformation with New Generation Rollingstock ([see glossary page 255](#)) coming into service, infrastructure upgrades, a new European Train Control System (ETCS) for signalling ([see glossary page 254](#)), and Cross River Rail and Inland Rail on schedule to be operating by the mid-2020s. Cross River Rail ([see page 84](#)) in particular will have a significant impact on how the rest of the South East Queensland transport network flows and functions, offering a genuine opportunity for network reform and revitalisation.

TMR ensures the resulting offering integrates well into the existing network, offering customer-focused, modern and seamless services, to improve liveability across South East Queensland.

TMR is developing a Rail Network Strategy to ensure Queensland has a coordinated approach to this rail transformation. The strategy will develop future service plans and clarify the investments (and their staging) required to enable the rail network to function coherently, delivering a seamless and customer-focused service that maximises the \$5.4 billion investment in Cross River Rail.

The first priority will be to develop a 10-year South East Queensland focused strategy, including a series of staged concept rail timetables ramping up between 2018–2028. This will also include a fleet and depot strategy, an infrastructure strategy (including the rollout of ETCS) and a staged implementation proposal. Later stages of developing the strategy will include a statewide rail plan over a 30 year time horizon.

A customer demand driven strategy and plan for investment in rollingstock and rail infrastructure ([see glossary page 255](#)) will enable TMR to deliver better customer-focused service plans. In balancing passenger demand and service supply, TMR is building a rail network where customers experience reliable, higher frequency turn-up-and-go rail services while encouraging growth in patronage over the next ten years and beyond.

New Generation Rollingstock

The Queensland Government will contribute \$4.4 billion over 32 years to fund the NGR project ([see glossary page 255](#)), which includes:

- design, construction and maintenance of 75 new passenger trains for South East Queensland
- design and construction of a purpose-built maintenance centre at Wulkuraka, west of Ipswich
- procurement of three NGR training simulators for the train crew.

The NGR project is being delivered under a Public Private Partnership (PPP), which was awarded to the Bombardier led consortium Qtectic in 2013. Qtectic is made up of Bombardier Transportation, John Laing, Itochu and Aberdeen Infrastructure Investments Limited.

The first NGR passenger services began running in December 2017 on the Gold Coast and Airport lines, with services on the Doomben line following in May 2018. The new trains are being progressively rolled out across the entire South East Queensland passenger rail network.

At the end of June 2018 a total of 38 NGR trains were delivered to Queensland. TMR recognised 24 NGR trains had met their Qualified Provisional Acceptance Certificate (QPAC), with 17 of the QPAC approved NGR trains now in passenger service.

The Queensland Government has committed funding to rectify the NGR trains to resolve compliance issues and provide improved functionality for all customers.

TMR is partnering with the disability sector on the designs of the NGR train accessibility upgrades, which will provide improved functionality and compliance with disability standards. This design work is scheduled to be finalised in late 2018.

The NGR trains have provided an important boost to network and feedback from customers have been positive overall, with customers sharing they are enjoying quieter, smoother and more comfortable journeys.

The trains will be modified at the Downer EDI rail plant in Maryborough.

For more information visit: tmr.qld.gov.au/ngr



NGR trains at the Wulkuraka Maintenance Centre

Marine environment

Access to our waterways and marine infrastructure is a way of life for Queenslanders. Combined with the important role Queensland's coastline plays contributing to the economic prosperity of our shipping and tourism industries, TMR has a vital role in protecting and managing access to Queensland's marine environment.

Maritime Safety Queensland (MSQ), a branch within TMR, leads stewardship of ensuring safe, clean seas, by managing the movement and marine safety activities of vessels in Queensland's waters, as well as the protection of the marine environment from ship-sourced pollution.

To deliver marine safety and environmental protection outcomes, MSQ has adopted a cooperative and strategic approach to encourage a culture that embraces the core values of safety and pollution prevention within the commercial, fishing and recreational sectors. In doing this, MSQ will continue to emphasise a risk-based approach to marine activities and empowering a workforce that is skilled in maritime operations, pollution preparedness and response.

MSQ will continue to ensure safe and protected waterways for Queensland, through innovative techniques, such as Maritime Minutes ([see page 117](#)) to leverage stakeholders relationships in the recreational boating sector, and tools, such as the new vessel tracking software ([see page 118](#)) to monitor vessel movement. Building upon our strong reputation in shipping, pollution prevention and response and monitoring commercial vessel safety, TMR, through MSQ, will continue to proactively increase our profile and relevance across the broader boating community.



MSQ staff undertaking a refresher training session on correctly using lifejackets.

Marine infrastructure

The Marine Infrastructure Investment Program (MIIP) provides safe, reliable, and efficient recreational boating infrastructure that optimises access to the water, for both trailer boats and deep draught vessels (such as yachts and launches). MIIP capital projects are funded through the Marine Infrastructure Fund (MIF).

The MIIP provides:

- public recreational boating facilities for launching and retrieving recreational trailer boats
- maintaining depths in channels to ensure access to high-use recreational boating facilities
- new and upgraded pontoons and floating walkways at or near boat ramps
- pontoons and jetties for deeper draught vessels for pick-up and set-down of passengers and supplies.

The department owns and maintains the public boating infrastructure (boat ramps, floating walkways, pontoons, jetties and breakwaters), and council own the associated land facilities. In all 10 harbours TMR is responsible for maintaining the entrance and internal public navigation channels to those facilities.

The MIIP funds regular structural maintenance of the department's boating assets, determined by regular condition inspections. Councils assist the department to identify these structural maintenance needs.

With the continuing growth in recreational boating, the demand for dredging is always high. New dredging projects are identified through proposals received from councils and port authorities, information provided by boating organisations and boat users, and monitoring channel depths. Lessees of seabed within the harbour precinct (such as marinas, commercial operators and boat clubs) are responsible for maintenance dredging within their leased areas.

TMR owns 408 recreational boating assets across Queensland.

The MIIP also has a small grant program which varies in value depending on priorities and available funding. In 2017–18, grants to local managing authorities included \$650,000 for new floating walkways at Dungeness (near Lucinda) and \$1.1 million for a new floating walkway at Half Tide Tug Harbour (near Hay Point, south of Mackay).



Bullock Point boat ramp and car park completed June 2018.

Marine infrastructure fund

The Queensland Government has committed to a \$30 million, two-year extension of the MIF, running from July 2018 to June 2020, to provide new and upgraded recreational boating facilities.

TMR works in partnership with local government, and port and water authorities to provide new and improved recreational boating facilities throughout Queensland. TMR builds the in-water components of a facility, then councils and port/water authorities provide the land-based components and manage the whole facility when complete.

Marine capital projects are funded through the MIF, which is the capital component of the MIIP.

To view some of the projects underway or completed as part of this program, refer to the delivering across Queensland regions section ([see page 46 to 88](#)).

One in 19 Queenslanders is a recreational boating enthusiast.

Data source: Recreational ship census March 2018

CASE STUDY

Western pontoons package

Since August 2017, the \$1.2 million western pontoons package has delivered five pontoons to regional towns including Chinchilla, Goondiwindi, St George, Cunnamulla and Dirranbandi. The new pontoons make it easier for local boaties to access the water and to launch and retrieve their vessels, which is great news for boating and fishing enthusiasts in western Queensland. The new pontoons make these regional centres a more enticing destination for campers and tourists—economically benefiting these small communities.



Dirranbandi's new pontoon.

Ports planning

The Sustainable Ports Planning program has recently been established within TMR. The program involves the preparation of master plans for the four priority ports (Hay Point/Mackay, Gladstone, Townsville and Abbot Point) and is a legislative requirement under the *Sustainable Ports Development Act 2015*.

Master plans are strategic documents that establish a long-term outlook for the sustainable development of priority ports and surrounding land and marine areas through to 2050. Master planning is being undertaken in consultation with the relevant port authorities, all levels of government, industry, community groups and other key stakeholders.

Port master plan

Gladstone

The draft master plan was publicly released by the former Department of State Development from 28 August to 9 October 2017. TMR is considering submissions with a view of preparing a final master plan and master planned area, in consultation with key stakeholders. The draft master plan is expected to be released for public consultation in late 2018.

Townsville

A significant evidence base has been developed to inform master planning, which is continuing in consultation with the Port of Townsville Limited, all levels of government, industry and community groups and other key stakeholders. The release of the final master plan for the priority Port of Townsville is expected in 2018.

Reef 2050 Plan

In 2017–18 TMR has been involved in the implementation phases of the Reef 2050 Long-Term Sustainability Plan (Reef 2050 Plan) through the development and release, in November 2016, of the Maintenance Dredging Strategy for Great Barrier Reef World Heritage Area (GBRWHA) Ports. Ports in the GBRWHA, are working to implement the strategy in close consultation with TMR, Queensland and Australian government regulators.

A key element of the strategy has been for each port to develop Long-term Maintenance Dredging Management Plans (LMDMP) in consultation with relevant stakeholders ([see glossary page 256](#)) to improve the certainty of environmental outcomes

and stakeholder confidence in how ports are undertaking maintenance dredging. The development of LMDMP by GBRWHA ports will result in leading practice management of maintenance dredging.

TMR has drafted guidelines for development of LMDMP in consultation with Queensland Ports, regulators and key environmental Non-Governmental Organisations. Port authorities are using the guidelines to prepare LMDMP for each of the GBRWHA ports. These plans will be provided to regulators to support approval processes for maintenance dredging at these ports.

Bridges Renewal Program

The Australian Government is providing \$480 million nationally from 2015–16 to 2021–22, with an on-going commitment of \$60 million each year, to upgrade and replace bridges, to enhance access for local communities and to facilitate higher productivity vehicle access. The Bridge Renewal Program (Round 3) results were announced in September 2017, with the Queensland Government securing approximately \$20.4 million in federal funding to upgrade five bridges at a total cost of \$46.3 million. Upgrades to these bridges will increase accessibility, safety, and operational life whilst reducing maintenance costs and load-limiting requirements.

The successful projects are:

- Beames Brook Bridge (Wills Developmental Road)
- Bowen Road Bridge (Townsville Connection Road)
- Lochaber Creek Bridge and Three Moon Creek Bridge (Burnett Highway: Gayndah – Monto)
- Valentine Creek Bridge (Capricorn Highway: Rockhampton – Duaringa).

Project construction will commence in 2018–2019.



Beames Brook (Julia Creek – Burketown Road) original 1950s single lane timber bridge.

Heavy vehicles

TMR has undertaken a number of reforms to ensure the heavy vehicle industry is receiving the best customer-centric service. One of the reforms saw the establishment of the Heavy Vehicles Section effective 1 July 2017, which brings together the policy, operations and performance areas of our business that have a direct role in serving our heavy vehicle customers.

The Heavy Vehicles Section is delivering an integrated and co-ordinated approach to heavy vehicle management by providing industry with a single point of contact, an escalation point for further assessment of access requirements and a dedicated team to develop an assurance strategy that validates and supports risk-informed access decisions, as well as, providing assurance that road network compliance requirements are being adhered to.

Heavy Vehicle Access and Permits

TMR manages more than 33,000 kilometres of roadway and over 3000 bridges on its network.

Heavy vehicle access permits are crucial to improving productivity. However, they must be balanced with the need to protect infrastructure where there are size and weight limitations.

Since October 2017, the number of permit applications received by the department increased significantly with the introduction of the National Heavy Vehicle Regulator Portal. The overall impact has seen a 25 per cent increase in applications.

To address these significant increases in application volumes, the department has been investigating opportunities to streamline business processes and increase permit durations. This includes migrating to the full National Heavy Vehicle Regulator Road Manager Portal System in 2018–19 and working with the National Heavy Vehicle Regulator to develop a National Notice for Performance Based Standards A-Doubles to access the road between Toowoomba and the Port of Brisbane without a permit.

Last financial year the department assessed 22,032 Class 1 applications ([see glossary page 253](#)) with an average assessment time of 6 days. This is a 25 per cent reduction in processing times compared to an average of eight days in 2016–17.

In 2017–18 TMR assessed 4,585 Class 2 and 3 applications. The average assessment time reduced from 69 days in June 2017 to 26 days in June 2018. This is a significant reduction of 62 per cent within the regulatory requirement of 28 days.

Regional air services

In 2017–18 TMR regulated seven air routes in Queensland, awarded through a competitive tender process. The regulated air service contracts set minimum service levels, maximum airfare prices, minimum aircraft size, and on-time performance standards along regulated routes, to ensure an appropriate level of service is provided to regional Queensland at an affordable price. During 2017–18, a total of 164,352 passengers travelled on these Queensland Government regulated air services providing valuable access to our more rural customers.

During 2017, the department undertook a refresh of the Long-Distance Passenger Service Review outcomes, to ensure the service levels were still appropriate for regional Queensland given the changes in economic and market conditions. TMR continues to seek feedback on regulated air routes and hold community consultative forums, at varying locations, for each of the regulated routes.

Mapoon Airstrip

During the annual wet season, the unsealed airstrip at Mapoon, near the tip of Cape York Peninsula, becomes unusable for about three to four months. This reduces the reliability of access to an already remote community, which can be life threatening for anyone requiring emergency medical treatment. If the airstrip is closed, patients must be transported by road which, during the wet season, is boggy and very rough.

Through the Community Works component of the Cape York Region Package ([see page 51](#)), the Australian Government and Queensland Government are funding a \$1.6 million project to widen and seal the Mapoon Airstrip and upgrade its facilities. Since 2016–17, \$450,000 of work has taken place, including clearing work and installation of fencing, with the project on track for completion in late 2018.

This project will enable year-round access to Mapoon for the Royal Flying Doctor Service, which will significantly improve the ability to treat and evacuate seriously injured patients. Sealing the airstrip may also bring major economic benefits and job opportunities to the community, by improving access to the rich recreational fishing grounds around Mapoon for tourists and tour operators.



Clearing and fencing preparation works for the Mapoon Airstrip upgrade, July 2017.

Public transport

In 2017–18, TMR provided services across the state, including bus, train, ferry and tram. These services ensure we are creating an integrated transport network to offer customers a high level of connectivity each day. Major investments continue in multiple areas to improve the services provided and expand the existing network.

Throughout the year, the *Passenger Transport Infrastructure Investment Program* delivered \$57 million of investment across Queensland to enable a more connected, integrated network that offers value to customers and makes passenger transport an attractive option for everyone.

Key initiatives included:

- delivery of the first stage of an upgrade to the Helensvale bus station ahead of the GC2018 ([see page 86](#))
- construction of the multi-storey park ‘n’ ride at Mains Road
- opening of Stage 1 of the Murarie park ‘n’ ride upgrade
- completion of design for new bus stations at Victoria Point Central and Townsville CBD and the new lift to improve access to Queen Street Bus Station Platform 2
- installation of over 130 new text to voice units at South East Queensland bus stations to provide audible real time information for services
- provision of over \$5 million to assist local governments across Queensland in upgrading their bus stops to meet accessibility standards.

In 2017–2018 more than 182 million trips were taken across South East Queensland’s public transport network. This amounts to an extra 5.41 million trips compared with 2016–17, with all modes of public transport (bus, train, ferry, tram) showing an increase.

Importantly, this data does not capture the patronage during the GC2018, with approximately 5.3 million trips taken on the public transport for free during GC2018.

GC2018 was the largest sporting event in Queensland’s history with almost \$1 billion delivered in Gold Coast road and transport investments, including the Gold Coast Light Rail – Stage 2.

Eighty-four per cent of customers using public transport during GC2018 indicated they had a positive experience.

Throughout the state, TMR offers unique services responding to the need of our regional areas including school transport assistance, coordinating services for students with disabilities, administering regional bus, ferry and air service contracts; regulating taxi, limousine and booked hire services, and consulting with community groups to deliver passenger transport infrastructure.

In 2017-18 11.55 million passengers travelled on government contracted rail, bus and air services in regional Queensland.

For specific examples on how we are servicing customers across the state, see the Delivering across Queensland regions section commencing [page 46](#).

Park ‘n’ ride facilities across south east Queensland

In 2017, the Queensland Government committed \$114 million to upgrade park ‘n’ ride facilities in South East Queensland, adding 2300 spaces to the existing 30,000 available spaces.

Nine park ‘n’ ride ([see glossary page 255](#)) facilities are set for an increase in parking over the next four years, including:

- Darra train station
- Eight Mile Plains bus station
- Geebung train station
- Greenbank bus station
- Lawnton train station
- Lindum train station
- Salisbury train station
- Springfield Central train station
- Virginia train station.

Design for the Eight Mile Plains park ‘n’ ride upgrade started in April 2018, with the upgrade to provide at least 200 additional parking spaces, increasing the capacity to over 1000 spaces. The upgrade will integrate into the existing northern carpark, utilising land owned by the department. Construction is set to take place through 2018–19 and 2019–20.

Preliminary site investigations and further planning is currently underway for the proposed park ‘n’ ride upgrades at Geebung, Lawnton, Lindum, Springfield Central and Virginia train stations. Pre-feasibility studies have been completed and property negotiations are currently underway for the new park ‘n’ ride facilities proposed at Greenbank bus station, and Darra and Salisbury train stations.

Statewide Operations Interactive Map

Traffic Management Centres (TMC) play a key role in ensuring effective use of the transport network. TMR has developed a powerful new tool, a Statewide Operations Interactive Map, to help TMC operators better manage incidents on the transport network.

The new tool provides a multi-modal view of network operations, improving real time awareness of incidents and the ability to make decisions to mitigate impacts.

The map configures multiple layers and data loads, including Waze Traffic ([see glossary page 256](#)), Queensland Police Service (QPS) traffic incidents, and Bureau of Meteorology weather updates. Since the beginning of 2018, the interactive map has published millions of updates, including 1.7 million from Waze Traffic, 200,000 from QPS, and more than 500,000 real time bus locations. With real time and mobile functionality, as well as Asset Identification search capability, the statewide Operations Interactive Map is helping TMC operators keep our transport network moving.



The statewide Operations Interactive Map is a powerful new tool for Traffic Management Centre operators.

Queensland Road System Performance Plan

The *Queensland Road System Performance Plan* (QRSP) is a rolling, four-year plan for the Maintenance, Preservation and Operation (MPO) of the state-controlled road network (SCRN). The plan covers both:

- the Maintenance, Preservation and Environment Investment Program—focused on the long-term sustainability of transport infrastructure assets and connectivity, and
- the Road Operations Investment Program—focused on safe, reliable and efficient operation of the SCRN.

The plan has a total allocation of \$3.97 billion over the next four years, including an allowance of \$361 million provided by the Australian Government towards maintenance of the National Land Transport Network. The plan includes performance targets using network level, life cycle costing analysis across 27 investment categories, which were refined in consultation with TMR regions, and their tactical asset management strategies.

Developed within the Queensland Government's Asset Management Planning Framework, TMR's Total Asset Management Plan sets out the predicted long-term performance of transport system assets under the current Transport Infrastructure Portfolio Plan and Schedule ([see page 29](#)) investment levels, plus the investment required to sustain levels of service in the future.



Pavement rehabilitation and overlay, extension of road width and sealing on the Landsborough Highway between Augathella and Tambo.

Major roads upgrades

Pacific Motorway

The M1 Pacific Motorway is a nationally significant corridor that supports interstate and inter-regional passenger and freight movements between South East Queensland and northern New South Wales. Critical sections of the motorway carry over 150,000 vehicles per day, including around 12,000 heavy vehicles.



The M1 Pacific Motorway.

Funding arrangements

Jointly funded by the Australian and Queensland Governments, construction of M1 Pacific Motorway–Gateway Merge southbound lanes to Springwood and six-laning between Mudgeeraba and Varsity Lakes projects are currently underway. Detailed planning for the Exit 57 interchange upgrade at Oxenford is underway, with construction scheduled to commence late-2019.

The Australian and Queensland Governments agreed on a 50:50 funding arrangement to complete the M1 upgrades between Eight Mile Plains and Daisy Hill, and Varsity Lakes and Tugun. The Queensland Government has brought forward its funding contribution for these two upgrades to ensure construction can commence immediately following delivery of the current M1 Pacific Motorway (Gateway Merge and Mudgeeraba to Varsity Lakes) projects. This will provide a rolling program of works that will reduce journey times, improve reliability and increase safety for businesses, commuters, tourists and freight operators. Further details on these projects are included below.

Gateway Motorway to Logan Motorway

TMR is refining the draft Pacific Motorway master plan (Gateway Motorway to Logan Motorway), a three stage delivery program addressing congestion on the M1 corridor between Eight Mile Plains and the Logan Motorway.

Stage 1 of the master plan (Gateway merge to Logan Motorway) encompassing the M1/M3/Gateway Motorway merge upgrade is underway, costing \$190 million (\$75 million funded by the Queensland Government; and \$115 million funded by the Australian Government). Immediately after the Commonwealth Games in April, site establishment works and construction commenced. The project is due for completion in 2020 and will include:

- widening to five southbound lanes between Eight Mile Plains and Rochedale (Exit 19)
- relocation of the existing bus entry from the Eight Mile Plains Bus Station onto the Pacific Motorway
- replacement of a four lane overpass on a realigned Underwood Road.

Funded by a \$16 million investment by the Queensland Government, a business case is being developed for Stage 2 of the Pacific Motorway master plan (Gateway Motorway to Logan Motorway). It will include up to five northbound lanes from Eight Mile Plains to Daisy Hill and the South East Busway Extension (from School Road to Springwood bus station), and a new bus station and park 'n' ride at Rochedale.

The planned business case for Stage 3 will address the M1 southbound capacity from Springwood to Loganholme. The project will include road widening, ramp consolidation and managed motorway technologies to increase traffic flow and improve safety.

Mudgeeraba to Varsity Lakes upgrade

TMR has progressively upgraded the M1 as part of the Pacific Motorway Nerang to Tugun Master Plan. Delivery of the Master Plan has been progressive since 2008, with widening and interchange upgrades as funding became available in priority order, based on traffic volumes and cost benefits.

A \$197.5 million project, jointly funded by the Australian and Queensland Governments, to widen the Mudgeeraba (Exit 79) to Varsity Lakes (Exit 85) section, will include the following improvements:

- one additional lane in each direction between Robina (Exit 82) and Varsity Lakes (Exit 85)
- a fourth northbound lane from Robina (Exit 82) to The Link Way (Exit 80)
- new and upgraded existing road pavements
- lengthening entry and exit ramps
- reconstructing two bridges over Mudgeeraba Creek and the creek's overflow
- enhancing the Varsity Lakes interchange, including a new combined southbound exit ramp to Stapley Drive (Exit 84) and Reedy Creek Road (Exit 85), and a new bridge to provide additional lanes.

Work to construct a public utilities access track and install CCTV cameras was completed in February 2018. Major on-road works commenced in April 2018 and is expected to be completed by early 2020. It will provide additional traffic capacity to meet demand, improve travel time reliability and access on and off the motorway, while also minimising the potential for crashes on this section.



Pacific Motorway Robina Interchange (Exit 82).

Varsity Lakes to Tugun upgrade

The Queensland Government has invested approximately \$6.9 million in this year's QTRIP ([see glossary page 255](#)), allowing TMR to refine existing plans for upgrading the motorway section between Varsity Lakes and Tugun. The design for the 10-kilometre stretch includes:

- widening from four to six lanes in each direction
- improved interchanges at Burleigh (Exit 87), Tallebudgera (Exit 89) and Palm Beach (Exit 92)
- widening of the Tallebudgera Creek and Currumbin Creek Bridges
- managed motorway initiatives, such as ramp signalling from Nerang South (Exit 73) to Tugun (Exit 95).

The upgrade is estimated to cost approximately \$1.03 billion and will reduce congestion, cater to demand, provide increased freight efficiency, and reduce maintenance costs. Project timing and funding arrangements are subject to negotiations with the Australian Government.



Pacific Motorway Currumbin Creek Bridge.

Oxenford Interchange Exit 57

The Queensland Government has committed \$25 million to upgrade the Oxenford Interchange (Exit 57).

Since opening the interchange 20 years ago, Oxenford and the surrounding suburbs have experienced exponential growth in both commercial and retail precincts. The interchange currently experiences heavy congestion and vehicles queuing on the Pacific Motorway shoulder in order to avoid motorway traffic. The upgrade will:

- improve safety for the motorway off-ramp traffic by reducing queuing
- alleviate congestion at the interchange and adjacent intersections
- establish reliable access for freight movements to and from commercial precincts.

The planning phase is underway and the detailed design began in July 2018. Construction is expected to commence in late 2019.

The Bruce Highway

Funding to future-proof the Bruce Highway

In November 2017, the Queensland Government announced the *Future-proofing the Bruce* policy, which commits to establishing a Bruce Highway Trust, with a total investment of \$1 billion annually (based on an 80:20 Australian and Queensland Governments funding arrangement) to identify investment priorities for the Bruce Highway.

Key commitments include:

- \$10 million over two years from 2019–20 for the Trust to develop a 15 year vision and five year action plans
- \$200 million towards the \$1 billion Cooroy to Curra (Section D) project
- \$36 million towards the \$180 million Douglas to Bohle section of the Townsville Ring Road (Stage 5) project
- \$450 million over three years (2021–22) for a *Boosting the Bruce* program
- \$175 million over four years (2021–22) for targeted productivity boosting, safety and flood resilience projects
- \$30 million over two years (2019–20) to deliver wide centreline treatments and establish more rest areas
- \$2.5 million to reduce the distance between electric vehicle charging stations ([see page 125](#)).

In April 2018, the Australian Government announced \$800 million (80 per cent funding) towards the Cooroy to Curra (Section D) project. The 2018–19 Federal Budget confirmed this funding from 2022–23 onwards, as part of a further \$3.3 billion commitment to the Bruce Highway from 2023–24 to 2027–28. The Queensland Government, through TMR, is working with the Australian Government to confirm future investment priorities in this nationally significant corridor.

Bruce Highway Upgrade Program

The Queensland and Australian Governments are delivering a 10-year (2013–14 to 2022–23), \$8.5 billion program of works to upgrade the Bruce Highway — the state's major north-south freight and commuter corridor that connects Brisbane to Cairns over 1677 kilometres. The Australian Government has committed \$6.7 billion and the Queensland Government has committed \$1.8 billion to this vitally important program of works, to improve safety, flood resilience and capacity.

The program has now completed its fifth year of delivery, with:

- 295 projects completed
- 127 projects in the design phase or under construction
- 32 projects in the planning phase.

More projects are regularly being added to the program's scope of works as budget allows, delivering greater benefits for Queensland motorists and businesses.

You can view all the Bruce Highway projects on our interactive map: tmr.qld.gov.au/BruceHighway



Bruce Highway Upgrade Program Tinana overpass completed in late 2017.

Bruce Highway Upgrade – Boundary Road interchange

In September 2017, TMR completed the \$100.4 million Boundary Road interchange upgrade project which included constructing a new six lane bridge over the Bruce Highway at Narangba. The Australian Government committed \$80.3 million to the project, with the Queensland Government contributing \$20.1 million in an 80:20 split.

The new bridge was constructed north of the former overpass and features longer on and off-ramps to improve safety for motorists, and a new shared user path for pedestrians and cyclists. The upgrade has improved safety, eased congestion and increased capacity to cater for future traffic volumes.

Bruce Highway Upgrade – Cooroy to Curra (Section C)

In early 2018, the Bruce Highway – Cooroy to Curra (Section C: Traveston to Woondum) project was completed, ahead of schedule. Section C was jointly funded by the Queensland (\$76.8 million) and Australian Governments (\$307.4 million).

The 10.5 kilometre project has doubled the capacity of the highway and increased the speed limit, to ease congestion and reduce travel times for motorists. Section C has delivered a safe and resilient road environment with centre barriers to prevent head on collisions, increased overtaking opportunities, and new interchanges to allow safe entry and exit from the highway.

Flooding of the old highway resulted in lengthy delays and closures so the upgrade has been built out of the flood plain to withstand major flood events.

For more information: tmr.qld.gov.au/Projects/Name/B



Cooroy to Curra (Section C) from Tandur Road overpass looking north.

Bruce Highway Upgrade – Cooroy to Curra (Section D)

The detailed design for Section D: Woondum to Curra, was completed in 2017–18. Section D is the final link in the 62 kilometre Bruce Highway – Cooroy to Curra upgrade. The detailed design and property acquisition for the project was jointly funded by the Australian Government (\$52 million) and the Queensland Government (\$13 million).

The project has now received the full construction funding of \$1 billion (\$800 million from the Australian Government and \$200 million from the Queensland Government), which will enable the project to proceed to delivery.

Preparations have commenced for construction of Section D which will introduce four lanes of median separated highway on a new 26 kilometre alignment, 42 bridges (at 23 locations), three interchanges and a bypass of the city of Gympie. These developments will lower the crash rate by providing motorists with safe, flood free travel between Cooroy and Curra.

Bruce Highway Upgrade – Tinana interchange

The new Bruce Highway interchange at Tinana was completed in September 2017. The project was jointly funded by the Australian (\$30.4 million) and Queensland Governments (\$7.6 million). The works involved constructing a northbound off-ramp and overpass structure, with both through lanes of highway traffic travelling under the new overpass. The new interchange will provide lasting benefits to motorists, business and industry by improving safety and traffic efficiency, and improving access to the Fraser Coast, one of Queensland's premier tourist destinations.

The project also included installation of traffic signals at the Gympie Road and Lindah Road intersection, and construction of dedicated right-turn lanes on Gympie Road. The new signalised intersection will cater for the additional motorists who are using the new southbound off-ramp to Lindah Road West, after the previous off-ramp to Gympie at the old interchange was removed. The signals were switched on in July 2018.



Looking north over the Tinana interchange on the Bruce Highway. Image provided courtesy of Georgiou Group.

Bruce Highway Upgrade – Caloundra Road to Sunshine Motorway

Construction activities have continued on the \$812.95 million Bruce Highway upgrade between Caloundra Road and the Sunshine Motorway. Construction is scheduled for completion in late 2020.

The project includes implementation of an Australian first, innovative Diverging Diamond Interchange (DDI) design (see glossary page 254) and caters for future traffic growth. Other benefits include tackling congestion, enhancing capacity, improving safety and providing active transport connections. An additional advantage is the DDI design allows right turning traffic and through traffic to move through the interchange

simultaneously. When the project is complete, the speed limit on the upgraded highway will be returned to 110 kilometres per hour.

The Australian Government funded \$650.36 million and the Queensland Government contributed \$162.59 million in an 80:20 split. The Bruce Highway will be upgraded to six lanes between Caloundra Road and the Sunshine Motorway. The project includes major upgrades to both interchanges and the delivery of a two-way service road for local traffic on the western side of the highway between Steve Irwin Way and Tanawha Tourist Drive.

For more information visit: tmr.qld.gov.au/Projects/Name/B/Bruce-Highway-Caloundra-Road-to-Sunshine-Motorway-upgrade

CASE STUDY

Australian first design lowers environmental impact

The original 2010 planning layout required a 35 hectare portion of the former Beerwah State Forest. In 2013, this was reduced to 24 hectares. During the development of the design layout between 2015 and 2016, the contractor continued to refine the design and secured a further reduction to the impact on the forest area to only six hectares.

In an Australian first, this upgrade will transform the Caloundra Road interchange into a DDI. This innovative design will minimise the project footprint, reducing the significant impact on koalas, while still meeting the above project requirements and benefits.

Warrego Highway

The Warrego Highway Upgrade Program (WHUP) comprises 15 projects being delivered between Toowoomba and west of Miles from 2014 to 2019. The \$635 million investment is jointly funded by the Australian (\$508 million) and Queensland Governments (\$127 million) on an 80:20 funding arrangement.

These improvements are essential to the region's economic growth and will benefit the agriculture, resources and tourism industries. The Warrego Highway upgrades will contribute to the nation's productivity by increasing efficiency, safety and reliability of the national road network.

In 2017–18 we completed:

- Toowoomba to Oakey Duplication Stage 2—created two lanes in each direction to ease congestion and added a new overpass for safer access to the highway.
- Oakey to Miles Safety Upgrade Package 1—installed wide centreline treatments and new town entry treatments at four locations.
- Brigalow to Chinchilla Upgrade—included widening three existing overtaking lanes and wide centreline treatments.
- Jingi Jingi Creek Bridge Upgrade—replaced damaged culverts with a new concrete bridge to improve road safety and flood immunity.
- Oakey to Dalby overtaking lanes—reduced interval distance of overtaking lanes along 50 kilometres of the highway.
- Jondaryan to Sabine Road intersection upgrade—intersection improvements to accommodate or improve heavy vehicle movements, reduce vehicle queues and risk of accidents, and allow freight vehicle access.
- Toowoomba to Oakey Duplication Stage 1—provided separation between opposing traffic streams, intersection upgrades and new turning lanes to improve motorist safety and capacity.

In 2017–18 works continued on:

- Dalby Eastern and Western Access Upgrade Projects
- Oakey to Miles Safety Upgrade (Packages 2,3 and 5)
- Dalby to Miles overtaking lanes
- Drillham to Palardo Upgrade
- Miles Western Access Upgrade
- Chinchilla Open Level Rail Crossing
- Chinchilla Heavy Vehicle Route Strategy (planning project)
- Toowoomba to Oakey Duplication Stage 3 (Kingsthorpe to Oakey) (planning project).

For more information visit: tmr.qld.gov.au/Projects/Featured-projects/Warrego-Highway-Upgrade-Program













Opposing westbound and eastbound overtaking lanes, as part of the Oakey to Dalby Overtaking Lanes project.

DELIVERING ACROSS QUEENSLAND REGIONS

When referring to ‘our network’ we consider not only the many transport modes, such as those covered in the previous section, we also consider the network of services we provide the state.

Throughout the following section we have contextualised our delivery of a single integrated network by showing a sampling of our services and highlight achievements across the state. Included for each region is a geographic map, fast facts and project achievements, displaying the diversity in how ‘we do business’—connecting communities and contributing to Queenslanders’ quality of life.

Fast fact icon		TMR network services
State controlled road		Roads controlled and managed by the State (see glossary page 256) including, state strategic roads, regional roads and district roads (not including the National Land Transport Network or local roads).
National Land Transport Network		TMR supports the delivery of a sustainable and safer National Land Transport Network (see glossary page 254) by building and preserving the network, which contributing to the state’s and the nation’s social, economic and environmental wellbeing.
Bridges		TMR is responsible for construction, rehabilitation and maintenance of bridges supporting the road network.
Priority enabled intersections		Road intersections equipped with technology that enables emergency vehicles to trigger traffic light sequence change. For more information (see page 105).
Calls to QLDTraffic (13 19 40)		QLDTraffic (see glossary page 255) phone services providing traffic and travel information, enabling motorists and commuters to plan their journeys.
Port arrivals		TMR oversees the safe and efficient movement of ships ≥ 50 meters length in Queensland ports and waterways.
Vehicle and machinery registrations		Total amount of vehicles and machinery (excluding trailers) registered with the department as at 30 June 2018.
Driver testing		Practical driving tests undertaken throughout 2017–18 by a driving examiner in a TMR Customer Service Centre or Queensland Government Agency Program (see appendix 5).
Driver Reviver locations		Driver reviver sites are rest areas for all travellers. The sites are operated by a variety of service organisations, community groups and community minded individuals, supported locally by Queensland Police Service and TMR. TMR own some of the driver reviver sites and are responsible from maintaining those sites.
Face-to-Face interactions		Interactions were customers have come into a customer service centre and undertaken an interaction/service with a TMR customer service operator.

In our regions

FAR NORTH

273,158 KM²

Area covered

5.7%

Population of Queensland



7181

Driver tests conducted



323

Bridges



217,985

Face-to-face interactions



2941 KM

State-controlled road



217 KM

National Land Transport Network



114

Priority enabled intersections



17,399

Calls to QLD Traffic (13 19 40)



2

Driver Reviver locations



1953

Port arrivals



233,805

Vehicle and machinery registrations

Regional highlights

Smithfield Bypass project

- Commenced \$152 million project to design and construct a new bypass road at Smithfield, to significantly improve traffic flow between McGregor Road and Yorkeys Knob Road, north of Cairns.
- Construction is expected to be complete by late 2020.
- tmr.qld.gov.au/Projects/Name/S

Henry Ross Lookout upgrade

- Scenic Lookout Upgrade Program funded the construction of a weather shelter, extended walkway, upgraded fencing and minor landscaping of embankment ([see page 49](#))

Indigenous Driver Licencing Program

- Remote licencing and identification services to over 20 remote communities
- Program aims to achieve positive health and social wellbeing outcomes ([see page 48](#))

Peninsula Developmental Road

- Extension of bitumen seal along Peninsula Developmental Road (PDR) to provide better community access for vital local services. ([see page 51](#)).

Bill Fulton Bridge duplication

- Bridge duplication on Cairns Western Arterial Road to improve safety and traffic flow.

- A \$34.2 million project funded by the Queensland Government and completed in December 2017.
- tmr.qld.gov.au/Projects/Name/C

Fearnley Street boat ramp and walkway

- \$1.3 million upgraded boat ramp and floating walkway in Cairns.
- Completed the four lane ramp and new floating walkway which better caters for the local rowing club in March 2018.

Port Douglas dredging

- Completed dredging in boat harbour under the MIF ([see page 36](#)).
- Around 50,000 cubic metres has been removed to improve navigation access for recreational and commercial users.

Far North covers an area of about 273,158 square kilometres, or around 15.8 per cent of Queensland and is the northernmost part of the state. Extending from the Torres Strait Islands in the north, to the top of the Cardwell Range in the south, and from Cairns in the east to Croydon in the west, this district is home to around 5.7 per cent of Queensland's total population. Far north Queensland supports a significant agricultural sector and a number of significant mines and many national park areas.

Home to World Heritage sites including The Great Barrier Reef and the Wet Tropics of Queensland, the far north is the only area of Australia that is also home to the two oldest continuous cultures on the planet, that of the Aboriginal and Torres Strait Islander peoples.

Indigenous Driver Licensing Program

The Indigenous Driver Licensing Program was established in 2007 to combat low licensing rates in remote far north Queensland communities. The program hopes to lower incarceration rates/recidivism linked to non-compliance with licensing requirements for Aboriginal and Torres Strait Islander peoples. Additionally, the program aims to increase economic participation to achieve positive health and social wellbeing outcomes for local communities.

TMR provides remote licensing and identification services to over 20 remote communities across northern Queensland, including the Gulf, Cape and Torres Strait. During 2017–18, we:

- conducted bi-monthly visits to the Lotus Glen Correctional Facility secure complex to deliver Learner Licence testing and issue licence renewals and Adult Proof of Age cards for eligible prisoners, to assist their transition back into the community.
- identified, educated and supported stakeholders in the development of initiatives focused on transitioning novice drivers from learner to provisional licence status.
- identified several communities located in the Cassowary Coast region and the vicinity of Mount Isa that are not serviced by TMR and have scheduled 'Licensing Open Day' activities to occur in Mount Isa and Tully.
- supported community-led learner licensing activities in locations across northern Queensland, including learner licence testing at events focused on assisting disengaged youth and disadvantaged persons.

For more information visit: tmr.qld.gov.au/Community-and-environment/Indigenous-programs/



Barry Lea, Driver Examiner/Principal Customer Service Officer running a driver licensing workshop for students at Woree State High School

Bill Fulton Bridge completion

In December 2017, TMR completed a \$34.2 million project to duplicate the Bill Fulton Bridge on Cairns Western Arterial Road. Duplication of the bridge has improved traffic flow on Cairns Western Arterial Road by removing the need for traffic to merge from two lanes into one, on either side of Bill Fulton Bridge. Signalisation of the Brinsmead Road intersection, which was also undertaken as part of the project, has significantly improved safety for road users—particularly those accessing a nearby local school. The project has also improved flood immunity and resilience of Cairns' road network in the event of flooding on Captain Cook Highway, when high volumes of commuter traffic is diverted along Cairns Western Arterial Road.

This highly anticipated project was funded by the Queensland Government's \$180 million Significant Regional Infrastructure Projects Program.



Duplication of Bill Fulton Bridge was one of the highest priority infrastructure projects in Cairns for many years.

Smithfield Bypass

In October 2017, the department commenced work on the Smithfield Bypass Project, with two shortlisted tenderers participating in an early contractor involvement process. Once completed, the project will improve safety, ease congestion, and provide a more efficient travel route for motorists and industry along this section of the highway. The project provides vital community infrastructure for the northern beaches of Cairns and supports future growth of the area.

The Queensland Government has committed \$152 million to fund the project, with construction on track to commence in late 2018 and be operational by late 2020. The project involves constructing a new 3.8 kilometre long road between McGregor Road roundabout and Yorkeys Knob Road roundabout as an alternate route to the Captain Cook Highway.

In addition to the new bypass road, works include:

- an overpass at McGregor Road roundabout
- Yorkeys Knob roundabout replaced with a signalised intersection
- improve Cairns Western Arterial Road roundabout with signalised double right turns
- an exit and entry ramp connecting McGregor Road
- wide centre line treatment ([see glossary page 256](#)) and an off-road cycle pathway.

For more information visit: tmr.qld.gov.au/Projects/Name/S



Looking south along the alignment of the future Smithfield Bypass Road, which passes around Cattana Wetlands.

Henry Ross Lookout upgrade

In 2017, TMR completed a \$300,000 upgrade of Henry Ross Lookout, an iconic tourist attraction on the Kuranda Range section of Kennedy Highway, north of Cairns. The project was funded under the Queensland Government's \$3.2 million Scenic Lookout Upgrade Program and included construction of a weather shelter, extended walkway, updated fencing and minor landscaping of the embankment.

As part of the upgrade, TMR worked with the Rotary Club to install a replica of the Battle of the Coral Sea commemorative plaque, erected at the site in 1952. The original plaque was stolen from the site before being found by a member of the public in 2014. However, it was too badly damaged to be reinstated. As 2018 marks the 75th anniversary of the Battle of the Coral Sea, reinstatement of this memorial site has added great significance to the Henry Ross Lookout upgrade.



With sweeping views over Smithfield and northern Cairns, Henry Ross Lookout on Kuranda Range is an iconic stop for many tourists.

Pollution response exercise in Torres Strait

TMR will be hosting a two-part pollution response exercise in the Torres Strait in late 2018. Preparation work for the exercise commenced in 2017–18, with a heavy focus on local community engagement and involvement. Through this exercise, those involved will be tested and trained to ensure effective response to potential marine pollution incidents in Queensland waters.

It will be a national, multi-agency and multi-jurisdictional event, involving two phases:

- Phase one—a strategic discussion exercise that will test the consequence management, community engagement and communication arrangements in an oil-spill scenario
- Phase two—an operational field exercise that will run through the response arrangements to a significant oil spill within the Torres Strait.

Local Fare Scheme

The Local Fare Scheme was established by TMR in July 2015 and aims to improve the standard of living and connectivity in remote parts of far north Queensland. The scheme is administered in collaboration with participating airlines and partnership with local councils throughout Cape York, Mornington Island, Doomadgee and the Torres Strait.

By providing a discount of up to \$400 off a return fare for eligible residents, it makes air travel to access health, education and employment facilities and social and recreational opportunities more affordable where no alternative transport options are available.

The scheme was expanded to a 12-month trial from July 2017 to include Weipa Town Authority, Mornington Island and Doomadgee. The scheme has achieved over 8000 discounted travel bookings during the financial year, and also allows for additional air service for large community events such as cultural celebrations and sporting tournaments.

Cairns real time rollout

In November 2017, ticketing equipment was replaced on buses to ensure Cairns customers had access to the same level of real time information provided across the South East Queensland TransLink network with data integrated into the Journey Planner and service tracking available using the MyTransLink app ([see page 97](#)) and TransLink website—both of which have been tested by Vision Australia and Guide Dogs Australia partners to ensure accessibility.

The benefits delivered as part of this implementation are:

- reliable customer experience
- real time data feed
- improvements to timetables
- reduced revenue leakage due to equipment faults
- Passenger Information Displays (PIDs) were upgraded to support the real time rollout.

CASE STUDY

Bama Civil Projects

Bama Civil, a fully Indigenous owned company trained in road construction by the department, has won two contracts for PDR projects in 2018. These contracts include the Ten Mile Creek sealing project and the South of Duck Holes Creek project.

This is the first instance of the company being awarded contracts. Bama Civil had also been subcontracted to TMR on the South of Moorehead and South of Musgrave projects as a means of building capability through training and practical experience. These contracts will support an average of 20 jobs, assisting in employing and upskilling the local workforce.



Sealing works at Ten Mile Creek

Savannah Way

TMR understands the significance the Savannah Way is a tourist route linking Cairns in Queensland with Broome in Western Australia. In Queensland, the route includes state roads, such as the Kennedy Highway and sections of local government roads between Normanton and the Queensland–Northern Territory border. This route supports aquaculture,

livestock and horticulture activities. Over the past five years, the Queensland Government has delivered about \$75 million worth of capital works projects on sections of the Savannah Way.

In 2018, based on 50:50 funding arrangements, TMR sought federal funding of \$1.1 million for two bridge strengthening projects on the Gulf Developmental Road section of the Savannah Way, as part of the Heavy Vehicle Safety and Productivity Program (HVSP). The two bridge strengthening initiatives submitted were Little River Bridge (Croydon–Georgetown) and Routh Creek Bridge (Georgetown–Mount Garnet), with total project costs of \$2.18 million. These initiatives will maintain and improve freight productivity, reduce maintenance costs and extend the life of the bridges. HVSP funding for these projects is expected to be announced in late 2018.

Cape York Region Package

In 2017–18, the \$260.5 million Cape York Region Package (CYRP) delivered improved safe access and provided significant economic benefits for remote communities on Cape York Peninsula. In 2017, approximately 40 kilometres of the PDR was sealed through the CYRP across the following projects:

- Archer River to Wulverton Station
- Coen South
- Laura Racecourse to Little Laura.

TMR completed a review of the 2017 PDR Contract Works against the following three Key Result Areas (KRA). We have met the first two KRA's and are on target to meet the third area. These KRA's will also be used against 2018 works.

1. minimum core training and upskilling requirements for Indigenous and non-Indigenous
2. implementation of an Indigenous Economic Opportunity Plan (IEOP) and minimum 15 per cent of Contract Direct Cost Amount (CDCA)
3. local industry participation.

Works planned for 2018 are:

- Piccaninny Black Soil
- Telecom Tower to Archer River
- Fairview to Kennedy (Fairview West) Part A.

When work on the CYRP concludes at the end of June 2019, a total of 173 kilometres will have been sealed under this program, leaving a little over 200 kilometres remaining unsealed.

In addition to CYRP, the Queensland Government has provided \$4.5 million to seal the remaining section of Endeavour Valley Road between Cooktown and Hope Vale. Through this project, TMR is providing training to crews from Hope Vale Aboriginal Shire Council to help develop technical skills and workforce capability.

Work is also continuing in eight remote Cape York communities to upgrade critical transport infrastructure and boating facilities. These works are also providing safer, all weather roads for remote Indigenous communities, with economic development and continued education and training opportunities for local Indigenous staff.

For more information visit: tmr.qld.gov.au/Projects/Name/C

CASE STUDY

Keeping the Cape Connected

In addition to the improved access and safer roads mentioned, in 2017 CYRP provided a total of 71 Indigenous people employed on production projects. This equated to 54 per cent of the workforce.

As part of the development, the department in partnership with the Cape York Land Council is offering 12 high school scholarships (worth \$2250 each) and six tertiary scholarships (worth up to \$40,000 each) in the 2017–19 calendar years. These scholarships provide assistance with educational expenses to encourage students and facilitate participation in ongoing education and learning opportunities. Tertiary scholarship students are studying in fields related to TMR business such as construction management, engineering, communications and finance. The scholarships are eligible to Aboriginal and Torres Strait Islander peoples with a traditional or historical connection to country around the local PDR.

This initiative complements TMR's aim to improve social outcomes for Aboriginal and Torres Strait Islander peoples and local communities by providing better access to health services, employment, and education and training opportunities.

In our regions

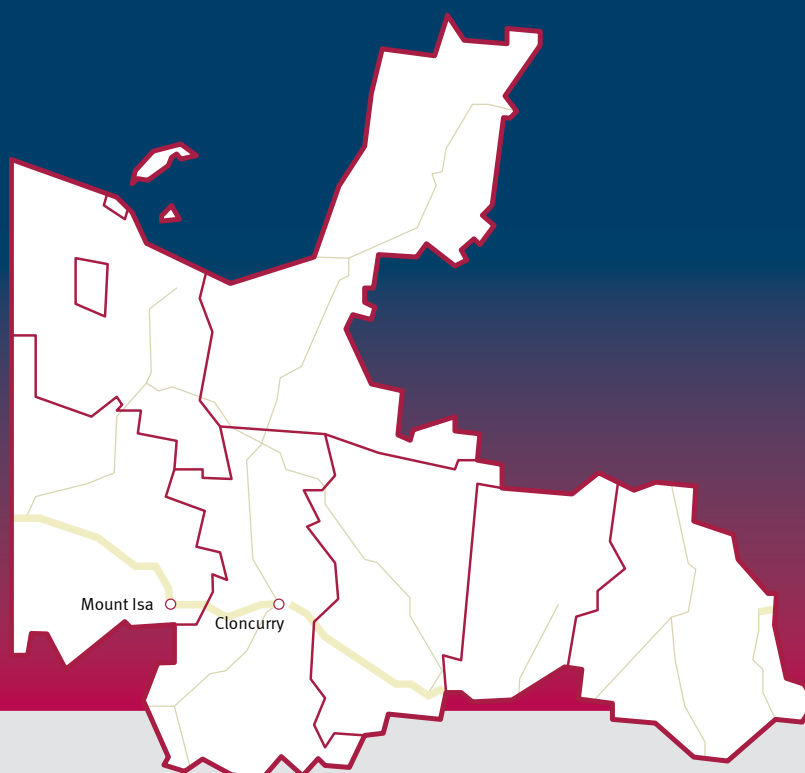
NORTH WEST

307,833 KM²

Area covered

0.6 %

Population of Queensland



127

Driver tests conducted



4

Driver Reviver locations



2551 KM

State-controlled road



1024 KM

National Land
Transport Network



26,004

Vehicle and machinery
registrations



87

Bridges



1487

Calls to QLD Traffic
(13 19 40)



7843

Face-to-face interactions



15

Port arrivals

Regional highlights

Road Safety Awards

- Pilot program to provide infant car seats to educate communities on safety benefits of having children restrained while travelling (see page 53).

Flinders Highway pavement rehabilitation—Hughenden

- This project addressed pavement deficiencies and rehabilitated a section of the Flinders Highway on the eastern entrance to Hughenden, with benefits including improved drainage, property access, intersections and kerbing in the urban area.

- The \$6.9 million project commenced in March 2017 and was completed in March 2018.

Mount Isa-Duchess Road and Thomson Road signalisation

- The project improved the safety of the intersection with new traffic lights, signalised pedestrian crossing and upgrades to footpaths.
- Delivered under the Safer Roads Sooner (SRS) (see glossary page 256) which is part of the Targeted Road Safety Program, this \$931,000 project commenced in November 2017 and was completed in January 2018.

Golding Street asphalt works—Richmond

- An important connection road, the Flinders Highway (Golding Street) provides access to several key services and businesses in Richmond. This project corrected several pavement failures including cracking, rutting and potholes, through the main street of Richmond to deliver improved rideability, drainage and aesthetics.
- The \$3.9 million project commenced in February 2017 and was completed in December 2017.

The North West region covers an area of 307,833 square kilometres, or around 17.8 per cent of Queensland. Extending from the Gulf of Carpentaria in the north, to Kynuna in the south, and from Torrens Creek in the east to the Northern Territory border in the west, the area is home to around 0.6 per cent of Queensland's total population.

North west Queensland is one of the world's richest mineral-producing regions. Supporting this industry, as well as active agricultural, tourism, transport and logistics sectors, the region includes about 2551 kilometres of state-controlled roads (see [glossary page 256](#)) and about 1024 kilometres of the National Land Transport Network (see [glossary page 254](#)).

Australian Road Safety Awards

TMR's Road Safety Manager (Northern), Ms. Rachel Coulson, was nominated for an award after her team piloted a program with the Doomadgee community, to provide infant car seats to local families to reduce the high number of unrestrained children in vehicles. In addition to making access to infant car seats easier, Rachel and her team worked to educate the community on the safety benefits of having children restrained while traveling in vehicles.



Community education session on infant car seats.

Sealing Kennedy Developmental Road

Investment in Kennedy Developmental Road will improve travel time on this important supply chain. The progressive sealing and widening works will boost economic productivity in northern Queensland and overall economic confidence in the area, by creating jobs and enhancing rural and regional liveability through improved access to essential services.

Some 18.5 kilometres of road has been sealed between The Lynd and Hughenden, and 3.32 kilometres widened between Mount Garnet and The Lynd on the Kennedy Developmental Road, as part of a major \$53.32 million upgrade under the Northern Australia Roads Program (NARP) (see [glossary page 255](#)).

During 2017–18, \$16 million was spent on the Kennedy Developmental Road under the NARP works. The \$600 million NARP enables upgrades to high priority roads in northern Australia, essential to the movement of people and freight, to support economic development in northern Queensland.

The project is jointly funded by the Australian (\$42.66 million) and Queensland (\$10.66 million) Governments and is expected to be completed in March 2020.

Flinders Highway pavement rehabilitation through Hughenden

The Flinders Highway provides access from the eastern seaboard to western Queensland towns, such as Hughenden. The \$6.9 million pavement rehabilitation in Hughenden prepared the town for the 2018 tourist season.

Rehabilitation works were undertaken on the eastern approach to the town, to encourage more self-drive tourists to stop in Hughenden and enjoy the natural wonders of the Flinders Shire. This project was funded by the Australian and Queensland Governments.



Rehabilitation work on Flinders Highway through Hughenden

Revitalising Richmond

The town centre of Richmond has been revitalised with the Goldring Street asphalt works. The road surface was showing signs of fatigue and pavement failure including cracking, rutting and potholes.



Completed works to Goldring Street, Richmond.

The \$6.1 million project improved asphalt resurfacing and significantly improved the travelling surface as well as the aesthetics of the town. As an important strategic route, the Flinders Highway provides access to several key services and businesses in Richmond, as well as being the main thoroughfare between Townsville and Mount Isa.

Mount Isa–Duchess Road and Thomson Road intersection upgrade

New traffic lights, a signalised pedestrian crossing and upgraded footpaths at the intersection of the Mount Isa–Duchess Road and Thomson Road welcomed Mount Isa students back for the start of the 2018 school year.

This \$931,000 project has significantly improved safety for pedestrians, motorists and cyclists, particularly students attending four local schools nearby.

CASE STUDY

Myuma–TMR alliance

TMR has been working closely with the Myuma Group, Myuma Pty Ltd, a not-for-profit Indigenous training organisation in north west Queensland. The ongoing relationship between TMR and Myuma has supported skills development and qualifications among Aboriginal and Torres Strait Islander peoples in rural and regional Queensland. TMR funded projects have enabled Myuma members to build and grow their experience, leading to further employability and greater community outcomes.

Works delivered in conjunction with Myuma in 2017–18 include:

- Gregory Downs–Camooweal Road
- routine maintenance performance contract works
- progressive sealing of priority section
- supported the training and development of two local Gangalidda Garawa people prior to the commencement of construction of Beames Brook Bridge
- Wills Developmental Road.

In our regions

NORTHERN

80,249 KM²

Area covered

4.8 %

Population of Queensland



2

Driver Reviver locations



218

Bridges



161,784

Face-to-face interactions



1140 KM

State-controlled road



521 KM

National Land Transport Network



148

Priority enabled intersections



9460

Calls to QLDTraffic (13 19 40)



5995

Driver tests conducted



659

Port arrivals



199,374

Vehicle and machinery registrations

Regional highlights

Haughton River Floodplain Upgrade project

- Flood immunity and safety improvements across 13.5 kilometres of the Bruce Highway have been undertaken to reduce the frequency and extent of road closures during flood events (see page 57).
- The contractor was procured in March 2018 to commence construction in late 2018.

Cattle Creek and Frances Creek bridge upgrades

- Construction of two new higher level bridges and flood immunity improvements along a 5.8 kilometre section of the Bruce Highway, south of Ingham. The upgrade will reduce the frequency and extent of road closures during flood events (see page 56).

Townsville to Torrens Creek pavement widening

- Approximately 6.5 kilometres of works to improve safety for road users, and reduce road maintenance costs between Townsville and Charters Towers.

- In June 2018, construction commenced on this \$17 million project jointly funded under the NARP (see glossary page 255).
- tmr.qld.gov.au/Projects/Name/F

Riverway Drive duplication (Gollogly Lane to Allambie Lane)

- Duplication of a three kilometre section of Riverway Drive in Townsville, between Gollogly Lane and Allambie Lane.
- The \$43.8 million project will provide travel time reliability and improved safety for road users and pedestrian.
- Expected to be completed by late 2018.
- tmr.qld.gov.au/Projects/Name/R

The Northern region covers an area of about 80,249 square kilometres, or around 4.6 per cent of Queensland. It extends from the Cardwell Range in the north to 50 kilometres south of Lake Buchanan, and from Townsville in the east to the west of Charters Towers. The district is home to around 4.8 per cent of Queensland's total population. The district looks after about 1140 kilometres of state-controlled roads ([see glossary page 256](#)) and about 521 kilometres of the National Land Transport Network ([see glossary page 254](#)). The major industries are tourism, agriculture, fishing, beef, dairy, horticulture and mining.

Townsville CBD Bus Station

The new bus station in Ogden and Hanran Streets will provide improved facilities for customers and create a dedicated centralised public transport hub in the city.

TMR has contributed \$4 million to the project, with Townsville City Council managing the design and construction. The bus station, with improved customer accessibility, safety and comfort, will provide access to Flinders Street, Ross Creek, future waterfront redevelopments and the new stadium.

The design was completed in early 2018 with construction works starting in August 2018. The station is expected to be complete in early 2019, weather and construction conditions permitting.



Artist's impression of Townsville CBD Bus Station.

Cape River Bridge upgrade

During 2017–18 the Cape River Bridge upgrade project progressed construction of a new, higher and wider bridge over the Cape River as well as upgrades to two kilometres of road approaching the bridge. The \$34.6 million project on the Gregory Developmental Road between Emerald and Charters

Towers, will deliver vital flood immunity, freight reliability and safety improvements on the inland freight route, benefiting both industry and regional communities.

The previous low and narrow Cape River Bridge was regularly closed during the annual wet season, with an average closure time of 121 hours. Gregory Developmental Road functions as an alternative north-south inland route during flood events impacting the Bruce Highway. Therefore, road closures significantly impact economic development in mining, agriculture and tourism industries in regional Queensland due to increased costs, travel time delays and safety concerns.

The Cape River Bridge upgrade is funded by the Queensland Government and is scheduled to be completed in late 2018.

For more information visit: tmr.qld.gov.au/Projects/Name/G

Keeping communities connected

Following Severe Tropical Cyclone Nora in March 2018, TMR utilised its traffic camera network to provide real-time situational awareness advice on key access routes impacted by the weather event. The Bruce Highway between Ingham and Townsville was subsequently closed due to major flooding at Cattle Creek.

A planned operation between TMR, Queensland Police Service (QPS) and Hinchinbrook Shire Council was undertaken to resupply the Ingham community, providing vital resources to the town. Once flood waters had receded to a safe level, QPS escorted supply trucks from Townsville, through remaining floodwaters north of Cattle Creek and on to Ingham. Recognising and utilising these valuable partnerships with our stakeholders, and accessing our camera infrastructure, TMR was able to support the local community impacted by this severe weather event.

Bruce Highway Bridge upgrade (Cattle Creek and Frances Creek)

The \$118.9 million Bruce Highway Bridge upgrade (Cattle Creek and Frances Creek) project made excellent progress during 2017–18. Upgrades included a new higher-level bridge and approaches at Cattle Creek, a new wider bridge at Frances Creek and upgrades to the Frances Creek rest area and driver reviver site.

The project, which includes construction of 5.8 kilometres of road and bridge infrastructure, will deliver significant improvements to the national highway and reduce weather related closures during the north Queensland's annual wet season. These closures previously had significant impacts on businesses and surrounding communities that rely on the highway to access essential services in regional centres.

Construction on the project commenced in April 2017 and will be completed by late 2018, weather permitting. The Australian Government is contributing \$95.1 million to the project and the Queensland Government is contributing \$23.8 million.

For more information visit: tmr.qld.gov.au/Projects/Name/B

Haughton River Floodplain upgrade project

Floodwater breakouts on the Haughton River Floodplain, located 50 kilometres south of Townsville, result in closures on the Bruce Highway, which significantly affects locals, tourists, transport operators and other road users.

A contract for design and construction of the \$514.3 million Haughton River Floodplain upgrade project, was awarded in March 2018. Detailed design and other pre-construction activities will continue until construction works commence in late 2018.

As a result of the project, the Bruce Highway will be less affected by floods, with 13.5 kilometres of pavement to be constructed on a new alignment and construction of five bridges, including a wider and higher level Haughton River bridge to replace the existing narrow bridge.

The project will improve motorist safety due to the:

- upgrading of intersections
- constructing of two overpasses of sugarcane tramway open level crossings
- realigning of the Bruce Highway at the Reed Beds (to improve visibility)
- installation of wide centre line treatments ([see glossary page 256](#)).

This project is jointly funded by the Australian and Queensland Governments, with commitments of \$411.5 million and \$102.8 million, respectively.

For more information visit: tmr.qld.gov.au/Projects/Name/H

Townsville Eastern Access Rail Corridor

In April 2018, Building Queensland publicly released a detailed business case on the Townsville Eastern Access Rail Corridor (TEARC), an 8.3 kilometre rail freight line to connect the Mt Isa to Townsville rail line, and the North Coast rail line at Cluden directly to the Port of Townsville.

The detailed business case found current demand does not support the construction of an economically viable TEARC at present, but looking forward, the department is taking steps now to protect the corridor for future use.

The TEARC project, which was originally conceived during the State's mining boom (2005–2013) to lift capacity for forecast future rail demand, was refocused under the Townsville City Deal in 2016 to support the drive to make the Port of Townsville a more competitive proposition.

Protecting TEARC now will help support future development of the Port of Townsville and the future freight link will form an important part of the overall integrated transport system that will serve the city of Townsville and its surrounds.

In our regions

MACKAY/ WHITSUNDAY

90,362 KM²

Area covered

3.5 %

Population of Queensland



3863

Driver tests conducted



163,547

Vehicle and machinery registrations



2221 KM

State-controlled road



450 KM

National Land Transport Network



54

Priority enabled intersections



295

Bridges



2021

Calls to QLD Traffic
(13 19 40)



115,519

Face-to-face interactions



1775

Port arrivals

Region highlights

Buoy Mooring pilot

- Two successful Buoy Mooring Proof of Concepts (PoC) were delivered to update the current system to administer 6000 buoy moorings.

Mackay Ring Road (Stage 1)

- Construction of an 11.3 kilometre bypass of the Mackay urban area commenced in October 2017.
- The Australian and Queensland Governments provided \$497.4 million funding ([see page 59](#)).

Peak Downs Highway (Nebo–Mackay)–Eton Range Realignment

- The introduction of a split carriageway with four lanes.
- The Australian and Queensland Governments provided \$189.3 million funding.
- Construction commenced April 2016 with completion due in June 2019.

Timber bridge replacements

- Completed the replacement of four timber bridges on Peak Downs Highway at Fiery Creek, Lonely Creek, Boundary Creek and Cut Creek ([see page 59](#)).

Vines Creek Bridges, Mackay Slade Point Road

- The replacement of two double lane bridges.
- The Queensland Government provided \$28 million funding.
- The completed inbound bridge was opened to traffic in February 2018.

Bruce Highway (Bowen–Ayr)–Sandy Gully Bridge Upgrade

- Replacement of Sandy Gully bridge and upgrade of approaches to improve flood immunity and capacity ([see page 59](#)).

The area of Mackay/Whitsunday covers about 90,362 square kilometres. It extends from north of Bowen to south of St Lawrence, and west to Clermont and the Bowen Basin. The local area is home to around 3.5 per cent of Queensland's total population. The district looks after about 2221 kilometres of state-controlled roads (see glossary page 256) and 450 kilometres of the National Land Transport Network (see glossary page 254).

Mackay Ring Road (Stage 1)

Construction on the \$497.4 million Mackay Ring Road (Stage 1) project, jointly funded by the Australian and Queensland Governments, began in October 2017.

A key benefit of the project will be to reduce hazardous and heavy loads travelling through the city centre and improve the operation of local, regional and national road networks.

The 11.3 kilometre, two lane rural highway deviation includes construction of:

- 13 new bridges
- major overpasses of local roads and the rail network
- underpasses for local traffic and farming activities.

The project also paves the way for the first 2.6 kilometres of the Walkerston Bypass. Construction of Stage 1 of Mackay Ring Road is scheduled for completion in mid-2020.

For more information visit: tmr.qld.gov.au/Projects/Name/M

Peak Downs Highway Timber Bridges Replacement Project

Four timber bridges on the Peak Downs Highway have been replaced with concrete structures to improve the reliability and efficiency of a vital link for central Queensland communities. The replacement bridges at Fiery, Lonely, Boundary and Cut Creeks, now have improved load bearing capacity to enable better freight efficiency and ensure the region can cater for future growth. The increased width of the new bridges also provides greater separation between heavy vehicles and other motorists, creating a safer environment for all road users.

Built to Q50 flood immunity (see glossary page 255), the new Boundary Creek Bridge will help keep the highway between Eton and Nebo open during wet weather events.

The \$70 million project, jointly funded by the Australian and Queensland Governments, commenced construction in September 2017 and reached practical completion in February 2018. Works will continue around some of the bridge sites until late 2018, weather permitting, to remove the timber bridges and regenerate the previous roadway.

For more information visit: tmr.qld.gov.au/Projects/Name/P



Peak Downs Highway Timber Bridges replacement project (Fiery Creek).

CASE STUDY

Working out loud

TMR has been 'working out loud' on the Mackay Ring Road project by using the internal communication tool Yammer (see glossary page 256). Through Yammer the project team is sharing the project's progress with colleagues across the State, including updates on challenges, learnings and innovations throughout delivery.

Over 25 posts have been shared by TMR's senior leaders and the project team, as well as over 60 images and videos showing the progress of the project. Reaching staff located in surrounding regional offices as well as Brisbane based teams, Yammer has allowed the whole organisation to watch the development of the Mackay Ring Road.

Sandy Gully Bridge and approaches upgrade

Completed in December 2017, a major upgrade to the Bruce Highway at Sandy Gully was delivered, to improve the flood immunity and capacity north of Bowen.

The \$57.5 million project, funded by the Australian and Queensland Governments, as part of the \$8.5 billion Bruce Highway Upgrade Program, will provide Q50 flood immunity (see glossary page 255) from the rail overpass at Merinda through to Euri Creek.

In May 2018, the Australian Government committed an additional \$3.3 billion in Australian Government funding for continued upgrades of the Bruce Highway.

As this section of highway is both a busy tourist route and vital industrial link, the Sandy Gully Bridge and approaches upgrade will help keep the community and economies moving through significant weather events.

Public transport services

The extension of TransLink's bus services to Mackay Airport, have been embraced by the community with more than 17,000 trips recorded on route 303 from November 2016 to November 2017.

The number of tertiary students catching public transport in Mackay has dramatically increased (91 per cent) following the upgrade of Mackay's bus network in November 2016.

Two-thirds of the 203 bus stops requiring upgrading for the *Disability Discrimination Act 1992* standards (see glossary page 254) are completely funded by TMR's Passenger Transport Accessible Infrastructure Program (see page 94).

Updated buoy mooring approach

The current system for administering around 6000 buoy moorings in Queensland rivers and estuaries has been updated to allow customers to quickly and easily locate, book, renew and pay for a buoy mooring online—while also helping streamline and standardise administration, compliance and reporting across the State. This system will better align the department's buoy mooring processes for greater consistency and standardisation.

In October 2017, a two stage approach began to develop a Proof of Concept (PoC) activity.

Stage one was completed over a six-week period. The department worked collaboratively with two successful vendors through discovery workshops, to leverage marketplace innovation and design a possible end-state application. By February 2018, two successful PoCs were delivered.

Stage two of the procurement involved a closed tender process for the development and implementation of the end-state application. A contract was awarded in June 2018 and the system is expected to be delivered by December 2018.

The solution is expected to deliver:

- a centralised system for customers, buoy mooring permit management and administration and reporting of all buoy moorings across the state
- a more cost-effective, supportable and sustainable solution
- the ability to integrate with core departmental systems
- an online self-service system that provides more convenience for customers and removes manual processes
- greater alignment with customer expectations.

PoCs and collaborative supplier relationships showcase how TMR is striving to engage with its supply markets differently to enable and support a more innovative and agile way of working to deliver better outcomes for customers, faster.

Peak Downs Highway (Nebo to Mackay)—Eton Range Realignment Project

The \$189.2 million Eton Range Realignment project is jointly funded by the Queensland and Australian Governments. The project aims to improve the safety and reliability of the Peak Downs Highway, which is the only designated B-double route from Mackay west to the Northern Bowen Basin.

Works include widening from two to four lanes, a split carriageway and partial realignment of the existing Eton Range crossing, which will reduce the need to close the range when used by oversized vehicles.

Construction began in April 2016 and, in January 2018, a small section of the new 'up' alignment was completed and opened to traffic. Construction is due to be completed in mid-2019, weather permitting.

TMR's Facebook page shared a progress video to showcase the significance of this major realignment project, using this platform for open discussion and engagement with the Queensland community. Watch the aerial footage here: facebook.com/TMRQld/videos/1659487110760832/

For more information visit: tmr.qld.gov.au/Projects/Name/E

In our regions

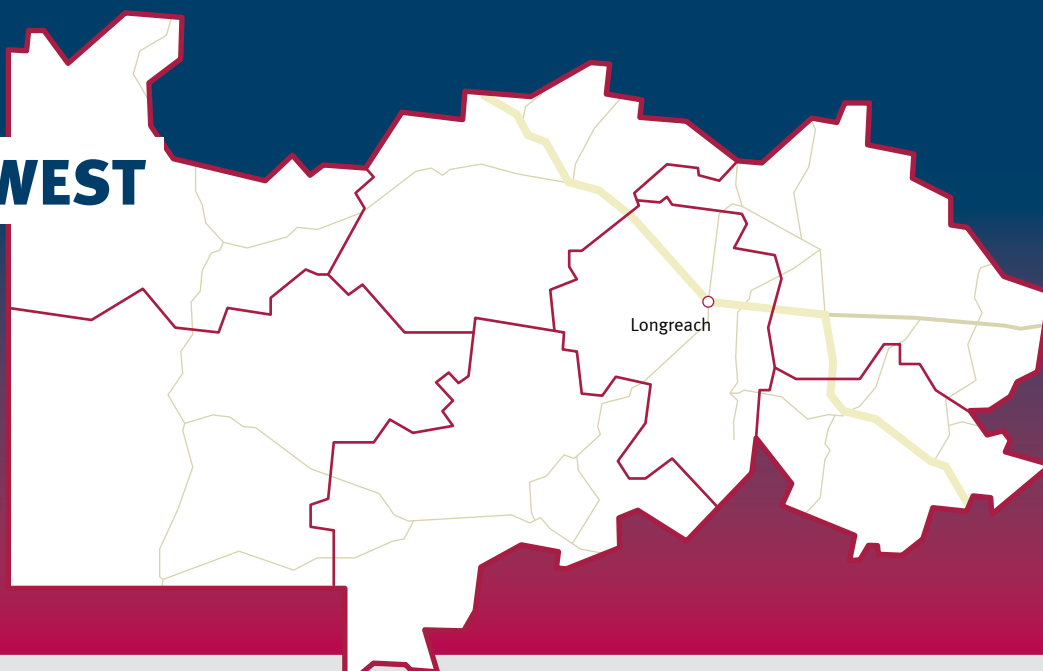
CENTRAL WEST

369,650 KM²

Area covered

0.2 %

Population of Queensland



879

Driver tests conducted



47,753

Face-to-face interactions



3682 KM

State-controlled road



693 KM

National Land Transport Network



78

Bridges



3

Driver Reviver locations



12,505

Vehicle and machinery registrations



409

Calls to QLDTraffic
(13 19 40)

Region highlights

Landsborough Highway

- This is a \$12.5 million project, to widen and rehabilitate approximately 11 kilometres of highway between Blackall and Barcaldine.
- The works will improve freight efficiency and safety along the Landsborough Highway.
- tmr.qld.gov.au/Projects/Name/B

Kennedy Developmental Road (Winton–Boulia)

- This is a \$2.1 million project to widen and rehabilitate 4.5 kilometres of road between Winton and Boulia.

- The works will improve freight efficiency and safety.

Clermont-Alpha Road

- This is a \$8.71 million project to progressively seal sections of road between Clermont and Alpha.
- The project was funded under the Northern Australia Beef Roads Program ([see page 62](#)).

Outback Way progressive sealing

- This is a \$6.25 million project to pave and seal sections of Donohue Highway between Boulia and Tobermorey.

- It is the first of five projects funded, as part of the Australian Government's \$100 million commitment to seal the Outback Way (provided on an 80:20 funding arrangement with Boulia Shire Council).

Tourism connection

- Upgraded route leading tourists to the Age of Dinosaurs museum, Winton ([see page 95](#)).

The Central West District covers an area of about 396,650 square kilometres, or around 22.9 per cent of Queensland and is home to Queensland's agricultural, mineral and natural resource wealth. It extends from near Kynuna in the north to the South Australia border in the south, and from the Drummond Range east of Alpha to the Northern Territory in the west. The district is home to around 0.2 per cent of Queensland's total population. The district looks after about 3682 kilometres of state-controlled roads ([see glossary page 256](#)) and about 693 kilometres of the National Land Transport Network ([see glossary page 254](#)).

Landsborough Highway, Barcaldine South Upgrade

Improving freight efficiency and safety is the focus of a project underway on the Landsborough Highway between Blackall and Barcaldine.

The \$12.5 million project commenced in March 2017 and includes widening approximately 11 kilometres of the highway, installing drainage structures to improve flood immunity, fitting street lighting and upgrades to the intersection and rest area.

The project is being jointly funded by the Australian and Queensland Governments and is expected to be completed in August 2018.

Clermont–Alpha Road pave and seal project

Work commenced in March 2018 to seal almost 17 kilometres of the Clermont–Alpha Road.

The \$8.71 million project is funded as part of the \$100 million Northern Australia Beef Roads Program ([see glossary page 255](#)) and recognises the importance of the regional road in unlocking northern Australia's livestock commodity.

The project is one of many set to improve the resilience of cattle supply chains while also improving safety, and reducing travel times, vehicle operating and maintenance costs.

Outback Way progressive sealing project

The Australian Government has committed up to \$100 million under the Outback Way program ([see glossary page 255](#)) to deliver 13 priority projects to upgrade key sections of the 2800 kilometre route between Western Australia and Queensland. Five of the identified projects will be delivered in Queensland.

The first of the Outback Way upgrades in Queensland is a \$6.25 million project, which commenced in March 2018, and includes widening and sealing approximately 18 kilometres of road. This project is jointly funded with the Queensland Government and TMR is expecting project completion in late 2018, weather permitting.

In our regions

FITZROY

117,813 KM²

Area covered

4.6 %

Population of Queensland



3

Driver Reviver locations



107

Priority enabled intersections



180,392

Face-to-face interactions



3163 KM

State-controlled road



366 KM

National Land Transport Network



310

Bridges



6063

Driver tests conducted



3508

Calls to QLDTraffic
(13 19 40)



1913

Port arrivals



198,196

Vehicle and machinery registrations

Regional highlights

Bruce Highway Upgrade Program

- Over \$60 million of works completed in Fitzroy.
- Works included wide centre line treatment, intersection upgrades and a new heavy vehicle rest area.
- tmr.qld.gov.au/Projects/Featured-projects/About-the-Bruce-Highway-Upgrade-Program

Burnett Highway Widening

- \$10 million of road widening between Thangool and Lawgi.
- Six new school bus stops established.

Heavy vehicle safety

- \$25.5 million road safety and access upgrades along Gregory Highway.
- Upgrades include overtaking lanes, intersection upgrades, road widening and decoupling facility ([see page 64](#)).

Palm Tree Creek Realignment

- A \$1.3 million realignment of Fitzroy Developmental Road.
- This included a single lane, low immunity bridge replaced with a new high level structure.

Dawes Range Reconstruction

- A \$1.1 million Gladstone-Monto Road reconstruction at the Dawes Range.
- Delivered through the NDRRA ([see glossary page 255](#)) following Ex-Tropical Cyclone Debbie in 2017.
- 1800 tonnes of material were needed to reinstate the Dawes Range alignment and road drainage.

Yeppoon branch line

- Upgrading the 1.9 kilometre track and sleepers and replacing two timber bridges
- \$4.1 million to restore the line to enable transportation of livestock by rail.

The Fitzroy district covers an area of about 117,813 square kilometres, or around 6.8 per cent of Queensland. It extends from north of Capella to south of Taroom, and from Gladstone in the east, to west of Emerald. The district is home to around 4.6 per cent of Queensland's total population. The district looks after about 3163 kilometres of state-controlled roads ([see glossary page 256](#)) and about 366 kilometres of the National Land Transport Network ([see glossary page 254](#)). The coastal regions of Fitzroy are the gateway to the southern Great Barrier Reef and boast rainforests, beaches, and the economic and industry hubs of Gladstone and Rockhampton.

Regional Roads and Transport Groups

Woorabinda is one of five Aboriginal Shire Councils (ASCs) that participate as full members of a Regional Roads and Transport Group (RRTG) ([see glossary page 255](#)). Woorabinda ASC has been a member of Bowen Basin RRTG since 2015.

By working with RRTG member councils, ASCs have realised benefits including decision making authority over funding, increased support from other councils, growing maturity levels in asset and program management, and issues being considered in the broader regional context.

With the active support of the Bowen Basin RRTG, Woorabinda ASC has:

- participated in a joint reseal project
- undertaken an asset condition assessment and gap analysis for project identification
- developed a 10-year plan for roads and other projects.

Bowen Basin RRTG has set the benchmark for ASC participation in the Roads and Transport Alliance ([see glossary page 255](#)).

Dawson Highway timber bridge replacement project

In April 2018, TMR completed the \$40 million Dawson Highway project to replace five, long standing timber bridges with new concrete structures between Calliope and Biloela in central Queensland.

Replacing the bridges at Nine Mile Creek, Catfish Creek, Sheep Station Creek, Maxwellton Creek and Doubtful Creek has resulted in a wider Dawson Highway at these locations, increasing safety for all road users. The weight limitations in place on these timber bridges had been a major inhibitor to the region's freight

operations, with some vehicles needing to travel hundreds of additional kilometres via Rockhampton. Now open to traffic, the new concrete structures will increase freight efficiency and open up new transport opportunities for the region.

The bridge upgrades have also significantly improved flood immunity and safety on the Dawson Highway. The five new bridges have delivered Q50 flood immunity ([see glossary page 255](#)) on the Dawson Highway at each location. Prior to the upgrades, the timber bridges were subject to regular closures due to flooding. The project was funded through the Queensland Government State Infrastructure Plan ([see glossary page 256](#)).

For more information visit: tmr.qld.gov.au/Projects/Name/D

Gregory Highway Heavy Vehicle Safety and Productivity Program

In March 2018, we completed over \$25.5 million of safety and access upgrades on the Gregory Highway, under the Heavy Vehicle Safety and Productivity Program (HVSPP).

The Gregory Highway is recognised as the heavy vehicle industry's preferred north-south high productivity freight route, with the potential to move heavy vehicles away from the Bruce Highway. The Gregory Highway upgrades have delivered a more resilient and productive freight network, capable of ensuring that growth in agricultural business, mining and construction can be met through improved access for heavy vehicles.

The Central Queensland HVSPP included:

- upgrades to retro Corry Road and Cotherstone Road intersections with the Gregory Highway to cater for Type 2 road trains
- replaced culvert structures at Retreat Creek overflow and Theresa Creek overflow
- construction of a new decoupling facility for road trains north of Emerald
- construction of three heavy vehicle stopping places on the Gregory Highway
- three new Gregory Highway overtaking lanes between Emerald and Clermont
- nine kilometres of road widening, between Capella and Clermont, increasing the Gregory Highway width to nine metres.

For more information visit: tmr.qld.gov.au/Projects/Name/G

Rockhampton Ring Road planning

The Rockhampton Ring Road (RRR) is the key piece of road infrastructure (see glossary page 255) recommended in the *Fitzroy River Floodplain and Road Planning Study* (December 2011), which investigated long term solutions for Bruce Highway flooding, and impacts on freight, road and rail transport in and around the city of Rockhampton.

This RRR planning phase will deliver a defined corridor, catering for a parallel road and rail corridor to help address growing traffic volumes and move heavy freight and high traffic volumes off suburban Rockhampton streets, making them safer for all users.

The identified RRR corridor will integrate with major infrastructure already completed in central Queensland. This includes Yeppen North and Yeppen South projects, as well as current works in development including the Rockhampton Northern Access Upgrade and Capricorn Highway–Rockhampton to Gracemere Duplication.

For more information visit: tmr.qld.gov.au/Projects/Name/R

Yeppoon branch line

The Queensland Government has committed \$4.1 million to restore the Yeppoon Branch Line. A revitalised rail line will help to strengthen Rockhampton's beef industry by increasing opportunities for regional producers to transport livestock by rail.

The project involves upgrading 1.9 kilometres of track and sleepers, as well as replacing two timber bridges with modern concrete culverts.

This upgrade will enable cattle producers in north west and central west Queensland to again transport livestock by rail direct to the abattoir. Queensland Rail will undertake the works, with completion expected mid-2019.

In our regions

WIDE BAY/ BURNETT

48,599 KM²

Area covered

6 %

Population of Queensland



7

Driver Reviver locations



118

Priority enabled intersections



270,636

Face-to-face interactions



2689 KM

State-controlled road



272 KM

National Land Transport Network



295

Bridges



6974

Calls to QLD Traffic
(13 19 40)



6335

Driver tests conducted



38

Port arrivals



272,553

Vehicle and machinery registrations

Regional highlights

Maryborough–Hervey Bay Road and Urraween Road intersection

- Signalising the intersection to control vehicle and pedestrian movements and providing dedicated turn and bicycle lanes to improve safety and efficiency for all road users ([see page 67](#)).

Pialba–Burrum Heads Road, Scrub Hill Road and Wide Bay Drive intersection

- Realigned Scrub Hill Road and Wide Bay Drive to create a signalised cross road intersection to improve efficiency and create a safer environment for all road users.

- Major works started in January 2018 and are due to be completed by early 2019. This \$26 million project is funded under the Royalties for the Regions program ([see page 68](#)).

Bruce Highway upgrade north of Tiaro

- A six kilometre upgrade (overtaking lanes and intersection upgrades) was completed in April 2018.
- The \$16.55 million jointly funded project has improved safety at multiple intersections by separating through and turning traffic and providing safer overtaking opportunities.

Australian Road Safety Awards

- Developed presentation for seniors to assist with road safety matters that affect them.
- Due to success TMR extended the program across Queensland ([see page 67](#)).

New services in Gayndah

- New transportation services previously offered at another location on specific days are now available at Queensland Government Agent Program (QGAP) ([see page 68](#)).

Wide Bay/Burnett covers an area of around 48,599 square kilometres and encompasses the local government areas of Bundaberg, Cherbourg, Fraser Coast, Gympie, North Burnett and South Burnett. This district is home to around 6 per cent of Queensland's total population. The district looks after 2689 kilometres of state-controlled roads ([see glossary page 256](#)) and about 272 kilometres of the National Land Transport Network ([see glossary page 254](#)). It is supported by a strong range of established industries including primary production (sugar cane, small crops, beef dairy and timber), fishing, tourism and mining. It is also renowned for its diverse landscapes, from coastal plains to rural hinterland, and is home to an abundance of significant natural and built attractions.

Australian Road Safety Awards

Mr. Wayne Crofts, Road Safety Manager Southern, was recognised at the Australian Road Safety Awards, receiving an Encouragement Award. Wayne and his team developed a presentation for seniors groups, to help them with road safety matters that directly affect them. Following the great success of roadshows that were held across the Wide Bay region, the program is now assisting seniors across Queensland.

Maryborough–Hervey Bay Road and Urraween Road intersection

The drive towards Hervey Bay has been improved through the delivery of the \$12.5 million Maryborough–Hervey Bay Road and Urraween Road intersection upgrade, completed in November 2017. Prior to upgrading, the intersection had the highest crash rate for the district. The project has delivered traffic signals, bicycle lanes and controlled pedestrian crossings, providing a safer intersection for all road users that now has dedicated turning lanes.



Aerial photo of upgraded Urraween Road intersection.

Pialba–Burrum Heads Road, Scrub Hill Road and Wide Bay Drive intersection

Works commenced in early 2018 at the Pialba-Burrum Heads Road, Scrub Hill Road and Wide Bay Drive intersection to improve safety and efficiency. The Queensland Government allocated \$26 million to install traffic signals and realign Wide Bay Drive and Scrub Hill Road into a cross road configuration. The project will greatly improve traffic movements during peak morning and afternoon times when there are two schooling communities accessing the intersection. Work is scheduled to be completed by early 2019.

For more information visit: tmr.qld.gov.au/Projects/Name/P

Bruce Highway upgrade north of Tiaro

Motorists are enjoying safer travelling conditions after a \$16.55 million, six kilometre upgrade of the Bruce Highway north of Tiaro was completed in April 2018. Works involved constructing dedicated turning lanes and a new northbound overtaking lane, wide centre line treatment (see glossary page 256) works and extending an existing southbound overtaking lane. The project was jointly funded with the Australian Government contributing \$13.24 million and the Queensland Government contributing \$3.31 million.

New local services in Gayndah

Supporting our customers in regional Queensland is a key focus for TMR. In June, TMR unveiled renovations and launched new services at the Queensland Government Agent Program (QGAP) office in Gayndah. Licensing services, previously managed by the local police station and only offered on specific days, are now available Monday to Friday. This transition will also free up local police to focus on their core duties.

The Regional Services Outlet program is a joint initiative between TMR and the Department of Justice and Attorney-General, that focuses on improving government services in regional locations.

The Gayndah QGAP office is the 27th site to transition services from the local police station to the Courthouse in the last 18 months.

For more information visit: qld.gov.au/transport/contacts/centres



Mr Wayne Gormley (QGAP Manager) and Ms Cindy Mill (TMR Customer Service Centre Manager) in front of the Courthouse QGAP office.

In our regions

NORTH COAST

10,546 KM²

Area covered

17.1 %

Population of Queensland



1

Driver Reviver locations



16,950

Driver tests conducted



1240 KM

State-controlled road



129 KM

National Land Transport Network



724,700

Vehicle and machinery registrations



370

Priority enabled intersections



73,974

Calls to QLDTraffic (13 19 40)



444,429

Face-to-face interactions



413

Bridges

Regional highlights

Caloundra Road to Sunshine Motorway

- Continued construction upgrading the Bruce Highway to increase capacity. This will ease congestion, significantly reduce delays and improve safety on this stretch of highway (see page 70).
- Upgrade the Bruce Highway to six lanes, including a major upgrade to the Sunshine Motorway interchange and reconfiguring the Caloundra Road interchange in to a diverging diamond interchange (see glossary page 254).
- Construction is due for completion late 2020, weather permitting.

- \$812.95 million is being jointly funded by the Australian Government (\$650.36 million) and Queensland Government (\$162.59 million).

Boundary Road interchange

- New interchange to improve safety, ease congestion and cater for future traffic volumes.
- Construction was completed on this jointly funded project in September 2017.
- tmr.qld.gov.au/Projects/Name/B

Rothwell intersection upgrade

- A new intersection to provide a more efficient link between Anzac Avenue and Deception Bay Road as well as improved access to the new Rothwell station precinct.
- Construction was completed on this jointly funded project in late November 2017.
- tmr.qld.gov.au/Projects/Name/R

Pelican Park boat ramp and walkway

- Upgraded boat ramp and new floating walkway at Clontarf to improve boating access for a variety of recreational vessels.
- \$1.1 million as part of the MIF (see page 36).

The North Coast District covers an area of about 10,546 square kilometres, or around 0.6 per cent of Queensland. This area extends from Cooroy in the north of the district, to Fernvale in the south and from Bribie Island in the east to west of Esk. The North Coast is home to around 17.1 per cent of Queensland's total population. The district looks after about 1240 kilometres of state-controlled roads ([see glossary page 256](#)) and about 129 kilometres of the National Land Transport Network ([see glossary page 254](#)).

Bruce Highway Upgrade–Caloundra Road to Sunshine Motorway

Continued construction of the Bruce Highway upgrade, expanding from four to six lanes between Caloundra Road and the Sunshine Motorway. The construction includes an upgrade to the interchanges at Caloundra Road and Sunshine Motorway, which is being jointly funded by the Australian and Queensland Governments. The project will see the implementation of an Australian first, innovative diverging diamond interchange (DDI) design. One of the major advantages of a DDI design, is that it allows right-turning traffic and through traffic to move through the interchange simultaneously. This will ease congestion, significantly reduce delays and improve safety. The project will deliver critical safety benefits to motorists, improve efficiency, reduce traffic congestion and ensure this section of highway can cater for future traffic growth.

Bruce Highway upgrade–Boundary Road interchange

Construction was completed in September 2017 for the \$100.4 million Boundary Road interchange upgrade on the Bruce Highway at Narangba, six months ahead of schedule. This project was jointly funded by the Australian (\$80.3 million) and Queensland Governments (\$20.1 million). The upgrade has improved safety, eased congestion and increased capacity to cater for the future volume of traffic in this area.

Benefits of the upgrade included:

- a new six lane bridge over the highway to increase capacity and ease congestion
- longer on and off-ramps to improve safety for motorists entering and exiting the highway
- improved bridge clearance to avoid the need for high loads detouring on other roads
- a new shared user path increasing safety for pedestrians and cyclists.

Rothwell intersection upgrade

The existing Rothwell roundabout at Redcliffe Road (Anzac Avenue) and Deception Bay Road, has been converted to a multi-lane signalised intersection, with pedestrian crossings and cycle lanes. This project was jointly funded by the Australian and Queensland Governments and Moreton Bay Regional Council.

The upgrade provides an efficient traffic corridor linking Anzac Avenue and Deception Bay Road, and provides safe access to the Rothwell station precinct.

The upgraded intersection provides:

- increased safety and reliability for motorists, local residents, cyclists and pedestrians
- designated cycle lanes throughout the intersection
- signalised pedestrian crossings and paths throughout, and adjacent to the intersection
- decreased travel times for motorists by easing congestion and increasing capacity.

Sunshine Coast University Hospital access improvements

TMR has allocated \$22 million in funding through the State Infrastructure Plan to improve access to the new Sunshine Coast University Hospital (SCUH) at Birtinya. Several projects have been prioritised and endorsed by an inter-agency Queensland Government taskforce, for the access improvements including works on Kawana Way, Kawana Way Link Road (also known as Caloundra-Mooloolaba Road) and Nicklin Way.

The detailed design has been completed and tender awarded for the construction of an upgrade of Nicklin Way between Main Drive and Waterview Street, which is scheduled to begin late-2018. An additional northbound traffic lane will be introduced on Nicklin Way from just south of Main Drive through to Waterview Street, allowing more traffic to clear the three intersections on each signal cycle. Traffic turning right from Nicklin Way into Main Drive will be allocated more green arrow time to cater for the additional traffic heading towards the hospital.

Nicklin Way intersections at Main Drive, Production Avenue and Waterview Street will be upgraded, including introducing traffic signals at Production Avenue to improve safety and efficiency.

The upgrade will also include provision for active transport and provide a left-out lane from Production Avenue and Technology Drive to Kawana Way, which will distribute traffic more evenly across this section of the network. While some on street informal parking will need to be removed for safety reasons, the upgrade provides indented on street parking on Nicklin Way, where it is safe and cost effective to do so.

Beerburrum to Nambour Rail Upgrade Project

The Beerburrum to Nambour Rail Upgrade Project is part of the Queensland Government's progressive upgrade of the North Coast Line to improve safety, efficiency and reliability. This 39 kilometre section of the North Coast Line is a single track, bi-directional rail line with passing loops at stations. The ability of this section of the line to effectively meet current and future freight and passenger transport demand, is restricted by the single track and sub-optimal rail alignment.

The communities along this section of the North Coast Line were consulted on the reference design as part of the detailed business case during the second half of 2016 and will be further consulted as part of the detailed design development, once a contractor has been appointed.

When constructed, the project will deliver travel time savings for commuter services, long distance passenger services and freight services. It will attract more passenger and freight customers through efficient, accessible and reliable rail infrastructure ([see glossary page 255](#)), therefore reducing congestion on the busy Bruce Highway. Upon completion, the more integrated transport system will have additional car parks at key stations along the line as well as additional bus and rail interchange facilities at Landsborough. The rail duplication will result in fewer delays to services in this section of line because of increased track capacity.

To date, the Australian Government has committed \$390 million towards the project, which forms part of the National Land Transport Network, and the Queensland Government has contributed \$160.8 million, allowing the project to begin procurement and detailed design activities. Indicative total project cost is subject to confirmation. Project timing, potential staging and funding arrangements are subject to negotiations with the Australian Government.

In our regions

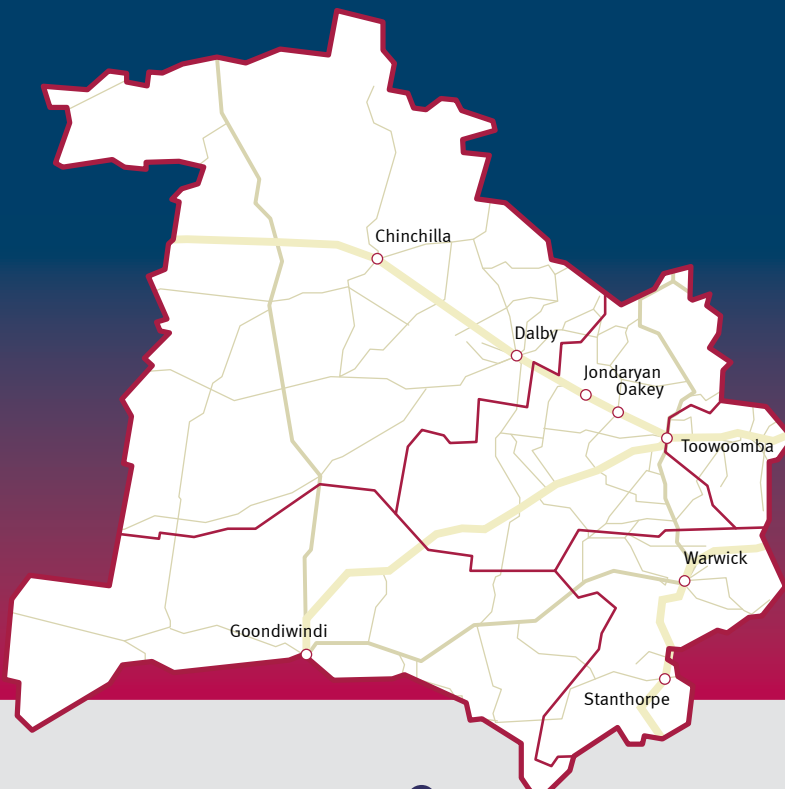
DARLING DOWNS

79,661 KM²

Area covered

5.8 %

Population of Queensland



6

Driver Reviver locations



6151

Driver tests conducted



3845 KM

State-controlled road



687 KM

National Land Transport Network



277,583

Vehicle and machinery registrations



97

Priority enabled intersections



3033

Calls to QLD Traffic
(13 19 40)



235,551

Face-to-face interactions



225

Bridges

Regional highlights

Ellangowan Nature Refuge

- Threatened bullock jewel butterflies spotted in nature refuge ([see page 73](#)).

Warrego Highway Upgrade Program

- Upgrade the Warrego Highway between Toowoomba and west of Miles to support the region's economy.
- The \$160 million Toowoomba to Oakey Duplication Stage 2 (Charlton to Kingsthorpe) was completed in April 2018, extending the four lane highway from the Stage 1 project west of Charlton, a further five kilometres to Kingsthorpe growth ([see page 73](#)).

Toowoomba Second Range Crossing

- Enhance liveability for the region's residents and provide a safer, faster crossing of the Toowoomba Range.
- Completed the arches for the New England Highway arch bridges.
- Installation of bridge decks and girders on all bridges in the western section.
- Viaduct pier and headstock construction is nearing completion and Super T girders are in place on 12 of 22 spans.
- Reported to TMR that local participation of 82 per cent to the end of May 2018 ([see page 74](#)).

QPP supports local industry

- Standing offer arrangement for 14 local suppliers, valued at about \$2.6 million per annum ([see page 74](#)).

The district of Darling Downs covers an area of about 79,661 square kilometres, or around 4.6 per cent of Queensland. This area extends from Wandoan in the north of the district, to the New South Wales border in the south, and from Hatton Vale in the east to Glenmorgan in the west. The district is home to around 5.8 per cent of Queensland's total population.

The district looks after about 3845 kilometres of state-controlled roads ([see glossary page 256](#)) and about 687 kilometres of the National Land Transport Network ([see glossary page 254](#)), which supports a diverse array of industries including: retail; tourism; sport; education; manufacturing; freight and construction; agriculture including beef cattle, fruit, dairy cattle, sheep, poultry, viticulture, cotton and grain; and mining including coal, oil and gas.

Ellangowan Nature Refuge

TMR manages the Ellangowan Nature Refuge, north-east of Leyburn in the state-controlled road reserve. This nature refuge was declared in the road reserve in 1999, to protect the vegetation that supports the critically endangered bulloak jewel butterfly (*Hypochrysops piceatus*). At the time, it was thought that this was the only habitat and site for the butterfly and the district takes pride in conservation of this site. A 20 year review was recently undertaken by Dr. Don Sands, an eminent, ex-CSIRO entomologist with a long history at the site, to determine if the butterfly and its habitat are still present. Because of the careful management of the site, five individual bulloak jewel butterflies were identified on four occasions in February and March, indicating this butterfly is still using the nature refuge.

The review highlighted the critical importance of the site for the survival of the endangered butterfly and the need for the scientific community, local community, local government and TMR to work together. The nature refuge continues to be threatened by invasive weeds and timber felling for firewood and turnery, but the low technology, minimal intervention approach adopted by TMR has worked to conserve endangered species. The most positive outcome of the review process was the identification of a very small new area of 17 bulloak trees that contained the butterfly.

For more information on the bulloak jewel butterfly visit: ehp.qld.gov.au/wildlife



The bulloak jewel butterfly.

Warrego Highway Upgrade Program

The Warrego Highway upgrades will contribute to the nation's productivity by increasing efficiency, safety and reliability of the National Land Transport Network ([see glossary page 254](#)). These improvements are essential to the region's economic growth and will benefit the agriculture, resources and tourism industries.

The Warrego Highway Upgrade Program ([see page 44](#)) comprises 18 projects being delivered between Toowoomba and west of Miles from 2014 to 2019. The \$635 million investment is jointly funded by the Australian (\$508 million) and Queensland (\$127 million) Governments on a 20:80 funding arrangement.

For more information visit: tmr.qld.gov.au/Projects/Featured-projects/Warrego-Highway-Upgrade-Program

Local suppliers keep the transport network running

The Queensland Procurement Policy (see page 144) ensures a fair and reasonable opportunity for local suppliers to deliver goods and services for government.

Transporting quarry products to where they are needed around Queensland is expensive and in some cases not viable. Local suppliers allow us to put Queenslanders first when securing value for money—recognising that value is more than price paid.

The department established a standing offer arrangement for the provision of quarry products to support the future infrastructure program of works within TMR's Downs South West region. Fourteen local suppliers successfully tendered to be part of this arrangement, valued at an estimated \$2.6 million per annum over the next 33 months.

Miles Driver Reviver site upgrade

Motorists and volunteers are now enjoying upgraded facilities at the Miles Driver Reviver site including a modern building, new barbeque area, extra seating, and landscaped gardens. A small event was held at the site in May 2018 to celebrate 27 years of keeping drivers safe. The event also signified the official opening of the new facilities and gifting of the old hut to the Western Downs Regional Council and the State Emergency Service.



Miles Driver Reviver event celebrating 27 years.

Toowoomba Second Range Crossing

TMR is delivering the Toowoomba Second Range Crossing (TSRC), a 41 kilometre long toll road that will pass Toowoomba on its northern side, linking the Warrego Highway at Helidon Spa in the east and the Gore Highway at Athol in the west (via Charlton).

The project is being delivered under a Public Private Partnership arrangement with Nexus Infrastructure, with an indicative total cost of \$1.606 billion. This includes Australian Government contributions of \$1.137 billion, with the balance funded by the Queensland Government.

It will provide commercial vehicles with an alternative crossing of the Toowoomba Range, to improve freight efficiency and driver safety, relieve pressure on roads in the Toowoomba and the Lockyer Valley regions, and enhance liveability for the region's residents.

Project progress to date:

- earthworks are 95 per cent complete.
- 24 bridge sites are 92 per cent complete. Viaduct pier and headstock construction is nearing completion and Super T girders are in place on 12 of 22 spans.
- the first foamed bitumen was laid on the toll road in February 2018 and asphalt surfacing began in March 2018.

- construction of six interchanges is progressing. The Gore Highway interchange bridge at Athol and the Mort Street interchange bridge at Cranley are 98 per cent complete, and the Warrego Highway eastern interchange bridge at Helidon Spa is 52 per cent complete. The other interchange bridges at Boundary Street (Cranley), Toowoomba-Cecil Plains Road (Wellcamp) and the Warrego Highway western interchange are complete.
- the first permanent traffic lights are in place at the new intersection of Gowrie Junction Road and the realigned Ganzer Road. Work is progressing on traffic lights on the Warrego Highway at Nass and Wirth Roads, Charlton.
- importantly for local industry and jobs, Nexus report local participation of 82 per cent to the end of May 2018, being the total dollar value of contracts awarded. This exceeds Nexus' own target of 76 per cent participation from the wider Toowoomba and Lockyer valley region.

Project benefits:

- avoids up to 18 sets of traffic lights in Toowoomba, reducing travel time.

- the 30 metre deep cutting through the Toowoomba Range removes the need for a tunnel and will allow over-dimension vehicles and all classes of dangerous goods vehicles to use TSRC.
- improved freight efficiency by redirecting up to 80 per cent of heavy and super heavy commercial vehicles away from the existing Toowoomba CBD.
- reduced vehicle operating costs by ensuring a maximum gradient of 6.5 per cent across the Toowoomba Range, a significance decrease from the existing range crossing.

In January 2018, Nexus encountered a geotechnical issue in a 650-metre long embankment on the escarpment in the Lockyer Valley. Nexus worked with geotechnical experts and design specialists to develop a solution for the embankment.

The proposed remedial solution requires a large earthworks operation (2.85 million cubic metres) to remove the embankment built to date, undertake foundation treatment works and reconstruct the embankment.



Toowoomba second range crossing map

In our regions

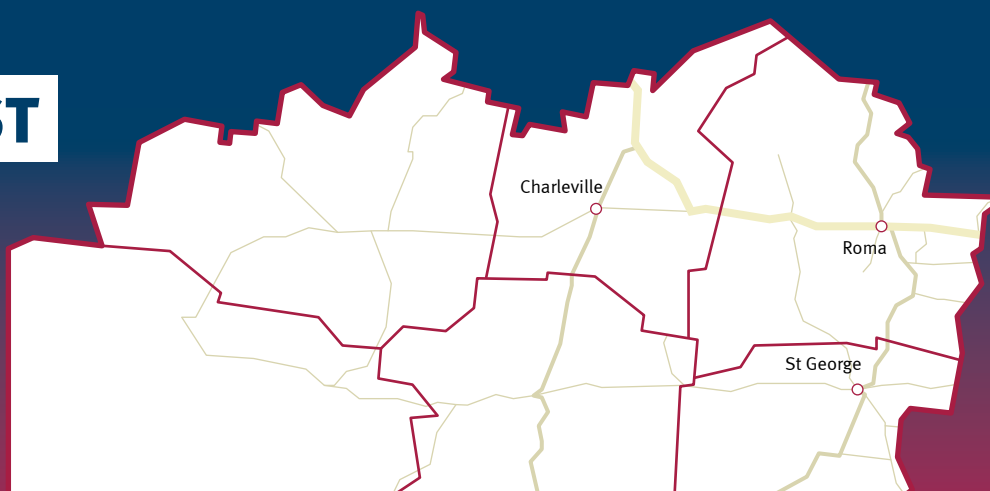
SOUTH WEST

319,854 KM²

Area covered

0.5 %

Population of Queensland



347

Driver tests conducted



84

Bridges



3531 KM

State-controlled road



418 KM

National Land Transport Network



27,142

Vehicle and machinery registrations



514

Calls to QLDTraffic (13 19 40)



17,438

Face-to-face interactions



2

Driver Reviver locations

Regional highlights

Truckie Toolbox Talk

- Around 60 heavy vehicle industry representatives attended Roma talks ([see page 77](#)).

Warrego and Landsborough Highways intersection

- Improvements totalling \$1.576 million to safety and quality of this vital intersection ([see page 77](#)).

Tourism connection

- Upgraded route leading tourists to the Hell Hole Gorge National Park, Quilpie ([see page 95](#)).

Innamincka Road

- Work has commenced on paving and sealing a missing link of the Innamincka Road, linking with the Dig Tree Heritage site, Birdsville races, Innamincka National Park and the Strzelecki Track.
- This work is jointly funded with the Bulloo Shire Council.

Quilpie-Adavale Road

- Work has commenced on upgrading priority sections of the Quilpie-Adavale Road to a sealed standard, linking Diamantina Development Road to Hell Hole National Park.

- This work is jointly funded with the Quilpie Shire Council.

Carnarvon Highway Upgrades

- Various pavement widening works have been continuing at various locations on the Carnarvon Highway, between Injune and Rolleston, as well as St George and Surat sections.
- This work has been jointly funded with the Australian Government.

The South West district covers an area of about 319,854 square kilometres, or around 18.4 per cent of Queensland. It extends from north of Augathella to the New South Wales border in the south, and from east of Jackson to the South Australia border in the west. The district is home to around 0.5 per cent of Queensland's total population. The district looks after about 3531 kilometres of state-controlled roads ([see glossary page 256](#)) and about 418 kilometres of the National Land Transport Network ([see glossary page 254](#)).

Intersection improvements for Warrego and Landsborough Highways

In May 2018 TMR started works at the intersection of the Warrego and Landsborough Highways to improve the quality and safety of the intersection. Work was completed in mid-July 2018.

These works, totalling \$1.576 million, have addressed deficiencies in the pavement at the intersection, including improving the drainage, which prior to the works, saw about 200–300 mm of water ponding across both lanes of the Warrego Highway following rain events in the area. This is a hazard to motorists and caused accelerated pavement deterioration.

Truckie Toolbox Talk

In September, TMR transport inspectors and representatives from across the department joined officers from Workplace Health and Safety Queensland, the Department of Agriculture and Fisheries and Ergon Energy to hold a Truckie Toolbox Talk at the Roma Saleyards.

The event provided the heavy vehicle industry, particularly stock transport operators and sales agents, an opportunity to ask questions and learn more about industry requirements.

Around 60 industry representatives attended the Roma talks—which also included a third talk at the Roma inspection pads on 7 September 2017. TMR received great feedback on these events.

In our regions

METROPOLITAN

2,968 KM²

Area covered

31.8 %

Population of Queensland



454

Bridges



44,307

Driver tests conducted



44,307

Face-to-face interactions



438 KM

State-controlled road



89 KM

National Land Transport Network



490

Priority enabled intersections



1

Driver Reviver location



112,018

Calls to QLDTraffic (13 19 40)



2526

Port arrivals



1,289,857

Vehicle and machinery registrations

Regional highlights

Veloway 1

- Vital link for cyclists encouraging active transport options ([see page 79](#)).

Gateway Upgrade North

- \$1.143 billion jointly funded motorway upgrade reducing congestion, improving safety and increasing efficiency of the motorway network.
- Construction is underway and due for completion in late 2018 ([see page 82](#)).

Summers Road interchange upgrade

- Preconstruction has commenced on the \$65 million interchange upgrade to improve efficiency and reliability for freight, commuter and public transport users.
- The interchange also provides safe connectivity for active transport users and access to Darra rail station ([see page 79](#)).

Ipswich Motorway Upgrade: Rocklea to Darra

- Motorway upgrade, improving reliability, safety and connectivity for all road users and improving flood immunity over Oxley Creek.

- Construction is underway on the \$400 million jointly funded upgrade due for completion in late 2020 ([see page 80](#)).

Coorparoo Square

- Mixed-use Transit Orientated Development which incorporates access to future busway and bus capacity along Old Cleveland Road ([see page 84](#)).

Northern Transitway

Committed \$53 million to deliver on-road bus priority along the Gympie Road Corridor ([see page 81](#)).

The Metropolitan region covers an area of about 2968 square kilometres, or around 0.2 per cent of Queensland. This area is divided by the Brisbane River and extends from Mount Glorious in the north of the district, to Logan City in the south, and from Point Lookout in the east, to west of Helidon and the major centre of Ipswich. The district is home to around 31.8 per cent of Queensland's total population. Although Metro is small in geographic area, it consists of 438 kilometres of the state-controlled road network ([see glossary page 256](#)), 89 kilometres of the National Land Transport Network ([see glossary page 254](#)), marine infrastructure, busway assets and cycleways.

Connecting Brisbane

Connecting Brisbane, which was released in June 2017, is a joint initiative of the Queensland Government and Brisbane City Council (BCC) providing the vision for Brisbane's future public transport system. Important reforms in *Connecting Brisbane* will pave the way for transport system improvements to meet growing transport demand. It explains how Queensland's two biggest public transport projects—Cross River Rail ([see page 84](#)) and Brisbane Metro—will turbo-charge the evolution of Brisbane's public transport system.

Connecting Brisbane includes two main tasks:

- provide infrastructure, particularly at the core of Brisbane's public transport system, to overcome existing capacity constraints and provide improved access to key destinations.
- improve services by providing 'turn up and go' high-frequency trunk services supported by extensive feeder services.

TMR worked closely with the Department of State Development, Manufacturing, Infrastructure and Planning, BCC and Australian Government counterparts to develop this strategic roadmap.

For more information visit: dsdmip.qld.gov.au/infrastructure and search 'Connecting Brisbane'.

Veloway 1

The Veloway 1 (V1) is a critical and high quality cycle facility that provides a separated option for cyclists to travel between Brisbane City and Eight Mile Plains, parallel to the Pacific Motorway.

V1 Stage E will commence in late August 2018 and provide a vital link from Birdwood Road to the existing V1 facilities at Gaza Road to ensure a safe and dedicated commute for cyclists. The V1 will help promote an active and healthy lifestyle.

The steady growth in cyclists using the V1 means fewer cars on the Pacific Motorway and busy local roads, benefitting cyclists and motorists.

For more information visit: tmr.qld.gov.au/Projects/Name/V



Cyclist using Veloway 1.

Sumners Road interchange upgrade

In September 2017, the Queensland Government committed \$65 million of funding to upgrade the Sumners Road interchange. The project will deliver a number of benefits, including:

- increasing the traffic capacity through the interchange
- signalised intersections at each end of the bridge to control traffic movements
- timing of traffic signal phases to be altered as needed to cater for the growing amount of traffic passing through the interchange and to keep traffic flowing
- safer facilities for pedestrians and cyclists with shared pathways and on-road cycle lanes, dedicated crossing facilities and links to the surrounding local network and the Centenary Motorway bikeway.

For more information visit: tmr.qld.gov.au/Projects/Name/S

Cycling Infrastructure Policy

An updated *Cycling Infrastructure Policy* for Queensland was released in July 2017. The policy is an important mechanism to deliver the Queensland Government's vision for more cycling, more often, and TMR's vision of a single integrated transport system accessible to everyone. The policy requires cycling infrastructure to be included in road and other transport projects on the priority routes identified in TMR's *Principal Cycle Network*. This is a very cost-effective way of accelerating the delivery of important cycling infrastructure.

Cycling Infrastructure—Ipswich Motorway Upgrade: Rocklea to Darra (Stage 1)

The detailed design for the Rocklea to Darra Stage 1 project includes a new protected, two-way bikeway from Granard Road to Oxley Creek, shared paths on the new bridges over Oxley Creek, and cycleway access via the underpass to Granard Road.

This section of the Ipswich Motorway is a vital connection between important employment centres and will help complete a missing link in the western cycling corridor to enable extra cycle trips every week.

Physical separation from traffic also makes it safer and faster for cyclist commuters, enhancing safety and reliability, and enabling active travel through the area.

Providing these facilities is part of major works along the Ipswich Motorway, which will connect with other completed upgrades along the Western Corridor.

For more information visit: tmr.qld.gov.au/Projects/Name/I and tmr.qld.gov.au/Travel-and-transport/Cycling

Upper Kedron bus service

In June 2018, the extension of route 367 into the Ellendale development at Upper Kedron was launched. The extension connects the growing community to rail services at Ferny Grove rail station and the Great Western Super Centre in Keperra. For the first time for this route, services are now provided on Saturdays. These changes have increased choice, mobility and accessibility for this growing community.

Chermside Bus Layover Project

As part of the Chermside Bus Layover Project, the Vellnagel's Blacksmith shops will be relocated. In 2006, the site was sold to Dixon Homes, who retained the original blacksmith's forge when they refurbished the whole site as a sales office.

The layover design relocates Vellnagel's Blacksmith shop, raising it off the ground and using the façade to incorporate the drivers' facility. This solution provides a sustainable outcome in the reuse of materials as well as a heritage link to the site, as it maintains a visual frontage to Gympie Road.



The original Vellnagel's Blacksmith shop.

Ipswich Motorway Upgrade

The Queensland and Australian Governments have committed to funding the \$400 million Ipswich Motorway–Rocklea to Darra (Stage 1) project, in a 50:50 split.

This project will improve traffic flow and reduce congestion along this corridor to create more reliable, consistent travel times and improve the motorway's flood immunity by constructing higher bridges over Oxley Creek. The upgrade will also improve safety on the motorway with improved sight distances, safer access to and from the motorway, and enhanced local connectivity for all road users, pedestrians and cyclists by reducing the need for local trips on the motorway.

Construction is well underway and on track to be completed by late 2020. Construction commenced following the sod turning event in October 2017. Construction on the first of seven bridges commenced in April 2018.

For more information visit: tmr.qld.gov.au/Projects/Name/I

CASE STUDY

Digital modelling for efficiency

TMR is working to achieve greater efficiencies in infrastructure building, by implementing Building Information Modelling (BIM) (see glossary page 253)—a new way of working on major projects. BIM enables project teams to collaborate more effectively using a shared digital model. Project team members contribute information to the model and have access to drawn information from the model, leading to more informed and better decision making. This modelling allows better value for money through increased cost savings, improved data capture, reduced rework and enhanced productivity.

TMR aims to implement BIM on all major projects by 2023, and is currently developing programs of work focusing on processes and standards, technology solutions, and staff development. The project is also supporting several BIM pilot projects across the State, including the Ipswich Motorway (Rocklea to Darra) and Mudgeeraba to Varsity Lakes.

For more information visit: tmr.qld.gov.au/business-industry/Technical-standards-publications/Building-Information-Modelling



BIM view over Randolph and Suscatand Streets intersections, Rocklea, on the Ipswich Motorway Upgrade.

North Brisbane Bikeway

The North Brisbane Bikeway is a critical cycle corridor for greater Brisbane, connecting the CBD through to Chermside.

This high quality dedicated bikeway is being delivered by TMR in partnership with BCC, and will encourage more cycling, more often, across all ages.

Stage 1B between Federation Street, Bowen Hills and Somerset Street, Windsor opened in 2016 and early pre-construction activities for Stages 2 and 3 have commenced. Stages 2 and

3 will run from Somerset Street, Windsor to Rigby Street, Woolloowin, and include priority pedestrian and cycle crossings at a number of intersections.

For more information visit: tmr.qld.gov.au/Projects/Name/N

Northern Transitway

The Queensland Government has committed \$53 million to deliver on-road bus priority along the Gympie Road Corridor (see glossary page 255), from Sadlier Street, Kedron to Hamilton Road, Chermside. The Northern Transitway will support high frequency on-road bus services, enable more reliable travel times, improve safety and capacity, and assist in managing congestion on the corridor and the broader transport network.

Detailed design for the Northern Transitway will commence in late-2018, which will include public consultation and engagement with BCC. Contract award is planned for late-2019, with construction to commence in early 2020.

Centenary Motorway bridge

In September 2017, the \$4 million Centenary Motorway bridge duplication planning study and business case was announced. The Queensland Government funded commitment to deliver a business case is progressing well and on track to be delivered by mid-2019.

In June 2018, a further \$16 million was invested by the Queensland Government to complete the detailed design and commence early construction.

The new, three lane northbound Centenary Bridge will improve safety and reduce traffic congestion, with provision for active transport.

The construction of this critical infrastructure is a key step in the staged upgrading of the Centenary Motorway.

Everton Park Link Road

The Queensland Government will fund the \$26 million intersection upgrade to create a new road linking South Pine and Stafford Roads in Everton Park. This project will improve traffic flow, reduce congestion along South Pine and Stafford Roads, and improve connectivity for the local cycle network.

Detailed design is scheduled to be completed in mid-2019.

For more information visit: <https://www.tmr.qld.gov.au/Projects>

Scarborough Boat Harbour barge

TMR is proposing the re-establishment of a barge service to one of Queensland's top tourist hubs, Moreton Island. In November 2017, the Queensland Government announced a commitment of \$4 million from TMR's Marine Infrastructure Fund ([see page 36](#)) towards delivering infrastructure required for a service to commence. The associated economic potential will be an excellent outcome for both the Scarborough and island community.

TMR has commenced preliminary investigations into delivering a road and breakwater, while working with Queensland Parks and Wildlife Service to progress a tender (to be released in July 2018) seeking market interest in operating a barge service. A successful proponent will be required to invest in works including dredging and construction of ramp infrastructure and, subject to delivery, may commence services to Moreton Island from 2020–2021.

For more information visit: [tmr.qld.gov.au/Community-and-environment/Planning-and-development/Boat-harbours](https://www.tmr.qld.gov.au/Community-and-environment/Planning-and-development/Boat-harbours)

Gateway Upgrade North

Work is expected to be completed in late 2018 on the \$1.143 billion Gateway Upgrade North (GUN) project. The GUN Project is jointly funded by the Australian Government contributing \$914.18 million and the Queensland Government providing \$228.54 million, in an 80:20 split.

The upgrade will ease congestion and improve safety on one of Queensland's busiest motorways, which provides a critical transport corridor for more than 83,000 vehicles each day.

The project includes widening the motorway to three lanes in each direction between Nudgee and Deagon, reconfiguring major interchanges at Nudgee and the Deagon Deviation, and construction of an off-road pedestrian and cycle path from Nudgee to Bracken Ridge.

Major construction work is well underway. During 2017–18, significant project milestones achieved include:

- completion of widening and upgrading of all 13 bridges across the project, including opening of the new Nudgee Road overpass and interchange
- completion of the new, dedicated Deagon Deviation to Redcliffe
- relocation of the final high voltage tower
- construction of pavement and drainage.

For more information visit: [tmr.qld.gov.au/Projects/Name/G](https://www.tmr.qld.gov.au/Projects/Name/G)

Active transport benefits

The Gateway Upgrade North project is delivering a fully separated active transport alternative along the entire length of the project.

Identified as a high priority cycle route in the SEQ Principal Cycle Network Plan ([see page 30](#)), a key design element is to provide pedestrians and cyclists with upgraded connectivity along the full length of the project.

Once completed, the project will deliver a continuous separated shared path, with upgraded crossings and improved connectivity to existing local active transport networks.

The new facility features five covered rest areas including lighting, seating and water stations (at two locations) for people and pets, providing an opportunity for pathway users to rest and enjoy the area's natural surrounds.

These new and upgraded pathways will significantly improve conditions for pedestrians and cyclists and enable better, safer connections to existing local networks on the north side of Brisbane, including the Jim Soorley Bikeway at Nudgee and the Deagon Deviation bikeway at Bracken Ridge.

For more information visit: gatewayupgradenorth.com.au/design/active-transport/

Buranda Transit Oriented Development

TMR is implementing an infrastructure agreement with Queensland Rail and developer Wee Hur Holdings Ltd, for the construction of the Buranda Transit Oriented Development (TOD). Wee Hur Holdings Ltd started construction of stage one in 2016. The stage one development consists of housing for approximately 1600 students, retail and café outlets and has direct access onto the Busway plaza. The site is at the junction of the South East Busway and the Buranda rail station. Stage one is due to open mid to late-2018.

For more information visit: tmr.qld.gov.au/Community-and-environment/Planning-and-development/



Buranda Transit Oriented Development.

Coorparoo Square Transit Oriented Development

Opened in November 2017, Coorparoo Square is a mixed-use TOD development that includes 366 residential units located across three towers and has cinemas, retail and cafés located below. As part of the construction, provision was made to enable access into the future Eastern Busway ([see glossary page 253](#)) located below the development, as well as for the future bus capacity along Old Cleveland Road.

For more information visit: tmr.qld.gov.au/Community-and-environment/Planning-and-development/



Coorparoo Square Transit Oriented Development.

Cross River Rail tunnel geotechnical investigation

Underground geotechnical investigations conducted by TMR's geotechnical section are a major component of the Early Works program for the Cross River Rail project.

A total of 40 borehole test sites were completed in late-2017, with an additional 42 boreholes requested by the Cross River Rail Delivery Authority scheduled for delivery throughout 2018. The test sites span over 50 locations with the deepest hole drilled to date at Kangaroo Point, which reached a depth of 66 metres.

Borehole drilling along the proposed project alignment helps to identify any soil, rock or other features that may impact tunnelling works or station construction. TMR has also completed a variety of complex in situ tests to help provide accurate sub-surface ground condition data for future works. The new round of testing involves angled boreholes to assist in rock core logging and ground water testing. These geotechnical site investigations are critical to inform the construction and alignment of the new Cross River Rail stations.



Drilling at the base of Kangaroo Point cliffs—the future tunnel will pass under this area.

In our regions

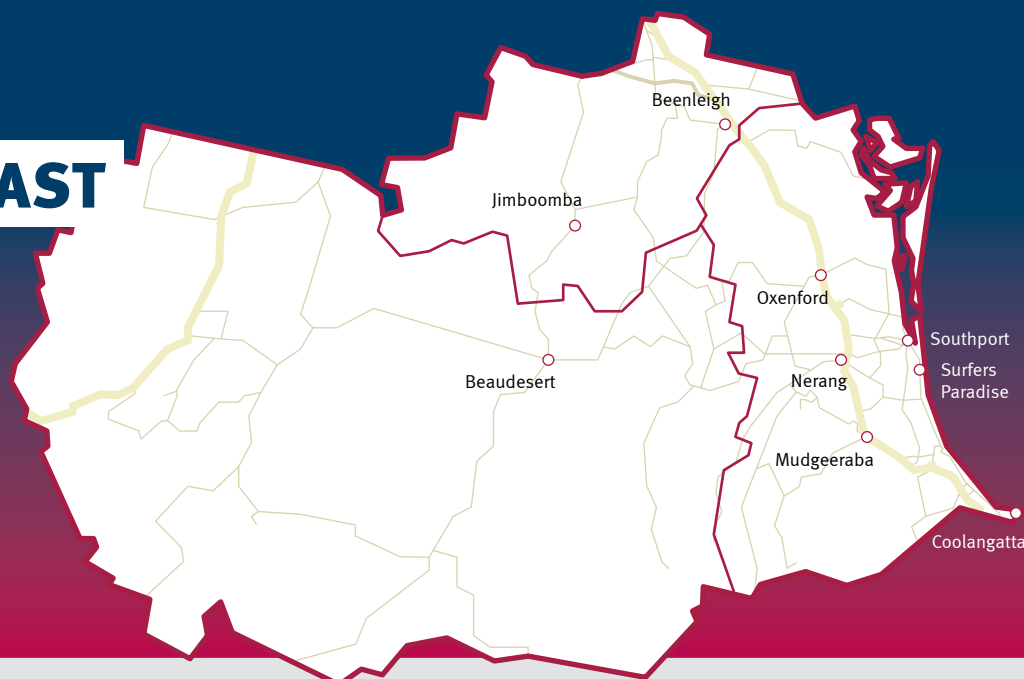
SOUTH COAST

6,548 KM²

Area covered

19.4 %

Population of Queensland



331

Bridges



33,792

Driver tests conducted



33,792

Face-to-face interactions



919 KM

State-controlled road



130 KM

National Land Transport Network



585

Priority enabled intersections



42,918

Calls to QLDTraffic (13 19 40)



3

Port arrivals



2

Driver Reviver locations



827,547

Vehicle and machinery registrations

Regional highlights

M1/M3 Gateway Merge

- Major upgrade including increasing the southbound lanes between Eight Mile Plains and Rochedale (Exit 19) to ease high levels of congestion and provide reliable travel times.
- Construction has commenced on the jointly funded \$190 million project, due to be completed mid- 2020.
- tmr.qld.gov.au/Projects/Name/P

M1 Mudgeeraba to Varsity Lakes Upgrade

- Commenced construction on widening approximately 5.7 kilometres of road and upgrading the Varsity Lakes interchange.
- This jointly funded \$197.5 million project will reduce travel time and congestion, improve safety, and increase traffic flow.
- tmr.qld.gov.au/Projects/Name/P

Park 'n' ride upgrades

- 81 new car parks have been added to Varsity Lakes train station (in addition to the existing 305).

Logan Water Collaboration

- Collaborated with Logan Water to minimise impacts of works on state-controlled roads ([see page 87](#))

The South Coast district is one of the fastest growing regions in the south-east corner of Queensland. South Coast covers 6587 square kilometres from the New South Wales border in the south to Springwood in the north, and as far west as the Cunningham Highway, west of Boonah. This includes 919 kilometres of state-controlled roads ([see glossary page 256](#)) and 130 kilometres of the National Land Transport Network ([see glossary page 254](#)).

Helensvale Bus Station upgrade

Funded by the Passenger Transport Infrastructure Investment Program, the first stage of the \$14.3 million Helensvale Bus Station revamp was opened in March 2018, ensuring the transport hub allowed seamless transfers at Helensvale for visitors and locals during the GC2018 ([see page 20](#)).

A comprehensive package of works has been completed, providing new bus shelters, improved pedestrian safety, improved signage, bus facilities and upgraded park 'n' ride facilities ([see glossary page 255](#)) to include additional parking spaces. Helensvale is the key transfer point for passengers travelling between Brisbane and the Gold Coast, and making the connection between rail, tram and bus seamless was a priority.

The final stage is under construction, and will deliver further upgrades to the park 'n' ride facility, including additional accessible parking bays, upgrades to the kiss 'n' ride facility and new cycle storage facilities. The project will be completed in late 2018.

Commonwealth Games road network improvements

A \$160.7 million package of road network improvements was delivered to cater for current and future traffic volumes on the Gold Coast and to keep the Gold Coast moving during the GC2018.

The following upgrades were completed in January 2018:

- six-laning Southport–Burleigh Road (High Street, Ferry Road, Bundall Road, Bermuda Street) from Southport to Broadbeach Waters, including intersection upgrades
- signalling the intersection of Labrador–Carrara Road (Ross Street) and Ashmore Road

- extending the six lanes of Olsen Avenue to Southport–Nerang Road, including intersection upgrades
- additional capacity along Nerang–Broadbeach Road at the Gooding Drive roundabout
- improving the intersection of Smith Street Motorway and Kumbhari Avenue.

These upgrades have seen improvement in the flow of traffic, congestion relief and increased pedestrian and cycle use.

CASE STUDY

New technique improving sound and safety

Road users and residents are enjoying a much quieter drive, thanks to a new pavement rehabilitation technique trialled at Bermuda Street, Burleigh Waters.

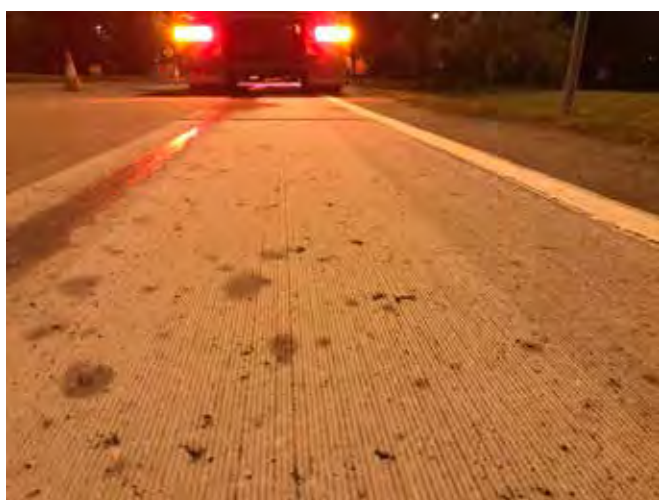
Excessive local traffic noise had been largely attributed to the 'slapping' of vehicle tyres hitting uneven transverse joints in the rough concrete pavement. Both the noise and roughness levels were causing significant inconvenience to road users, local residents and businesses. The 'slapping' noise also became a safety concern as it sounded like a flat tyre, causing unfamiliar road users to stop on the narrow roadside to check.

A longitudinal concrete diamond grinding technique was trialled in July 2017 to remove the unevenness or 'steps' on transverse concrete joints and to retexture the concrete pavement. The diamond grinding successfully removed the majority of the unevenness and uniformly retextured the concrete pavement, reducing the roughness.

After two conventional grinding runs, the slapping noise was completely eliminated, with the reported noise reduction the equivalent of dropping the traffic volume by 50 per cent.



Longitudinal grinding machine.



Close-up of the ground concrete pavement surface on Bermuda Street, Burleigh Waters.

Mount Lindesay Highway

The Queensland and Australian Governments are supporting a \$78 million program of works on the Mount Lindesay Highway with a focus on improving safety, flood resilience and capacity. The Queensland Government has committed \$62 million to this program of work to be delivered over four years (2018–2021) and it is currently in detailed design phase. This includes the \$20 million, four-laning of Mount Lindesay Highway from Camp Cable to Johanna Street, Jimboomba. The Australian Government has committed \$16 million towards a safety project at North Maclean.



Mount Lindesay Highway – Jimboomba (Johanna Street to Camp Cable Road Intersection, looking north).

Additional works include:

- Park Ridge South four-laning (Rosia Road to Stoney Camp Interchanges)
- safety improvement project including a new service road at North Maclean and a signalised intersection at Greenbank Road
- safety improvement project including a new service road at South Maclean and a signalised intersection at Stockleigh Road
- \$3.2 million for planning business cases—South Street to Johanna Street, Jimboomba and Stoney Camp Road to Jimboomba.

Construction is expected to be completed by late-2021, weather permitting.

For more information visit: tmr.qld.gov.au/Projects/Name/M

Logan Water Collaboration

Memoranda of Understanding (MoUs) with public utilities further mutual goals of troubleshooting, sharing information, improving safety outcomes, and seeking out opportunities to save time and money. This year TMR signed a MoU with Logan Water (LW), strengthening the cooperative commitment between organisations. This MoU will provide the foundation for collaboration between TMR and LW, minimising the impacts of works on state-controlled roads, enabling efficient and effective delivery.

For more information visit: tmr.qld.gov.au/business-industry/Business-with-us/Alliances

Rail infrastructure

Gold Coast Light Rail – Stage 2

On December 2017, passenger services on the extended Gold Coast Light Rail (GCLR) system commenced. The 7.3 kilometre Stage 2 extension runs from Helensvale (heavy) rail station and connects with Stage 1 at the Gold Coast University Hospital light rail station.

The GCLR is now 20.3 kilometres long with 19 stations connecting Broadbeach South to rail at Helensvale station using 18 trams.

The G: link trams carry an average of 25,991 passengers daily.

In May 2018, the department received the Government Partnership Excellence Award at the National Infrastructure Awards. The award was received in conjunction with City of Gold Coast, Commonwealth Government; GoldLinQ Consortium comprising: Bombardier, CPB Contractors and Keolis Downer,

for the Stage 2 extension of GCLR, and it recognised the department's approach to developing effective partnerships to deliver vital infrastructure for Queensland.

Gold Coast Light Rail – Stage 3A

The proposed Stage 3A extension of the GCLR is a dual light rail track of 6.6 kilometres in the centre of the Gold Coast Highway running from Broadbeach South light rail station to Burleigh Heads.

The Queensland Government, in partnership with the City of Gold Coast, are working to identify the Stage 3A reference alignment. The Queensland and Australian Governments are jointly funding (\$5 million each) the detailed business case with the City of Gold Coast, with Queensland Government leading the development. The reference design will be used to finalise the detailed business case.

The detailed business case will be completed by the end of 2018 for government consideration of the proposed route, station locations, procurement, cost of construction and budget implications. Should the Stage 3A project progress to construction, it would take approximately three years to build.

For more information visit: tmr.qld.gov.au/Projects/Name/G



Gold Coast Light Rail Stage 2 Opening event.



SECTION 2

ACCESSIBLE TO EVERYONE

HOW WE MEASURE OUR SUCCESS

- Improved customer satisfaction
- Improved customer experience
- Increased innovation maturity
- Integrating research and development
- Improved accessibility to the transport network
- Improved safety and security of the transport network

Creating a single integrated transport network which is accessible to everyone tasks TMR with great responsibility. When we visualise our customers, we indeed identify the wider Queensland community as using, relying on and benefiting from our network. As such, we dedicate our organisation and our people to our customer-centric purpose of bringing Queensland closer together.

We could not deliver on this task alone. We work in partnership with our customers and stakeholders to understand exactly what is expected of the network. We respond to, and are guided by, emerging trends, ensuring our focus is always on being inclusive and considerate of the diversity in our broad range of customers.

Understandably, safety and resilience plays a vital role in building and delivering a network that customers can rely on. This includes the safe and efficient movement of both people and goods, and supporting our industry in providing access to important centres of economic activity in our regions and cities.

Personalising passenger services, working with our partners to develop innovative solutions that deliver a safe, reliable system are examples how we of ensuring an accessible network for the future. These examples are included in the following section of this report.

HIGHLIGHTS

Customer charter

Developed and published a Customer Charter to meet customers' needs and expectations.

Inclusiveness and accessibility on the network

Engaged with key advocacy groups to improve accessibility on our passenger transport network for persons with a disability.

Electric vehicle strategy and super charging highway

Released *The Future is Electric: Queensland's Electric Vehicle Strategy* and a series of fast charging stations stretching from the Gold Coast to Cairns, and Brisbane to Toowoomba making the longest electric super charger highway in a single state in the world.

Reconstruction of road network

Completed \$64.18 million of reconstruction works following Ex-Tropical Cyclone Debbie with focus area of the Sarina Range, south of Mackay and the Gold Coast hinterland.

Preparing our learner drivers

Piloted a new online learning and assessment program—PrePL—to replace the outdated written road rules learner test and improve young driver safety.

OUR CUSTOMERS

With the rapid growth and availability of smart technology, customers' expectations around transport are changing. With these changing expectations, and in line with our customer focus, TMR has implemented new ways to share information with customers and deliver a more customised experience. In this section, we outline actions we've taken to deliver a more accessible transport network through technology, including real-time passenger travel and traffic apps, more online services and higher engagement with customers through multiple social media platforms.

Customer Charter

To ensure we continue to put the customer at the centre of everything we do, TMR developed a Customer Charter (see glossary page 253) with associated commitments and measures. We engaged our customers to research, design, develop, and publish a whole-of-TMR Customer Charter that clearly outlines what our customers can expect from us as well as what we will deliver.



The Department of Transport and Main Roads Customer Charter.

CASE STUDY

Collaborative co-design

The TMR Customer Charter was co-designed by our customers and our people. We asked what our commitments and promises should be and we tailored the charter to meet customers' needs and expectations. To develop and test the charter, we ran customer focus groups and internal focus groups in the TMR's Customer Experience Lab (CE Lab) (see glossary page 253).

As a result, a whole-of-TMR Customer Charter was developed and published in October 2017 with four key commitments:

- Make safety our priority
- Keep you informed
- Consult and collaborate
- Listen, action and improve.

Our overarching commitment to the people of Queensland is that all TMR employees will respect the privacy of your information and that we will attend to your enquiries in a timely, respectful and responsive manner, ensuring that at all times we adhere to the *Code of Conduct for the Queensland Public Service*.

For more information visit: tmr.qld.gov.au/customercharter

Customer-centric approach

Building on our Strategic Plan's (see page 6) commitment to be a customer-focused organisation, TMR has a roadmap for customer-centric design. This roadmap is based on the United Kingdom Design Council's 'Public Sector Design Ladder', which was developed in 2013 to help improve designing for public good. The ladder demonstrates the approach to incorporating design-thinking into the public sector. Each step on the ladder, in sequence, represents an increasing level of customer-centric design capability. There are three steps in the design ladder, as shown in Figure 4.



Figure 4: The Public Sector Design Ladder. Source: adapted from Design Council, 2013, Design for Public Good, page 8, www.designcouncil.org.uk

Using this tool, TMR is delivering a roadmap for building integrated, customer-centric capability that includes customer research, human-centred design, organisational change and customer-centric program delivery.

Operational since May 2016, TMR's CE Lab ([see glossary page 253](#)) supports us to gather customer insights and co-design solutions with customers.

233 customer-focused events held in CE Lab since opening.

In 2017–18, 75 per cent of these sessions were focused on building capability in customer centric research and design, 21 per cent on solving specific customer problems and 4 per cent on integrating the voice of the customer into strategy and policy design.

The positive results of these customer-centric projects are already being seen in the way we are providing our services, improving day-to-day outcomes for our customers and planning for the future. Examples of these projects include Learner Driver PrepL Program ([see page 99](#)), Equitable Access to Transport for Vulnerable Queenslanders and the case study presented below.



CE Lab provides a collaborative space to workshop TMR service improvements.

CASE STUDY

Buranda wayfinding pilot

Insights into improving our customers' experience in navigating through the Buranda bus and train stations was researched using CE Lab resources.

Buranda bus and train stations serve approximately 2500 transfers, 7650 busway and 3500 rail passengers a week, with customers accessing Princess Alexandra Hospital, Greenslopes Private Hospital, Probation and Parole Office and the Department of Housing and Public Works.

Based on recommendations from in-field customer research, TMR installed 13 new signs, added three additional maps, as well as landscaping to improve the visibility of existing signage.

Customer Liaison Officers

TransLink's Customer Liaison Officers provide a frontline service helping thousands of TransLink customers every day at Cultural Centre busway station and across the network, communicating major network or service changes and educating customers on TransLink's products and services. Throughout the year, the team also attend community events across South East Queensland including university open days, the Ekka ([see page 18](#)) and regional shows, as well as environmental, multicultural and seniors' expos.



Customer Liaison Officer helping a customer face-to-face with transport services.

Personalised transport services

During 2017–18, TMR progressed the implementation of the Queensland Government's personalised transport reform program *Queensland's Personalised Transport Horizon—Five Year Strategic Plan for Personalised Transport Services 2016–2021*. The reforms have delivered a modern, safe, affordable and accountable personalised transport industry for all Queenslanders.

We delivered a range of major reform milestones, including implementing key safety elements of the framework, from new booking entity authorisation (December 2017), booked hire service licence requirements (January 2018) and increased industry accountability through a new chain of responsibility.

The next stage of the reforms will focus on the ongoing monitoring, review and evaluation of the new framework.

For more information visit: personalisedtransport.tmr.qld.gov.au/

Inclusive and accessible transport network

The Integrated Accessible Transport Network (IATN), established in April 2018, is a three-year program dedicated to ensuring all of TMR's products and services are integrated, inclusive and accessible to all. The IATN program team, led by the newly-appointed Executive General Manager, Mr Kevin Cocks AM, will work across TMR and with other transport stakeholders to focus on creating benefits and outcomes for the community.

The first pillar of the program's focus is on the social benefits of an inclusive, accessible network, including building opportunities for greater participation and connecting people with their communities. The second is around economic benefits, such as greater equal opportunities for people to participate in work, business and social networks. The last pillar focuses on the cultural benefits, including building relationships and improving understanding of our cultural diversity.



Mooroobool Hub Learner Licence workshop.

CASE STUDY

North Queensland community benefits from road safety workshops

This year, in our commitment to supportive, inclusive access to transport services, we supported not-for-profit organisations and partnered with government agencies to deliver learner licence workshops and road safety awareness to at-risk groups within the northern region. These services assist drivers who experience barriers in acquiring the knowledge and skills to become a safe and compliant driver. The initiatives provide a supportive environment and achieve strong outcomes through programs designed to meet the learning needs of the customer, despite any literacy or cultural challenges.

An example of this is our partnership with Red Cross who provide learner licensing workshops from Mooroobool Hub, located in suburban Cairns. The workshops engage disadvantaged customers in an interactive experience, delivering information about road rules and safety in a manner that is both culturally appropriate and tailored to the learning needs and life experiences of participants. TMR's Indigenous Driver Licensing Unit (IDLU) also provides supporting educational resources and deliver the Learner Licence written test in a format that meets the learning styles of culturally diverse and low literacy community members.

In 2017–18 the IDLU delivered three Mooroobool Hub Learner Licence workshops, assisting 237 disadvantaged clients to obtain their licence and get on the road as a safe and compliant novice driver.

Accessibility for passengers

TMR is engaging with its Accessibility Reference Group (ARG) as part of its commitment to improving the accessibility of the passenger transport network for customers with disability.

The ARG meets quarterly and comprises representatives from the disability sector, industry, local government and TMR. The group were involved in key projects this year including the development of TMR's *Disability Action Plan for 2018–2022*, assisting in the transport arrangements for GC2018 and the development of personalised transport reform initiatives in the form of driver training requirements.

In addition to engagement with the ARG, TMR undertook targeted consultation with advocacy groups on various infrastructure related projects to ensure our network is

inclusive of all users. For 2017–18 these included a braille/tactile bus stop blade sign identification number trial and the design for the new Queen Street Bus Station lift.



An example of a braille/tactile bus stop blade sign identification number.

Demand Responsive Transport trials

In September 2017, TMR delivered on its commitment for an innovative transit service design by embarking on a 12-month trial with a new Demand Responsive Transport (DRT) public transport service in Logan responding to customer needs and increasing their accessibility to transport.

Provided by local taxi operator Yellow Cabs, the service brings together small groups of people who are looking to travel at the same time. It uses advanced technology to plan the most efficient route, picking up each passenger and taking them to major public transport stations and local facilities.

Patronage is growing steadily and feedback on customer satisfaction is high. Feedback is being collected to inform adjustments to the flexible service throughout the trial. A key outcome of the trial will be to demonstrate how DRT can become integral to public transport offerings in Queensland.

For more information visit: translink.com.au/travel-with-us

Improving public transport in South East Queensland

New contracts with bus service providers in South East Queensland are anticipated to deliver significant improvements in customer experience, service delivery, greater efficiency through sound multi-modal network design, greater transparency of network metrics and overall network performance.

Incentivising operators to provide more reliable and punctual bus services over the life of the new contracts will achieve immediate benefits for customers. The new contracts also introduce a centralised scheduling system, resulting in more responsive and reliable timetable information for customers. These new contracts have commenced the final stages of contract-signing and are scheduled to begin in July 2018.

Transport and Tourism Connections program

The transport system plays a vital role in supporting and connecting our tourism industry. A single, integrated transport system that is accessible to everyone is essential to making Queensland's wide variety of tourism experiences accessible to visitors. The aim of the Queensland Government's \$10 million Transport and Tourism Connections program is to improve transport and road access to established tourist attractions on the state-controlled and local government road networks. In round one of the program, priority was given to sites on Queensland's strategic drive tourism routes and high-trafficked regional tourist routes.

During 2017–18, TMR administered the delivery of round one of the Transport and Tourism Connections program consisting of 19 projects in western Queensland costing \$5.2 million.

The program included upgrades to the road network relating to unique sites in western Queensland, such as the Dinosaur Trail at Winton and scenic Hell Hole Gorge National Park at Quilpie.



Dinosaur Trail project at Winton.

Online services

The department continues to evolve current technologies and develop new innovative solutions to offer greater accessibility to our services for our customers.

Formless transactions

TMR has removed the requirement for customers to complete a paper form for various licensing and registration products and services. This move to formless transactions helps us to streamline our interaction with the customer, reduces customer effort, increases customer satisfaction, increases employee satisfaction and has the potential to generate efficiencies and costs savings by reducing postage, printing and storage.

Digital transactional services for Queenslanders

TMR delivers licensing and registration transactional services across its counter, phone and digital channels. Over 50 services are available via digital channels and through continuous improvement and customer insight, we improve

these channels so they continue to meet changing customer expectations. Customers are able to pay for their registration renewal, renew their driver licence, check their demerit points and apply for their traffic history online. Customers can also book a practical driving test or vehicle inspection, or use our smartphone apps to complete and submit their learner logbook and check the currency of their registration.

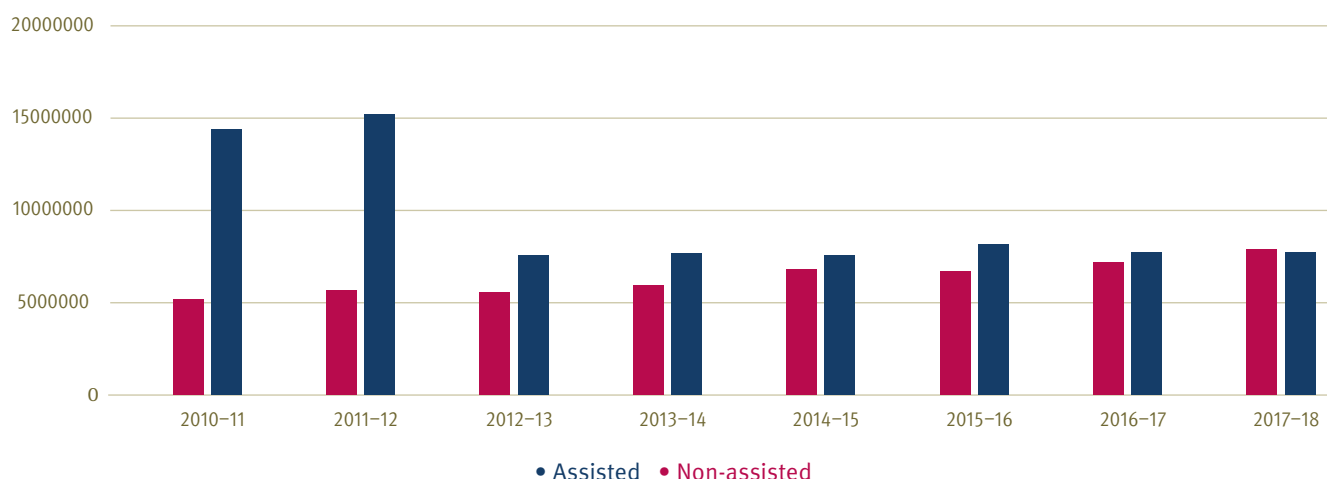
TMR offers live chat customer services on the transport and motoring website. This service is available on selected pages and enables customers to have their specific questions answered online. In addition, we can also assist in signing customers up to receive their registration and licensing notices by email.

As shown in figure 5, assisted versus non-assisted customer interactions demonstrates that along with the introduction of new services, the popularity of our self-service options continues to increase. This year is the first time since the program commenced that non-assisted surpassed assisted customer transactions.

20,998 webchat interactions and 7597 webchat customers responded to a survey, with 5414 customers rating their interaction as 'Excellent'.

For more information: qld.gov.au/transport

Figure 5: Customer service transactions—assisted vs non-assisted.



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

Note: From the 2012-13 financial year onwards, the data has been refined to include transactions for which a customer interacts with Transport and Main Roads. Prior to this date, the data includes ancillary and system generated transactions which aren't a true representation of customer interactions.

New public transport ticketing system

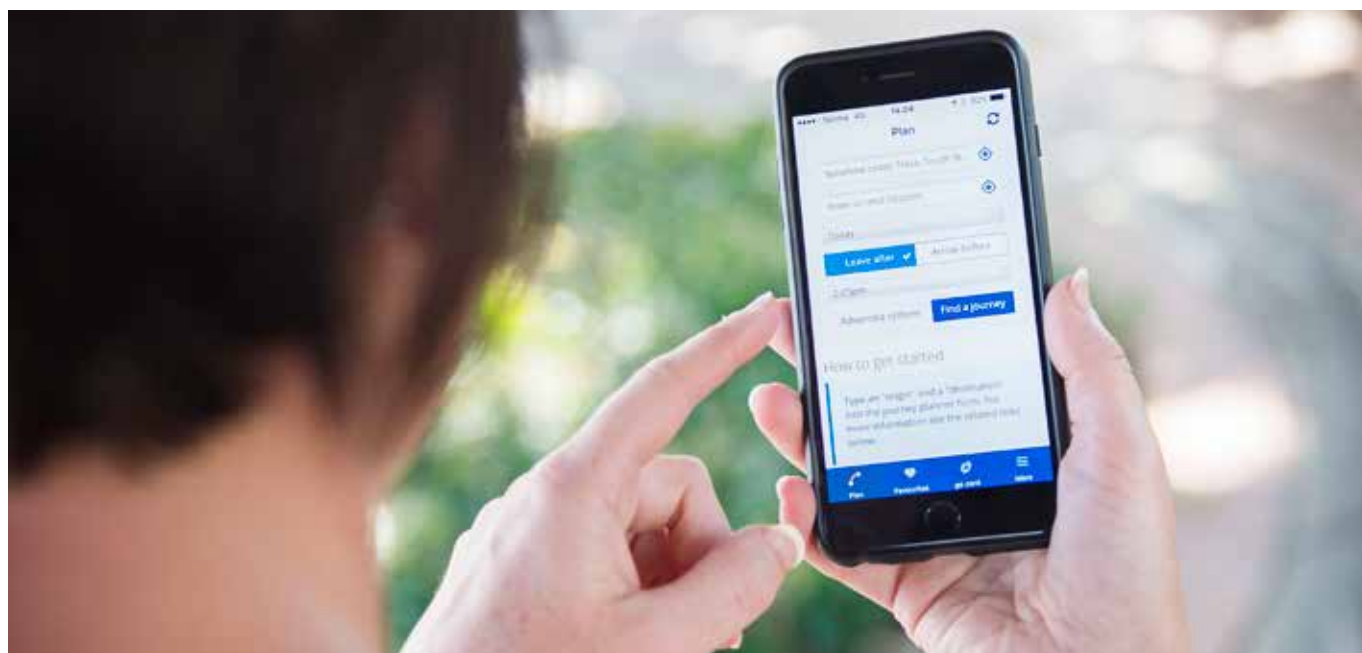
In June 2018, TMR concluded a highly competitive procurement process for an account-based ticketing system to replace existing systems on public transport services across Queensland. TMR will partner with Cubic Transportation Systems to design, build, implement and operate a new public transport ticketing system, which will materially change the way customers pay for and use public transport services.

The new system will allow customers to choose from contactless credit and debit cards, smart phones and wearable devices in addition to existing *go* cards (see glossary page 254) and paper tickets as travel payment options. The system will also support new modes of transport and enable future innovations, such as Mobility as a Service (see page 124), real-time seat availability, notifications for service delays and expansion to 18 regional areas.

Full system implementation is expected by 2022, with pilots rolled out progressively. The system is fully-funded by the Queensland Government with \$371.1 million allocated for the design, build and implementation over four years, beginning in 2018–19.

GC2018 Journey Planner

In February 2018, we developed a tailored GC2018 Journey Planner to access through the official app and event website to provide Games-specific travel information, to support network efficiency for those travelling to events. For more information on GC2018 and GC2018 Journey Planner (see page 22).



MyTransLink app in use.

MyTransLink app improvements

In November 2017, a major upgrade of the MyTransLink app was released to provide customers with quick and easy access to public transport information. Based on feedback, the upgrade included new customer-initiated features.

The upgraded version of the MyTransLink app has a modern user interface in line with state-of-the-art design. There are also a number of additional features including the ability to personalise 'Favourites' and the ability for customers to track their en-route vehicle with trip tracking. Additionally, the technology behind the MyTransLink app has been updated to meet scalability, integration and future-proofing requirements. The MyTransLink app has been downloaded more than one million times and has over 200,000 active users each month.

Download the MyTransLink app here: translink.com.au/mytranslink

QLDTraffic app

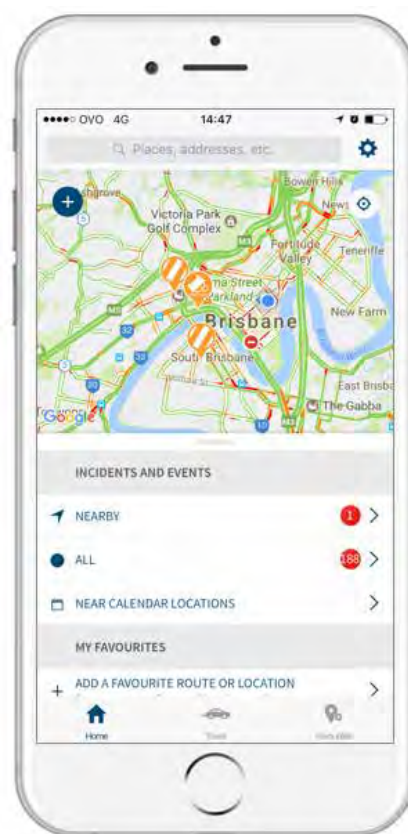
The QLDTraffic smartphone app and website provide road users with real-time information about road conditions, such as roadworks (see glossary page 256), crashes, flooding, hazards and congestion, as well as rest areas and dump points. Users can also view live traffic camera feeds to check routes before they commence travel.

As at the end of June 2018, the smartphone app had been downloaded 91,000 times since its release in February 2017, and the website had 4.5 million visits since it was launched in late 2016.

Spikes in use were seen during severe weather events for example, during Severe Ex-Tropical Cyclone Debbie, QLDTraffic use spiked at 1.25 million hits.

TMR continues to make enhancements and minor tweaks to improve components of the website and app including the alerts function on the mobile app, which allows for alerts to be broadcast to certain geographical locations based on a radius of one kilometre to 200 kilometres.

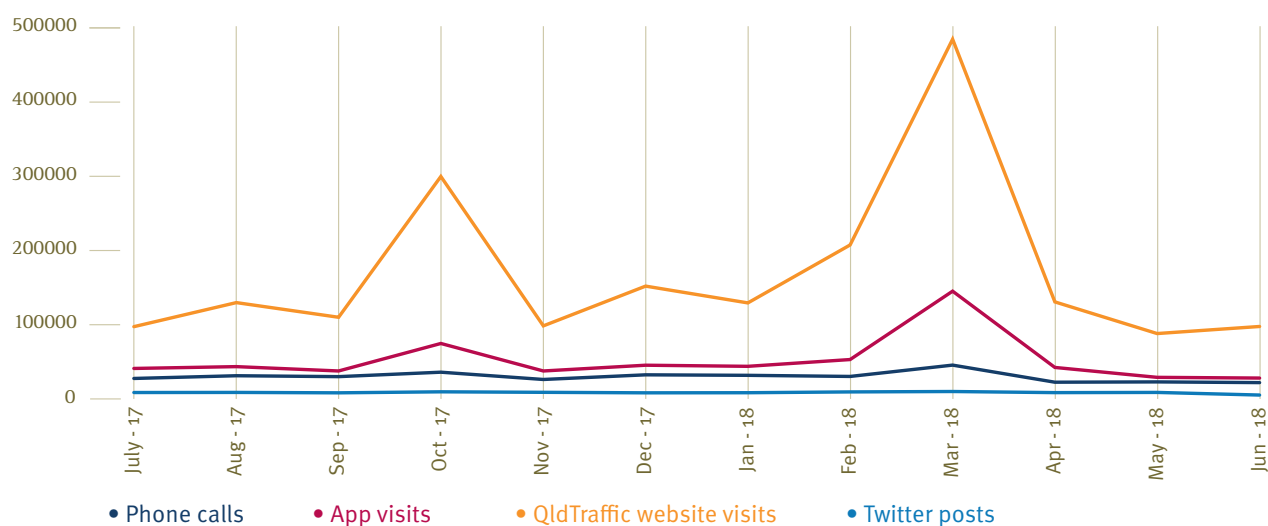
The QLDTraffic usage graph below displays the number of phone calls, website and mobile application visits and Twitter posts we experienced over 2017–18. It shows the increased usage by users seeking traffic and travel information during a large flooding event in October 2017 experienced around Bundaberg and in March 2018 as a result of Ex-Tropical Cyclone Nora. The periods either side of March 2018 are also higher than usual due to a consistent amount of rain that occurred in the north of the state during that time.



The QLDTraffic app is a handy tool that allows road users to better prepare for trips by checking what is happening along their planned routes.

Find out more and download the QLDTraffic app at: qldtraffic.qld.gov.au

Figure 6: demonstrates how calls, app usage and website traffic peaked during critical events.



TMR PrepL learner drivers

TMR has successfully piloted an online learning and assessment program developed to revolutionise driver education in Queensland, making it more accessible to learners and replacing the outdated written road rules learner driver test. This new program aims to improve young driver safety, as motorists aged 16-24 years are one of Queensland's most at-risk road user groups.

PrepL will replace the current 30-question, written road rules test and ensure learners not only know the road rules, but also understand why they exist. They will also learn about the significant impacts of the 'Fatal Five'—speeding, drink and drug driving, failure to wear a seatbelt, driving while fatigued, and distraction. In this way, the new program achieves more than testing knowledge of road rules, it also focusses on learner driver behaviours, including safe driving attitudes and sharing the road with others.

The new learning and assessment approach represents a shift to a learning experience where discussion with family members about road safety concepts is encouraged. The ground-breaking program can be used across multiple devices (smartphones, tablets and computers), allowing customers to complete their learning and assessment anywhere and anytime, at their own pace.

The pilot of this world-first program commenced in September 2017, with over 180 high school students selected across Queensland to participate. Subject to the completion of user testing, TMR is aiming to make PrepL available to all Queenslanders in the near future. After a period of transition, PrepL will replace the written road rules test as a mandatory pre-requisite to obtain a C class learner licence.



PrepL can be used on different devices.

For more information visit: qld.gov.au/transport/licensing/driver-licensing/applying/learner/prepl

Social media

In 2017–18 TMR increased use of social media to connect with our customers. We provided information, engaged in meaningful conversations, answered questions and responded to concerns in a timely manner via a platform preferred by many of our customers. In the current digital environment customers are coming to expect a high level of direct engagement (see glossary page 254). By delivering excellent customer communication in this channel, we also meet our commitment to the Queensland Government's DIGITAL1ST (see glossary page 254) approach.

The success of this approach is reflected in results and analytics. Interaction with customers on TMR social media platforms markedly increased over 2017–18. For example Facebook is TMR's primary social media platform and during the year, TMR's Facebook page followers (or 'likes') increased by 37.64 per cent and achieved nearly 50 million impressions (see glossary page 254). Facebook engagement (see glossary page 254) rating also increased by 8.95 per cent. TMR customers are increasingly using social media to approach the department with information requests. During the year TMR provided 5337 responses to customer enquiries via Facebook direct message.

A social media performance highlight was a post of CCTV footage in June 2018 that captured a global audience, including 14.4 million impressions directly via TMR's Facebook page and also generated 6500 new followers.

TMR's contact centre monitors Facebook from 8am to 9pm AEST (excluding weekends and Brisbane public holidays) and achieved an average response rate of approximately 98 per cent in under four hours.

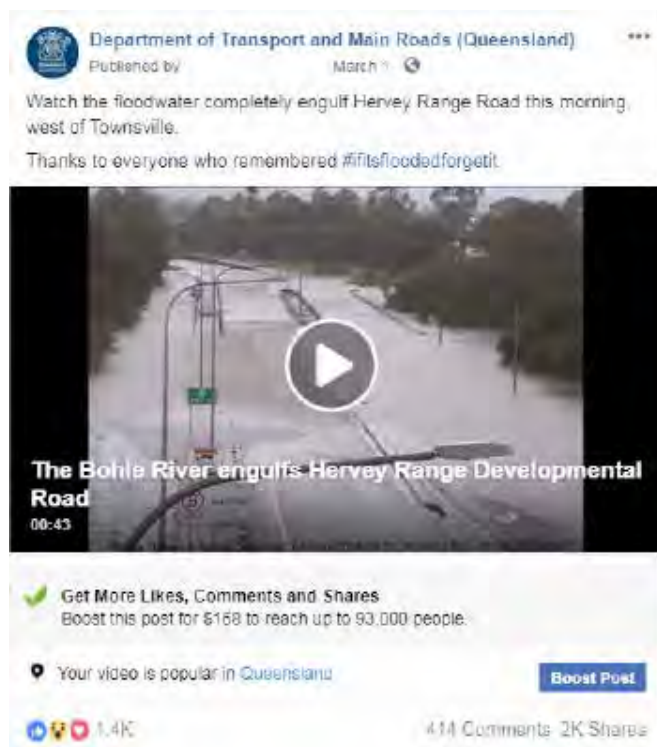
We have continued to use our LinkedIn page to enhance our corporate reputation, promoting TMR as an employer of choice for talented professionals, and publicising our achievements, campaigns and initiatives. We continue to receive positive feedback through likes, shares and comments.

TMR also started an Instagram presence in early June 2018 aiming to engage a younger demographic than our other social media channels. This social media platform showcases positive imagery of our road and boating network in use. Follower numbers are in the very early stages of growth on this new channel. However, early indications are that content has been positively received.

CASE STUDY

March 2018 floods safety message

Social media is an increasingly important communication channel during severe weather events and network-interrupting incidents, for which TMR has become established as a trusted information source. During the severe weather event in far north Queensland in early March 2018 we used the unique capabilities of social media. Rainfall in excess of 350mm caused flash-flooding around Townsville to highlight the life-threatening danger of water over roads, TMR posted a video of water completely engulfing the Hervey Range Road, west of Townsville, while a severe weather warning was in place. The detail and timeliness of this compelling footage helped strongly reinforce the Queensland Government's campaign message 'If it's flooded, forget it'. The post performed strongly on Facebook achieving 446,538 impressions and 16 per cent engagement.



Bohle River Time-Lapse footage on TMR Facebook.

CASE STUDY

High performing network interruption information

An example of a network interruption incident was CCTV footage titled "This was why the M1 was closed yesterday" of a truck rollover on the M1. This achieved 2,239,472 impressions and an extraordinary engagement rate of 21 per cent. By posting this directly after the interruption, we gave our customers important and timely information, in a visual and engaging way, about why their commute may have been affected.



Truck rollover on the M1 footage on TMR Facebook.

Vintage motorbike registration fees

Following strong community representation, the State Government has significantly reduced the cost of registering vintage motorcycles. The cost reduction will save customers \$64.05 per year and reduce the registration fee to approximately one third of the previous fee.

Over 70 per cent discount on registration fees for historic motorcycles.

Previously, vintage motorcycle owners paid more registration than vintage passenger vehicle owners. Putting our customers first and to encourage vintage vehicle owners to access the network, the State Government sought an equitable outcome with expected savings to vintage motorcycle owners of approximately \$274,000 over the next three years. The reduced fee will apply to registrations with a due date on or after 1 July 2018.

For more information visit: qld.gov.au/transport/registration/fees/concession/special-interest

Department of Veterans' Affairs white card holders

In February 2018, a 50 per cent transport concession was made available to Department of Veterans' Affairs (DVA) white card holders when travelling on the public transport network. This is a significant extension to the concession framework, with all DVA card holders now receiving either 50 per cent transport concession or free travel.

This initiative is in recognition of the service and sacrifice of over 19,000 Queensland veterans, who hold a white card for the treatment of a condition or injury resulting from non-operational or operational service. This includes injuries and conditions as a result of World War II, the Korean, Malaysian, Vietnam and Gulf wars, as well as more recent conflicts in Afghanistan and Iraq.

The introduction of the concession for DVA white card holders is an outcome of a commitment made by the Queensland Government to further acknowledge the service of our veterans, to make it more accessible to use our network to access the surrounding community and services.

Charities meet safety standards

In January 2018, TMR released the Transport Enabling Charities (TEC) Policy. The policy is supported by the TEC Program Fund which provides \$1 million towards assisting charities.

The policy enables TMR to help eligible charitable organisations fulfil development approval conditions that require works to state transport infrastructure. TMR does this by funding 50 per cent of the total costs and undertaking the works for the charity. Two charities were assisted this year, Sunshine Butterflies, which supports individuals and their families living with disability and Farm Animal Rescue, which saves farm animals from cruelty.

Implementation of the policy is an example of working as One TMR, with teams across the business developing the policy, program and processes while other teams oversee the technical assessment and efficient delivery of the works.

For more information visit: tmr.qld.gov.au/Community-and-environment/Planning-and-development/Planning-and-development-assessment-under-the-Planning-Act/Transport-Enabling-Charities-Policy



Toowong CSC

Truckie Toolbox Talks

As part of our commitment to enable a safer road network, TMR delivers Truckie Toolbox Talks across the State to help educate truck drivers and operators on a range of heavy vehicle matters and operational topics.

In November 2017, TMR, in partnership with the National Heavy Vehicle Regulator (NHVR) and Energex, delivered a Toolbox Talk at the Port of Brisbane weigh station—one of the busiest roads in Queensland for heavy vehicle use.

While similar events had previously taken place in other areas across the State, it was the first Toolbox Talk to be held at this location and proved to be a great success. Over 100 drivers stopped in to chat with inspectors about a range of issues including permits, chain of responsibility and fatigue management.

In the past year, compliance teams across Queensland have held a number of education-only Truckie Toolbox Talks in their regions, including one at the Roma Saleyards ([see page 77](#)) specifically designed to assist stock transport operators, sales agents and attendees. Additional Toolbox Talks have taken place in Inglewood, Chevallum and Gatton, which have continued to offer the heavy vehicle industry a unique opportunity to discuss heavy vehicle matters and issues.



One of our transport inspectors speaking with a truck driver at the Chevallum Truckie Toolbox Talk.



Transport inspectors meeting with heavy vehicle industry at the Port of Brisbane Truckie Toolbox Talk in November 2017.

Tow truck reforms

In 2017, in response to public concern about the towing of vehicles from private property parking areas, the Queensland Government commissioned an independent investigation into the tow truck and vehicle removal industry. A report was released in August 2017, following the review, which made 22 recommendations and suggested matters for further consideration to reform the industry, all of which were accepted by the government.

As a result of the recommendations, amendments were made to the *Tow Truck Act 1973* and *Tow Truck Regulation 2009*. From 16 April 2018 all private property towing in regulated areas of Queensland must now be performed by accredited drivers and assistants using licensed tow trucks. Drivers and assistants must be employed by licensed tow truck operators.

TMR collaborated across several teams with a customer focus on ensuring the community, industry and government were adequately informed and prepared for the reforms.

For more information visit: tmr.qld.gov.au/business-industry/Accreditations/Tow-truck-licensing-scheme

DELIVERING WITH OUR PARTNERS

Throughout the year, TMR continued working with our stakeholders to ensure critical transport links are always available, and to reduce the impact of network disruption. This section covers how TMR works with our partners, industry and advisory bodies to develop innovative solutions, inspiring new ways of doing things.

Franchised roads

The state may enter into road franchise agreements under the provisions of the *Transport Infrastructure Act 1994* to assist and encourage private sector investment in the construction, maintenance and operation of road transport infrastructure.

The state has entered into road franchise agreements for the Gateway and Logan motorways, and AirportLink toll roads operated and maintained by Transurban Queensland, Port Drive operated and maintained by the Port of Brisbane, and Toowoomba Second Range Crossing currently under construction and to be operated and maintained by Nexus Infrastructure.

During 2017–18, the department worked with Transurban Queensland to implement a number of customer service initiatives that resulted in better customer service outcomes and a reduction of fees passed on to toll road users.

The Port of Brisbane is undertaking a \$110 million upgrade to Port Drive and the local road network, including duplication of Port Drive comprising a concrete separation barrier, the construction of a four-lane overpass, intersection upgrades and a shared pedestrian/cycle path from Pritchard Street to Port Gate. Port of Brisbane has been working with the department to achieve a seamless connection to the state network and in delivering innovative and record setting solutions for bridge design, pavement design (see page 107), and environmental management.

QTRIP industry briefings

Each year, TMR hosts two Queensland Roads Investment Program (QTRIP) industry briefings—the first held in Brisbane and the second held in a regional centre. They are an opportunity for industry partners to engage with TMR representatives and hear directly from TMR regional directors about the upcoming programs and projects within their region, methods of procurement, likely contract estimates and the timing of the work to be released to the market. These events offer a unique opportunity to present TMR's statewide program directly to stakeholders, as well as combining formal presentations with face-to-face interactions between TMR staff, industry bodies and local businesses. This engagement strengthens the ongoing partnerships that have been shaped during these previous events.

In 2017, the Director-General hosted the briefings in Brisbane and Townsville, which attracted over 600 contractors, sub-contractors, suppliers and industry representatives. Survey results from industry partners showed a positive response to the event, with 94 per cent of participants supporting the statement, 'I found the information at the event useful', and 84 per cent 'Agreeing' or 'Strongly Agreeing' they would be likely to attend future events.

Direct feedback about the 2017 QTRIP industry briefings included that TMR is leading the way on making forward work more visible to its industry partners.

Heavy Vehicle National Law stewardship

Throughout the year we have worked with the National Transport Commission and the National Heavy Vehicle Regulator to progress nationally agreed reforms through legislation amendments. As host of the Heavy Vehicle National Law, national legislation must first be passed by the Queensland Parliament before it can be applied by participating jurisdictions.

In June 2018, the Queensland Parliament passed the *Heavy Vehicle National Law Amendment Bill and Other Legislation Amendment Act 2018*. The Act contained the sixth Heavy Vehicle National Law amendment package including the second phase of the chain of responsibility reforms, which extend the positive due diligence requirements to include the non-chain of responsibility offences for which executive

officers are currently liable. Other key elements of this package included revisions to the heavy vehicle national registration provisions, twin-steer axle ([see glossary page 256](#)) mass limit increases and heavy vehicle standards amendments.

In May 2018, the seventh Heavy Vehicle National Law amendment package was introduced into the Queensland Parliament as the *Heavy Vehicle National Law Amendment Bill 2018*. The proposed amendments will legislate policy to strengthen investigative and enforcement powers for authorised officers (the third phase of chain of responsibility amendments), allow improved heavy vehicle access where mass of freight vehicles is not a constraint and transfer existing obligations for load restraint to the Heavy Vehicle National Law from the National Transport Commission's Load Restraint Guide.

These amendment packages will provide industry with significant productivity improvements and a reduction in regulatory burden, particularly with the implementation of the long-awaited chain of responsibility reforms anticipated to commence on 1 October 2018.

National notices

TMR has been working with the National Heavy Vehicle Regulator on the development of several significant National Notices with a view to nationally harmonise heavy vehicle regulation, increase safety and efficiency, and minimise the administrative burden on the heavy vehicle industry.

Key national notices have been developed and are pending approval processes include:

- National Class 2 B-double Notice
- National Class 2 Road Train Notice
- National Class 1 Agricultural Vehicle and Combination Notice
- Replacement of Form 14 Guideline for Excess Dimension Agricultural Vehicles and Agricultural Combinations
- Replacement of Form 10 Guideline for Higher Mass Limits for Vehicles with Road Friendly Suspension in Queensland.

Working with Queensland's agricultural industry

The department has been working closely with Queensland's agricultural sector to enhance the safe and efficient on-road movement of oversize agricultural machinery. As well as developing national and state based notices to assist with safe vehicle movement and remove the need for permits for road movement, a significant part of this work has been close

engagement with Queensland's agricultural sector to clearly understand the sector's needs and challenges. Additionally, officers from TMR have been actively engaged in industry information sessions throughout regional Queensland regarding transport-related matters pertinent to the agricultural sector.

These sessions have provided both an opportunity for officers from the department to inform industry of their responsibilities to ensure the safety of all road users while moving agricultural machinery on Queensland's road network and also directly take on-board industry's feedback.



B-double on the Gore Highway near Pittsworth.

Queensland Ministerial Freight Council

The Queensland Ministerial Freight Council (QMFC) is a stakeholder ([see glossary page 256](#)) forum held several times per year to facilitate strategic freight system communication and consultation between industry peak bodies and the Queensland Government.

Representatives from 19 freight peak industry bodies attend the forum, with TMR represented by our Director-General and senior executive officers.

Key achievements and focus areas of the QMFC in 2017–18 include ongoing collaborative work between TMR, industry and the National Heavy Vehicle Regulator on addressing industry customer experience and implementing road freight productivity initiatives.

Emergency vehicle priority

Emergency Vehicle Priority (EVP) is a technology that enables emergency vehicles, including ambulances and fire trucks, to automatically trigger traffic light sequences to change along the most direct route when responding to an emergency call.

This means a green traffic light signal is given to emergency vehicles, when safe to do so, in the direction of that emergency response call. This reduces the risk involved with navigating busy intersections, and allows emergency vehicles to respond quicker to emergencies, by clearing the path ahead.

Over the past few years, TMR has been working with the Public Safety Business Agency to install this technology throughout Queensland. While works had already been completed in Brisbane, Gold Coast, Bundaberg, Townsville, Sunshine Coast, Toowoomba, Mackay and Cairns, in 2018 the EVP technology was extended to Hervey Bay, Maryborough, Rockhampton and Gladstone. See pages 46 to 88 for locations of EVP enabled intersections across our regions.

This initiative demonstrates TMR's commitment to road safety, as well as our dedication to working with our stakeholders to save lives.



Ambulances and fire trucks are fitted with technology to trigger the traffic light sequences.

For more information visit: tmr.qld.gov.au/Safety/Road-safety/

DEVELOPING INNOVATIVE SOLUTIONS

TMR continues to be at the forefront of delivering innovative transport technologies and solutions to meet current and future transport network issues. This section outlines how TMR has adapted new technologies through our partnerships and research to improve the quality and longevity of the state's transport network.

Transport Academic Partnership

The Transport Academic Partnership (TAP) 2015–2020 is a \$3.3 million agreement between TMR, the Motor Accident Insurance Commission, Queensland University of Technology, Griffith University and the University of Queensland.

TAP provides TMR with a passport to world's best practice in transport research and development



Transport Academic Partnership connects government, academia and industry.

The agreement establishes the collaborative, cooperative relationship and arrangements between the partners to undertake strategic transport research and development. The agreement aims to build mutual transport capability within the university sector, agencies and industry to address future transport challenges and create a single integrated transport network accessible to everyone.

For more information visit: tmr.qld.gov.au/Community-and-environment/Research-and-education

CASE STUDY

Collaboration to predict cycling participation rates

This project will help plan and prioritise the delivery of user-appropriate cycling infrastructure in Queensland by estimating the latent demand for commute cycling. The project was delivered through the TAP, by the University of Queensland in collaboration with TMR.

The project considered a number of variable influences on cycling participation including socio-demographic factors such as age, gender and access to vehicles, as well as built-environment factors such as street connectivity and accessibility to employment, education, and retail destinations by different transport modes. Travel areas in Queensland were ranked in order of highest predicted cycling participation, specifically identifying the top 20 travel zones with highest potential for increased commute cycling.

This data will help guide decision-making around prioritisation and delivery of the Principal Cycle Network ([see page 30](#)), ensuring maximum benefit from infrastructure funding and ultimately encouraging more Queenslanders to cycle more often.

National Asset Centre of Excellence

Now in its fifth year, the National Asset Centre of Excellence (NACoE) was established by TMR and the Australian Road and Research Board to strengthen specialist capability and capacity, and achieve cost savings in road infrastructure ([see glossary page 255](#)) expenditure through targeted research.

As TMR's benchmark research and development program, NACoE has a strong focus on pavements, asset management and structures research. It targets international best practice, providing guidance to allow the use of innovative materials and translating new knowledge into best practice for the department.

TMR's \$4.8 million investment in the 2018 NACoE program has enabled a number of multi-year projects to proceed. As NACoE matures and early research objectives are completed, more emphasis is being placed on collaborative research with other external partners and universities, knowledge sharing and industry engagement to encourage broader implementation of research findings and greater savings.

Some of the highlights from NACoE research include:

- increased use of recycled tyre rubber in road surfacing through updates to technical specifications
- commencement of large pavement works that use an economical alternative to conventional asphalt (high modulus asphalt, or EME2), through the development of a new technical specification
- release of a draft specification for the use of precast geopolymer (see glossary page 254) elements as an alternative to cement concrete, with a goal of facilitating innovation in the construction industry to improve durability and reduce carbon footprints.

A higher-performing asphalt alternative

TMR's pavement design methodology (see glossary page 255) and pilot specification led the way for introducing EME2 (see glossary page 254) to Australia. Since being published as a new technical specification in October 2017, significant pavement works have commenced using EME2. Compared to conventional asphalt, EME2 allows the asphalt base thickness to be reduced by about 20 per cent on road environments that require thick asphalt, such as motorways and heavily-trafficked roads. In addition to delivering cost savings, EME2 also offers superior performance, sustainability and productivity in construction time.

TMR's *Pavement Design Supplement* was updated in July 2018 to include EME2 design guidance and enhance the progression of EME2 as a routine option for thick asphalt pavement.

CASE STUDY

Paving the way

The new pavement design has been used on the Port Drive Upgrade project for Port of Brisbane. The project included the placement of approximately 53,000 tonnes of EME2 in 2017–18. Additionally, about 6000 tonnes was placed on a pavement rehabilitation (inlay) project on Steve Irwin Way on the Sunshine Coast.

The experience gained on these projects has proved EME2 can be successfully delivered in Australia, with increased technical guidance facilitating broader use of EME2 and realisation of benefits in the future.

For more information visit: tmr.qld.gov.au/business-industry/Technical-standards-publications/Pavement-design-supplement

Quickcell Super I-girder technology

TMR has worked with industry to realise potential savings on an innovative new bridge girder that is significantly longer than those currently in use.

Following a successful trial on Brisbane's Port Drive upgrade project in 2017, the Quickcell Super I-girder has been included in two departmental technical documents—*Design Criteria for Bridges and Other Structures*, and *Product Index for Bridges and Other Structures*—opening the way for wider use on projects of the new product.

The Port Drive trial was the culmination of a three-year collaboration between product owners Quickcell Technology Products, ARUP and TMR to produce a girder longer than the current Super-T girders. This additional length makes the new girder an attractive option for bridges over rivers and rail corridors to minimise the number of piers used.

For more information visit: tmr.qld.gov.au/business-industry



A Quickcell Super I-girder being placed on Lucinda Drive Bridge, Port Drive Upgrade Project in September 2017.

CREATING A SAFE AND RESILIENT NETWORK

Monitoring transport safety data allows TMR to improve the quality of our transport infrastructure and services, working towards the elimination of fatalities and serious injuries on our network. The safety and resilience of our transport network is a key priority to ensure we are offering an accessible network for all. We strive for these outcomes through initiatives such as those in this section.

Transport safety data

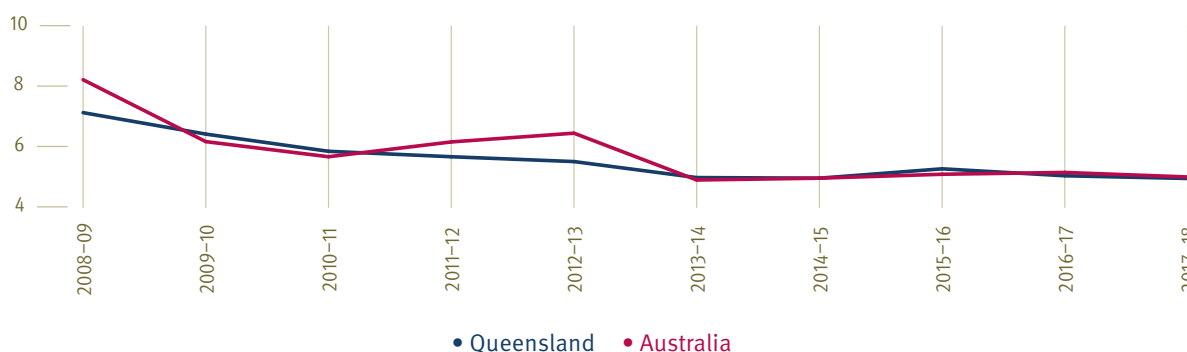
TMR is committed to eliminating fatalities and serious injuries through community safety initiatives. Figures 7 to 10 show trend safety data over the previous ten years.

Roads

In 2017–18, there were 247 fatalities as a result of crashes in Queensland, four (1.6 per cent) fewer than the previous year and four (1.7 per cent) fewer fatalities than the previous five-year average. The 2017–18 road fatality rate for Queensland was 4.97 per 100,000 population*, which is 3.2 per cent lower than the rate for the previous year (5.14). The road toll places Queensland fourth behind the Australian Capital Territory (1.68), Victoria (3.77) and New South Wales (4.95).

During 2017, there were 6481 hospitalised casualties as a result of road crashes in Queensland. This is 172 (2.7 per cent) greater than the previous year (6309) and 38 (0.6 per cent) fewer than the previous five-year average.

Figure 7: Road fatalities per 100,000 population

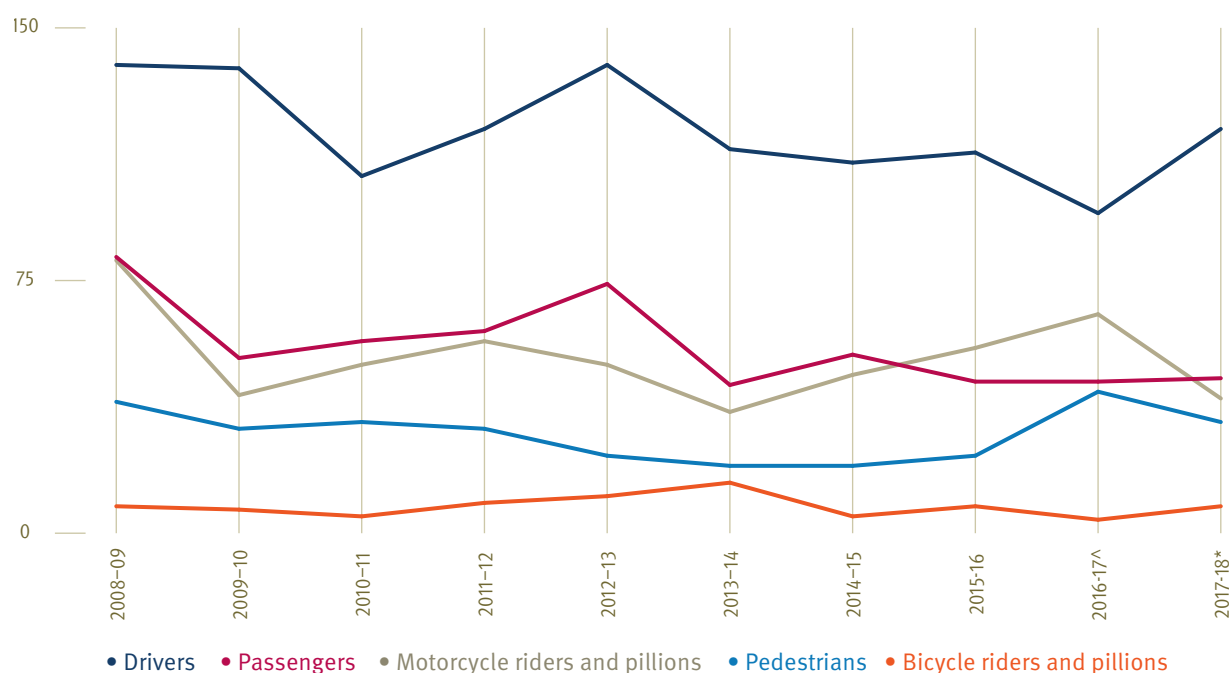


Data source: Transport and Main Roads' RoadCrash database and relevant interstate authorities. *Population figures are from the Australian Bureau of Statistics—Catalogue 3101.0.

Note:

Each month Transport and Main Roads requests updates on interstate road crash data from the relevant interstate authorities for the current year-to-date road toll and confirmation of the road toll for the previous year by month.

During July 2017, the Australian Bureau of Statistics released revised population estimates figures for 2011 to 2017 and therefore the figures may differ from previous publications. 2017–18 figures are preliminary at time of printing.

Figure 8: Road fatalities by road user type (in Queensland)

Data source: Transport and Main Roads' RoadCrash database

Note:

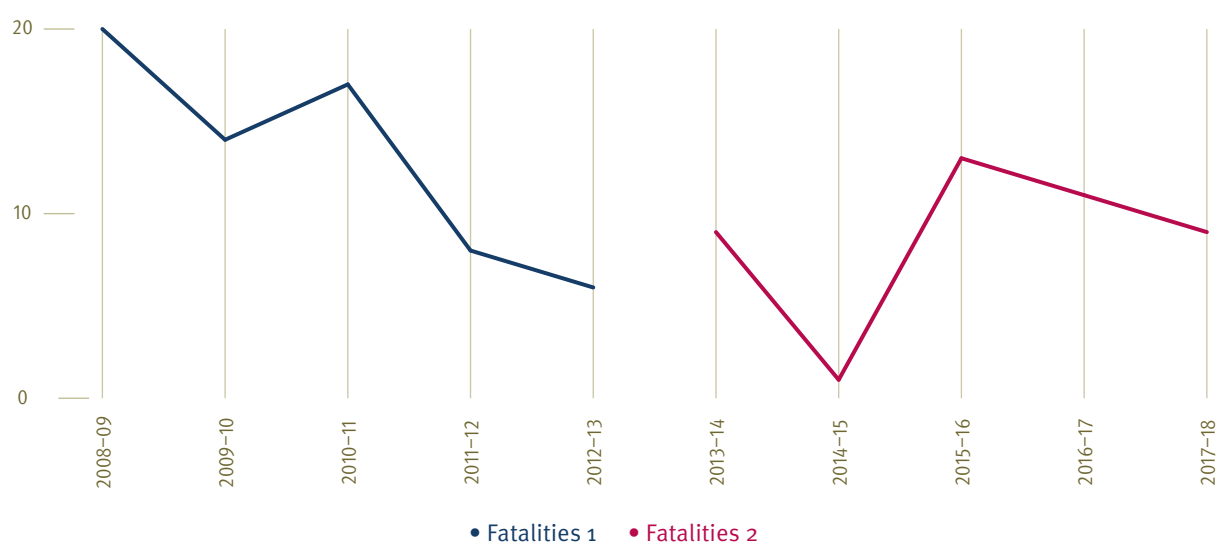
This graph excludes 'other' fatalities such as horse riders, train drivers and train passengers. In 2017-18, there was one fatality recorded in this category.

*2017-18 figures were preliminary at time of printing.

[^] The 2016-17 road toll has been reduced by two since the 2016-17 annual report was printed.

Marine

In 2017-18, reported marine incidents in Queensland included nine fatalities (see Figure 9). This equated to 3.45 fatalities per 100,000 registered recreational vessels and is not significantly higher than the ten-year average of 3.4 fatalities per 100,000 registered recreational vessels. There were also 29 injuries resulting in hospital admissions (see Figure 10). This equated to 11.12 hospital admissions per 10,000 registered recreational vessels and is not significantly higher than the 10-year average of 10.9 hospital admissions per 100,000 registered vessels.

Figure 9: Marine fatalities (in Queensland)

Note:

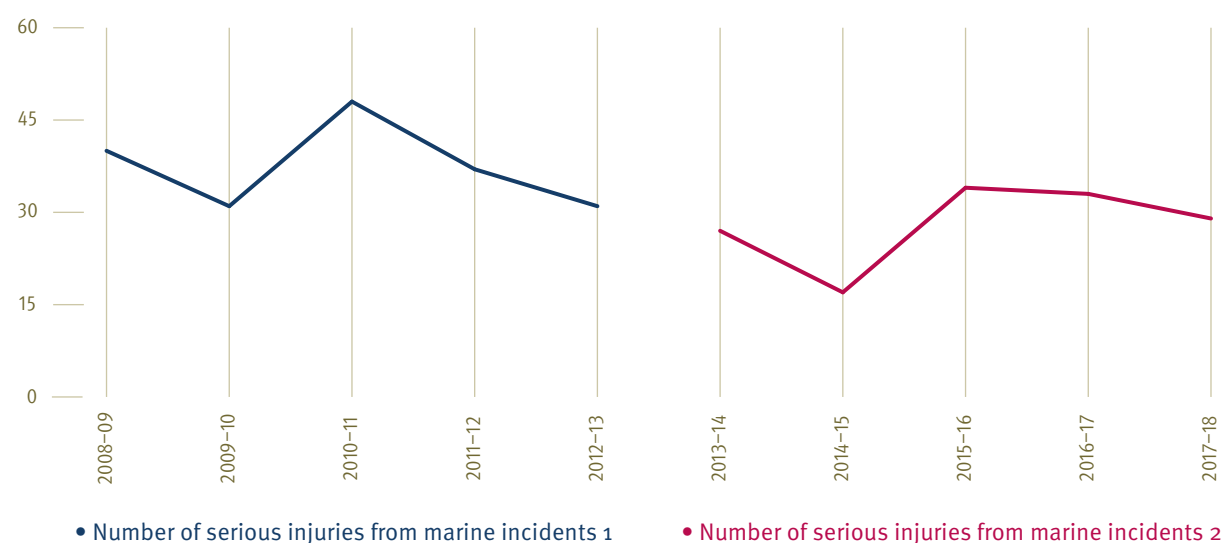
Marine incident data is subject to review and amendment as additional or more detailed information becomes available. This may result in variations to historical data that have previously been published.

In July 2013, the Australian Maritime Safety Authority (AMSA) began implementing a new national law which results in all the domestic commercial vessels operating within the Commonwealth of Australia coming under the superintendence of a single national jurisdiction. This results in a structural break in the time series at 30 June 2013. The time series from 1 July 2005 to 30 June 2013 includes all marine fatalities which occurred in Queensland waters. From 1 July 2013 to 30 June 2018 the series includes fatalities that occurred as a result of marine incidents that involved at least one Queensland regulated ship.

Fatalities 1—All incidents occurring in Queensland waters up to 30 June 2013.

Fatalities 2—Incidents involving at least one Queensland regulated ship 1 July 2013 to 30 June 2018.

Figure 10: Serious injuries from marine incidents (in Queensland)



Data source: Caseman Marine Incident Database

Note:

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

In July 2013, the Australian Maritime Safety Authority (AMSA) began implementing a new national law which results in all the domestic commercial vessels operating within the Commonwealth of Australia coming under the superintendence of a single national jurisdiction. This results in a structural break in the time series at 30 June 2013. The time series from 1 July 2005 to 30 June 2013 includes all reported hospital admissions which occurred in Queensland waters. From 1 July 2013 to 30 June 2018 the series includes reported hospital admissions that occurred as a result of marine incidents that involved at least one Queensland regulated ship.

Number of serious injuries from marine incidents 1—All incidents occurring in Queensland waters up to 30 June 2013.

Number of serious injuries from marine incidents 2—Incidents involving at least one Queensland regulated ship in 1 July 2013 to 30 June 2018.

Our commitment to safer road users

The *Queensland Road Safety Strategy 2015–2021* describes a vision of zero fatalities and serious injuries in road crashes. The new *Queensland Road Safety Action Plan 2017–19* carries forward that vision, taking on the previous year's action plan with 29 initiatives to be implemented over a two-year period. Priorities are to:

- deliver safer roads for Queenslanders
- get people into safer vehicles
- encourage safer road use
- plan our future and strengthen our partnerships.

The Safer Roads, Safer Queensland Forum continues to be a key consultation initiative, with the fifth forum held in February 2018. This forum's topic was vulnerable road users (pedestrians, cyclists and motorcyclists) and driver distraction, which is an emerging concern as mobile technologies are more widely used. Forum outcomes will be incorporated into relevant action plan initiatives during 2018–19.

TMR has also developed PrePL (see page 99), which will educate young drivers on road rules, with embedded safety messages. This year we also held targeted road safety sessions with the local communities on infant car seats (see page 53) and sessions for learner licensing that accommodated specific learning needs (see page 94).

For more information visit: tmr.qld.gov.au/Safety/Road-safety

Community road safety education program

The 2017–18 campaigns to raise awareness and encourage behaviour change included:

- 'Plan B' drink driving campaign (Christmas–New Year 2017, Australia, ANZAC and Labour days 2018)
- 'Let's change the way we look at speed' campaign (September school holidays 2017, October long weekend 2017, Easter 2018)
- 'Chin up' driver distractions campaign (July to August 2017)
- 'Sixth Sense' motorcycle safety campaign (May to June 2018)
- 'Drink walking' pedestrian safety campaign (November to December 2017 and January 2018)
- Launched 'SafeCars' app (see glossary page 253).

The 2017–18 events and sponsorships included:

- partnership with Queensland Cricket including 'Plan B' promotion at Big Bash games
- sponsored Fatality Free Friday (25 May 2018)
- supported National Road Safety Week 'Yellow Ribbon' (30 April to 6 May 2018)
- held Queensland Road Safety Week (20–26 August 2017)
- held the third Co-Lab event with young Queenslanders (October 2017).

For more information visit: jointhethrive.qld.gov.au



Brisbane Heat cricketers Mr Ben Cutting and Mr Joe Burns with General Manager (Land Transport Safety), Mr Dennis Walsh and Deputy Director-General (Customer Services, Safety and Regulation), Mr Mike Stapleton, renewing TMR's partnership with Queensland Cricket.

School crossing supervisors

The School Crossing Supervisor Scheme (SCSS) enhances the safety for primary school students, by placing supervisors in school traffic areas to assist students when crossing the road.

The scheme currently costs \$10.9 million each financial year. The Queensland Government is committed to school safety and approved a significant boost to the scheme in 2015, with 25 new school crossing supervisor positions commissioned each year from the 2015–16 financial year, for three financial years.

As at the end of June 2018, there were 684 schools in the SCSS.

TMR funded 1239 school crossings and 196 school crossing supervisors.

Our commitment to safer vehicles

Working to ensure safe vehicles on Queensland roads, transport inspectors play an important role undertaking roadside compliance checks on all vehicles. These checks will now be more efficient thanks to a new mobile Queensland Compliance Information System (QCIS).

TMR worked with Telstra and its development partner Gridstone to deliver the application, which uses the same platform as the QPS QLITE system.

Through the QCIS application, transport inspectors across Queensland now have real time access to registration and licensing information, and relevant compliance databases. Using QCIS, transport inspectors can record intercept details, capture photos and issue forms, such as infringement notices.

TMR is also a member of the Australasian New Car Assessment Program (ANCAP). Newer vehicles are better designed to protect occupants if involved in a crash, and can also have technologies that help to avoid or reduce the impact of a crash. However, the same technologies are not available in all vehicles.

Encouragingly, the most recent ANCAP annual report shows that members of the public are increasingly engaging with ANCAP prior to purchasing a vehicle, while industry is promoting safety ratings in marketing their own models.

The SafeCars app has been designed to help consumers, particularly those buying their first car, to find the safest vehicle they can afford (at any price point). This will encourage more consumers to consider safety as an important factor when making a purchase.

The app is the first of its kind in Australia to be based on price as the primary search criteria (sourced through contracted partner, Red Book, which provides the most authoritative market value available based on research), linking to existing ANCAP and Used Car Safety Rating data.

For more information visit: jointhedrive.qld.gov.au/parents/safecars



Transport inspector using the new QCIS in the field.



The mobile QCIS.

Our commitment to safer speeds

The Queensland Speed Conversation sets out TMR's plan for engaging with the public and delivering projects to improve speed and road safety in Queensland, in line with the

Queensland Road Safety Strategy 2015–2021. It sets a vision and justification for pursuing public education about the major role that speed plays in every road crash.

TMR is engaging with government and peak body stakeholders, as well as listening to public feedback, to deliver education and messaging to help Queenslanders understand how their speed choices make a difference in keeping the community safe.

Key work to date includes:

- partnering with RACQ to deliver the Safe DriVR speed safety virtual reality app to young drivers through the Docudrama program
- collaborating with TMR's regional offices to develop speed and road safety communication resources tailored to local issues
- improved delivery of road safety information through existing customer communications by trialling the inclusion of speed and road safety messages on existing notices to customers that contain licensing information.

For more information visit: tmr.qld.gov.au/strategyactionplans

Reducing speed limits

TMR recognises the science and research that demonstrates vehicles travelling at higher speeds are linked to the likelihood and severity of all road crashes. Road users, such as pedestrians and cyclists, are particularly vulnerable in the event of a crash and as a result, accounted for over 17 per cent of the road toll in 2017.

To improve user safety, TMR commenced a project in March 2018 to support the reduction of speed limits in areas of high pedestrian and cyclist activity. Sites for speed limit reductions are prioritised based on crash history and where existing vehicle travelling speeds support a credible, lower speed limit. Partnering with local decision makers across the State, TMR will support community education to explain why reduced speed limits make local communities a safer, more inviting place to walk and ride.

Our commitment to safer roads

The *Targeted Road Safety Program* (TRSP) is dedicated to the delivery of high benefit safety interventions and route-based treatments, to support safer roads and roadsides to reduce fatalities and road trauma and increase the safety rating of Queensland's road network.

Funding is primarily sourced from the Queensland Government including the Camera Detected Offence Program revenue, for a number of sub-programs such as Safer Roads Sooner ([see glossary page 256](#)) and Flashing School Zone Signs and the Australian Government's Black Spot Program.

In 2017–18, TMR delivered approximately \$148 million on projects under the TRSP.

Safety at schools

TMR has continued to install flashing school zone signs at risk-assessed school zones. Flashing school zone signs are designed to attract the attention of motorists and prevent speeding around schools.

TMR has successfully installed flashing school zone signs in another 100 Queensland school zones this year. Since the program began in 2012, the department has installed flashing school zone signs at 844 Queensland school zones.

Due to its success, the Queensland Government extended the flashing school zone signs which will enable installation at a further 300 school zones from 2018–19 to 2020–21. Sites continue to be selected based on a number of criteria including a detailed risk analysis of school zones and nominations by schools and communities, based on local knowledge of particular problem areas, through their local members of parliament.

For more information visit: tmr.qld.gov.au/Safety/School-road-safety

Camera Detected Offence Program

The Camera Detected Offence Program (CDOP) ([see glossary page 253](#)) is a major component of improving road safety, by reducing vehicle travel speeds on Queensland roads. TMR and the QPS work cooperatively to manage the CDOP to ensure the best road safety outcomes for road users, vulnerable persons and the broader community.

The CDOP consists of mobile speed cameras, fixed speed cameras, red light cameras, combined red light and speed cameras, point-to-point speed camera systems, and trailer mounted speed cameras. During 2017–18, two new combined

red light and speed cameras, three new point-to-point speed camera systems, and 14 multipurpose sites were installed at the highest risk locations across the state.

The CDOP has proven to be highly successful in reducing crashes and crash related casualties. An evaluation of the program conducted by Monash University Accident Research Centre in 2017, estimated that the CDOP was associated with saving nearly 3900 police reported crashes each year between 2012 and 2015, along with savings to the community of approximately \$1.4 billion.

For more information (see appendix 3 page 246).

Sign spearing safety solution

TMR engineers collaborated with Transport for New South Wales to implement their low-cost end treatment to windscreen sign spearing in Queensland.

The sign spearing solution, which involves strengthened brackets and fasteners to prevent signs from sliding along poles, was designed to prevent death and injury resulting from road side signage, 'spearing' a windscreen in the event of a collision. The modifications can be applied to new sign designs as well as existing signs, minimising potential future deaths and injuries from windscreen spearing, as well as making the installation cost effective and easier to implement.

This research has been recognised with a number of road safety and innovation awards:

- Innovation Award at the Centre for Accident Research and Road Safety Queensland—Queensland University of Technology Queensland Road Safety Awards, 21–25 August 2017.
- Professional Excellence in Traffic Engineering/Management (2017 Australian Institute of Traffic Planning and Management Excellence Awards).
- Finalist in the 2017 3M-Australasian College of Road Safety 'Diamond Road Safety Awards'.

The project has been split into two phases, with this research phase costing approximately \$350,000. The second stage will involve implementation throughout 2018–19. These costs were covered by the CDOP.



Test undertaken without sign spearing technology.



Test undertaken with sign spearing technology.

Safe township entry

A Township Entry Treatment (TET) is a speed management treatment that involves installing signage and line markings at the entry point to a town, where the speed limit transitions from a high speed rural environment to a lower speed environment.

Through the Targeted Road Safety Program (see page 113), 18 townships across Queensland have already been approved to have a TET installed. TMR is now in the process of arranging installations, with most anticipated to be completed by December 2018. A further 13 townships have been identified as potentially eligible for a TET and are currently being investigated. Additional funding of \$2 million has been made available to extend the TET installation program, which will see many more Queensland townships benefit from a TET.



Township Entry Treatment installed at Marian on Eungella Road in Mackay.

A symbol for safety

TMR uses large yellow figures on construction projects to create a visual awareness of the people who are working on-site. This is because these workers cannot always be seen. These also remind on-site workers of potential risks or hazards, including telecommunication, gas or overhead services such as powerlines.

The figures are lightweight, reinforced plastic cut-outs of male and female characters, pointing either up or down to highlight potential risks or hazards. So that the figures are visible during night works, some are also equipped with a reflective skeleton.

The figures first appeared on the Gateway Upgrade North project (see page 82) in Nudgee, installed as markers to protect sensitive underground testing equipment. They were also placed on settlement plates used by workers, to monitor the amount of soil that can be loaded onto the ground.

Due to the success of the figures, they have been installed on several major projects around the state. They now provide site employees, as well as road users, with a constant safety warning to be mindful of the surroundings as work progresses.



A yellow figure in place on the Gateway Upgrade North project site.

Road crash incident data

Each year over 6000 people in Queensland¹ are hospitalised due to road trauma, and each hospitalised casualty costs the Queensland community \$500,000². Queensland Road Crash Data is under reported, as it relies on crash and casualties being reported to the QPS. Independent research found, when all hospital data collections are examined together, it is estimated two-thirds of the data did not link to any police-recorded incident in the Database³. This limitation is more likely to be for motorcyclists, cyclists, males, young people and for injuries occurring in remote and inner regional areas³.

In line with the previous *Queensland Road Safety Action Plan (2015–2017)* commitments to establish a better understanding of road crash characteristics, a serious injury expert panel was formed to guide a project to reduce serious injury road crashes in Queensland. The project recommendation resulting from the panel was to link data between TMR and Queensland Health, facilitating a richer, more accurate source of information about road crashes in Queensland.

Through inter-agency engagement, the current *Queensland Road Safety Action Plan 2017–19* calls for solutions to establish a better understanding of road crash characteristics across datasets, particularly in respect to improving the reporting of serious injury data for vulnerable road users.

The first stage of this project provided a better understanding of the gaps in the crash data, outlined data preparation requirements and made recommendations on data linkage opportunities. This stage was completed in 2017–18. The second stage, due for completion during 2018–19, seeks interagency agreement on the linkage recommendations and seeks to establish the most beneficial linkages proposed during stage one. The project findings will develop a clearer picture of the road safety problem for vulnerable road users with a focus on cyclists. This will enable a more holistic understanding of crash characteristics and casualty outcomes, which will facilitate tailored road safety initiatives and effective evaluations.

¹ Road crash data sourced from the Department of Transport and Main Roads' Road Crash database.

² 2015 National Guidelines for Transport System Management in Australia, Transport and Infrastructure Council. Inclusive WTP June 2013 \$ value. Released by ARRB May 2015 (see glossary page 253).

³ Watson, Angela, Watson, Barry C., & Vallmuur, Kirsten (2015) Estimating the under-reporting of road crash injuries to police using multiple linked data collections. *Accident Analysis and Prevention*, 83, pp. 18-25.

Event Traffic Marshal scheme

The Event Traffic Marshal (ETM) scheme was introduced in August 2017 as an alternative option for traffic control in low speed or low risk environments, such as sporting and community events.

TMR asked members of the community for feedback on the proposed scheme, via the Queensland Government's Get Involved website prior to rollout, to ensure it would meet their needs. As a result, the scheme was implemented, offering volunteers convenient access to training material and assessment online.

The ETM role empowers trained volunteers to safely perform basic traffic management activities at approved special events. Previously, these duties could only be performed by accredited traffic controllers, whose services come at a cost to the community and impact the viability of holding community events.

Since implementation, TMR has received positive feedback from local event organisers who believe the ETM role has given them the opportunity to run more events.

For more information visit: tmr.qld.gov.au/Community-and-environment/Planning-and-development/Other-matters-requiring-approval/Traffic-management-at-special-events/Event-Traffic-Marshals



The Event Traffic Marshal scheme hopes to encourage local event organisers to run more events.

Rail safety in Queensland

The national rail safety reforms were established to deliver a more consistent approach to policy and regulation across jurisdictions, and to remove inconsistencies in the rail regulatory regimes between states and territories. On 1 July 2017, Queensland became the last jurisdiction to join the national rail safety reforms, stipulated in the 2011 Intergovernmental Agreement on Rail Safety Regulation and Investigation Reform, signed by the Council of Australian Governments. On that date, Queensland handed over responsibility for rail safety regulation to the Office of the National Rail Safety Regulator and additionally, the no-blame investigation of railway incidents to the Australian Transport Safety Bureau. These rail safety incidents were previously investigated by TMR.

From July 2017, the *Rail Safety National Law (Queensland) Act 2017* has become the law of Queensland as enacted in state legislation. Following the transition, TMR maintains the *Rail Safety National Law (Queensland) Act 2017*, and provides rail safety-related policy advice to the Queensland Government and maintains regulatory oversight of Queensland legislation relating to the safe transport of dangerous goods by rail.

The *Rail Safety National Law (Queensland) Act 2017* makes ONRSR the rail safety regulator of Queensland. The ONRSR receives rail safety information and publishes on annual basis on its website, this information will no longer be reported by TMR.

For more information visit: onrsr.com.au

TMR continued to lead the inter-disciplinary Queensland Level Crossing Safety Group (QLCSG) that oversees the implementation and review of the *Queensland Level Crossing Safety Strategy 2012–2021*.

This year, the QLCSG held three formal meetings to further improve level crossing safety in Queensland, including participation in technology assessment and rail research. TMR also supported the Director-General in his roles as chair of the National Level Crossing Safety Committee and board member of the Australasian Centre for Rail Innovation.

For more information visit: tmr.qld.gov.au/Safety/Rail-safety

Improving maritime safety

TMR has a vision of safe, clean seas. One proven way of continuously improving the safety of our boating public and the environment is by developing education messages and using innovative ways of delivering them. In 2017–18 TMR created short videos, called Maritime Minutes, with messages to help the community understand legislation and empower them to be safe on the water. These videos were created to share on social media and are made available to our stakeholders.

For more information visit: msq.qld.gov.au/About-us/News-and-stories/Maritime-Minutes



Example image from Maritime Minutes navigational lights for powered vessels video

CASE STUDY

Do you know your Colregs?

One of the videos in the Maritime Minutes series titled *Do you know your Colregs?* explains the international rules for the prevention of collisions at sea. More than 260,000 people viewed this video on the TMR Facebook page, with many also sharing the post. The video was downloaded and used by recreational boat licence training organisations, marine rescue groups and many others interested in boating safety. This example displays how leveraging technology and our existing advocacy network can assist to share our key messages of safety with the Queensland community.

For more information visit: facebook.com/TMRQld/videos/1619838884725655/

Removing derelict vessels

In December 2017, TMR worked to remove three vessels left damaged and stranded from extreme weather conditions. The vessels from the Whitsunday Islands and Airlie Beach—*Whitsunday Magic* and *Tateyama Maru*—were removed and disposed of, as well as the removal of pollutants from another vessel, *MV Banks*.

The *Whitsunday Magic* was a 34-metre steel sailing ship that was driven ashore near Airlie Beach during Ex-Tropical Cyclone (Ex-TC) Oswald in January 2013. In spite of earlier attempts by the owner and local contractors to refloat the ship, it remained in place and deteriorated, becoming a danger to the public and the environment. The ship was removed by breaking it up and transporting its components by barge for recycling.

Contractors were also engaged to remove and dispose of the 39-metre motor ship, *Tateyama Maru*, that was driven aground on Gloucester Island, Whitsundays during Ex-TC Debbie in March 2017. TMR managed the removal of pollutants from the ship in May 2017 and, despite a serious fire in September 2017, the ship was successfully refloated and towed for recycling.

TMR also managed the removal of oil and other pollutants from the 31-metre motor ship, *MV Banks*, which was driven aground during Ex-TC Debbie and remains on rocks in Cid Harbour, Whitsunday Islands.

All vessels were removed without any significant safety or environmental incidents.



Tateyama Maru aground in Gloucester Island, Whitsundays.

Maritime Safety Intelligence Database

TMR is entering a new phase in marine safety and ship-sourced pollution regulation in Queensland coastal and inland waterways. On 1 July 2018, TMR's service delivery responsibilities under the *Marine Safety (Domestic Commercial Vessels) National Law Act 2012* for the Queensland domestic commercial vessel fleet, will be transitioning to the national regulator, the Australian Maritime Safety Authority.

To prepare for this transition, TMR has been refocusing compliance efforts on recreational ships and ship-sourced marine pollution, by developing the Maritime Safety Intelligence Database. The new web-based system is a central repository for all marine related intelligence information and provides case management functionality for officers undertaking marine investigations. The database allows marine officers to efficiently access marine safety and pollution information in the field or in the office, to assist users of Queensland's waterways and ensure they meet their safety and pollution obligations.



Marine officer installing new navigational light post to protect nesting sea birds.

Major upgrade to vessel tracking software

In October 2017, TMR awarded contracts to design and install the new Vessel Traffic Services–Decision Support Tool (VTS-DST) to Brisbane based Australian Maritime Systems Group and SAAB Technologies Limited of Canada (SAAB).

This major systems upgrade allows TMR to meet the modern demands of international shipping and environmental safeguards. At the core of the new VTS-DST will be the V3000 traffic management and information system built by SAAB and operated by 70 of the world's major ports.

The development of these state-of-the-art, real time ship tracking tools allows operators to identify, monitor and safely interact with ships transiting through the Great Barrier Reef and ports around the state.

For more information visit: [linkedin.com/feed/update/urn:li:activity:6363991202223788032](https://www.linkedin.com/feed/update/urn:li:activity:6363991202223788032)

Secure transport network

Queensland counter-terrorism strategy

TMR has a lead role in delivering the national priorities for transport security (counter-terrorism), established under the Council of Australian Governments' (COAG) *Intergovernmental Agreement on Surface Transport Security 2005*. These include working in partnership with the QPS and surface transport operators to help prepare for, prevent, respond to and recover from significant security incidents.

TMR operates under the guidance of the *National Surface Transport Security Strategy* and the *Queensland Counter-Terrorism Strategy 2013–18*.

TMR's dedicated transport security program includes: Administration of the *Transport Security (Counter-Terrorism) Act 2008*; regulation of Security-Identified Surface Transport Security Operations under this Act; services to support the ongoing development of counter-terrorism and security plans within high risk operations across the transport network; and leadership, assistance and partnership on counter-terrorism exercises. Additionally, the program incorporates security risk analysis, including support of TMR-owned transport infrastructure; national and state level counter-terrorism policy coordination and comprehensive support to planning and delivering operational security for the GC2018 (see page 20).

The transport security program also includes the provision of guidance and support to transport operators and critical infrastructure owners to enhance the resilience of Queensland's transport critical infrastructure.

Through leadership of the Queensland Transport Precinct Security program, Transport Security works to strengthen all-hazards emergency planning at the highest volume mixed-modal transport hubs and mass passenger surface transport operations. Transport Security also work in partnership with QPS to communicate key security messages to the travelling public.

In addition, TMR's transport security program includes dedicated staff to help manage the investigation and response to security incidents affecting TMR staff, customers, facilities and assets.

Preparedness program

The annual delivery of the Pre-season Preparedness Program was refocused for 2017 to align with the *Emergency Management Delivery Plan 2017–19* and to assist in building emergency management capacity within TMR networks.

The program delivered standardised TMR-focused sessions across 12 locations in September and November 2017, engaging a wide range of regionally-based staff including members of District Emergency Management Teams. The sessions focused on business continuity practices and the disaster management program, providing assurance of TMR's capability to plan and prepare for, respond to and recover from disruptive events.

An exercise scenario was also conducted, developed in response to outcomes identified in operational debriefs from Ex-Tropical Cyclone Debbie in March 2017. Some of the key learnings addressed, included the improvement of internal communication protocols and procedures, the methods of collecting information by District Emergency Management Team members, and the need to deliver further training to staff to increase and support liaison officer functions and manage fatigue.

Queensland disaster management arrangements

TMR delivers its *Queensland Disaster Management Act 2003* responsibilities through active participation in the Queensland Disaster Management Arrangements (QDMA), providing functional support in the area of transport systems and as the hazard-specific lead agency for any ship-sourced pollution events.

As a member of the Queensland Disaster Management Committee, the Leadership Board Sub-committee (Recovery) and chair of the Roads and Transport Functional Recovery Group, the Director-General leads TMR's support of recovery and reconstruction for disaster affected communities.

Membership of the State Disaster Coordination Group and the Inter-Departmental Committee for Disaster Management enables TMR to contribute to best practice policy and protocols to improve disaster management outcomes for Queensland.

As part of this involvement, TMR has engaged in consultation with key QDMA stakeholders and provided input into a number of key documents in 2017, including the *Queensland State Disaster Management Plan 2017* and the *Queensland State Recovery Plan 2017–2019*.

TMR continues to provide advice and support to Local Disaster Management Groups across Queensland to enable preparedness for disruptive events that impact the transport system, and maintaining active involvement with regionally-based staff through established internal networks.

Business continuity

As part of the Business Continuity Management Program, TMR developed and implemented a Business Continuity and Disruption Management Policy.

Implementation of the policy supports TMR's ability to identify and mitigate business disruption risks, and to respond to unexpected disruptive and disaster events when they occur. The policy positions TMR to ensure that essential business functions will be recovered in the shortest possible time after a disruptive event.

An internal Business Continuity Awareness Week (14–18 May 2018) campaign for TMR, showcased how we collaborate to improve organisational resilience. The campaign involved senior leaders engaging with the organisation through a series of interviews delivered via internal communication channels, including Yammer ([see glossary page 256](#)), enabling the message to reach broadly across the TMR network.

Over 2000 views of business continuity awareness videos shared on Yammer.

Ex-Tropical Cyclone Debbie

Significant progress has been made to repair parts of the state road network damaged across 29 local government areas when Ex-Tropical Cyclone Debbie (Ex-TC Debbie) crossed the Queensland coast in late March 2017.

The heavy rainfall following Ex-TC Debbie caused severe landslips as well as road damage, with more than 600 sites requiring geotechnical repairs. The main areas of focus are the Sarina Range, south of Mackay, and the Gold Coast hinterland, where severe landslips caused road closures. Works have been completed most of the 26 landslip sites on the Sarina Range, three critical sites at Lamington National Park Road and the main landslip site at Tomewin Mountain Road.

Repairs to the state road network are estimated to cost up to \$200 million, with \$64.18 million spent during 2017–18.

To 30 June 2018, construction has been completed on 20 projects. Works completed to 30 June 2018 include:

- 74 of 623 earthworks and batter locations
- 27 of 103 structure repair locations
- five kilometres of 46.4 kilometres requiring pavement reconstruction
- 69 of 579 silt and debris removal locations have been cleared.

Progress on key sites impacted by Ex-TC Debbie includes:

- Sarina Range (Marlborough–Sarina Road): works completed at the main landslip site include soil nailing and mesh installation to stabilise the upper slope, demolition of the existing shotcrete and excavation of the original roadway at the main slip site. Reconstruction works have been completed at 21 of the 26 landslip sites.
- Lamington National Park Road: repairs to three of the most critical sites were completed in February 2018. Reconstruction works are in progress at more than 80 remaining sites.
- Gold Coast–Springbrook Road: reconstruction works are in progress at 53 sites within the closed section of the road and 19 sites outside the closure.
- Nerang–Murwillumbah Road: reconstruction works in progress at the main landslip site.
- Tomewin Mountain Road: repairs to the main landslip site were completed in February 2018. Reconstruction works at the remaining landslip sites commenced in late April 2018.
- Beechmont Road: reconstruction works at multiple sites commenced in mid-April 2018.
- Gladstone–Monto Road: reconstruction at five landslip sites completed in May 2018.

Weather permitting, the majority of reconstruction works are expected to be completed by December 2018.

Eligible reconstruction works will be jointly funded by the Commonwealth and Queensland Government under the Natural Disaster Relief and Recovery Arrangements ([see glossary page 255](#)).



Sarina Range excavation and placement of soil nails at the main slip site.

Foamed bitumen stabilisation

Through rigorous field and laboratory research, TMR is producing more economical and resilient forms of foamed bitumen stabilisation. Foamed bitumen stabilisation ([see glossary page 254](#)) uses resources more efficiently by requiring less bitumen than asphalt concrete pavements (2.5–3 per cent by weight compared to 4.2–6 per cent). Recent research and mix design testing at TMR's Bulwer Island laboratory have enabled further reductions in the amounts of bitumen, lime and other additives that can be successfully used in the process.

This has led to significant cost savings where foamed bitumen stabilisation has been used. On the Bruce Highway Safety project in Rockhampton, the lime content of the triple blend layer was reduced from 3 per cent to 2.5 per cent, saving over \$200,000. The Warrego Highway overtaking lanes rehabilitation used plant mixed foamed bitumen with reduced additive rates for both bitumen (2.7 per cent reduced from 3 per cent) and lime (1 per cent reduced from 2 per cent), generating savings on a similar scale.

Foamed bitumen results in finer particles being coated in bitumen, delivering a pavement that is also more resilient to flooding. This form of bitumen has been found successful during rehabilitation works in the wake of Ex-TC Debbie. Roads that used foamed bitumen stabilisation were able to withstand the severe flooding and remain largely intact, avoiding rehabilitation costs and enabling faster re-opening of the roads.



The first layer of foamed bitumen applied to the Warrill View section of the Cunningham Highway prior to the site being inundated by rainfall during Ex-TC Debbie.

VALUING OUR ENVIRONMENT

When updating and improving the accessibility of our network, we consider the potential environmental footprint our work will leave. This section outlines the innovative technologies and sustainable solutions taken to preserve our environment and historical assets.

Waste management

TMR is refocusing the delivery of its transport operations to encourage reduction in resource consumption, minimise waste production, reduce waste volumes to landfill and adopt resource recovery. This change is supported by the continued focus on minimising environmental impact through adoption of transport infrastructure sustainability principles. This evolution is being planned, tested, implemented and measured through the:

- *Transport and Main Roads Waste Reduction and Recycling Plan (2016–2021)*, which identifies a number of actions and continuous improvement initiatives
- Infrastructure Sustainability Ratings for projects over \$100 million. During the rating process new products and technologies have been trialled to improve waste management that can be applied on other transport infrastructure.

Significant progress occurred during 2017–18 to develop and test processes and technologies to be applied across the transport infrastructure program. This was supported by new data collection systems ('TMR Waste Collection Portal') for office/depot sites and revised waste reporting specification for construction projects (greater than \$500,000 or three months in duration) to enable significant waste streams to be identified and managed.

Infrastructure sustainability

TMR has also received its first formal Infrastructure Sustainability Rating from the Infrastructure Sustainability Council of Australia for the Gateway Upgrade North ([see page 82](#)) and Logan Enhancement Projects. The rating level of 'excellent' was achieved in part due to the waste management initiatives that included use of EME2 pavements ([see page 107](#)), which will significantly reduce pavement waste over

the asset design life, and is one of TMR's largest waste streams in volume. In 2018–19 more projects will contribute to improvements in waste management, as the Infrastructure Sustainability Rating scheme is rolled out across the state.

Crumb Rubber Modified Binder

Following the success of the research and trials into the Crumb Rubber Modifier, TMR published the new *Polymer Modified Binder (including Crumb Rubber)* technical specification in July 2017. The specification states the procedure and allows up to 18 per cent crumb rubber to be added.

This enables projects across the state to utilise used tyres stored in stockpiles regionally to be processed and incorporated into the bitumen seal of road pavements, assisting in reducing waste volume from tyre stockpiles as well as reducing costs and increasing asphalt and pavement performance compared to the use of standard bitumen binders.

Road lighting replacement project

As at 30 June 2018, TMR has converted over ten per cent of TMR's 30,000 street lights from the old-style sodium-vapour lamps to bright, new, energy efficient light-emitting diode (LED) street lights.

There are a number of advantages and benefits to using LED, with the new LED street lamps giving off a brighter white light, making driving at night safer, and saving a significant amount of energy (between 30 and 70 per cent) depending on the installation.

As well as the reduction in electricity consumption, which represents a significant reduction in carbon emissions, the new LED street lights are longer lasting and do not require specialist disposal. The old sodium lights contain mercury which, at end-of-life, makes them a form of hazardous waste.

TMR has been able to make the disposal of the redundant equipment environmentally-friendly, by partnering with the Endeavour Foundation. Once the old equipment has been made safe, Endeavour recycles a large proportion of the left-over e-waste.

For more information on TMR's waste management visit: tmr.qld.gov.au/Community-and-environment/Environmental-management/Land/Waste-management



Before and after LED installation on the Sunshine Motorway showing the improved visibility for motorists.

Awards for Excellence

Premier's Awards for Excellence

RoadTek won the sustainability category at the 2017 Premier's Awards for Excellence for their submission '*Construction goes green—fostering a culture of sustainability and environmental awareness*'.

The award was proudly accepted by RoadTek's Manager (Environment) Mr. Darren Wilson, at the award ceremony in November 2017. This win is great recognition of the work being done statewide by RoadTek, to successfully improve how we use our resources, reduce waste and generate renewable energy in line with RoadTek's *Resource Efficiency Strategy and Action Plan*.

Some of the key sustainability achievements and outcomes recognised in the award include:

- growing the use of renewable resources such as ethanol
- rollout of rainwater tanks across the state for all permanently-staffed depots
- increased use of recycled water from 2015–16 to 2016–17 by 300 per cent
- increased recycling of waste with 83 per cent of waste generated, either reused or recycled
- more efficient use of electricity (hours worked/kWh used).

Award for Environmental Excellence

In September 2017 our commitment to environmental management was recognised by the International Erosion Control Association Australasia (IECA).

TMR, in conjunction with CPB Contractors, won the prestigious Annual Environmental Excellence Award, recognised for best practice in erosion and sediment control on the Bruce Highway Cooroy to Curra (Section C: Traveston to Woondum) project ([see page 43](#)).

DESIGNING FOR THE FUTURE

TMR is continuously planning and adapting for the future of transport through updates in modes of transport, emerging technologies and changes in the industry. This section outlines the future-focused projects and solutions TMR is currently undertaking, preparing for, or looking to begin works on, over the next year.

Mobility as a service

The transport sector is experiencing rapid change primarily driven by advances in technology and shifting customer expectations. For the transport challenge of ‘moving people’, this change is captured under the banner of Mobility as a Service (MaaS).

MaaS encompasses infrastructure, services, technology and information to suit the travel and lifestyle needs of the individual. It brings together transport operators and third parties for the seamless provision of services, information, booking and payment across all transport modes, providing customers with a greater degree of choice in how they travel.

To ensure TMR delivers a network that responds to, and meets customer needs, TMR has engaged with key stakeholders to understand the barriers and opportunities for MaaS. This engagement has been used to develop a roadmap of key actions for TMR to lead the advancement of MaaS for Queensland in coming years. In the first year of activity, these actions include:

- establishing a dedicated program management office to lead the work
- undertaking customer research to better understand customer needs and create the customer value proposition
- initiating market soundings to investigate options in urban, regional and remote areas.

Preparing for autonomous vehicles

TMR is undertaking a range of initiatives to help prepare the transport system, transport agencies and the community for the introduction of automated vehicles (AVs) and new transport technologies.

The introduction of AV technology is likely to transform mobility over coming decades. To ensure we are future-ready, TMR is carrying out three scenario-based modelling projects to better understand the impacts of AVs on Queensland’s future transport system):

- Project one: considers six scenarios to assess the interaction of AVs and public transport across South East Queensland.
- Project two: considers three future transport scenarios for both Cairns and Townsville to analyse the potential impacts of AV technology and emerging MaaS models on these regions.
- Project three: models the impacts that the introduction of AV technology would have on Queensland’s freight industry and the broader economy.

All three modelling projects are underway, with results expected to be released in early 2018–19.

A nationwide approach

These AV and other new transport technology initiatives will inform our combined contribution to the *National Policy Framework for Land Transport Technology* (NPF). The NPF aims to ensure Australia has an integrated policy and regulatory approach to emerging transport technologies, including AVs.

Under the NPF, TMR is involved in developing:

- an end-to-end regulatory framework for AVs by 2020
- a national operational guideline to support the on-road use of AVs
- a Safety Assurance System to ensure the safety of vehicles fitted with autonomous driving systems
- priority trials and research of intelligent transport systems (ITS), including hosting the largest on-road driverless and connected vehicle trial in Australia—the Cooperative and Automated Vehicle Initiative ([see page 125](#))
- a roadmap to identify the infrastructure and harmonised ITS technical standards needed to support connected vehicles
- a plan for the security management of AVs and connected vehicles.

The NPF is likely to be updated by November 2018 to include other transport technologies, such as low emission vehicles (for example, electric vehicles) and highly integrated transport business models, which are often referred to as MaaS, (see page 124) and drones.

Ipswich Connected Vehicle pilot

TMR is delivering the Ipswich Connected Vehicle Pilot, currently Australia's largest on-road testing trial of cooperative vehicles and infrastructure, to help prepare for the arrival of new vehicle technologies with safety, mobility and environmental benefits on Queensland roads.

The pilot project is the first of four components that are part of the larger Cooperative and Automated Vehicle Initiative (CAVI) being delivered by TMR. The pilot will involve up to 500 private and fleet vehicles retrofitted with Cooperative Intelligent Transport Systems (C-ITS) devices that enable them to 'talk' to vehicles, infrastructure, road operations systems and cloud-based, data-sharing systems.

Planning for this large-scale project is well underway with approximately nine months of on-road trials to take place in, and around Ipswich, commencing late 2019.

The CAVI project will also include the testing of a small number of cooperative and highly automated vehicles on South East Queensland roads. These tests will be conducted as part of the department's Cooperative and Highly Automated Driving (CHAD) Pilot and will cover five key areas—roads, roadsides, vehicles, road users and speeds. This testing is being conducted to prepare the department for when vehicles with these capabilities are widely available for Queensland road users.

For more information visit: qld.gov.au/cavi

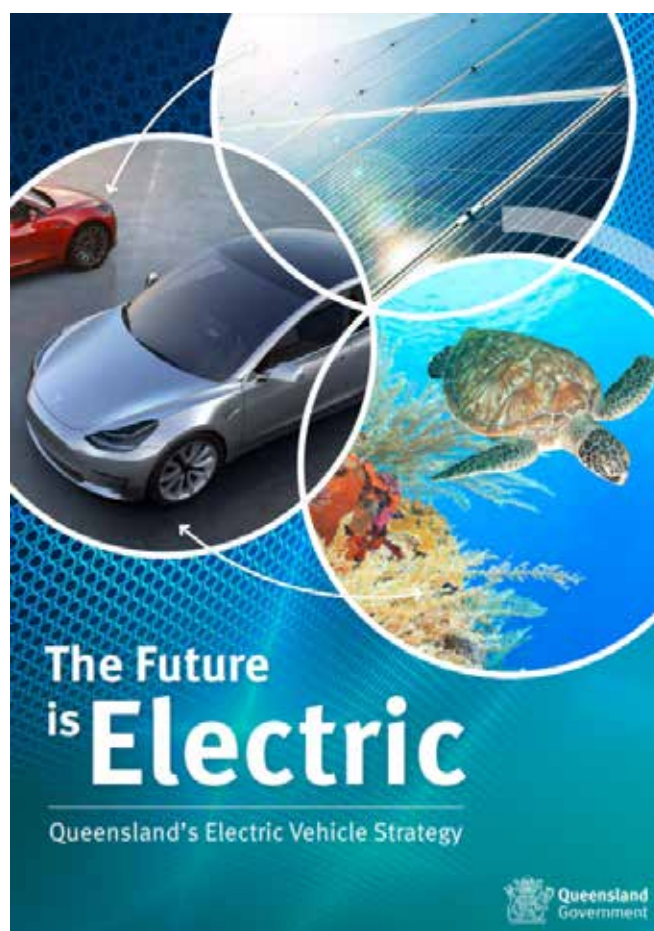
Electric vehicle strategy

Released in October 2017, The Electric Vehicle Strategy will ensure Queensland is in the best position to capture the benefits and opportunities electric vehicles (EV) will bring for a cleaner, greener and cheaper transport future. The strategy outlines 16 cost-effective initiatives the Queensland Government will implement, to encourage consumer support and uptake of these vehicles.

An action of the EV strategy is the Queensland Electric Super Highway (QESH), a series of fast-charging stations stretching from the Gold Coast to Cairns, and Brisbane to Toowoomba. Phase 1 was completed in January 2018, making the QESH the longest electric super charger highway in a single state in the world.

The Queensland Government has committed a further \$2.5 million to install more charging stations along the Bruce Highway, reducing the distance between the existing charging locations. This will give motorists more options to choose when to recharge, reducing range anxiety and allowing them to stop, revive and survive.

For more information visit qld.gov.au/electricvehicles



Queensland's Electric Vehicle Strategy published in October 2017.

SECTION 3

OUR ORGANISATION

TMR is one of the Queensland Government's largest agencies and as such we recognise our significant role in contributing to Queensland's diverse economy and liveable regions and cities.

In delivering our vision, we consider the impact of constant digital disruption to both the transport industry and how we operate. We look to these challenges as opportunities to embrace technology to deliver for our workforce, as well as our customers and the Queensland community.

Throughout this section, we demonstrate how we keep pace with the fast rate of change, showing how our structure allows for agility, whilst maintaining rigorous governance across our services and business activities. In addition to adapting our products and services, we also strive to maximise on available technology to equip our workforce. Following are examples of our organisation using these tools and techniques to thrive in our rapidly-changing business environment.

HIGHLIGHTS

Capitalising on new technology

A range of improvements leveraging technological advancements have been implemented this year. Planning is underway for a cloud-based integrated records information system ([see page 152](#)), a data and analytics strategy was developed ([see page 153](#)), and mobile technology ([see page 153](#)) and online apps ([see page 97](#)) were implemented to improve service efficiency.

New program, project and contract management system in place

The Portfolio Program, Project and Contract Management (3PCM) system commenced operation this year to support greater consistency in processes for planning, managing and delivering the transport infrastructure portfolio.

Procurement performance

TMR's Procurement Performance Management Framework is a first of its kind in Queensland Government agencies and stipulates how success is measured, reporting requirements, and governance criteria ([see page 144](#)).

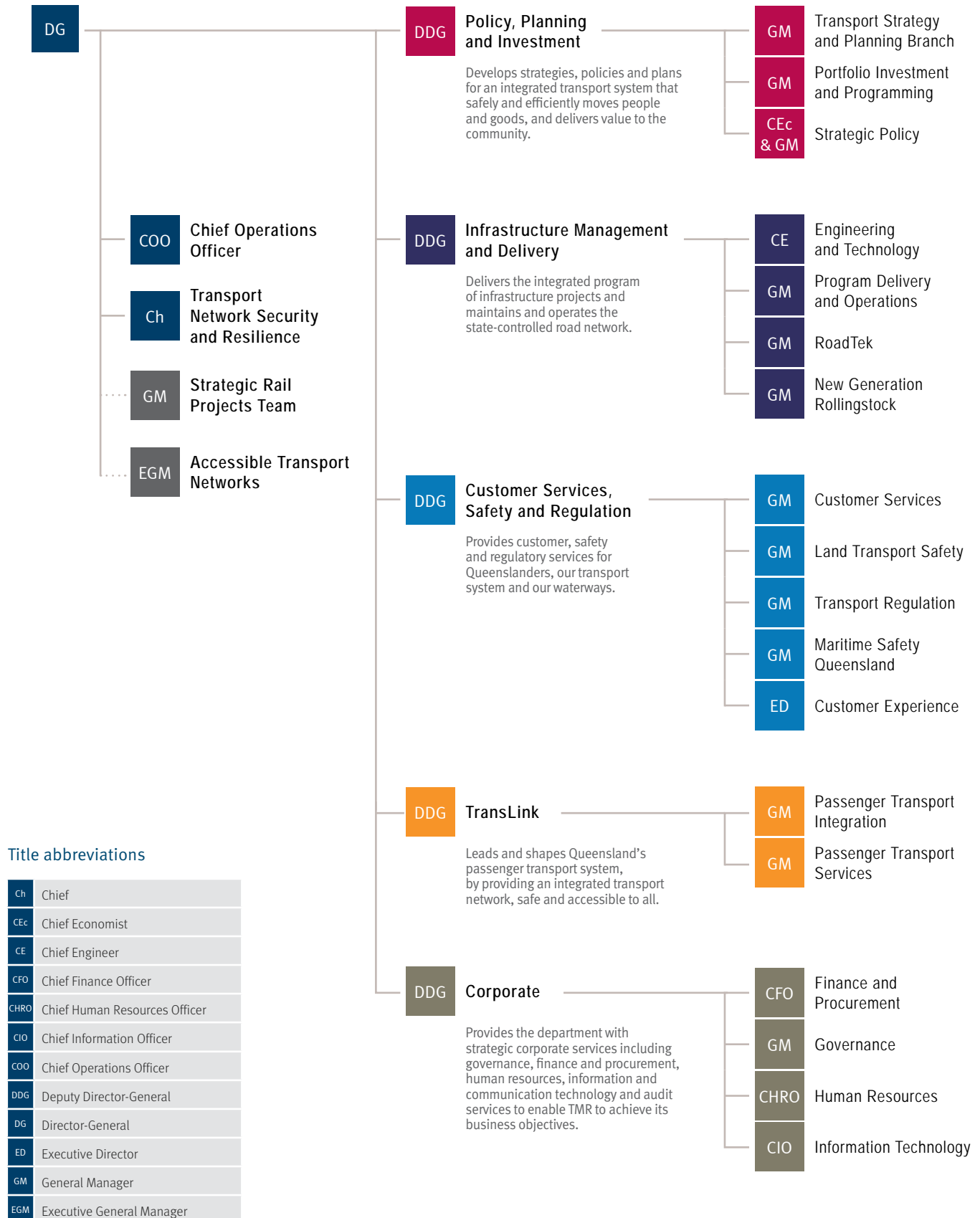
Thorough internal audit processes

In line with the charter of the Institute of Internal Auditors the Internal Audit team continued to improve operational processes and financial practices. This year a risk-based annual plan and 29 audit reports were generated ([see page 150](#)).

Responsible complaints management

To continually review our services and improve to benefit our customers, TMR received and processed 45,820 customer complaints in 2017–18 ([see page 150](#)).

ORGANISATIONAL STRUCTURE



STRUCTURED TO SUPPORT OUR VISION

The diversity in our executive leadership team, shown in our leadership profiles, brings broad experience from various sectors, as well as from across our own business. While our leaders oversee established divisions with clear focus and alignment to our vision, we are able to recognise opportunities to mobilise dedicated workgroups to meet the changing needs of our customers and the demands on the transport industry.

As outlined in this section, our leaders' membership across TMR's governance committees reinforces the depth of accountability across TMR's operations. These committees, and their achievements, display our commitment to transparent, accountable business practices in delivering our services for Queensland.

Management and structure

TMR is divided into five divisions. These divisions and the services they provide are outlined in Our Services ([see page 139](#)).

The following structural changes occurred during the 2017–2018 period:

- January 2018, the Registration and Licensing Modernisation Unit was created within Customer Services, Safety and Regulation Division.
- January 2018, the Accessible Transport Networks Unit was created, reporting directly to the Director-General.

Executive Leadership Team

The Executive Leadership Team (ELT) assists the Director-General to deliver our strategic purpose: creating a single integrated transport network accessible to everyone. The group meets weekly to progress emerging and operational matters. Monthly meetings are held in addition with a focus on strategic and general business.

Chair: Director-General

Members:

- Deputy Directors-General
- Chief Operations Officer.

Senior Leadership Team

In addition to the ELT, the Director-General is supported by the Senior Leadership Team (SLT). SLT members are responsible for the development, implementation and review of key initiatives.

SLT members have decision-making authority and delegate responsibilities for action within their branches and divisions. The team provides support and advice to the ELT by elevating information and issues required to shape strategic thinking and inform decision making.

Chair: Director-General

Members:

- Deputy Directors-General
- All General Managers
- Chief Operations Officer
- Chief Engineer
- Chief Finance Officer
- Chief Human Resources Officer
- Chief Information Officer
- Chief Transport Network Security and Resilience
- Chief Economist
- Executive Director (Customer Experience).

Greater Leadership Team

Launched in 2014, the Director-General identified a cohort of leaders across TMR, known as the Greater Leadership Team (GLT). Throughout 2017–18, the group was engaged in a number of ways to further enable and empower TMR's leaders of level AO8/PO6 equivalent and above.

Throughout the year, the Director-General held a number of forums to enable a face-to-face opportunity for the leadership team to hear TMR's strategic direction and priorities, as well as showcase the achievements from within each division and across the department. Forums this year focused on leadership and resilience in the public sector.

Executive Leadership Team Profiles

DG



Neil Scales

Director-General (Transport and Main Roads)

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

- Appointed as Director-General January 2013
- Champion for Persons with Disability
- Champion for Domestic and Family Violence Awareness.

Under the *Financial Accountability Act 2009*, the Director-General is accountable to the Minister for Transport and Main Roads and the Premier of Queensland for the efficient, effective and financially responsible performance of the Department of Transport and Main Roads. He leads the department with an operating budget of \$5.810 billion, capital budget of \$2.804 billion and managed assets worth \$76.226 billion.

Former positions:

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

Along with over 40 years' experience in the transport industry, Neil received the Order of the British Empire for services to public transport in 2005 and in 2011 was awarded an honorary Fellowship from Liverpool John Moores University for his services to the region.

COO



Jennifer Grace

Chief Operations Officer

MAPSL, GradCertPSP, Vincent Fairfax Fellowship, Program on Negotiation (Law) Harvard University, Professional Graduate Certificate Business/Marketing Harvard University, Australian Institute of Company Directors (Risk and Governance)

- Appointed as Chief Operations Officer October 2013
- Champion for Women in Leadership.

Jennifer supports the Director-General with the day-to-day operations of the department allowing the Director-General to focus on strategy, the government's objectives and key stakeholder relationships.

Former positions:

- Executive Officer (Office of the Director-General), Department of Transport and Main Roads.

Jennifer has 20 years' experience in the public service working in the portfolios of employment, training and industrial relations, environmental protection, justice and attorney-general, transport and main roads, and foreign affairs and trade.

DDG



Julie Mitchell

Deputy Director-General (Policy, Planning and Investment)

BE, MBA, MEnvMan, FIEAust

- Appointed as Deputy Director-General (Policy, Planning and Investment) March 2018
- Champion for Innovation
- Registered Professional Engineer, Fellow of Engineers Australia.

Julie sets the future direction of the transport system in Queensland. She defines and shapes key strategies, policies and plans for an integrated transport system that supports the safe and efficient movement of people and goods, while driving value for the community.

Julie has more than 30 years with Transport and Main Roads including:

- Chief Engineer
- Project Director (Major Infrastructure Projects)
- Manager (Transport Planning Metropolitan region).

Julie is a highly respected leader in the engineering profession. Julie's focus on safety for the people of Queensland is reflected in projects such as the Road Train and B-double Bridge Assessment project which assessed more than 3000 bridges to improve access and reduce waiting times for heavy vehicle permits.



Mike Stapleton

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

B.Bus, MPA, MANCAP, MNRSS, MAustroads, MQLCSG

- Appointed as Deputy Director-General (Customer Services, Safety and Regulation) January 2016
- Champion for Cultural Diversity.

Mike oversees the delivery of safety, regulatory and transactional transport services for the department.

This division is critical to our current and future transport system, managing the State's regulation, marine, road safety and frontline services for Queenslanders. Former positions:

- Deputy Director-General (Infrastructure Management and Delivery), Department of Transport and Main Roads
- General Manager (Land Transport Safety), Department of Transport and Main Roads.

Mike has worked in the state public transport sector in finance, general management and transport safety roles for more than 20 years delivering key road safety initiatives including Graduated Licensing, Alcohol Interlocks and immediate suspension for recidivist drink drivers, and the expansion of the Camera Detected Offence Program.



Matthew Longland

Deputy Director-General (TransLink)

BBltEnv (URP), GDURP, MBA (Exec), MPA, GAICD

- Appointed as Deputy Director-General (TransLink) December 2016
- Champion for Cycling
- Board member of the International Association of Public Transport (Australia/New Zealand).

Matt leads the delivery of customer-focused passenger transport services across Queensland including policy, planning, ticketing, contract management and customer services.

TransLink Division is responsible for the integrated rail, bus, ferry and tram network in SEQ and long distance rail, coach and aviation services in regional, rural and remote Queensland.

Former positions with the Department of Transport and Main Roads:

- Deputy Director-General (Policy, Planning and Investment)
- General Manager (Passenger Transport Integration).



Tracy O'Bryan

Deputy Director-General (Corporate)

LLB, LLM, EMPA, Solicitor of Supreme Court of Queensland and High Court of Australia

- Appointed Deputy-Director General May 2017
- Customer Champion.

Tracy leads the department's corporate services, which includes governance, legal, finance and procurement, ICT and human resources to enable TMR to achieve its business objectives.

Former positions:

- Executive Director (Department of National Parks, Sport and Racing)
- Acting Deputy Director-General (Department of Environment and Heritage Protection).

Tracy has over 21 years of experience in the Queensland public sector in the fields of law, policy, governance, major projects and program design and delivery, and stakeholder engagement. She has also led major reform and commissions of inquiry for government and worked in a number of Queensland Government departments.

DDG



Bill Lansbury

Acting Deputy Director-General (Infrastructure Management and Delivery)

FIEAust, RPEQ (Civil), MAICD, EMPA, MTech (Pavements), BTech (Civil), Adv Dip (PM), JP (Qual)

- Commenced acting in the role Deputy Director-General (Infrastructure Management and Delivery) in October 2017
- Champion for Employee Safety, Health and Wellbeing
- Executive Leadership Team champion for the strategic priority of Building Prosperity
- Chair for Transport and Main Roads Employee Safety, Health and Wellbeing Governance Committee.

Bill oversees the delivery of the integrated program of infrastructure projects and the maintenance and operation of the state-controlled road network.

Former positions:

- General Manager (RoadTek), Department of Transport and Main Roads.

Bill has over 35 years' experience with TMR, including more than 20 years in leadership roles at various locations across Queensland.



TMR staff inspecting construction

Governance committees

The department is committed to the principles outlined in the *Public Sector Ethics Act 1994*. These principles are embedded in our Corporate Governance Policy and Framework, and guide our everyday business practices. The Director-General and the department's senior executives form TMR's ELT. The role of the ELT is to oversee the achievement of the whole-of-government and departmental priorities that are established through strategic planning and budget processes.

ELT currently oversees seven governance committees to provide a more detailed review of specific areas of organisational performance and risk.

They are the:

- Employee Safety, Health and Wellbeing Committee
- Infrastructure and Investment Committee
- Information and Systems Committee
- Finance and Procurement Committee
- Audit and Risk Committee
- Strategic Human Resources Board
- RoadTek Performance Committee.

In late 2017, the ELT governance committees underwent an external review to maintain consistency and ensure they remain relevant and representative of TMR's risks and opportunities. This review assisted in determining the composition and effectiveness of ELT and governance committees, and provided clarity of roles and responsibilities, communication and ownership of governance process and decision making. As a result of this review, the Strategic Human Resource Board and the Diversity Council were rolled up into other committees, and the RoadTek performance committee was established.

Our governance committees operate under formal charters that detail their functions and responsibilities. The committee structure highlights a contemporary, effective and efficient operating model for a public sector agency of our size and responsibility. Each committee undertakes annual reviews of their function and performance, and they report formally through to ELT on a regular basis. The Audit and Risk Committee has two external independent representatives, with one appointed as Chair.

Employee Safety, Health and Wellbeing Governance Committee

In late 2017, the TMR Safety and Wellbeing Governance Committee became the TMR Employee Safety, Health and Wellbeing Governance Committee.

The committee meets bi-monthly and assists the Director-General in providing oversight and developing and monitoring strategies to ensure:

- the department's compliance with the *Work Health and Safety Act 2011* (the Act) and associated regulations, codes of practice and advisory standards
- the exercising of due diligence by TMR officers, as defined by the Act, including the provision of recommendations and advice to ELT
- that meaningful safety performance objectives and targets are developed and published at an organisational level
- the safety performance of TMR, including the achievement of safety, health and wellbeing objectives and targets
- monitoring of the department's safety, health and wellbeing risk profile
- the identification, discussion and implementation of strategies to reduce the incidence of work-related death, injury and illness at an organisational level
- the department has appropriate policies, procedures, systems and accountabilities to meet its safety, health and wellbeing responsibilities and objectives
- processes are in place to demonstrate the implementation and effectiveness of the policies, procedures, systems and accountabilities
- staff health and safety responses from the Working for Queensland Surveys ([see page 164](#)) are addressed and action plans monitored
- safety, health and wellbeing information is communicated and actioned across the department.

Chair: Deputy Director-General (Infrastructure Management and Delivery)

Members:

- General Manager (RoadTek)
- General Manager (Customer Services)
- General Manager (Maritime Safety Queensland)
- Chief Human Resources Officer
- Executive Director Operations (TransLink)
- General Manager (Portfolio Investment and Programming)
- Chief, Transport Network Security and Resilience.

Achievements

During the past year, the committee:

- supported delivery of PAN Software's Riskware solution to replace Salvus, the department's incident, injury, claim and rehabilitation solution
- undertook Workplace Health and Safety Queensland's (WHSQ) safety culture and climate survey to determine the department's current level of safety culture relative to other survey respondents
- presented the survey findings and recommendations to the governance committee in April 2018. WHSQ also presented RoadTek survey findings and recommendations to the RoadTek management team
- finalised the One TMR Wellbeing Program ([see page 164](#)), which includes key initiatives to address the physical, psychological, social, financial and work aspects of employee wellbeing. The department began implementation of the My Health for Life Program and implemented the use of branch wellbeing plans.

Infrastructure and Investment Committee

The Infrastructure and Investment Committee (IIC) oversees and endorses the development and prioritisation of the department's transport infrastructure portfolio, enabling the delivery of an integrated, safe, efficient, and reliable transport system for Queensland.

Chair: Deputy Director-General (Policy, Planning and Investment)

Members:

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

The department continues to lead the Queensland public service in adopting a portfolio management approach for infrastructure investment and in benefit management realisation.

Achievements

During the past year, the IIC has:

- assured all significant transport projects requiring progression have met the minimum standards of the whole-of-government Project Assessment Framework (projects with a capital value of \$100 million or greater) and TMR's OnQ Project Management Framework (projects with a capital value of \$50 million but less than \$100 million)
- completed post-implementation reviews for four Bruce Highway projects, namely: Yeppen South; Pumicestone Road Interchange; Roys Road to Bells Creek Road; and Boundary Road Interchange Upgrade
- developed the TMR Program Maturity Assessment Model, based on international and whole-of-government best practice, to further improve and strengthen TMR's effectiveness in delivering its infrastructure investment outcomes
- implemented a program and benefits management approach for investment programs that is improving the line of sight from strategy through to the delivery of transport outcomes, with a focus on value for money.

Information and Systems Committee

The Information and Systems Committee (ISC) meets monthly as the peak information and communication technology (ICT) governance board for all ICT enabled investments to help ensure we achieve maximum value for these investments.

The committee primarily comprises of ELT members and includes the Chief Information Officer as the head of discipline, ensuring ICT governance and strategy is administered at the highest levels within TMR.

Chair: Deputy Director-General (Customer Services, Safety and Regulation), six-month rotation with Deputy Director-General (TransLink).

Members:

- Director-General
- Deputy Director-General (TransLink)
- Deputy Director-General (Corporate)
- Deputy Director-General (Infrastructure Management and Delivery)
- Deputy Director-General (Policy, Planning and Investment)
- Chief Operations Officer
- Chief Information Officer
- Chief Finance Officer.

Achievements

During the past year, the ISC:

- embedded best practise portfolio management, which has strengthened and matured ICT delivery through improved governance, practices, methods and tools
- embarked on a Capability Uplift Program that has successfully delivered standardised inductions and onsite training to over 200 participants within the ICT portfolio, program and project environment
- developed and approved a three-year rolling program of all department-wide ICT investments for 2018 to 2021 that aligns ICT investments to departmental priorities
- continued its focus on strategic governance of our *ICT Strategic Plan 2016–2020* and *Digital Strategic Plan 2016–2020* ([see page 177](#))
- undertook a review of the Strategic Risk Register
- approved the *TMR Data and Business Analytics Strategy 2017–2022* ([see page 153](#)).

Finance and Procurement Committee

The Finance and Procurement Committee monitors financial and procurement performance across the department to ensure all entities within TMR operate within departmental budget parameters as specified by the Queensland Government and that the procurement function operates effectively to achieve value for money.

The finance and procurement functions in TMR operate in a centre-led model with the business operations carried out locally in line with the standards, policies and procedures established in the centre.

The key role of the committee is to:

- ensure all financial resources are allocated consistent with approved strategic direction, priorities and ongoing commitments
- provide strategic oversight of the department's finance and procurement policy frameworks
- ensure cost control and longer term funding sustainability
- prioritise expenditure and investment within the approved budget
- identify efficiency initiatives
- realise savings in line with government savings targets
- monitor procurement category benefits realisation and functional performance targets
- provide oversight analysis of budget submissions.

Chair: Deputy Director-General (Corporate)

Members:

- Director-General
- Deputy Director-General (TransLink)
- Deputy Director-General (Customer Services, Safety and Regulation)
- Deputy Director-General (Infrastructure Management and Delivery)
- Deputy Director-General (Policy, Planning and Investment)
- Chief Operations Officer
- Chief Finance Officer.

Achievements

During the past year, the committee has:

- provided oversight of the development of the 2018–19 budget ensuring the overall budget aligns to agreed business plans to contribute towards creating a single integrated transport network accessible to everyone
- provided monthly monitoring of the department's financial position ensuring that cost pressures, trends and future opportunities are well understood
- undertaken continual review of the department's key financial related risks to ensure that where appropriate these items have been addressed in future budget builds to ensure long term funding sustainability
- overseen the implementation of the new *Queensland Procurement Policy* ([see page 144](#)).

The Finance and Procurement Committee is supported by a procurement sub-committee, comprised of the procurement function heads of each business area, Corporate Counsel and the Chief Procurement Officer. The sub-committee drives and enables procurement performance outcomes and fulfils the role of the whole-of-government Transport and Infrastructure Services Category Council.

Audit and Risk Committee

The Audit and Risk Committee (ARC) plays a key role in TMR, ensuring the department's risk systems and processes are effective. Through this committee, the Director-General meets his obligations for risk management and compliance with legislative and regulatory requirements. Essentially, the committee provides an independent assurance role by monitoring the effectiveness of the department's risk management framework.

The ARC members are appointed by the Director-General and assist the Director-General in his oversight of:

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

The committee met seven times in 2017–18. Costs associated with external committee members' fees totalled \$50,002 (including GST).

ARC observed the terms of its charter and had due regard to Queensland Treasury's Audit Committee Guidelines.

To promote independence, members are appointed based on their skills and experience, not necessarily their position in the department. At 30 June 2018, the membership was:

Chair:

- Ms Susan Forrester (External) - Bachelor of Arts (Japanese), Bachelor of Laws (Honours), Executive Masters of Business Administration, Solicitor of the Supreme Court of Queensland and High Court of Australia, FAICD, GAICD.

TMR executives and qualifications:

- Mr Neil Jackson (External) - Bachelor of Business (Accountancy), Graduate Diploma - Commercial Computing, FCPA, GAICD
- Mr Mike Stapleton ([see page 131](#))
- Ms Tracy O'Bryan ([see page 131](#))
- Mr Geoff Magoffin - General Manager (Customer Services Branch), Master of Business Administration (Professional), Graduate Diploma in Business Administration, Graduate Certificate in Management, GAICD
- Ms Wietske Smith - Executive Director (Customer Solutions) - Bachelor of Business (Accountancy), CPA, GAICD
- Mr Don Bletchly - Chief (Transport Network Security and Resilience) - Bachelor of Business, Master of Business Administration, FCILT, FAIML, MAICD.

Achievements

During the past year, the ARC reviewed:

- the integrity of the 2016–17 financial statements and progress on the 2017–18 statements
- the performance of the internal audit function, including progress against the annual audit plan

- outcomes from internal and external audits
- management's response to recommendations, including the Queensland Audit Office's performance audit recommendations
- progress in building and improving risk management capability, monitoring and reporting within the department
- progress in improving performance measurement and reporting.

Strategic Human Resources Board

The Strategic Human Resources Board was responsible for monitoring the progress and performance of all activities with implications for our people, capability and culture.

The board:

- defined human resource principles and philosophy
- reviewed and monitored strategies for consistency with the department's vision, purpose and values
- led the creation and maintenance of an environment that enabled our people to achieve their full potential and the department to execute its strategy
- provided oversight on the direction and implementation of the department's legislative obligations, particularly in relation to employee relations
- prioritised activities based on desired strategic objectives and known constraints.

Chair: Deputy Director-General (Corporate)

Members:

- Director-General
- Deputy Director-General (TransLink)
- Deputy Director-General (Customer Services, Safety and Regulation)
- Deputy Director-General (Infrastructure Management and Delivery)
- Deputy Director-General (Policy, Planning and Investment)
- Chief Operations Officer
- Chief Human Resources Officer.

Achievements

During the past year, the board:

- approved the TMR Strategic Workforce Planning framework
- approved the *People Plan 2017–2019* ([see page 174](#)) narrative and program of works

- noted the high-level *Working for Queensland Employee Opinion Survey* (see page 164) results for TMR and approved the communication plan for distribution of the results across TMR.

The board was discontinued in early 2018 after a review of TMR boards and committees. Strategic human resource initiatives are now considered directly by ELT.

Diversity Council

In June 2017, the Diversity Council was deemed to have achieved what it had set out to do, and ownership of the inclusion and diversity priority transitioned to the Strategic Human Resources Board. Strategic Human Resource initiatives are now considered directly by ELT (see page 129).

RoadTek Performance Committee

The RoadTek Performance Committee provides strategic guidance and assessment and will review RoadTek's (see glossary page 256) performance against the annual performance contract, strategic and business plans for performance aligned to delivery and tracking against performance measures.

The committee considers the risk and opportunity profile for RoadTek and provides guidance on any interventions or changes in RoadTek direction and assist in shaping RoadTek's

risk appetite. The committee also reviews the currency of the strategic direction and objectives as aligned to government priorities.

Chair: Director-General

Members:

- Deputy Director-General (Infrastructure Management and Delivery)
- Deputy Director-General (Corporate)
- Deputy Director-General (Customer Services, Safety and Regulation)
- Deputy Director-General (Policy, Planning and Investment)
- Deputy Director-General (TransLink)
- Chief Operations Officer
- Chief Finance Officer
- General Manager (RoadTek).

Achievements

The RoadTek Performance Committee is a newly formed committee following the governance committee review held in late 2017.

The inaugural meeting was held in June 2018, and included a number of formal committee establishment activities including the review and sign-off of the committee's charter.



Staff working on the Endeavour Valley Road, Cape York Peninsula, connecting the indigenous community of Hope Vale to Cooktown and beyond.

Governance Committees

ELT Member	Audit and Risk Committee	Information and Systems Committee	Safety, Health and Wellbeing Governance Committee	Finance and Procurement Committee	Strategic Human Resources Board	Infrastructure and Investment Committee	RoadTek Performance Committee	Executive Leadership Team (member since)
Director-General	-	Member	-	Member	Member	Member	Chair	October 2013
COO	-	Member	-	Member	Member	-	Member	October 2013
DDG (TransLink)	-	Chair (alternate)	-	Member	Member	Member	Member	January 2013
DDG (CSSR)	Member	Chair (alternate)	-	Member	Member	Member	Member	August 2014
DDG (IMD)	-	Member	Chair	Member	Member	Member	Member	October 2017
DDG (PPI)	-	Member	-	Member	Member	Chair	Member	April 2018
DDG (Corp)	Member	Member	-	Chair	Chair	-	Member	May 2017

OUR SERVICES

Our structure organises our services into five distinct divisions which align to our service delivery areas as displayed below. These divisions each contribute to the department's vision, purpose and priorities.

Policy, Planning and Investment Division

Develop strategies, policies and plans for an integrated transport system that safely and efficiently moves people and goods, and delivers value to the community.

High level services include:

- transport strategy and planning
- transport policy
- government partnerships
- freight
- strategic investment and asset management
- strategic property management
- integrated program development.

Infrastructure Management and Delivery Division

Partners to deliver transport infrastructure solutions for Queensland, delivers the department's transport infrastructure program, and maintains and operates the state-controlled road infrastructure network ([see glossary page 255](#)).

High level services are:

- asset management
- program management and delivery
- operations of the state-controlled road network
- providing technical expertise and value-for-money transport infrastructure solutions
- remaining at the forefront of national best practice
- providing emergency response and recovery.

RoadTek

RoadTek is TMR's commercial business arm and provides transport infrastructure solutions throughout regional and remote Queensland, where its local presence adds value to the way products and services are delivered.

Customer Services, Safety and Regulation Division

Provides customer, safety and regulatory services that improve community safety and satisfaction.

Primary focus is to deliver licensing and registration products and services through the customer service delivery network.

High level services include:

- customer services
- road, rail and maritime safety
- road, rail and maritime regulation
- maritime operations and emergency response
- customer research and insights.

TransLink Division

Defines the passenger transport network and partners with key stakeholders to deliver safe, cost-effective and accessible services. TransLink division also provides policy leadership for passenger transport services and manage and regulate the passenger transport industry.

High level passenger transport services include:

- managing network operations to ensure the safety of our customers and the sustainability of our services and assets
- leading the development of passenger transport policy and legislation for industry and customers that is responsive to our rapidly changing environment
- planning and delivering quality services and networks that are safe, reliable, integrated, accessible and valued by customers
- leading the delivery of customer focused initiatives to improve customer experience and increase patronage on public transport
- managing commercial contracts and maintaining partner relationships to drive value for money outcomes and improve service performance and customer satisfaction

- providing a single source of truth for customer information and enquiries about public transport across Queensland, including managing the TransLink contact centre, website, MyTransLink app and other channels
- managing the delivery of world-class ticketing systems, products and policies that provide convenience and accessibility for public transport customers.

Core services can be grouped into five branches:

- finance and procurement
- governance
- human resources
- information and communication technology
- internal audit.

Corporate Division

Ensures the department is an effectively functioning, resilient organisation with a high-performing, safe and capable workforce. Corporate division offers services and support to assist operational areas throughout the business. Key areas of focus include legislation and standards compliance, whole-of-government priorities, the delivery of TMR's Strategic Plan ([see glossary page 256](#)) aligned to branch and budget planning, and ELT direction.



Staff networking at the 2017 Procurement Forum.

GOVERNANCE ACROSS OUR ACTIVITIES

TMR leaders advocate their commitment to corporate governance by rigorously planning for its future, championing robust practices as part of key decision-making and planning processes, applying consistent and contemporary practices, promoting a culture of transparent and honest application, accountabilities clearly defined, documented and communicated, and actively managing corporate governance as a means of protecting the department's reputation.

TMR fosters the need to adhere to sound governance practices in its staff by establishing the correct arrangements and practices to manage our operations, achieve expected outcomes and discharge our accountability obligations.

Core principles TMR demonstrate include:

- accountability and transparency
- commitment to the system of government
- integrity and impartiality
- public defensibility
- promoting the public good.

With the leadership advocacy and governance arrangements in place, TMR has established the department to achieve its outcomes in such a way as to enhance confidence in the department, its decisions and its actions.

Organisational performance

Planning in TMR

At TMR our Strategic Plan ([see page 6](#)) underpins and guides our day-to-day business through the alignment of our branch business plans. Using our strategic and business planning processes, we effectively and efficiently deliver the six core objectives.

Performance monitoring

TMR measures progress on each objective and reports quarterly to ELT and in the Annual Report. Performance against the objectives are reported in the main body of this report and

against service standards in the department's 2017–18 Service Delivery Statements ([see glossary page 256](#)), and is presented in Appendix 2 ([see page 235](#)).

Key activities for the year include:

1. Developing a prototype for a new performance management system.

This initiative is a result of the current Corporate Measures Database being decommissioned. TMR has partnered with the private sector to develop a prototype cloud-based planning and performance management solution. The purpose of the prototype is to evaluate the effectiveness of the prototype in meeting TMR's performance requirements and to gather detailed analysis to support a business case to implement a permanent TMR-wide solution.

Some of the key benefits and features of the prototype include that it is:

- designed to empower business users to create and maintain their own planning models and reports
 - flexible, and includes the ability to add and edit new measures to support our ongoing work around performance measure improvement
 - cloud-based, making it accessible anywhere, anytime and on any device. It is a visual tool that has built-in dashboards and analytics for data visualisation (charts, graphs, maps), which can be customised depending on the audience.
2. A training strategy will be implemented to support the change management of the prototype performance management system and also to build planning and performance management capability across the department. This training will enable TMR employees to maximise the use of the software, learn new business processes specific to them, as well as adopt new ways of working.
 3. Continual improvement in our performance measures.
 - TMR is committed to investing in ongoing improvements to the way we plan, measure and track performance.
 - A key part of improving our performance management system is the development of meaningful measures that illustrate how TMR is achieving its objectives and delivering great outcomes for the community. As part of the annual review process, a thorough review of TMR's service delivery standards has been undertaken, which we publish as part of our budget papers. This review has resulted in a number of discontinued measures but also a number of measures were identified for further development to incorporate as future service delivery standards. This ongoing process of review and improvement will further build TMR's performance culture across the department.

- Our Planning and Performance Network (PPN) is comprised of representatives from across TMR. This network provides advice to ensure business planning and performance management processes deliver on the needs of the stakeholders and are as efficient and effective as possible.

During the year, TMR worked with the PPN to:

- develop the business planning process and improvements to planning information on TMR's intranet
- review the work being done on the Anaplan prototype
- contribute to the planning community through TMR's intranet and PPN Yammer (see glossary page 256) group.

Our safety performance

Reporting on Workplace Health and Safety (WHS) allows the department to see how safety is managed and where improvement is needed. Safety reports for the department and branches are developed monthly. Every six months, the Safety and Wellbeing Plan report for the department and branches is released.

The statistical overview in Figure 11 indicates that the department is on target to reduce the severity of injuries incurred by employees, with lost working days expected to reduce from 1049 in 2016–17 to 944 in 2017–18 (a reduction of 10 per cent).

Graphical data is as follows, noting that data is subject to change in accordance with decisions made by WorkCover Queensland regarding the determination of compensatable claims. This may result in variations to historical data which have previously been published.

Figures 11–14 provide a snapshot of our performance over the last five years.

Figure 11: WHS Statistics Severity Rate (days lost per million hours worked)

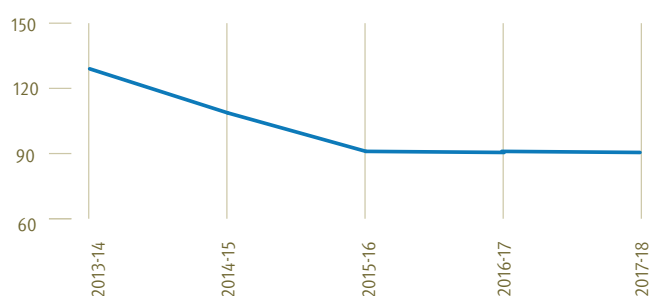


Figure 12: WHS Statistics Lost Time Injuries (LTI)

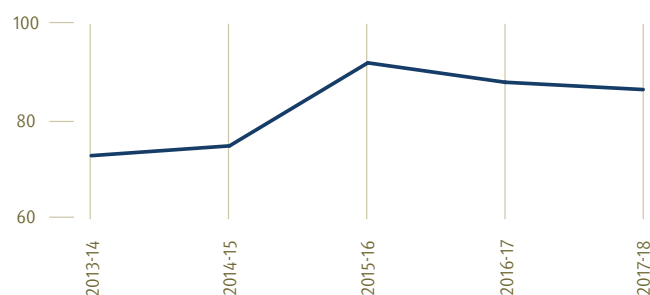


Figure 13: WHS Statistics Lost Time Injury Frequency Rate (LTIFR)

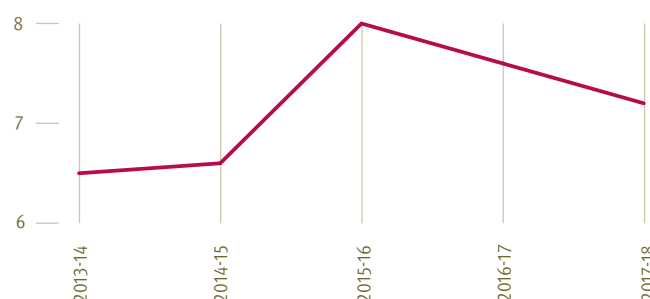
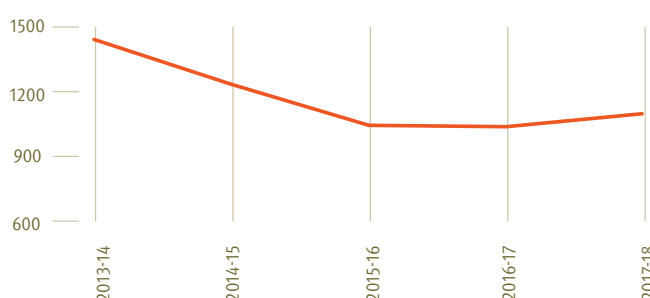


Figure 14: WHS Statistics Days Lost



Data sources: Workplace Health and Safety injury data sourced from TMR's enterprise safety management system. HR data for hours worked sourced from Transport and Main Roads' SAP enterprise resource management system.

Notes:

*Data is subject to change in accordance with decisions made by WorkCover Queensland regarding the determination of compensatable claims. This may result in variations to historical data that have previously been published.

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

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

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

Severity Rate is the number of days lost per million hours worked.

Strategic Maintenance Plan

TMR currently owns 108 facilities across Queensland, ranging from office accommodation to customer service centres.

All TMR-owned facilities are included in a three-year audit program to establish maintenance needs, asset schedules for disposal/refurbishment, as well as special maintenance programs or initiatives, including asbestos management and removal. In developing the program, works are prioritised according to the risk of disruption to TMR's operational activities, preservation of building assets and budget. The capital works and maintenance budgets are reviewed monthly with additional funding requirements to meet any increase in demand articulated to ensure risks are appropriately managed and facilities across the portfolio are fit for purpose.

CASE STUDY

Body worn cameras

Leveraging a QPS project addressing digital evidence storage and management, TMR's marine compliance officers in the Brisbane and Gladstone regions have been trialling body worn cameras. The cameras are used during patrols, vessel inspections and marine and pollution investigations and look to improve safety for both members of the public and our compliance officers.

Body worn video is becoming an increasingly valuable tool within law enforcement agencies around the world. The technology is a key enabler to ensure an agency is accountable and transparent during interactions with clients and the public. Other benefits body worn cameras can provide include:

- improved digital evidence management and a reduction in associated administrative work
- improved information sharing, including to the public through the Right to Information process
- timely resolution of complaints
- improved situational awareness and decision-making ability during large-scale pollution incidents or natural disasters such as cyclones.

Results of the trial have been positive and a large-scale deployment of the technology across the State is being explored.

Risk management

Risk management is a key element of good corporate governance and is a fundamental part of managing our business.

TMR is developing capabilities in risk management to ensure consistent and effective assessment of risk across the department. We acknowledge that successful risk management will be achieved through the development of a culture where risk is mitigated with planning, and embedded into business processes.

Figure 15: TMR's risk management and planning overview

Risk management requirements – legislation, standards, governance	<ul style="list-style-type: none"> • <i>Financial Accountability Act 2009</i> • <i>Risk Management – Principles and Guidelines AS/NZS ISO 31000</i> • <i>TMR Governance Framework</i> • <i>Financial and Performance Management Standard 2009</i> • <i>Queensland Treasury Guidelines</i>
Roles and responsibilities	<ul style="list-style-type: none"> • Director-General • Executive Leadership Team • Audit and Risk Committee • General Managers • Risk Advisory Services Team • Risk Management Reference Group • TMR employees, including contractors
Resources	<ul style="list-style-type: none"> • TMR Risk Management Framework • Risk Management Organisational Policy • Risk Management Practice Guide • TMR Risk Registers • TMR Risk Management System • Tools and templates including risk registers

Risk management framework

TMR's risk management framework provides a structured approach to identifying, assessing and managing risks relating to its business operations and delivery of projects and programs. The framework aligns to the *Australian and New Zealand International Standard for Risk Management, AS/NZS ISO 31000*.

Risk management strategy

The objective of our strategy is ‘continually improving our risk management culture and capabilities’.

We achieve this by focusing on the following key areas:

- culture and capability
- process and delivery
- governance, assurance and compliance
- analytics, tools and technology.

Risk achievements

Key achievements in 2017–18:

- progressed the risk management strategy surrounding culture, capability, governance and technology
- progressed the risk management action plan. Key outputs included:
 - risk management activities and achievements were presented to the Audit and Risk Committee
 - risk management training was provided to staff
 - ELT undertook strategic risk management workshops.
- implemented Phase 1 of the TMR Risk Management System Project.

Risk management system

A new and contemporary risk management solution has been implemented to replace the use of Excel spreadsheets for managing risk. The TMR risk management system Phase 1 was launched in February 2018. TMR will benefit greatly from this enterprise solution through:

- improved visibility of risks, controls and treatments
- sharing of risk information across business areas to allow better insights and decision making relating to risks at all levels
- performing risk management functions and processes in a consistent manner
- providing easy access to real-time risk information
- enhanced risk analysis and reporting.

Phase 2 implementation will commence in 2018–2019 for program, project and team level risks along with associated training for staff.

Measuring procurement performance

TMR’s Procurement Performance Management Framework (see glossary page 255) directly supports the department in achieving the objectives outlined in the TMR *Strategic Procurement Plan 2016–2020*, enabling TMR to monitor progress in achieving results.

A first of its kind among Queensland Government agencies, the framework sets in place how measures are created, how success is measured, reporting requirements and governance criteria.

The framework provides a visual map of how objectives flow from the TMR *Strategic Procurement Plan 2016–2020* to the Procurement Balanced Scorecard, before breaking down each of the Customer, Finance, Capability and Process dimensions into 26 key performance measures. These key performance measures provide a snapshot of the health of the procurement function in TMR.

The framework provides process rigour in regards to data collection and collation, measurement calculation, benchmarking and reporting, while providing TMR’s leaders with a clear understanding of how the function is measured against stated objectives and providing the required flexibility to adapt should strategic priorities change.

This ultimately enables TMR to make more informed decisions in relation to the procurement function—delivering stronger value and results back to government and the Queensland community.

Queensland Procurement Policy implementation

On 31 July 2017, the Queensland Government introduced a revised *Queensland Procurement Policy* (QPP) aimed at prioritising Queensland businesses by focusing on local economic and employment opportunities. Recognising the government’s commitment to local Queensland suppliers, TMR implemented the QPP’s principles across its procurement policies, processes and delegations. For the 2017–18 financial year, TMR invested over \$8.67 billion with Queensland-based suppliers. This represents 86.38 per cent of TMR’s total procurement spend.

The QPP commenced on 1 September 2017, with full implementation required by 1 March 2018. Throughout this time, TMR fully implemented all aspects of the policy into our business and procurement frameworks, with the vision to deliver better outcomes for Queensland—not just compliance.

The implementation team developed comprehensive messaging and user support frameworks ahead of full implementation, working across TMR to deliver:

- 15 early adoption case studies
- 22 training sessions (delivered in face-to-face sessions and via skype)
- five training videos
- over 100 procurement documents updated
- over 300 procurement delegates trained.



TMR Staff attending a safety forum

As a result, TMR incorporates a range of local, social and innovative procurement objectives across its procurement activities. In addition to the case study below, another example of the QPP in practise is included in Darling Downs regional articles ([see page 74](#)).

Table 4: TMR addressable spend with Aboriginal and Torres Strait Islander, regional and Queensland vendors by financial year

	2016–17	2017–18
ATSI	\$33,056,002	\$35,370,115
Regional	\$1,379,761,492	\$1,832,123,088
Qld	\$4,450,597,064	\$5,517,756,048

Data source: Aboriginal and Torres Strait Islander vendor list supplied by the Department of Aboriginal and Torres Strait Islander Partnerships. Regional and Queensland vendors identified by applying SAP Vendor Master Data. Spend data sourced from TMR Spend Cube.

For more information on Queensland Government procurement policies and frameworks visit: forgov.qld.gov.au/procurement-resources

CASE STUDY

Local Help

An example of where TMR has successfully delivered early procurement policy results is the award of a multi-year warehousing and logistics contract valued at approximately \$1.65 million to Help Enterprises.

Help Enterprises is a local and social enterprise that creates employment opportunities and support for people with disability, and other disadvantaged groups. They will provide TMR with storage and distribution of bus stop materials, retail network marketing materials and school transport application forms. This outcome supports TMR's commitment to our local suppliers and building prosperity for Queensland.

External scrutiny

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

Auditor-General reports

In addition to his audit of the department's financial statements, during 2017–18 the Auditor-General conducted audits where recommendations were either specifically addressed to the department, were for all agencies to consider, or included learnings potentially applicable to the department.

These audits included:

- *Integrated transport planning* (Report 4: 2017–18)
- *Fraud risk management* (Report 6: 2017–18)
- *Confidentiality and disclosure of government contracts* (Report 8: 2017–18)
- *Finalising unpaid fines* (Report 10: 2017–18).

For more information visit: qao.qld.gov.au/reports-resources/parliament

The implementation status of recommendations are periodically monitored and reported.

In addition, the following audits includes coverage of the department's operations:

- Monitoring and managing information and communication technology (ICT) projects (issued July 2018)
- Delivery of shared services in Queensland (currently in progress).

Coronial inquests and recommendations

Under the whole-of-government coronial reporting arrangements, ministers are required to inform the Attorney-General, within six months of coronial findings being handed down, as to whether the recommendations are supported. Ministers must also provide progress updates until the recommendations are implemented.

Where recommendations are directed to more than one department, the Government is required to produce a single, coordinated response to the recommendation.

Thirty new recommendations were directed toward the department in the period June 2017–June 2018. The department's response, supported by the Minister for Transport and Main Roads, will be provided to the Attorney-General and published on the coroner's website by the Department of Justice and Attorney-General in the coming months. The department's report will provide an update on 38 recommendations in total.

The *Breakdown safety glovebox guide* (see glossary page 253) and other educational messaging relating to breakdown safety are examples of initiatives TMR made in response to a coronial finding recommendation.

For more information visit: courts.qld.gov.au/courts/coroners-court/findings

Parliamentary committees

Parliamentary committees review legislation, investigate specific issues and report to the Parliament. Some committees also have continuing roles to monitor and review public sector organisations or keep areas of the law or activity under review.

The committee which relates to the Department of Transport and Main Roads' portfolio is the Transport and Public Works Committee.

In relation to its areas of responsibility, the committee:

- examines Bills to consider the policy to be enacted
- examines the estimates of each department
- examines Bills for the application of the fundamental legislative principles set out in section 4 of the *Legislative Standards Act 1992*
- considers the lawfulness of subordinate legislation
- assesses the public accounts of each department in regard to the integrity, economy, efficiency and effectiveness of financial management by:
 - examining government financial documents
 - considering the annual and other reports of the Auditor General.
- considers departments' public works in light of matters including the:
 - suitability of the works for the purpose
 - necessity for the works
 - value for money of the works
 - revenue produced by, and recurrent costs of, the works, or estimates of revenue and costs

- present and prospective public value of the works
- procurement methods used for the works
- actual suitability of the works in meeting the needs in and achieving the stated purpose of the works.

The committee may initiate an inquiry into any matter it considers appropriate within its portfolio area.

The committee must investigate any issue referred to it by the Legislative Assembly or under an Act, whether or not the issue is within the committee's area of responsibility.

The committee conducted the following parliamentary inquiries relating to the TMR's portfolio in 2017–18:

- *Heavy Vehicle National Law Amendment Bill 2018*
- Report No. 4, 56th Parliament—*Heavy Vehicle National Law and Other Legislation Amendment Bill 2018*
- Report No. 1, 56th Parliament—*Tow Truck and Other Legislation Amendment Bill 2018*
- Auditor-General reports referred to the committee for consideration
- examination of portfolio subordinate Legislation
- consideration of 2017–2018 portfolio budget estimates.

Integrity Commissioner

The Integrity Commissioner provides TMR with written advice to the Director-General and senior executives on ethics or integrity issues. The commissioner also maintains a strong commitment to raise public awareness of ethics or integrity issues by contributing to public discussions of these issues relevant to the Integrity Commissioner's functions.

TMR's Ethical Standards Unit (ESU) provides advice to the Integrity Commissioner about matters involving lobbyist activity between TMR officers and registered lobbyists. We maintain a TMR Register of Contact with Lobbyists and receive notifications of contact with registered lobbyists from TMR divisions and maintain a record of the notified instances of contact with registered lobbyists in accordance with section 72A of the *Integrity Act 2009*.

For the 2017–18 reporting period, ESU received two notifications of lobbyist-related activity with TMR officers.

Crime and Corruption Commission reports

TMR and the Queensland Government maintain their commitment to the people of Queensland to act with integrity, accountability and consultation. We do this by discharging statutory obligations contained in various pieces of legislation administered by the Director-General so that we respond appropriately to any allegations of corrupt conduct and serious misconduct.

We maintain an ESU and other integrity functions within the agency to enhance public confidence and embed a culture of integrity.

TMR is committed to the highest ethical standards. We have the necessary tools and resources available to our staff so that they make sound and ethical decisions while at work. Our focus is ensuring our people possess the knowledge to act ethically and to report wrongdoing should it arise.

We maintain strong partnerships with Queensland's Crime and Corruption Commission for this purpose and recognise that eliminating corruption must be core business for all public sector agencies.

Ethical decision making

TMR illustrates its commitment to ethical decision-making by offering an online and mandatory ethical decision-making training tool, 'Which Way Would You Go' (WWWYG). This tool provides annual education and training about making good decisions which are based on the ethics principles and values contained in the *Public Sector Ethics Act 1994*.

WWWYG and our online ethics resources advance TMR's commitment to the public service principles and values as outlined in the code of conduct for the Queensland public service. TMR also delivers an ethical awareness program of work named *Ethics at TMR—Your Reputation, Your Choice*, which involves face-to-face ethical standards training for staff at which key ethics messages are shared and discussed.

These ethics initiatives assist in improving the ethical profile of TMR and enhance TMR's zero tolerance stance to wrongdoing and corrupt conduct. These tools discharge a statutory obligation imposed upon the Director-General to make available ethics education materials to all TMR officers so they can all make decisions that are open, honest and can withstand scrutiny.

Annual report awards

TMR received its fifth gold award from the Australasian Reporting Awards (ARA) for the 2016–17 Annual Report. This award recognises transparency and excellence in reporting by setting best practice benchmarks. TMR is the only department in the Queensland Government to receive five gold awards. This exemplifies our commitment to Queenslanders to act transparently and optimise our performance.

The full list of TMR annual report awards include:

- Gold Award: 2016–17, 2015–16, 2014–15, 2013–14, 2010–11
- Silver Award: 2012–13, 2009–10
- Special Category—Governance: 2015–16 Finalist.



Ms Anita Hansen, General Manager (Governance) accepting the gold award for the 2016–2017 Annual Report from Professor Suresh Cuganesan, ARA Chair.

Queensland Ombudsman

TMR maintains a cooperative and effective working relationship with the Queensland Ombudsman (QO). We have a central liaison and coordination point for QO inquiries—managing the interface between the two agencies—in addition to managing all ‘disclosures’ received by the agency pursuant to the provisions of the *Public Interest Disclosure Act 2010*.

TMR also provided submissions to the strategic review of the QO assisting this independent inquiry in to the QO’s operational efficiency and functionality.

Associated authorities

We work collaboratively with two statutory authorities, four government-owned corporations (GOC) and one publicly owned private (Pty Ltd) company. TMR provides strategic advice to the Minister for the Ports and Gold Coast Waterway Authority.

Statutory authorities

- Gold Coast Waterways Authority
- Queensland Rail.

Government-owned corporations

- Far North Queensland Ports Corporation Limited (Ports North)*
- Gladstone Ports Corporation Limited (GPCL)*
- North Queensland Bulk Ports Corporation Limited (NQBP)*
- Port of Townsville Limited (POTL).*

*Government-owned corporation with shareholding ministerial obligations.

Publicly-owned private company

- Transmax Proprietary Limited**

**The DirectorGeneral of TMR is the company’s sole shareholder.

Gold Coast Waterways Authority

The Gold Coast Waterways Authority was established to strategically plan for, facilitate and manage the development and use of Gold Coast waterways. The authority manages the waterways south of the Logan River to the New South Wales border.

For more information visit: gcwa.qld.gov.au/about/our-publications

Queensland Rail

Queensland Rail is a statutory authority and operates in accordance with the *Queensland Rail Transit Authority Act 2013*. It is responsible for the operation of passenger rail services and ensuring that supporting rail infrastructure (see [glossary page 255](#)) remains safe, reliable and at a fit-for-purpose standard.

The Rail Transport Service Contract between TMR and Queensland Rail governs the funding arrangements for new rail infrastructure, maintenance of the existing rail network and the provision of both South East Queensland and regional long-distance passenger rail services.

For more information visit: queenslandrail.com.au/about%20us/Pages/AnnualReports.aspx

Transmax

Transmax Pty Ltd is an unlisted Australian company incorporated in 2002. Transmax is wholly owned by TMR and is governed by an independent board of directors. The shareholder is the Director-General of TMR.

For more information visit: transmax.com.au/who-we-are/media/

Shareholding ministers

The listed ports corporations are GOC governed under the *Government Owned Corporations Act 1993* (GOC Act).

Each GOC must fulfil its obligations and keep the shareholding minister(s) reasonably informed of the operations, financial performance, financial position and governance of the company and its subsidiaries.

The companies must report in a timely manner on all issues likely to have a significant financial or operating impact. Each must also develop a Corporate Plan, Statement of Corporate Intent and table an annual performance report each year which is available on their website.

Right to information

TMR is committed to providing the community with open and transparent access to information and supports the proactive release of information. Our website contains various publications and pages detailing the type of information that is available via either an administrative access or publication scheme or the department's disclosure log.

Proactive disclosure increases the flow of information into the community without the need to make a formal application under a legislative authority such as the *Right to Information Act 2009* (RTI Act) or the *Information Privacy Act 2009* (IP Act).

The department routinely assesses its administrative access schemes and the type of applications made under the RTI and IP Acts to identify information that may be suitable for administrative access. As an example, a high volume of requests for limousine and taxi licence values were previously processed under the RTI Act. However, following a review, this information is now available for the community to access, use and share via the whole-of-government open data website.

Applications for documents not containing an applicant's personal information are processed under the RTI Act, and requests for documents for an applicant's personal information being processed under the IP Act. Details on how to make a formal application requesting access to documents under the RTI Act or the IP Act are available on our website: tmr.qld.gov.au/About-us/Right-to-Information.

The most common types of applications the department receives are requests for access to documents relating to vehicle registration, passenger transport, roadworks (see [glossary page 256](#)) and our major construction projects. In 2017–18, TMR received 742 valid applications under the RTI and IP Acts. TMR completed 725, with the remaining applications to be finalised in 2018–19.

Details of the applications received by the department under the RTI Act are published on our disclosure log. Where possible, released documents are also published, which can be found at: tmr.qld.gov.au/About-us/Right-to-Information/Disclosure-log.

Information privacy

TMR is committed to protecting the personal information it holds in accordance with its obligations under the IP Act. The IP Act regulates how personal information is collected, stored, used and disclosed by all Queensland Government agencies and its contracted service providers.

If personal information is lost, misused, or treated carelessly it impacts directly on individuals, which in turn can damage the department's reputation. In providing our services we ensure the personal information entrusted to us is managed in a fair, secure and ethical manner.

To ensure compliance with the Information Privacy Principles, the department actively conducts privacy impact assessments to factor in privacy when planning and delivering projects that involve personal information. In 2017–18, over 20 Privacy Impact Assessments were conducted and, by doing so, we have strengthened our commitment to best privacy practice.

For more information visit: tmr.qld.gov.au/Help/Privacy

QPS access to digital photos

Under the *Transport Planning and Coordination Act 1994*, TMR had granted QPS access to 118,223 digital photos with 38 TMR manually released images. On 7 March 2018, the *Transport Planning and Coordination Act 1994* was amended. Due to this change reporting on access to digital images data will no longer be required in future annual reports.

Data Source: QPS Cyber Security Response Auditing Team

Complaints management

TMR recognises constructive feedback is essential to help us provide excellent services to the community at every interaction. We are committed to managing complaints effectively to improve decision making and increase accountability in government.

Our complaints management system (CMS) complies with the *Public Service Act 2008* (Section 219A) (the Act) and the guiding principles of the Australian/New Zealand Standard *Guidelines for complaint management in organizations* (AS/NZS 10002:2014). The Office of the Queensland Ombudsman reviewed the operation of our CMS for the 2017–18 period and found it to be compliant with all legislative and standard requirements.

As required under the Act, the department publishes information about complaints for each financial year period. For 2017–18, TMR received 45,820 customer complaints, which is consistent with the annual complaint volumes over the past five years.

Figure 16: complaints received by TMR

Year	Complaints Volume
2012–13	30,880
2013–14	55,001
2014–15	47,653
2015–16	37,314
2016–17	48,642
2017–18	45,820

Data source: Data source: TMR Complaints Management System

Based on the Australian/New Zealand Standard TMR have implemented a number of improvements to further strengthen the system. To ensure the CMS is accessible to all customers,

TMR released a compliments and complaints brochure in November 2017, which is available in customer service centres and offices across the State. This brochure has been well received by regional customers and provides another mechanism for feedback. We have also expanded complaints training programs, with 95 staff participating in training on complaints processes during 2017–18.

Complaints information helps TMR to continually learn, innovate and improve services. For example, as part of the formless customer applications project and as a result of customer feedback about the complexity of existing forms, a number of our licensing services are in the process of being rolled out in a paperless form (see page 96).

For more information visit: tmr.qld.gov.au/About-us/Contact-us/Compliments-and-complaints

Internal audit

Internal audit is a key component of our corporate governance. The function operates under a charter consistent with the Institute of Internal Auditors’ standards and approved by TMR’s Director-General.

The Chief Auditor is directly accountable to the Director-General for leading an effective and efficient internal audit function and for ensuring the internal audit activity meets its objectives and adds value to TMR. This includes the implementation of risk-based strategic and annual internal audit plans, and coordinating audit activities with the external auditors, Queensland Audit Office (QAO), to best achieve appropriate audit objectives for the department.

The Chief Auditor reports regularly to the Audit and Risk Committee (see page 135), which reviews the work of the internal audit function. The relationship with the committee is based on *Queensland Treasury’s Audit Committee Guidelines*.

The Internal Audit team has a central role in improving operational processes and financial practices by:

- assessing the effectiveness and efficiency of departmental financial and operating systems, reporting processes and activities
- identifying operational deficiencies and non-compliance with legislation or prescribed requirements
- assisting in risk management and identifying deficiencies in risk management

- bringing a broad range of issues to management's attention, including performance, efficiency and economy
- monitoring whether agreed remedial actions are undertaken.

Table 5: Internal Audit team experience at 30 June 2018

0–5 years	5–10 years	10–20 years	> 20 years
0%	13%	47%	40%

Data Source: Internal Audit Workforce Profile

During the past year, Internal Audit:

- developed and delivered a risk-based annual plan of audits approved by the Director-General and completed 29 audit reports, covering assurance about, and improving effectiveness of controls, systems, project management, operations and risk management
- continued an increased audit focus on improving business performance, with 39 per cent of recommendations having a primary focus on improving operations and/or processes
- engaged with the Audit and Risk Committee about proposed audit plans and their alignment to the risks of the department
- provided advice and assistance on key projects and initiatives
- monitored and reported on the implementation of agreed audit recommendations
- maintained an effective working relationship with QAO.

CASE STUDY

Employment screening

The department maintains the Risk Management Strategy (see page 144) for roles with child-related duties (Blue Card). Procedures are in place to ensure employees who carry out child-related duties are blue card holders and understand their obligations in providing a safe and supportive environment for children and young people. Our Internal Audit team has reviewed and confirmed our practices are effective in relation to blue card screening.

During 2017–18, 837 criminal history checks were completed through our employment screening process. TMR have implemented recommendations made by the audit to improve the effectiveness of criminal history screening practices associated with recruitment activities, and when existing employees move into a role identified as requiring a criminal history check. Delegates now have more comprehensive guidance regarding assessing a role for criminal history screening and there is more efficient monitoring of positions that require a screening.



TMR Staff attending the Corporate Division Forum.

USING TECHNOLOGY TO ADAPT

TMR is continually looking to take advantage of technological advancements to create efficiencies in our operations, as well as to improve our customer interactions. We adopt digital tools and approaches to position TMR to be efficient and agile in operating our business and delivering our services, as shown by the examples included in this section.

Information systems and records management

TMR continued its commitment to quality information and records management through the provision of new, risk-based policies and practices to support sound decision making, accountability, and compliance that reduces the reliance on paper records through automation and digitisation.

TMR is committed to meeting its responsibilities under relevant legislation, Queensland State Archives policies and best practice methods as outlined in applicable International Standards. This is achieved through implementation of a number of policies including:

- Records Management Policy
- Information Security Policy
- Email Use Policy
- Use of ICT Facilities, Devices and Services Policy.

The policies are supported through a range of online and face to face training for staff including:

- Introduction to Records Management Policy (mandatory)
- Use of ICT Facilities and Devices - Information security training (mandatory)
- Which Way Would You Go—Ethical Standards training (mandatory)
- Using Social Media (mandatory)
- Information Security
- Ethical Standards awareness.

Regular reports are provided to the Executive Leadership Team detailing staff completion rates of mandatory training.

The department currently manages around 18 terabytes of digital public records and 294,740 boxes of physical records in secondary storage.

All departmental records are retained in accordance with retention and disposal schedules approved by Queensland State Archives. The current approved schedules in use by TMR are:

- General Retention and Disposal Schedule (GRDS) for common and administrative records created by all Queensland Government agencies.
- Transport and Main Roads Sector Retention and Disposal Schedule—Queensland Disposal Authority Number 474 (QDAN 474) for core business records generated by the Transport and Roads public authorities.
- Maritime Safety Sector Retention and Disposal Schedule—Queensland Disposal Authority Number 690 (QDAN 690) for core business records generated by Maritime Safety public authorities.

Integrated Records and Information System

A cloud-based electronic document and records management system (eDRMS) solution is planned for roll out across the department. The Integrated Records and Information System (IRIS) aims to improve document and record management experience through enhanced functionality and usability. It is currently in User Acceptance Testing with plans to go live with a small pilot group in 2018–19. IRIS also incorporates a purpose-built executive correspondence system currently undergoing early stages of testing and will provide fully automated records management for executive correspondence.

CASE STUDY

Preparing TMR for the digital future

The department's *Paper-Lite 2020 Strategy* for documents and records is moving TMR from a traditional, high-cost, paper-based recordkeeping culture to one that is value-driven, with digital recordkeeping embedded in all TMR processes, procedures and business systems. This will ensure a focus on our most important records with a less complex and more efficient experience for the end user, which will result in more information available for business and cultural purposes.

The transformation to paper-lite has already begun with TMR taking a risk-based and sustainable approach by mapping the department's records into a consolidated Retention and Disposal Schedule (RDS). The department has built on the RDS to assist users to determine

if something is a high, medium or low value and subsequently identify compliant fit for purpose design controls.

A key piece of work for TMR is to actively reduce the high cost and impact of outdated, paper-based recordkeeping by reviewing and processing 83,700 unmanaged boxes in secondary storage. The project commenced in February 2018 and of the records sampled to date, 75 per cent have passed their retention dates so will be disposed of. TMR has also made some exciting discoveries, such as an engineer's cardboard slider from 1937 that was used to determine bridge widths. Interestingly the slider included an allowance for bicycles to determine lane options used in the building of the old Victoria Bridge.

Data and analytics strategy

The next 40 years will see more data-driven transformation of society and our economy than the past two centuries combined.

Harnessing the value of these changes is crucial for TMR. To achieve this, TMR have developed its first *Data and Business Analytics Strategy 2017–2022*. The strategy aims to leverage new technology and data to deliver improved customer outcomes and a transport network that continues to connect Queensland, now and into the future.

The strategy sets out a number of priority use cases for data and business analytics that support TMR's vision and will bring together different areas of the department to achieve common outcomes focused firmly on the future. These include focusing on streamlining processes from idea to insight, creating a catalogue of accessible data, enabling fit-for-purpose technology and organising for success.

The strategy contains a well-defined roadmap and action plan, setting a vision for transforming the way decisions are made by putting data and business analytics at their centre.

For more information visit: tmr.qld.gov.au/About-us/Corporate-information/Publications



The Data and Business Analytics Strategy will support TMR to deliver on its strategic plan.

Mobile technology solutions

Go Everywhere, Connect Online

Developed in collaboration with Gruntify in early 2017 and released in May 2017, mobile application ([see glossary page 253](#)) GECO (Go Everywhere, Connect Online) is a mobile solution used by the department to digitally capture information on-the-go. It currently hosts 21 different forms and data capture tools used by TMR every day. Since its release, more than 410 mobile users have lodged in excess of 21,429 forms and 50,856 images.

GECO offers our crews:

- safety interactions—used to capture photos and discussions between a manager/supervisor/safety leader and a worker or group of workers about safety issues or behaviour. Some 989 interactions have been generated during 2017–18
- safety inspection report—allowing users to add pictures identifying any hazard. In 2017–18, 389 inspections were carried out
- environmental inspection report—used to record details on fortnightly/monthly project site inspections to adhere to environmental guidelines, with 370 inspections carried out in 2017–18
- damaged street light—allows the user to geotag pictures to a specific location, with 44 carried out in 2017–18
- traffic signal operation check—allows teams to identify, geotag and report on the condition of traffic signals, with 26 completed in 2017–18

- street lighting LED replacement—provides the project team and customer with images and geotag locations for street lights upgraded with LEDs. Some 2386 records have been captured in 2017–18.

Data source: RoadTek Systems Reports

Recording Asset Damage and Restoration app

TMR has successfully implemented a mobile application to expedite the process of collecting and managing damage evidence and data following natural disasters.

Since the onset of Ex-TC Debbie in March 2017, more than 65,000 images of damage to the state-controlled road network have been captured in the Recording Asset Damage and Restoration (RADAR) app by 240 users. A total of approximately 600 users have the RADAR app (see glossary page 253) ready for use in future disasters.

The RADAR app was developed to enable TMR to collect mandatory photographic evidence with GPS data, which is required to prove the eligibility of disaster recovery works under the NDRRA (see glossary page 255).

The RADAR initiative has two components:

- RADAR app—used on mobile devices to capture photos and data in the field via a simple site form, then it saves this data to the cloud
- RADAR desktop—where the data can be instantly downloaded, managed and reports generated.

The RADAR mobile app is helping TMR collect information more quickly and easily in the field by reducing manual data entry, which will ultimately speed the recovery process for the community.

The RADAR app is used to capture and manage evidence of disaster damage on TMR's road network.



Recording Asset Damage and Restoration app

Link to Microsoft video on RADAR: youtube.com/watch?v=-qeg-GBQb4U

Open data

In 2017–18, the Queensland Government published its first open data policy statement and reiterated its commitment towards open data. In line with the release of this policy, TMR has revised its departmental Open Data Strategy and adopted the six principles from the international open data charter.

TMR has also conducted its second open data maturity assessment and renewed its commitment to an annual cycle of assessment and action planning to further mature its open data program. Significant progress was made towards the completion of specific activities from the first action plan. Overall, these efforts have raised TMR's total maturity score from 27 to 44, a 160 per cent increase within 12 months.

With a growing collection of 252 datasets, TMR is among the largest contributors to the Queensland Government's open data portal. Datasets we publish empower our customers to make informed decisions about how and when they travel and enable our partners and industry to help us deliver better traffic and transport services for Queensland.

To view the department's open datasets visit: data.qld.gov.au/organization/transport-and-main-roads

ICT Procurement Engagement

During 2017–18, TMR strove to create better partnerships with its ICT suppliers through industry engagement events and a new external e-newsletter called *ICT Bytes*. Published every four months, the e-newsletter showcases TMR's focus on delivering innovative, customer-centric and future-focused products and services to our customers, business partners, government and potential employees.

The department held a strategic forum in October 2017 to share information about planned ICT initiatives. Attendees appreciated this insight and the opportunity to ask TMR's ICT leaders questions about the department's ICT direction.

A subsequent workshop in December 2017 focused on making TMR's ICT procurement process more collaborative, streamlined and innovative. Current and potential suppliers from a variety of market segments worked with TMR to identify how procurement could release value earlier, reduce effort and

take advantage of emerging technologies. As one of the first Queensland agencies to leverage the Australian Government Digital Marketplace, TMR continues to look at improving business by experimenting with new opportunities as they emerge.

Information Security Plan

TMR manages critical infrastructure and sensitive information assets for Queensland and is committed to ensuring the confidentiality, integrity and availability of these assets in a changing security threat landscape.

The TMR Information Security Plan provides a risk-based approach to prioritise information security resources to ensure assets are adequately protected. To ensure TMR was 'cyber ready' for GC2018 the following activities were undertaken:

- self-assessments to identify areas of improvement
- improved preventative and detective security controls, such as implementation of multifactor authentication and threat intelligence working with trusted partners
- continuous vulnerability scanning and penetration testing against critical systems.

TMR has progressed the development of a three year Information Security Strategy (2018–2020) including a detailed 12-month roadmap to continuously improve TMR's security awareness, capabilities and controls.

ICT Asset Disaster Recovery Plan

It is vital that TMR's integrated transport network is accessible in times of disruptive events. The availability of ICT systems is critical in ensuring TMR provides essential ICT services to the community and to support frontline departmental services.

The department undertakes an annual disaster recovery testing program against critical ICT assets to ensure recovery processes and procedures meet business requirements. This includes confirming the resilience and recovery capabilities for TMR's key enabling infrastructure and applications, data and voice networks, and confirmation of crisis management processes and procedures.

Throughout 2017–18, TMR also committed significant investment to upgrade and improve the resilience of core ICT infrastructure assets to provide additional disaster recovery capability during the GC2018.

Investment program gated reviews

Building TMR's capability in program management has been a focus throughout 2017–18. A key improvement saw TMR preparing investment program blueprints and program plans articulating the vision for transport infrastructure outcomes and benefits, and the plan for how they will deliver them over a 10-year period. The blueprints were developed collaboratively across the department and collectively contribute to TMR's vision of a single integrated transport network accessible to everyone.

Commencing in 2017, TMR commenced gated reviews of investment programs. Making significant progress between August 2017 and February 2018, all first round gated reviews have been completed. These reviews will continue on an annual basis to provide assurance that transport infrastructure investments will deliver positive outcomes for Queensland communities in alignment with TMR's Strategic Plan.

3PCM implementation

The Portfolio, Program, Project and Contract Management (3PCM) system implementation project has two key objectives, which are to:

- define and implement standards, consistently applied processes for planning, managing and delivering the transport infrastructure portfolio across the domains of portfolio, program, project and contract management
- source and implement an integrated, strategic ICT solution that supports the business process and rules and enables a transition away from legacy applications.

In May 2015, TMR entered a 10-year contract with Accenture for the implementation and ongoing support of the 3PCM solution.

Following Release one (June 2016) and Release two (March 2017), the implementation project closed in December 2017, within the budget of \$47.8 million.

Now in operation, the program has:

- over 1500 statewide users
- over 21,000 automatic monthly financial transactions
- published the *QTRIP 2018–19 to 2021–22* (see page 29) outlining approximately \$21.7 billion of works.

Six legacy systems along with support dependencies are also in the process of, or have been decommissioned.

SECTION 4

OUR PEOPLE

HOW WE MEASURE OUR SUCCESS

- Improved workforce satisfaction

Our people are the key to our success, both as an organisation, and in delivering our vision. Attracting and maintaining a flexible, highly-skilled and diverse workforce is a priority for TMR and positions us as an employer of choice.

As Queensland's largest employer, the Queensland Government has established feedback mechanisms to allow our people to raise what's important to them, identifying what works well and what can be improved. Additionally, the public service highlights clear cultural values which TMR's people embody and deliver in all that we do. The foundation of our culture is the safety and wellbeing of our people, and the department continues to adapt to ensure we are inclusive of all in our workforce.

Keeping our people informed and engaged allows them to develop and grow to meet the challenges and opportunities which face us as an organisation. Given our strong focus on innovation, we need our people to embody innovative thinking, feeling empowered to think differently and deploy their innovative ideas.

HIGHLIGHTS

Inclusion and diversity

We support and celebrate our employee's diversity, culture and life experience. Our focus areas are Women in leadership, Cultural Diversity, People with disability and creating an Inclusive and Diverse culture ([see page 160](#)).

Women in construction and engineering

We are investing and building capability in our people through targeted programs for women in construction and engineering, through programs enabling successful graduates and trainees to work on infrastructure projects within TMR ([see page 163](#)).

Industrial relations

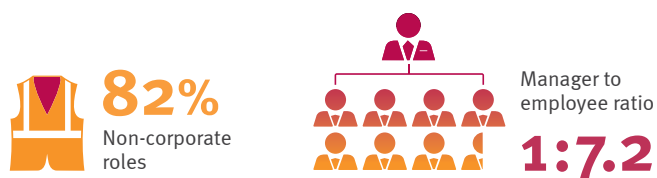
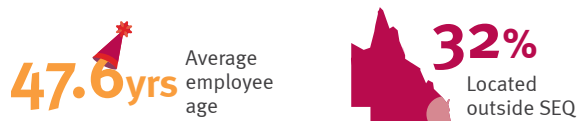
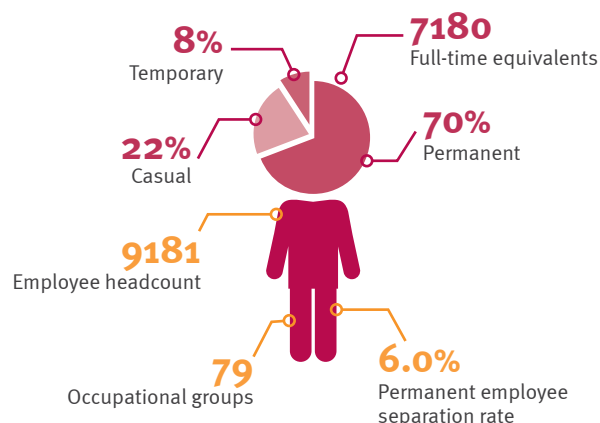
Our obligations and reporting requirements continue to be proactive and comply with whole-of-government policies, directives and award provisions ([see page 172](#)).

Recognising our people

TMR holds annual CUBIE Awards to reward employees' commitment to the public sector values and the inaugural TransLink People's Choice Awards that recognised our bus drivers that go above and beyond for our customers' experience on public transport ([see page 168 to 172](#)).

Entry Pathways

In growing our future workforce, TMR on-boarded 20 new graduates in the 2018 cohort to gain experience and skills across 15 disciplines during the two year program ([see page 174](#)).



Data as at 30 June 2018

**** Note:** The percentage of employees located outside SEQ fell from 36 per cent to 32 per cent from 2016–17 to 2017–18. The mapping of TMR employee locations to SEQ and non-SEQ is based on Queensland Rail's (QR) location as per information provided to Parliament. In mid-October 2016, QR advised that a number of locations previously classified as non-SEQ transitioned to SEQ and TMR data was adjusted accordingly. In mid-September 2017, it was discovered there were still some TMR locations which inadvertently had not been adjusted to non-SEQ. This was rectified this reporting year, 2017–18, and has resulted in the change in percentage.

WORKFORCE PROFILE

At 30 June 2018, there were 7180 full-time equivalent (FTE) (see glossary page 254) employees within TMR, representing a decrease of 12 on last year's total FTEs. Our workforce composition is complex and includes 79 occupational groups spread across trade, professional, technical and administrative disciplines throughout Queensland.

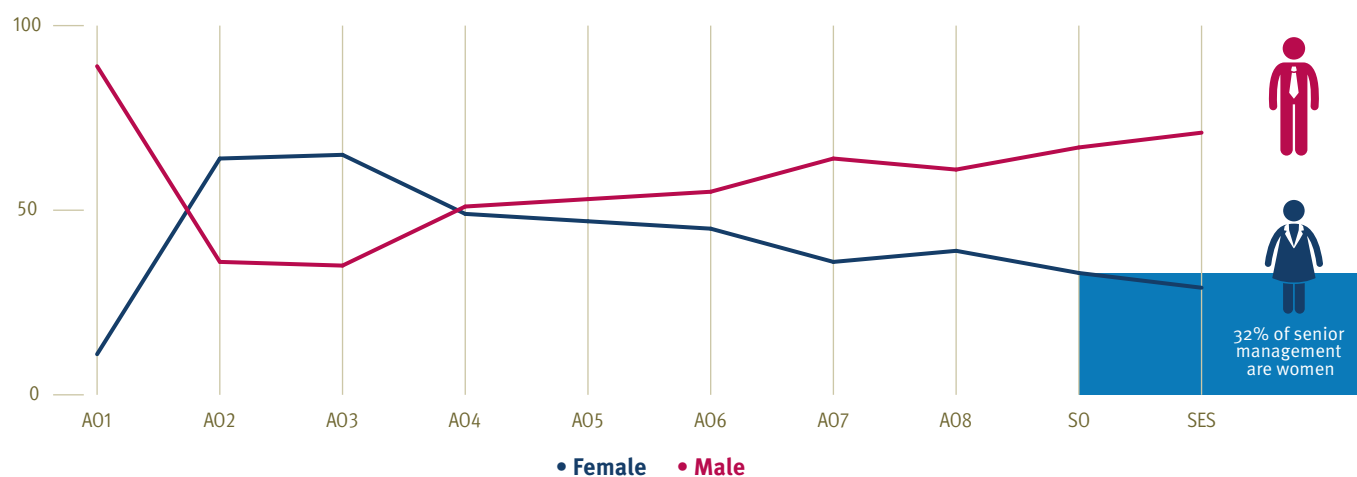
Our permanent employee retention rate was 94.4 per cent at 30 June 2018, compared with 95.3 per cent in 2016–17 and 92.4 per cent in 2015–16. For the same period, our permanent employee separation rate was 5.7 per cent turnover compared to 5 per cent in 2016–17 and 5.5 per cent in 2015–16. The results* include employee separations that took place under a program of redundancies.

*Separation and retention rates are calculated using different formulas. Overall combined rates do not add up to 100 per cent.



Employees attending the Big Event.

Figure 17 Salary distribution in TMR at 30 June 2018 by sex



Employees attending the Big Event.



ENSURING A DIVERSE, INCLUSIVE WORKFORCE

TMR is an inclusive organisation that embraces diversity of thought, culture, life experiences and people to ensure we reflect the community we serve.

The focus areas for the duration of the current *Inclusion and Diversity Strategy 2016–2020* are Women in Leadership, Cultural Diversity, People with Disability and creating an Inclusive and Diverse culture. In line with this strategy, we will continue to build a culture where we acknowledge and celebrate people's differences, including work experience, family circumstances, caring responsibilities, culture, religious beliefs and lifestyle choices.

The progression of women into leadership roles continues to be a priority and TMR is proud to have an ELT comprising 50 per cent women as at June 2018.

Our department recognises flexible work practices and supports the attraction, retention and productivity of a skilled, diverse and agile workforce. TMR continues to promote a range of flexible work options and support tools to help employees achieve a quality work–life balance and to support the business in managing a flexible working environment.

TMR continues to celebrate significant events, including National Reconciliation Week, NAIDOC Week, World Refugee Week and Queensland Women's Week and International Women's Day. In 2018, a panel of TMR women were invited to discuss the importance of wellbeing at work and share their personal journeys.



TMR employees Mr Tony Meier, Ms Jasmina Nuhovic, Ms Jennie Toonen, Ms Mikayla Ivanov and Ms Suzanne Cooley attending TMR's Queensland Women's Week panel.

Indigenous Employee Network

Through the *Inclusion and Diversity Strategy* and *Cultural Capability Action Plan*, TMR aims to increase the participation rate of Aboriginal and Torres Strait Islander peoples employed within the department to three per cent by 2022. TMR will do this with the advice and input from our Aboriginal and Torres Strait Islander staff, who form our Indigenous Employee Network (IEN).

The IEN was formed in November 2016 and membership has grown from 15 members in 2015 to 43 in June 2018. An annual IEN forum is hosted in Brisbane each year and allows members to discuss issues of significance for ATSI employees within TMR and the broader community. The collective knowledge and experience of this group is invaluable and facilitates consultation on cultural priorities for TMR.



TMR Indigenous Employee Network, November 2017.

CASE STUDY

Indigenous construction and employment programs

TMR has continued to support local and Indigenous communities, working to deliver transport solutions and improve workplace skills and capability of locals.

TMR and Hope Vale Aboriginal Shire Council are working together on the Endeavour Valley Road works to improve the technical capability of local Indigenous crews and assist the community by developing this key piece of infrastructure, and improve accessibility to this remote community. This agreement is in effect from 2014 to 2018.

The Indigenous Trainee Program was also launched as a commitment to the Commonwealth Games Reconciliation Action Plan. Nine Indigenous trainees began the 12-month program, working towards completing their Certificate II in Construction. In April 2018, the program formally launched with an induction workshop to provide the trainees with a foundation of core work and life skills to further their capabilities within the workforce.

LGBTIQ+ inclusion strategy launch

The whole-of-government LGBTIQ+ inclusion strategy was launched at TMR in October 2017, with many employees wearing the rainbow lanyard in support of their LGBTIQ+ colleagues.

The audience at the launch event heard from TMR LGBTIQ+ Steering Committee Member, Mr Troy Turner, and former PSC representative on LGBTIQ+ Steering Committee, Ms Davina Jones, and Queensland Police Service LGBTIQ+ Steering Committee Member, Superintendent David Tucker, who all shared their personal and professional experiences within the LGBTIQ+ community.

Attendees were offered a rainbow lanyard to symbolise their status as an ally of the LGBTIQ+ community and for their willingness to ensure TMR's workplaces are inclusive, open and respectful of all employees.



Mr Troy Turner, Ms Davina Jones, Superintendent David Tucker and Mr Mike Stapleton attending the LGBTIQ+ inclusion strategy launch.

Figure 18: EEO in TMR at 30 June 2018

EEO Group	Headcount*	% of TMR
Aboriginal and/or Torres Strait Islander	122	1.33%
People from a Non-English speak background	596	6.49%
People with a disability	543	5.91%
Women	4885	53%

* Headcount is the actual number of employees at a point in time

Data Source: TMR SAP Business Warehouse

People with disability

The Disability Services Act (Qld) 2006 provides a foundation for promoting the rights of Queenslanders with disability, increasing their wellbeing and encouraging their participation in community life. The department's Disability Service Plan 2017–2020 (DSP) ensures TMR has regard to the Act's human rights and service delivery principles, and the government's policies for people with disability. The DSP has a Queensland Government employee focus and touches on broader community actions and services, and aims to support the following outcomes:

- lifelong learning — Domestic and Family Violence awareness and education for TMR employees
- leadership and partnership — maximise opportunities for employees with disability to access leadership programs and development opportunities, including those involving travel
- everyday services — participate and influence national processes and policy that supports the removal of barriers for people with disability using public transport
- employment opportunities — investigate pathways to employment and work experience programs for people with disability
- communities for all — number of events celebrating people with disability increases.



Ms Susie Yeo, Mr Martin Smith (Special Olympics Australia) and Ms Sally Noonan (TMR) during Disability Action Week.

In support of the DSP:

- TMR's leadership team participated in the annual diversity forum in May 2018, where TMR leaders had an opportunity to share their journey and experiences as members of diverse groups. The forum was the first internal event to offer Auslan Interpreters, live captioning (speech to text) and was also accessible via live streaming.

- We are currently the only agency to make reference to the procurement standard ASEN301549 (Accessibility requirements suitable for public procurement of ICT products and services) within our procurement documentation and are currently encouraging the application of this standard across whole-of-government.
- The department promoted Disability Action Week 2017 (DAW). DAW aims to empower people with disability, raise awareness of disability issues, and ultimately improve access and inclusion throughout the wider community. The 2017 theme, 'Everybody has a role to play' encouraged everyday Queenslanders to make small changes to create a more welcoming state for people with disability. TMR hosted a DAW event and was pleased to welcome representatives from the Special Olympics Australia team to share their journey to the Special Olympics that were held in Adelaide in April 2018.
- TMR's *Disability Action Plan 2018–2022* has a dedicated focus on activities to improve accessibility of public transport services ([see page 94](#)).

Women in Leadership Mentoring Program

The *Women in Leadership (WiL) Mentoring Program* is now in its fourth year and designed to help women create broader networks, overcome challenges and breakdown workplace barriers to achieve their goals. It also supports TMR's commitment to increasing women in senior leadership (Senior Officer/Senior Executive Service) positions to 50 per cent by 2022.

In 2017, seven external mentors from other government agencies and the Public Service Commission's Leader Connect Mentor Program were invited to join the WiL program as a pilot group of external mentors. The external mentor initiative was once again included in the 2018 WiL program with 10 external mentors joining the program. There are 31 matched pairs as part of the WiL program for 2018.

Figures 19: Percentage of women in SES/SO leadership roles

2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
19%	25%	27%	27%	30%	32%

Data source: TMR SAP Business Warehouse

Notes: Data has been rounded to nearest whole percentage



TMR has a dedicated focus on improving accessibility of public transport services

Women in engineering

TMR is leading the way across government and industry with women comprising 16 per cent of our engineers and a significant number are also holding leadership positions. Currently, women make up only 12 per cent of the engineering workforce in Australia¹.

TMR will continue to improve on this statistic including through the Women in Engineering program.

By supporting targeted science, technology, engineering and maths initiatives, such as school activities, competitions and bursaries, and delivering a series of networking events for women engineers, TMR is doing its part to attract, support, retain, and celebrate women in engineering.



Ms Kym Murphy (Regional Director, Downs South West) and Ms Amanda Yeates (General Manager, Program Delivery and Operations) at TMR's final Women in Engineering networking event for 2017.

¹ The Engineering Profession: A Statistical Overview, 13th Edition, February 2017

Women in Construction Program

The *Women in Construction Program* encourages women to take up a career in the construction industry. Partnering with Protech, the program recruits female candidates with limited or no previous exposure to construction and equips them with the knowledge, experience, and support to start a career in the construction industry.

The five candidates who finished the program in 2017 are now working in the department and, as the program is in its second year, it has been expanded with nine women commencing the program at our Nathan depot.

The program allocates maximum time for practical experience with all candidates on work sites, working on a variety of infrastructure projects. This program aims to introduce women to roles where they can build their experience in different aspects of construction and project delivery, with the view of longer term employment opportunities with the department.



The nine women who joined the 2018 Women in Construction Program with TMR's RoadTek branch.

BUILDING A STRONG CULTURE

Fostering a positive culture where our people feel supported and empowered is vital to the success of our organisation. Our people steer our organisation and represent our strongest connection with our customers.

Based on this we recognise the importance of creating a safe and supportive working environment for our people. In promoting healthy working habits, we encourage our people to take ownership of their health—both at and outside of work. We know our people are at their best when they are healthy, supported and empowered with clear purpose and vision.

Customer culture

TMR's internal 'Customer First' program was recognised in October 2017 by the Customer Service Institute of Australia. The '8 Ways We Work' program saw TMR receive the Australian Service Excellence 'Service Champion' award for 'Project of the Year – Cultural Transformation'.

The awards recognise leading service providers, organisations and individuals across a range of industries. The program's success was a direct result of our people's desire to embody the 'Customers First' value (see page 7) and put our customers at the centre of everything we do. The program remains an integral part of TMR's customer-centric culture.

Employee opinion survey

The Working for Queensland Employee Opinion Survey (EOS) is designed to provide an understanding of the key workforce drivers at the Queensland public sector level. The analysis of results inform strategy development and resource investment.

In 2017 the key drivers were:

- agency engagement
- organisational leadership
- innovation.

TMR developed an EOS Action Plan 2017–18 to address key employee engagement focus areas. Actions are undertaken at both divisional and branch level across TMR. For example,

TransLink Division and Policy, Planning and Investment Division are focusing on how they can address bullying and harassment in the workplace.

The 2017 survey results revealed that TMR employees reported positive changes in opportunities to pursue developmental opportunities, new and better ways of doing their job, and job security.

Safety and wellbeing

TMR strives to create a work environment that is free from injury, illness and incident. The department is committed to improving its safety and wellbeing performance by driving improvements in safety leadership, communication and consultation, systems, risk management, and health and wellbeing.

Since its launch on 1 January 2017, the *Safety and Wellbeing Improvement Plan 2017–19* has increased focus on leadership and greater awareness of workplace wellbeing in 2017–18. Branches had the opportunity to include business or operations-specific measures in the plan. Examples of branch-specific measures include:

- RoadTek — 8 StepsTM Safety Investigations each have a quality review against a standard criteria and a summary report on each investigation is compiled on a six monthly basis.
- Program Delivery and Operations — Regional Directors and District Directors actively contribute to improve TMR's safety culture by being visible, credible and consistent in their support and promotion of safety and wellbeing
- Maritime Safety Queensland — A review of the vessel Safety Management System is conducted once a month (or sooner if an incident occurs).

Delivering the plan underpins the department's commitment to the TMR Work Health and Safety (WHS) Policy and the Queensland Public Service values by:

- developing and supporting meaningful ideas into action to improve the safety and wellbeing of all workers in the department
- empowering all workers to make positive changes to their workplace, work habits and the overall safety culture of the department
- providing specific and measurable opportunities so all workers can be courageous and play a role in improving local safety performance
- unleashing the potential of the department by creating a positive, safe and healthy environment
- ensuring that a safe and healthy environment contributes towards putting customers first.

Wellness programs

The department finalised the One TMR Wellbeing program, which focuses on the five pillars of wellbeing: physical; psychological; work; social; and financial. The following health and wellbeing activities were undertaken as part of the One TMR Wellbeing program:

- launch of the Queensland Government My Health for Life Program with 904* staff completing initial health checks and four workplace behaviour change programs in progress as a result
- the flu vaccination program with 4145* employees vaccinated across 100 sites between March and May 2018
- 202 of the department's executives (70 per cent) participated in the Executive Health Assessment program as part of their salary package in 2017–18
- 754 health and wellbeing reimbursement claims have been paid
- 375 staff and 49 family members have accessed an external Employee Assistance Service for services such as confidential counselling, management support and critical incident intervention
- monthly wellbeing working group meetings were held, comprising representatives from each branch, to collaborate on TMR and local wellbeing initiatives.

*Represents where figure reported includes 'in progress' activities.

Injury management

TMR, through its Workplace Rehabilitation Policy and centralised management of rehabilitation and workers' compensation claims is committed to ensuring that rehabilitation and return to work services are provided in keeping with injury management best practice.

The department recognises workplace rehabilitation assists in the recovery process and helps restore the employee's normal function sooner. In the event of an injury or illness, regardless of whether it is work-related, we are committed to assisting employees to achieve a safe return to work in a way that will facilitate their best possible recovery. This is achieved by:

- accommodating a gradual return to work with a focus on suitable duties in accordance with medical advice
- building a positive culture around injury management and providing suitable duties to assist in employees' recovery
- working closely with WorkCover Queensland and QSuper to ensure proactive case management.

Table 6: Comparison of workers' compensation claims lodged over a seven-year period

	2011–12	2012–13	2013–14	2014–15	2015–16	2016–17	2017–18
Claims	451	377	316	271	277	290	312

Data source: WorkCover Queensland – Online services for employers and Transport and Main Roads' SHE enterprise safety management system.

Note: Figures are subject to revision as more information becomes available.

Table 7 Final return to work (RTW) over a seven-year period

	2011–12	2012–13	2013–14	2014–15	2015–16	2016–17	2017–18
Final RTW	97.96%	97.51%	97.33%	94.87%	97.42%	95.24%	97.24%

Data source: WorkCover Queensland – Online services for employers and Transport and Main Roads' SHE enterprise safety management system.

Note: Figures are subject to revision as more information becomes available

Performance management

TMR is committed to fostering a workforce of capable, engaged and connected employees who are motivated, supported and encouraged to deliver better outcomes for Queenslanders.

The People Performance Policy outlines people performance principles and promotes a culture in which performance, development and recognition is valued, encouraged and supports continuous development and improvement. These principles are supported through Performance and Development Agreements.

The following principles guide people performance in TMR:

- our performance clearly aligns to TMR's strategic plan, business objectives and values
- our behaviour promotes a safe and healthy work environment for ourselves and others
- our culture supports and encourages employees and managers/supervisors to have frequent, meaningful and open conversations about performance and development
- our performance and development is reviewed and evaluated regularly
- our process engages, develops and recognises high performing employees and teams and supports employees and teams that need to build capability
- our capability and development needs align with business, team and individual role requirements.

Figure 20: Diagram showing the TMR People Performance Process



Results of the 2017 EOS ([see page 164](#)) showed 62 per cent of respondents agreed they 'had productive conversations with my manager on my performance in the past 12 months' and 63 per cent agreed they 'receive useful feedback on my performance', both showed a one per cent increase on the previous year's results.

Domestic and family violence awareness

As a White Ribbon accredited workplace, TMR continues to take active steps to prevent and respond to not only violence against women but all forms of violence. This is done by promoting a rich, diverse and inclusive workplace that upholds respectful relationships, challenges gender stereotypes and enhances the individual's capacity to recognise, prevent and respond to the issue of violence.

For the third consecutive year, the Director-General has championed the cause of domestic and family violence (DFV) within the department and as a community leader by taking part in the 2017 Australia's CEO (ACEOC) Challenge Race (CEO Race). As part of this initiative, TMR officers across Queensland hosted various awareness and fundraising events such as bake sales, raffles, book sales, silent auctions, star weaving days and competitions. In the community, Roads Australia ([see glossary page 255](#)) hosted a trivia night raising not only funds for the CEO Race but awareness of domestic and family violence in our community. The collective effort raised more than \$37,500 for the charity and saw the Director-General named as the 2017 CEO Race winner.

The department will continue to encourage individuals to be active participants and take a role in creating safe, positive and respectful communities.



Australia's CEO Challenge (ACEOC) CEO Race award winner event: Ms Simone O'Brien, previous TMR employee and DFV survivor; TMR employees, Ms Kristy Watts and Ms Emma Howarth; CEO Race winner for 2017, Mr Neil Scales, Director-General, TMR; Ms Jacque Lachmund, CEO, ACEOC; TMR employee, Ms Melissa McIntyre.

DG roadshows

The DG roadshows continue to be an engaging way for TMR employees to hear about the department, straight from the Director-General. Presented in person and via Skype, the sessions cover a range of topics relevant to the audience—everything from recent achievements and current priorities to important projects and industry issues. Several hot topics for TMR and the transport industry have been covered in sessions this year, including:

- GC2018 ([see page 20](#))
- CAVI ([see page 125](#))
- MaaS ([see page 124](#)) and many others.

Feedback continues to be positive, with a significant majority of attendees agreeing that the roadshows are informative and beneficial to them. They are an effective way to create a better understanding of the issues impacting TMR and demonstrate how the department is approaching these challenges.



Snapshot of survey feedback collected following a DG Roadshow event held in March 2018.



Attendees at the Cairns DG Roadshow

Values and culture network

Our One TMR ([see glossary page 255](#)) Values and Culture Network continued to encourage and foster Queensland's public service values ([see page 7](#)) across the department.

During the year, the network focused on:

- working with teams to increase staff involvement in creating a positive internal culture and meaningful connection to our values
- driving culture in regional and remote areas through localised initiatives such as team health checks, wellbeing walks, charity fundraising and other culture based activities
- providing staff feedback directly to senior leaders and creating opportunities for understanding and improvement on emerging issues
- championing the values and culture across key departmental initiatives, such as the staff induction program, Customer First program, People 4 People Week, CUBIE Awards and the Capability Blueprint project.



The TMR Values and Culture Network at their quarterly meeting, December 2017.

CUBIE awards

The annual TMR CUBIE Awards continues on for its fourth year. CUBIE awards are provided based on the Queensland Public Sector values. Candidates are nominated and rewarded based on their commitment to the values and are awarded for the categories Customers first, Unleash potential, Be courageous, Ideas into action, Empower people, One TMR—Individual, One TMR—Team and DG's All rounder.

The winners and commendations for 2017 are outlined below.

Customers first

Winner: Mr Christopher Bradley (TransLink) (award accepted by Mr Peter Walsh)



Director-General presenting Mr Peter Walsh on behalf of Mr Christopher Bradley with award.

Winner statement: Chris is responsible for delivering the Local Fares Scheme, which aims to improve the standard of living for residents of remote indigenous communities in the Torres Strait and Cape York.

Chris epitomises Customers first by investing the time needed to understand the people and the unique needs of each community and connects TMR's customers to other areas of government and to delivery partners.

Highly commended: Ms Maree Shepherd (CSSR), Mr Danny Michael (IMD)

Unleash potential

Winner: Ms Lisa Bennett (IMD)



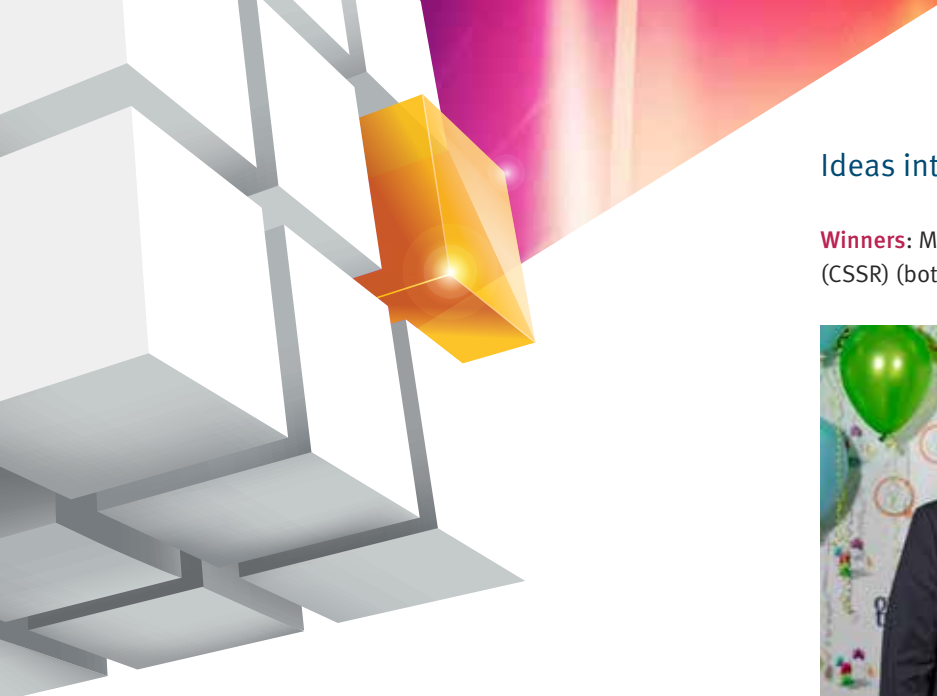
Director-General presenting Ms Lisa Bennett with award.

Winner statement: Lisa's journey in unleashing her and her team's potential has been phenomenal.

Coupled with an always friendly, helpful and 'no blame' approach, Lisa drove the development and implementation of sustainable tools, practices and procedures that support project managers.

Lisa's efforts saw the Far North District achieve a program delivery performance result in 2016–17 that far exceeded expectations—the best performance the district has ever achieved.

Highly commended: Ms Amanda Clark (PPI), Mr Peter Garland (CSSR), Mr Robin Gehrke (CSSR)



Be courageous

Winner: Mr Daniel Weeks (TransLink) (award accepted by Ms Suzanne Rose)



Director-General presenting Ms Suzanne Rose on behalf of Mr Daniel Weeks with award.

Winner statement: Daniel demonstrates courage on a daily basis. He is willing to call out potential implications of policy decisions or legislative changes where he sees risks, resulting in better legislative outcomes for industry, the community and government. His tireless work on personalised transport reform bills and regulations over the last year is a testament to his commitment to delivering high quality outcomes, while maintaining professionalism in a high pressured environment.

Highly commended: Mr Rennie Fletcher (Corporate), Ms Paola Paoletti (IMD)

Ideas into action

Winners: Ms Kristy Roberts (CSSR) (top), Ms Tracey Smith (CSSR) (bottom)



Director-General presenting Ms Kristy Roberts with award.



Director-General presenting Ms Tracey Smith with award.

Winner statement: Kristy put ideas into action using her technical skills and business knowledge to successfully implement TMR's Conversational Interactive Voice Recognition system: achieving significant benefits for the business, including improved customer wait times and a reduction in call volumes and costs. Thanks to Kristy, the innovation was awarded a bronze medal in the Asia Pacific 'Stevie' awards for innovative use of technology in customer service.

Winner statement: Tracey's ability to turn ideas into action was demonstrated in the consultation and research into behaviour change she used to develop the Queensland speed conversation document. She challenged assumptions identified as one of the major barriers to reducing speed-related fatalities, which was the public's lack of belief that speeding is dangerous. Thanks to Tracey, the Queensland Government has committed to a long-term vision to change attitudes and behaviours towards speed.

Highly commended: Ms Manjari Goel (TransLink)

Empower people

Winner: Ms Lisa Richardson (Corporate)



Director-General presenting Ms Lisa Richardson with award.

Winner statement: Lisa empowers her team and many people across the organisation to make a significant contribution to the work of TMR.

She has given her time freely to formally train as a mentor and a coach and created positive opportunities for her mentees.

Her Human Resources wisdom is highly valued, and she shares her knowledge and experience to advise and develop others. She provides support and direction to her team and champions flexible work practices.

Highly commended: Ms Kerrie Tregenza (CSSR), Ms Colette Neilson (TransLink)

One TMR—team

Winner: Cross-divisional Team (MSQ)—Digital Team, SAP Systems, Cash and Banking teams (Corporate)



Director-General presenting Ms Kirsten Dawson, Ms Narelle Smithwick, Mr Ross Davidson and Ms Melissa Tellegen with award.

Winner statement: This cross-divisional team came together to assist in Airlie Beach following Ex-TC Debbie where the MSQ office was severely damaged by the cyclone, leaving it unusable for employees. Access to core financial systems was cut off.

Seamless collaboration between MSQ, digital, Finance Systems, and cash and banking teams facilitated the implementation of an 'Albert' device in Airlie Beach, with 129 sales products added to the app specifically for that area.

The team got the Albert device up and running in a short timeframe, enabling MSQ to maintain their services to the local community in a time of need.

Highly commended: Heavy Vehicle Functional Structure Project Team (CSSR), Natural Disaster Relief and Recovery Arrangements Program Team (IMD)



One TMR - Individual

Winner: Ms Kylie Robinson (IMD)



Director-General presenting Ms Kylie Robinson with award.

Winner statement: Kylie has dedicated a significant amount of time and effort into her own and her team's development. Her work ethic and values show her dedication to her career. She acts with transparency in her communication and actions, and stands up for what she believes will achieve the best possible outcomes.

Kylie's efforts in evidence collection and clarification following Ex-TC Debbie was invaluable. Her ability to make fast decisions ensured outstanding outcomes for TMR.

Highly commended: Ms Lyndall Maag (PPI), Ms Catherine Kennedy (TransLink)

DG's All rounder

Winner: TMR Procurement team



Director-General (centre) presenting Mr Brad Irvine, Ms Julia Hopkins-Martin, Ms Kathie Stephens and Ms Deanne Hawkswood with award.

Winner statement: Procurement is essential in ensuring TMR delivers on its vision—an integrated transport system accessible to all. Without this team, Queensland does not get any value for money with our services.

The TMR Procurement team is comprised of representatives embedded into the core business of each team branch and division.

In 2017, this team came together to create a procurement vision for TMR, gave us direction, focus and a meaningful pathway to get real outcomes for each dollar allocated to TMR each year.

This has seen the establishment of formal governance for procurement. The Finance and Procurement Committee as the executive steering body and the Procurement Sub-Committee as the leading representative body.

Since then these committees have overseen and approved some key pieces of work, namely:

- the TMR Strategic Procurement Plan (2016–2020)
- the Procurement Performance Management Framework
- the first procurement performance report using Microsoft Power BI.

TransLink People's Choice Awards

TransLink's inaugural People's Choice Awards was launched in December 2017. The awards recognise bus drivers who go above and beyond to enhance our customers' experience on public transport.

Over 250 nominations were received from across the State and five drivers were shortlisted. Nominations were assessed against a number of areas, including positive customer impact, excellence in customer care and having a customer-focused attitude. Customers voted on the five finalists with more than 4000 votes cast. The winner was announced at the Queensland Bus Industry Council's awards in May 2018.

The winner was Ms Ella Reid from Clarks Logan City Bus Service. The only female finalist, Ella's win was fitting recognition of her outstanding efforts to make the public transport experience a positive one for her customers.



Mr Matthew Longland presenting winner Ms Ella Reid with 2017 People's Choice Award.

Redundancy and retrenchment

In 2017–18, one employee received a redundancy package at a cost of \$87,705.36. Employees who did not accept an offer of a redundancy were offered case management for a set period of time, where reasonable attempts were made to find alternative employment placements.

Industrial relations

During 2017–18, the department experienced an increase in complex case management issues and situations requiring management of employee performance, medical conditions and long term absenteeism. This increase can be attributed to the reporting requirements under the Public Service Commission's Conduct and Performance Excellence (CaPE) framework, as well as supervisors and managers being made aware of their obligations under the *Public Service Act 2018* to proactively manage employee performance.

There was also an increase in the number of matters referred to the Anti-Discrimination Commission, the Australian Human Rights Commission, the Queensland Industrial Relations Commission and/or Industrial Magistrates Court, including promotion appeals and fair treatment appeals. The vast majority of these matters have been resolved in the department's favour with no detrimental outcomes.

The Industrial Relations team is working closely with senior management to negotiate a new certified agreement, as the *Maritime Operations Certified Agreement 2015* is due to expire in September 2018.

The team also worked collaboratively with the Commonwealth Games Group to manage all workforce issues during and leading up to the 2018 Gold Coast Commonwealth Games.

The department continues to engage and work collaboratively with other Queensland Government departments, the Public Service Commission, the Office of Industrial Relations and applicable unions to ensure compliance with whole-of-Government policies, directives and Award provisions.

ATTRACTING TALENTED PEOPLE

Through our employer brand, we use our current workforce to model what makes TMR an ideal place to work. Combining this with recruitment, coaching and mentoring plans, TMR is focused on ensuring we have the right people to carry our organisation into the future.

Drive the Journey

Our employer brand communicates what it is like to work at TMR to ensure we attract and retain great people with a strong cultural fit to our organisation.

TMR identified that our people are here first and foremost to make a difference to the Queensland community. They also reported great teammates, work–life balance, flexibility and interesting work as key reasons. TMR harnessed these findings to develop branding of which one included the Drive the Journey video which is included in all TMR job advertisements. Since its launch in April 2017, this video has had over 15,000 views.

TMR also has an active LinkedIn page that is used to promote the benefits and positive work culture at TMR, as well as current vacancies and projects.

TMR LinkedIn follower base is now over 15,000 people.

View the video at: youtube.com/watch?v=kcIXj4IEBkU

Working flexibly

TMR continues widespread adoption of flexible work practices supported by the new *Industrial Relations Act 2016 – Division 4, Chapter 2, Section 2.7*.

Our 2017 EOS results showed 55 per cent of employees are happy with their ability to access and use flexible work arrangements, and 64 per cent report they are happy with their work–life balance.

In 2018, TMR promoted the Public Service Commission's Flexible by Design framework as an extension of the TMR Flexible Work Practices Enabling Plan. This framework encourages leaders and team members to find the 'flexibility within flexibility' by providing choice and accountability to maximise individual and organisational needs.

In line with the *Safety and Wellbeing Improvement Plan 2017–19* (see page 164), TMR continues to promote, educate and perform flexible work arrangements that encourages employees' inclusion, wellbeing and productivity.

72 per cent of employees agree 'people in my workgroup work together to ensure flexible work arrangements meet both individual and business needs'.

Data source: 2017 Working for Queensland Employee Opinion Survey

CASE STUDY

Flexible working arrangement success

'Working in a distributed work centre is a really positive experience. The one and-a-half-hour commute to and from Brisbane each day significantly reduces my activity and leisure time. I get excited about the reduced commute time and change in work pattern on my flexible work days. The flexibility means I get to exercise with my dog and that's really important to me. During my lunch break I go outside and enjoy the thriving café society.'

Ms Cassie Wilson, Manager (Business Improvement and Systems).

Strategic Workforce planning

The *TMR Strategic Workforce Plan 2016–2020* sets the vision and roadmap for TMR's workforce. This plan, along with all of TMR's people-focused strategies and plans, align to the Strategic Plan (see glossary page 256) and aims to skill employees to provide excellent customer service and deliver the transport network of the future.

Workforce planning is undertaken at all levels within TMR. Operational Workforce Planning is completed at the branch level and focuses on determining immediate workforce requirements for the next 12 months. Divisional workforce planning focuses on identifying capability requirements for the division for the next three to five years. Strategic workforce planning is completed at the departmental level and covers a five year time horizon.

Actions are developed at each level to ensure TMR has the right people, with the right capabilities at the right time to support our organisational objectives.

People plan

In August 2017 the *2017–2019 People Plan* was approved. The *People Plan* drives our continuous journey to building a contemporary, high-performing and customer-centric workforce. The *People Plan* program of works is centred on six key areas of focus:

- strategic and operational workforce planning
- succession planning
- performance and recognition
- manager capability
- inclusion and diversity
- safety and wellbeing.

Capability Strategy 2016–2020

Over the past year, significant progress has been made within the area of Learning and Development, in line with the *Capability Strategy 2016–2020*. The strategy outlines our seven learning options, including mentoring and coaching.

The One TMR Coaching Network supports the development of a coaching culture in TMR, through quarterly network meetings, and this year has seen the introduction of an online coaching toolkit to empower and further develop coaches throughout TMR.

One TMR Mentoring Program

The One TMR Mentoring Program is now in its fifth year. The program is focused on providing participants with the opportunity to build relationships and cross collaborate within the department, create new networks and break down workplace barriers, making One TMR a reality.

This year the One TMR Mentoring Program had 38 matched pairs and will include the same format as 2017 with mid and end of program reflection events (via Skype) for mentees and mentors on the program.

CASE STUDY

Mentor program experience

‘The One TMR and Women in Leadership mentoring programs provide mentors with the opportunity to support our next generation of leaders for government. It also gives all participants an opportunity to share experiences and learn from each other.’

Mr Christopher Goh, Executive Director Information Technology Branch.

Entry pathways

TMR onboarded 20 new graduates in the 2018 cohort, bringing our graduate total to 44, across 15 disciplines. Each cohort undertakes between two and four rotations across the two-year program. The graduate program is just one entry pathway we offer, and works in harmony with additional pathways, including apprenticeships and work experience, to ensure talent pipelines for TMR into the future.

With an initial applicant pool of 3078, our recruitment and selection process provides the department with a high calibre candidate pool. Continuing to focus on building diverse talent and capability in our pipelines, our 2018 cohort results were positive with 35 per cent of successful candidates being female, 16 per cent of graduates coming from non-English speaking backgrounds and 15 per cent being placed in our regional areas.

The program commenced in 2016 with 30 graduates recruited who completed their program in February 2018. Of the 30 graduates in this cohort, 20 per cent have secured permanent roles with TMR, 57 per cent continue to be engaged with TMR on a temporary basis and 13 per cent have secured permanent employment outside TMR.

For more information visit: tmr.qld.gov.au/About-us/Employment-and-careers/Graduate-program



TMR's 2018 graduate cohort.

SEQ Indigenous Trainee Program

The SEQ Indigenous Trainee Program formally commenced in April 2018, with nine Indigenous trainees based in RoadTek ([see glossary page 256](#)), this program is part of a wider commitment to the Commonwealth Games Reconciliation Action Plan. The Indigenous trainees will be working towards completing their Certificate II in Construction.

The program formally commenced with an induction workshop held over three days, to give the trainees a good grounding of core life and work skills, including:

- overview of the department, including the nature of the work and general organisational inductions
- Life Skills Program to improve financial literacy (creating a budget and sticking to it and saving and investing money), workplace fitness (work health in the construction industry, and exercise to strengthen core muscles), nutrition (how to eat well and save money), personal skills such as communication support and the role of Mates in Construction (an employee support provider for the wider construction industry)
- certificate in first aid
- traffic control training to create an awareness for working in and around traffic.

The program will run for 12 months, with trainees located in one of TMR's SEQ operations units.



Indigenous construction trainees getting exposure to depot life at the Dale Clearly Centre, Nathan operations.

Leadership and management development

TMR invests in capabilities required to serve the current and emerging needs of the government and the department. During the year, TMR offered a range of corporate programs to support ongoing leadership development. The leadership pathway was developed in 2016 to show the required capabilities across all levels of leadership.

Our leadership programs focus on developing agile, dynamic and flexible leaders who can lead in any circumstance. They are available to team leaders, program managers and executives. Our key programs include the Emerging Leaders Program, Public Sector Management Program, Manager as Coach and our blended learning program for middle management — Passport 2 Leadership (P2L) program. Our programs are developed and delivered by trusted external partners and give leaders the latest knowledge and skills to enable their development.

The P2L program has been very successful with over 100 middle managers participating in the program since the pilot in 2017.

P2L was designed in response to key focus areas highlighted through the EOS and consultation across the department. The program provides targeted development through a blended learning approach — modular and interactive. P2L utilises the Public Service Commission's People Matters program as core content. Planning is underway for cohorts six and seven due to commence in September 2018.

TMR continues to support leadership development not just through formal training, but also through coaching, mentoring, and on-the-job learning opportunities such as special projects and relieving in more senior roles.

FOSTERING INNOVATION AND GROWTH

TMR's innovation program aims to enhance the department's culture of innovation and guide staff to do things differently and better to add value, ensuring we stay relevant to our customers in an environment of constant change. The program is focused around capability (work differently and better), connection (engage and collaborate), communication (share challenges, successes, and lessons learned) and commitment (lead, invest and leverage opportunities to innovate with more impact).

DG's innovation challenge

In a first for TMR, the Director-General launched Innovation Month in July 2017 with an open innovation challenge to all staff, the TMR Hack. The objective was to tap into the collective wisdom and creativity of employees, with staff asked to form teams of up to 10, taking a One TMR approach, with members from different branches and divisions, and work on problems and ideas focusing on customer needs and TMR's strategic priorities.

More than 250 staff participated in Hack teams, with 54 submissions received by the closing date. All submissions received feedback, and 15 per cent are being implemented locally and 32 per cent are under further investigation. Four teams were selected to pitch their ideas to the ELT's 'Shark Tank', who approved all four to proceed for further investigation and development. Of these, one has been implemented as a pilot and three were progressed through the iHQ innovation lab.



Director-General, Mr Neil Scales opens the DG Innovation Challenge for 2017.

iHQ innovation lab

Three of the four 2017 TMR Hack champion teams continued their journey in the iHQ innovation lab. Members of each of the teams participated fulltime in an accelerated, design-led innovation process for six weeks, based in TMR's Customer Experience Lab (see glossary page 253). The teams were guided through a process to interrogate their challenges, including research, customer insights, and stakeholder engagement. Through these insights they developed and validated their solutions through to a robust case for implementation, which were presented to the ELT at the end of the process.

The three concepts that were progressed through iHQ were:

- home grown material services: investigating how material services could be more effectively delivered in remote areas
- TMR safe houses: investigating how TMR-owned properties could be repurposed as temporary accommodation for people in need, including victims of domestic and family violence
- Hailo: investigating how to ensure approaching buses stop for vulnerable passengers on the public transport network, including people with vision impairments.



iHQ Hailo team presenting to ELT in the CE Lab.

Hackathons

The department has embraced creative problem solving for business challenges by participating in a range of Hackathons with industry and start-ups. These include the KPMG Hackathon in March 2018, where one of the ideas submitted to TMR Hack 2017 was developed over two days of intensive hacking by a combined TMR and industry team. The concept involves using neural analytics to predict bus delays caused by unexpected incidents (like car accidents and flash flooding) and would provide customers with the information they need to decide on the best option to get to their destination.

The idea won the customer award at the KPMG Hackathon and is now being developed as a proof of concept through TMR's Digital Incubator program, to scale up and deliver a product that can be integrated into TMR's existing systems.

iConnect champions network

TMR launched a refreshed champions' network, iConnect, in 2018 with members from the previous network bolstered by interested staff from the finalist TMR Hack teams. Their purpose is to encourage creative thinking and innovation in their work areas, and build knowledge and skill from the ground up. The members attended a one and a half day, in-house training course in the innovation process, and are continuing to develop their capability and network through training sessions.

Building our digital capability

In line with the department's *Digital Strategic Plan 2016–20*, TMR continues to embed new approaches to digital design and delivery to ensure we are well positioned to meet our customers' shifting expectations, and leverage the pace and scale of technological change.

TMR has delivered a range of initiatives to build TMR staff capability in designing and delivering customer-focused products and services.

This includes investigating, prototyping and validating new digital opportunities through the TMR Digital Incubator. Through this initiative teams work through business problems and nurture ideas using human-centred design processes, creating something tangible that can be tested and further developed. Examples of ideas and problems put through the Digital Incubator throughout 2017–18 include:

- investigating how automatic pot-holing detection technology could be used to eliminate manual processes for identifying pavement defects
- undertaking a pilot to test how a federated identity management and authentication system could help simplify customer access to our online services using their email address and password
- trialling a cloud-based process management software to improve and streamline the creation, usability, version control and storage of departmental processes and procedures maps and associated documentation.

The department delivered a range of activities and events to over 1000 TMR staff to build our people's digital capability. These activities invited design thinking experts to share their experiences in using design thinking as a creative, customer-centric approach to problem identification and innovative solution design.

For more information on TMR's Digital Plan visit: tmr.qld.gov.au/About-us/Corporate-information/Publications/Digital-Strategic-Plan-2016-2020



Teams exploring ideas in the Digital Incubator.

OUR CAPABILITY BLUEPRINT

During 2017-18, TMR developed its Capability Blueprint, a self-assessment that considered the organisational capabilities in the key areas of leadership, strategy and delivery. The Blueprint process is intended to start positive conversations about TMR's capability now and into the future. The Queensland Government's Leadership Board (comprised of Directors-General and Commissioners) has endorsed an approach whereby each department analyses its own capability within the framework to identify areas of organisational strength and opportunities for improvement. The approach was deliberately designed to build ownership by individual departments and their leaders and is supported by the Public Service Commission (PSC). TMR's self-assessment is focused at the department level, on the department's strategic capability - not on individuals.

The Blueprint was conducted over three phases: discovery, validation and reporting. In the first phase the department reviewed 223 documents as well as various projects, programs and processes. The findings were developed during the discovery phase and were tested during the validation phase where 28 interviews with senior executives were held, 2,400 responses received from an all staff survey were analysed, 11 targeted surveys/ interviews with external organisations were conducted and seven staff focus groups attended by more than 120 participants across the state were held. Analysis of the findings including highlighting strengths and opportunities occurred in phase three, distilling these into the Blueprint report.

The staff and stakeholder engagement processes was collaborative, respectful and constructive using an appreciative inquiry approach. The department was assessed against ten capability elements that form the basis of the Queensland Government's Capability Blueprint framework. These elements overlap to form a tried and tested integrated model for assessing modern organisational capability.

Each element was assessed as either:

- Leading—strong capability identified; functions highly effectively with a focus on continuous improvement.
- Maturing—building capability; functions effectively with some opportunities for improvement.
- Developing—some capability identified; functions adequately with several opportunities for improvement.

The assessment shows TMR is leading and maturing across all three of the key aspects of: leadership, strategy and delivery. It demonstrates the maturity of TMR and the shared commitment to our vision.



The Capability Blueprint Framework.

TMR is leading in seven of the 10 key aspects of leadership, strategy and delivery.

For more information on the PSC Capability Blueprint program visit: forgov.qld.gov.au/capability-blueprint.









The Blueprint Capability project team.

TMR's mature structure and stable business model provides a solid foundation for the organisation to strengthen and build our focus, capability and capacity. The list below represents TMR's assessment against the 10 elements.

Leadership

	Set direction		<ul style="list-style-type: none"> Our vision is clear and our people understand how they contribute to the achievement of TMR's key objectives The collaboration we display during a crisis and major events can be leveraged and we can share more to describe the why of what we do
	Motivate people		<ul style="list-style-type: none"> Our people are committed to achieving great outcomes for Queenslanders and we celebrate our achievements We can share more about what success as One TMR looks like
	Develop people		<ul style="list-style-type: none"> Our leaders recognise that our people are our greatest asset and we demonstrate commitment to diversity and inclusion Being agile and innovative will allow TMR to embrace change and work across boundaries

Strategy

	Outcome-focused strategy		<ul style="list-style-type: none"> We focus on delivering for Queenslanders and our plans prepare us to address emerging disruptors and new entries to the transport sector Building our agility will help our readiness for future change
	Evidence-based choices		<ul style="list-style-type: none"> We involve and listen to our customers and engage with them to co-design solutions We can raise greater awareness of our insights through broader conversations
	Collaborate and build common purpose		<ul style="list-style-type: none"> We work well with others on major events and in times of crisis, and collaborate with our partners to deliver the best outcomes for Queenslanders We can maximise the good relationships with our partners to build common purpose

Delivery

	Innovate delivery		<ul style="list-style-type: none"> We incorporate innovation in the way we work and empower staff to generate ideas We can continue to build the momentum of our innovation agenda and initiatives with stakeholders
	Plan, resource, and prioritise		<ul style="list-style-type: none"> We have a strong planning and delivery culture allowing us to make the tough decisions when appropriate We can improve co-ordination of projects that cross internal boundaries and provide clarity on how projects integrate and interrelate across divisions
	Shared commitment and sound delivery models		<ul style="list-style-type: none"> We have well-defined delivery models and strong partnerships underpinned by robust arrangements We can leverage our internal professional expertise across the department
	Manage performance		<ul style="list-style-type: none"> We deliver against our targets with strong governance and control systems to track performance We can support our people with appropriate systems to collect, access and share insights from our data to address future transport trends and readiness

SECTION 5

FINANCIAL STATEMENTS

Department of Transport and Main Roads

Financial Statements as at 30 June 2018

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Department of Transport and Main Roads
Statement of comprehensive income
for the year ended 30 June 2018

OPERATING RESULT	Note	2018 \$'000	2017 \$'000
Income from continuing operations			
Appropriation revenue	2	4,961,392	4,771,712
User charges and fees	3	722,947	732,173
Grants and other contributions	4	271,057	232,607
Other revenue		47,327	35,808
Total revenue		6,002,723	5,772,300
Gains on disposal of assets		3,769	3,859
Total income from continuing operations		6,006,492	5,776,159
Expenses from continuing operations			
Employee expenses	5	581,821	536,993
Supplies and services	7	3,535,121	3,223,836
Grants and subsidies	8	459,000	608,718
Depreciation and amortisation	13, 14	1,086,544	1,004,108
Finance and borrowing costs	9	95,848	97,367
Impairment losses	11	3,144	2,277
Other expenses	10	28,626	109,083
Total expenses from continuing operations		5,790,104	5,582,382
Operating result from continuing operations before income tax equivalent expense		216,388	193,777
Income tax equivalent expense	21	9,526	14,343
OPERATING RESULT FOR THE YEAR		206,862	179,434
Items not reclassified to operating result			
Increase/(decrease) in asset revaluation surplus	14	(6,103,501)	(3,411,991)
Total other comprehensive income/(loss)		(6,103,501)	(3,411,991)
TOTAL COMPREHENSIVE INCOME/(LOSS)		(5,896,639)	(3,232,557)

The accompanying notes form part of these statements.

Department of Transport and Main Roads
Statement of financial position
as at 30 June 2018

	Note	2018 \$'000	2017 \$'000
Assets			
Current assets			
Cash		378,023	364,335
Receivables	11	215,470	191,997
Inventories		12,007	10,556
Prepayments	12	597,885	27,871
Non-current assets classified as held for sale		16,453	15,492
Total current assets		1,219,838	610,251
Non-current assets			
Prepayments	12	994	344,587
Other financial assets	26	601	601
Intangible assets	13	84,073	94,744
Property, plant and equipment	14	62,399,800	66,673,596
Deferred tax assets	21	6,927	7,571
Total non-current assets		62,492,395	67,121,099
Total assets		63,712,233	67,731,350
Liabilities			
Current liabilities			
Payables	15	512,419	560,413
Interest bearing liabilities	16	238,982	82,294
Provisions	17	134,080	187,794
Accrued employee benefits	18	37,396	36,123
Unearned revenue	19	47,846	45,418
Current tax liabilities	21	-	3,519
Other	20	40,453	35,970
Total current liabilities		1,011,176	951,531
Non-current liabilities			
Interest bearing liabilities	16	1,190,753	1,156,267
Provisions	17	154,271	78,164
Accrued employee benefits	18	-	5,402
Other	20	16,314	51
Total non-current liabilities		1,361,338	1,239,884
Total liabilities		2,372,514	2,191,415
NET ASSETS		61,339,719	65,539,935
Equity			
Contributed equity		57,439,789	55,743,366
Accumulated surplus/(deficit)		2,053,117	1,846,255
Asset revaluation surplus		1,846,813	7,950,314
TOTAL EQUITY		61,339,719	65,539,935

The accompanying notes form part of these statements.

Department of Transport and Main Roads
Statement of comprehensive income by major departmental services
for the year ended 30 June 2018

	Transport system investment planning and programming		Transport infrastructure management and delivery		Transport safety and regulation	
OPERATING RESULT	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
Income from continuing operations						
Appropriation revenue	120,313	90,188	2,062,878	1,935,892	9,328	9,390
User charges and fees	75,552	45,899	27,468	63,542	237,446	229,175
Grants and other contributions	35,233	11,067	185,833	178,209	4,632	2,985
Other revenue	1,982	802	56,514	46,277	1,677	1,043
Total revenue	233,080	147,956	2,332,693	2,223,920	253,083	242,593
Gains on disposal of assets	3,233	1,949	2,456	508	351	39
Total income from continuing operations	236,313	149,905	2,335,149	2,224,428	253,434	242,632
Expenses from continuing operations						
Employee expenses	77,175	66,927	161,039	145,778	68,252	64,354
Supplies and services	142,240	66,172	713,390	572,115	164,397	155,769
Grants and subsidies	2,065	12,172	224,590	374,243	5,283	5,919
Depreciation and amortisation	7,428	3,209	976,512	915,995	8,960	9,031
Finance and borrowing costs	-	-	29,979	39,520	5,072	5,442
Impairment losses	4,561	120	(1,493)	2,114	(17)	46
Other expenses	2,844	1,305	20,166	10,922	1,487	2,071
Total expenses from continuing operations	236,313	149,905	2,124,183	2,060,687	253,434	242,632
Operating result from continuing operations before income tax equivalent expense	-	-	210,966	163,741	-	-
Income tax equivalent expense	-	-	-	-	-	-
OPERATING RESULT FOR THE YEAR	-	-	210,966	163,741	-	-
Items not reclassified to operating result						
Increase/(decrease) in asset revaluation surplus	2,731	4,596	(6,140,859)	(3,446,715)	3,484	3,250
Total other comprehensive income/(loss)	2,731	4,596	(6,140,859)	(3,446,715)	3,484	3,250
TOTAL COMPREHENSIVE INCOME/(LOSS)	2,731	4,596	(5,929,893)	(3,282,974)	3,484	3,250

Customer experience		Passenger transport services		Transport infrastructure construction and maintenance		Inter-departmental services eliminations		Total	
2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
372,617	362,875	2,396,256	2,373,367	-	-	-	-	4,961,392	4,771,712
7,535	3,437	350,850	367,188	568,125	628,419	(544,029)	(605,487)	722,947	732,173
523	58	44,831	40,249	5	39	-	-	271,057	232,607
81	60	9,810	8,588	7,324	2,601	(30,061)	(23,563)	47,327	35,808
380,756	366,430	2,801,747	2,789,392	575,454	631,059	(574,090)	(629,050)	6,002,723	5,772,300
448	94	3,204	415	698	854	(6,621)	-	3,769	3,859
381,204	366,524	2,804,951	2,789,807	576,152	631,913	(580,711)	(629,050)	6,006,492	5,776,159
170,881	161,898	71,963	74,933	127,056	118,563	(94,545)	(95,460)	581,821	536,993
161,177	160,232	2,406,786	2,330,623	403,523	448,952	(456,392)	(510,027)	3,535,121	3,223,836
8	6	227,054	216,378	-	-	-	-	459,000	608,718
12,973	13,069	70,546	51,359	10,125	11,445	-	-	1,086,544	1,004,108
34,959	30,690	27,601	23,516	1,484	1,486	(3,247)	(3,287)	95,848	97,367
(8)	(32)	11	39	90	23	-	(33)	3,144	2,277
1,214	661	990	92,959	28,452	21,408	(26,527)	(20,243)	28,626	109,083
381,204	366,524	2,804,951	2,789,807	570,730	601,877	(580,711)	(629,050)	5,790,104	5,582,382
-	-	-	-	5,422	30,036	-	-	216,388	193,777
-	-	-	-	9,526	14,343	-	-	9,526	14,343
-	-	-	-	(4,104)	15,693	-	-	206,862	179,434
523	384	30,601	26,485	19	9	-	-	(6,103,501)	(3,411,991)
523	384	30,601	26,485	19	9	-	-	(6,103,501)	(3,411,991)
523	384	30,601	26,485	(4,085)	15,702	-	-	(5,896,639)	(3,232,557)

Department of Transport and Main Roads
Statement of assets and liabilities by major departmental services
as at 30 June 2018

	Transport system investment planning and programming		Transport infrastructure management and delivery		Transport safety and regulation	
	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
Assets						
Current assets						
Cash	14,986	9,371	60,318	50,814	15,787	15,492
Receivables	24,250	11,458	58,023	57,130	52,420	46,256
Inventories	-	-	47	506	664	243
Prepayments	1,455	1,494	576,445	16,050	6,404	4,520
Non-current assets classified as held for sale	16,223	15,128	88	135	10	16
Total current assets	56,914	37,451	694,921	124,635	75,285	66,527
Non-current assets						
Prepayments	12	14	479	343,814	46	69
Other financial assets	-	-	601	601	-	-
Intangible assets	35,714	40,397	5,723	5,694	13,703	8,682
Property, plant and equipment	79,635	81,554	60,418,364	65,594,844	99,412	101,614
Deferred tax assets	-	-	-	-	-	-
Total non-current assets	115,361	121,965	60,425,167	65,944,953	113,161	110,365
Total assets	172,275	159,416	61,120,088	66,069,588	188,446	176,892
Liabilities						
Current liabilities						
Payables	22,245	26,081	265,490	317,559	19,391	21,016
Interest bearing liabilities *	-	-	53,389	64,288	3,299	2,952
Provisions	-	-	134,080	187,794	-	-
Accrued employee benefits	4,679	4,132	9,765	9,318	4,138	3,973
Unearned revenue	789	702	964	2,282	2,732	-
Current tax liabilities	-	-	-	-	-	-
Other	69	1	621	13	74	1
Total current liabilities	27,782	30,916	464,309	581,254	29,634	27,942
Non-current liabilities						
Interest bearing liabilities *	-	-	502,498	556,095	85,128	88,447
Provisions	-	-	154,271	78,164	-	-
Accrued employee benefits	-	-	-	5,402	-	-
Other	665	1	5,975	19	713	2
Total non-current liabilities	665	1	662,744	639,680	85,841	88,449
Total liabilities	28,447	122,316	1,127,053	1,220,934	115,475	116,391

* Comparatives have changed following a reallocation from Transport system investment planning and programming to Transport safety and regulation.

Customer experience		Passenger transport services		Transport infrastructure construction and maintenance		Inter-departmental services eliminations		Total	
2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
22,470	22,506	167,195	174,201	97,267	91,951	-	-	378,023	364,335
1,750	705	87,200	82,518	67,114	91,706	(75,287)	(97,776)	215,470	191,997
164	143	3,307	2,485	48,398	48,371	(40,573)	(41,192)	12,007	10,556
535	430	12,379	4,841	667	536	-	-	597,885	27,871
16	25	116	188	-	-	-	-	16,453	15,492
24,935	23,809	270,197	264,233	213,446	232,564	(115,860)	(138,968)	1,219,838	610,251
20	34	437	656	-	-	-	-	994	344,587
-	-	-	-	-	-	-	-	601	601
26,557	34,680	2,376	5,291	-	-	-	-	84,073	94,744
14,952	15,845	1,744,048	838,224	43,389	41,515	-	-	62,399,800	66,673,596
-	-	-	-	6,927	7,571	-	-	6,927	7,571
41,529	50,559	1,746,861	844,171	50,316	49,086	-	-	62,492,395	67,121,099
66,464	74,368	2,017,058	1,108,404	263,762	281,650	(115,860)	(138,968)	63,712,233	67,731,350
14,207	14,370	224,864	227,976	63,082	73,379	(96,860)	(119,968)	512,419	560,413
-	-	182,294	15,054	19,000	19,000	(19,000)	(19,000)	238,982	82,294
-	-	-	-	-	-	-	-	134,080	187,794
10,361	9,998	4,363	4,626	4,090	4,076	-	-	37,396	36,123
-	12	43,361	42,422	-	-	-	-	47,846	45,418
-	-	-	-	-	3,519	-	-	-	3,519
111	2	39,578	35,953	-	-	-	-	40,453	35,970
24,679	24,382	494,460	326,031	86,172	99,974	(115,860)	(138,968)	1,011,176	951,531
-	-	603,127	511,725	-	-	-	-	1,190,753	1,156,267
-	-	-	-	-	-	-	-	154,271	78,164
-	-	-	-	-	-	-	-	-	5,402
1,072	3	7,889	26	-	-	-	-	16,314	51
1,072	3	611,016	511,751	-	-	-	-	1,361,338	1,239,884
25,751	24,385	1,105,476	837,782	86,172	99,974	(115,860)	(138,968)	2,372,514	2,191,415

Department of Transport and Main Roads

Statement of changes in equity for the year ended 30 June 2018

	Note	2018 \$'000	2017 \$'000
Contributed equity			
Opening balance		55,743,366	54,278,923
Transactions with owners as owners:			
Appropriated equity injections	2	1,734,469	1,517,552
Net asset transfer from/(to) other Queensland Government entities		(38,046)	(53,109)
Closing balance		57,439,789	55,743,366
Accumulated surplus/(deficit)			
Opening balance		1,846,255	1,666,821
Operating result		206,862	179,434
Closing balance		2,053,117	1,846,255
Asset revaluation surplus *			
Opening balance		7,950,314	11,362,305
Increase/(decrease) in asset revaluation surplus	14	(6,103,501)	(3,411,991)
Closing balance		1,846,813	7,950,314
TOTAL EQUITY		61,339,719	65,539,935
* The closing balance of Asset revaluation surplus comprises:			
Land		1,510,258	1,432,260
Buildings		77,138	60,173
Heritage and cultural		2,410	1,825
Leased assets		46,474	28,715
Infrastructure		210,533	6,427,341
Closing balance		1,846,813	7,950,314

The accompanying notes form part of these statements.

Accounting policy

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. These adjustments are made in accordance with Interpretation 1038 *Contributions by Owners Made to Wholly-Owned Public Sector Entities*. Appropriations for equity adjustments are similarly designated.

Department of Transport and Main Roads
Statement of cash flows
for the year ended 30 June 2018

	2018 \$'000	2017 \$'000
Cash flows from operating activities		
<i>Inflows:</i>		
Service appropriation receipts	4,930,619	4,955,116
User charges and fees	676,224	736,981
Grants and other contributions	305,856	133,752
GST input tax credits from ATO	720,935	688,282
GST collected from customers	71,249	65,227
Other	44,763	35,856
<i>Outflows:</i>		
Employee expenses	(587,013)	(533,129)
Supplies and services	(3,536,971)	(3,161,242)
Grants and subsidies	(461,751)	(588,434)
Finance and borrowing costs	(74,830)	(76,047)
GST paid to suppliers	(727,254)	(689,405)
GST remitted to ATO	(66,369)	(64,317)
Income tax equivalent paid	(13,021)	(12,213)
Other	(18,363)	(104,603)
Net cash provided by operating activities	1,264,074	1,385,824
Cash flows from investing activities		
<i>Inflows:</i>		
Sales of property, plant and equipment	28,681	53,255
<i>Outflows:</i>		
Payments for property, plant and equipment	(2,413,380)	(2,311,142)
Payments for intangibles	(9,749)	(19,810)
Net cash used in investing activities	(2,394,448)	(2,277,697)
Cash flows from financing activities		
<i>Inflows:</i>		
Equity injections	2,549,735	2,338,718
<i>Outflows:</i>		
Equity withdrawals	(815,266)	(821,166)
Borrowing redemptions	(67,467)	(83,434)
Finance lease payments	(521,539)	(368,219)
Other	(1,401)	(1,498)
Net cash provided by financing activities	1,144,062	1,064,401
Net increase/(decrease) in cash	13,688	172,528
Cash – opening balance	364,335	191,807
CASH – CLOSING BALANCE	378,023	364,335

The accompanying notes form part of these statements.

Accounting policy

Cash represents all cash on hand, cash at bank and cheques receipted but not banked at 30 June.

The departmental bank accounts are grouped within the whole of government banking set-off arrangement with Queensland Treasury Corporation and do not earn interest.

Department of Transport and Main Roads
Notes to the Statement of cash flows
for the year ended 30 June 2018

	2018 \$'000	2017 \$'000
RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES		
OPERATING RESULT	206,862	179,434
Non-cash items included in operating result		
Goods, services and assets received at below fair value	(21,776)	(42,280)
Gains on disposal of assets	(3,769)	(3,859)
Goods, services and assets provided at below fair value	5,874	17,991
Depreciation and amortisation	1,086,544	1,004,108
Loss on disposed assets	10,263	4,480
Change in assets and liabilities:		
(Increase)/decrease in receivables	(23,473)	131,212
(Increase)/decrease in inventories	(1,451)	(313)
(Increase)/decrease in prepayments	(10,450)	1,654
Increase/(decrease) in deferred income tax equivalents	644	(591)
Increase/(decrease) in payables	(10,366)	61,614
Increase/(decrease) in accrued employee benefits	(4,129)	3,492
Increase/(decrease) in unearned revenue	2,428	2,909
Increase/(decrease) in current tax liabilities	(3,519)	2,721
Increase/(decrease) in other liabilities	30,392	23,252
Net cash provided by operating activities	1,264,074	1,385,824

	Borrowings	Finance leases
	Note 16	Note 16
	2018 \$'000	2018 \$'000
Opening balance	711,781	526,780
New leases	-	544,233
Accrued repayments	-	19,976
Non-cash changes	-	564,209
Cash repayments *	(67,467)	(305,568)
Cash flows	(67,467)	(305,568)
Closing balance	644,314	785,421

* The additional \$215.971m reported in the Statement of cash flows relates to finance lease prepayments.

1 ACCOUNTING POLICIES AND BASIS FOR FINANCIAL STATEMENTS PREPARATION

Refer to individual notes for specific accounting policies.

STATEMENT OF COMPLIANCE

The department has prepared these financial statements in compliance with section 42 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 and requirements applicable to not-for-profit entities. Except where stated, historical cost is used as the measurement basis in the financial statements.

The financial statements are authorised for issue by the Director-General and Chief Finance Officer at the date of signing of the management certificate.

THE REPORTING ENTITY

The Department of Transport and Main Roads is a Queensland Government department established under the *Public Service Act 2008*. The department is controlled by the State of Queensland which is the ultimate parent. The principal address of the department is:

61 Mary Street
Brisbane, Queensland 4000

The objectives of the department are:

- Customer focus – a customer-centric organisation that better meets the needs of our customers
- Innovation – an organisation that embraces change and adapts to external influences to minimise the impact of disruption
- Liveable regions and active cities – a network that connects communities and contributes to Queensland's quality of life
- Building prosperity – a network that advances economic prosperity across our cities and regions
- Sustainable funding – responsive finance and investment arrangements that deliver value for money
- Contemporary workforce – a prepared and capable workforce that meets the future mobility needs of Queenslanders.

The financial statements include the value of all income, expenses, assets, liabilities and equity of the Department of Transport and Main Roads.

The department's controlled entity, Transmax Pty Ltd, is not considered material and therefore is not consolidated in these financial statements. Refer to Note 26.

DEPARTMENTAL SERVICES AND PRINCIPAL ACTIVITIES

The identity and purpose of the services and principal activities undertaken by the Department of Transport and Main Roads during the reporting period are as follows:

Transport system investment planning and programming

The objective of this service area is to provide the direction for a single integrated transport network in Queensland, including the policy and planning framework to make informed investment decisions.

Transport infrastructure management and delivery

The objective of this service area is to construct, maintain and operate an integrated transport network accessible to all.

Transport safety and regulation

The objective of this service area is to regulate the transport system safely, economically and sustainably without imposing unnecessary red tape.

Customer experience

The objective of this service area is to put customers at the centre of the delivery of the department's products and services to understand their expectations, improve their experience and reduce rework.

Passenger transport services

The objective of this service area is to lead and shape Queensland's passenger transport system by providing an integrated passenger transport network accessible to everyone.

Transport infrastructure construction and maintenance (RoadTek)

RoadTek provides transport infrastructure solutions, including construction and maintenance services to enable the department to deliver on government priorities and outcomes for the community.

AGENCY ARRANGEMENTS

The department performs certain agency transactions and acts only in a custodial role for these transactions and balances. These transactions and balances are not material and are not disclosed in the financial statements.

1 ACCOUNTING POLICIES AND BASIS FOR FINANCIAL STATEMENTS PREPARATION (continued)

ACCOUNTING ESTIMATES AND JUDGEMENTS

The preparation of financial statements necessarily requires the determination and use of certain critical accounting estimates, assumptions, and management judgements that have potential to cause a material adjustment to the carrying amounts of assets and liabilities within the next reporting period. Such estimates, judgements and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in future periods as relevant.

Estimates and assumptions that have a potential significant effect are outlined in the following financial statement notes:

- Note 13 Intangible assets
- Note 14 Property, plant and equipment
- Note 17 Provisions.

CURRENCY, ROUNDING AND COMPARATIVES

Amounts included in the financial statements are in Australian dollars and have been rounded to the nearest \$1000, or where that amount is \$500 or less, to zero, unless disclosure of the full amount is specifically required.

Comparative information is restated where necessary to be consistent with disclosures in the current reporting period.

NEW AND REVISED ACCOUNTING STANDARDS

No Australian Accounting Standards have been early adopted in 2017–18.

Effective for the first time in 2017–18

AASB 2016-2 *Amendments to Australian Accounting Standards – Disclosure Initiative: Amendments to AASB 107* requires the disclosure of information that will allow users to understand changes in liabilities arising from financing activities. In response to this amendment, the department has disclosed the relevant figures as required in the Statement of cash flows under Changes in liabilities arising from financing activities.

AASB 2016-4 *Amendments to Australian Accounting Standards – Recoverable Amount of Non-Cash-Generating Specialised Assets of Not-for-Profit Entities* has simplified impairment testing requirements under AASB 136. In response to this amendment the department has replaced references to depreciated replacement cost with current replacement cost.

The amendment to AASB 12 (AASB 2017-2) has no effect on the financial statements as the department does not carry any interests in other entities as defined by AASB 5.

New Australian Accounting Standards issued but not yet effective

At the date of authorisation of the financial report, the expected impacts of new or amended Australian Accounting Standards issued but with future effective dates are set out below:

AASB 1058 *Income of Not-for-Profit Entities* and AASB 15 *Revenue from Contracts with Customers*

These standards will first apply to the department from the 2019–20 financial statements. The department has commenced analysing the new revenue recognition requirements under these standards and is yet to finalise accounting changes and impacts. Potential future impacts identifiable at the date of this report relate to grants received from the Queensland Reconstruction Authority, which may be deferred under the new standards. The department is yet to complete its analysis of existing arrangements for the sale of its goods and services, however work done to date indicates the impact if any will be immaterial.

AASB 9 *Financial Instruments* and AASB 2014-7 *Amendments to Australian Accounting Standards arising from AASB 9 (December 2014)*

These standards will first apply to the department from the 2018–19 financial statements. This will change the requirements for the classification, measurement, impairment and the associated disclosures for the department's financial assets. AASB 9 will introduce different criteria for whether financial assets can be measured at amortised cost or fair value.

The department has reviewed the impact of AASB 9 on the classification and measurement of its financial assets and liabilities. The following summarises the estimated impacts:

- There will be no change to classification or measurement of cash and other financial assets.
- There are new impairment requirements that will result in a provision being applied to all trade receivables rather than only on those receivables that are assessed as credit impaired. The department will be adopting the simplified approach under AASB 9 and measure lifetime expected credit losses on all trade receivables using a provision matrix approach to measure the impairment. The department has assessed the changes required and the impact is considered to be immaterial.
- All financial liabilities will continue to be measured at amortised cost. The department does not expect a material change in the reported value of financial liabilities.

1 ACCOUNTING POLICIES AND BASIS FOR FINANCIAL STATEMENTS PREPARATION (continued)

NEW AND REVISED ACCOUNTING STANDARDS (continued)

AASB 16 Leases

This standard will first apply to the department from the 2019–20 financial year. The standard requires the department, as lessee, to recognise a right-of-use asset, representing rights to use the underlying leased asset, and a liability, representing the obligation to make lease payments, for all leases with a term of more than 12 months, unless the underlying assets are of low value. Subject to guidance yet to be received from Queensland Treasury, it is expected that most operating leases as defined by the current AASB 117 *Leases* will be reported on the Statement of financial position under AASB 16 *Leases*.

The department will use the modified retrospective approach and will apply the new AASB 16 *Leases* definition only to future leases. Accordingly comparative information will not require restatement. The lease liability will be initially recognised at an amount equal to the present value of the outstanding lease payments.

The department has not yet quantified the impact on the Statement of comprehensive income or the Statement of financial position of applying AASB 16 *Leases* to its current operating leases, including the extent of additional disclosure required.

AASB 1059 Service Concession Arrangements: Grantors

AASB 1059 will first apply to the department's financial statements in 2019–20. This standard defines service concession arrangements and applies a new control concept to the recognition of service concession assets and related liabilities.

The department is currently analysing the effects of this standard on its contractual arrangements outlined in Note 23.

Assets and liabilities in relation to service concession arrangements will be first recognised in the department's 2019–20 financial statements as an adjustment to opening comparative balances at 1 July 2018. The assets will need to be recognised at current replacement cost in accordance with AASB 13 *Fair Value Measurement*.

	2018 \$'000	2017 \$'000
2 APPROPRIATIONS		
Reconciliation of payments from Consolidated Fund to appropriation revenue recognised in Statement of comprehensive income		
Budgeted appropriation revenue	5,063,420	5,218,430
Transfers from other departments	2,775	-
Transfers to other headings	(135,576)	-
Lapsed appropriation revenue	-	(263,314)
Total appropriation receipts	4,930,619	4,955,116
Less: Opening balance of appropriation revenue receivable	(27,256)	(210,660)
Plus: Closing balance of appropriation revenue receivable	58,029	27,256
Appropriation revenue recognised in Statement of comprehensive income	4,961,392	4,771,712

Reconciliation of payments from Consolidated Fund to equity adjustment recognised in contributed equity

Budgeted equity adjustment appropriation	1,349,391	1,411,276
Transfers from other headings	153,826	-
Unforeseen expenditure *	231,252	106,276
Equity adjustment recognised in contributed equity	1,734,469	1,517,552

* Unforeseen expenditure relates to accelerated funding for capital programs including the Bruce Highway Upgrade and other State-controlled roads.

Accounting policy

Appropriations are provided by Queensland Treasury under the Appropriation Act and are recognised when received unless recorded as an appropriation revenue receivable.

	2018 \$'000	2017 \$'000
3 USER CHARGES AND FEES		
Compulsory third party administration fees	32,060	31,359
Expenditure recoveries for Gold Coast 2018 Commonwealth Games	30,050	-
Fare revenue	342,771	355,689
Merchant fees collected	4,647	4,359
Personalised plates sales	46,194	42,688
Pilotage	96,542	91,396
Property rental	34,830	34,178
Recoverable works	14,400	51,324
Registration fee surcharge	21,448	19,656
Services rendered	42,664	51,092
Other	57,341	50,432
Total	722,947	732,173

Accounting policy

User charges and fees are recognised as revenues when the revenue is earned and can be measured reliably with a sufficient degree of certainty.

4 GRANTS AND OTHER CONTRIBUTIONS

Goods, services and assets received at below fair value	21,776	42,280
Grants from Department of Innovation, Tourism Industry Development and the Commonwealth Games *	34,908	10,996
Grants from Queensland Reconstruction Authority **	80,542	48,364
Grants from City of Gold Coast ***	41,251	-
Grants from Queensland Investment Corporation ****	47,312	87,428
Subsidies from Department of Education for students with disabilities	38,010	36,749
Other	7,258	6,790
Total	271,057	232,607

* Grants received relating to the provision of an affordable transport solution for the Gold Coast 2018 Commonwealth Games.

** Grants received for the rebuilding of transport infrastructure following natural disasters under the Natural Disaster Relief and Recovery Arrangements (NDRRA).

*** Grants related to the Gold Coast Light Rail system.

**** Grants related to the Gateway Upgrade North project.

Accounting policy

Grants, contributions, donations and gifts are non-reciprocal in nature so do not require any goods or services to be provided in return. Corresponding revenue is recognised in the year in which the department obtains control over the grant, contribution, donation or gift. Control is generally obtained at the time of receipt.

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 an expense.

Contributed physical assets are recognised at their fair value.

	2018 \$'000	2017 \$'000
5 EMPLOYEE EXPENSES		
Employee benefits		
Annual leave levy	44,036	40,588
Employer superannuation contributions	55,875	51,366
Long service leave levy	10,443	9,347
Wages and salaries	454,705	419,541
Other employee benefits	2,419	2,406
Employee related expenses		
Workers' compensation premium	3,450	2,616
Other employee related expenses	10,893	11,129
Total	581,821	536,993

The department's total employee expenditure was \$774.713m in 2018 (2017: \$736.876m). Of this \$192.892m (2017: \$199.883m) was capitalised to construction work in progress leaving \$581.821m reported as employee expenses.

Number of full-time equivalent employees	7180	7192
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Refer to Note 18 for the policies related to employee entitlements.

6 KEY MANAGEMENT PERSONNEL AND REMUNERATION EXPENSES

Key management personnel

The department's responsible Minister, the Minister for Transport and Main Roads, is identified as part of the department's key management personnel, consistent with additional guidance included in AASB 124 *Related Party Disclosures*.

The following details for non-Ministerial key management personnel include those positions that form the department's Executive Leadership Team (ELT) that had authority and responsibility for planning, directing and controlling the activities of the department during 2017–18. Further information on these positions can be found in the Annual Report under the section titled Our Organisation.

Remuneration expenses

Ministerial remuneration entitlements are outlined in the Legislative Assembly of Queensland's Members' Remuneration Handbook. The department does not bear any cost of remuneration of Ministers. The majority of Ministerial entitlements are paid by the Legislative Assembly, with the remaining entitlements being provided by Ministerial Services Branch within the Department of the Premier and Cabinet. As all Ministers are reported as key management personnel of the Queensland Government, aggregate remuneration expenses for all Ministers is disclosed in the Queensland General Government and Whole of Government Consolidated Financial Statements, which are published as part of Queensland Treasury's Report on State Finances.

Remuneration policy for the department's key management personnel is set by the Queensland Public Service Commission as provided for under the *Public Service Act 2008*. The remuneration and other terms of employment for the key management personnel are specified in employment contracts. The contracts may provide for other benefits including a motor vehicle allowance, however they do not provide for the provision of performance payments.

The following disclosures focus on the expenses incurred by the department for non-Ministerial personnel during the reporting period attributable to the key management positions.

Remuneration expenses for key management personnel comprise the following components:

- Short term employee expenses including:
 - salaries, allowances and leave entitlements earned and expensed for the entire year or for that part of the year during which the employee occupied the specified position
 - non-monetary benefits and any applicable fringe benefits tax.
- Long term employee expenses include amounts expensed in respect of long service leave entitlements earned.
- Post employment expenses include amounts expensed in respect of employer superannuation obligations.
- Termination benefits include payments in lieu of notice on termination and other lump sum separation entitlements payable on termination of employment.

6 KEY MANAGEMENT PERSONNEL AND REMUNERATION EXPENSES (continued)

Remuneration expenses (continued)

1 July 2017 – 30 June 2018

Position	Short term employee expenses \$'000	Long term and post employment expenses \$'000	Termination benefits \$'000	Total expenses \$'000
Director-General	556	76	-	632
Deputy Director-General (Customer Services, Safety and Regulation)	265	32	-	297
Deputy Director-General (Infrastructure Management and Delivery) (Exited December 2017)	189	17	257	463
Acting Deputy Director-General (Infrastructure Management and Delivery) (01.10.2017 – 30.06.2018)	201	23	-	224
Deputy Director-General (Policy, Planning and Investment) Acting (01.07.2017 – 07.01.2018) (Appointed in January 2018) * (Transferred out March 2018) **	209	22	-	231
Deputy Director-General (Policy, Planning and Investment) (Appointed in April 2018)	48	6	-	54
Deputy Director-General (TransLink)	278	34	-	312
Deputy Director-General (Corporate)	273	33	-	306
Chief Operations Officer	252	27	-	279

* Temporary transfer to position of Deputy Director-General (Policy, Planning and Investment) from January 2017, with permanent appointment to the position in January 2018.

** Transfer to non-ELT position from March 2018.

1 July 2016 – 30 June 2017

Position	Short term employee expenses \$'000	Long term and post employment expenses \$'000	Termination benefits \$'000	Total expenses \$'000
Director-General *	332	49	-	381
Acting Director-General (28.10.2016 – 02.04.2017)	165	19	-	184
Deputy Director-General (Customer Services, Safety and Regulation)	189	24	-	213
Acting Deputy Director-General (Customer Services, Safety and Regulation) (14.11.2016 – 02.04.2017)	94	12	-	106
Deputy Director-General (Infrastructure Management and Delivery)	268	32	-	300
Deputy Director-General (Policy, Planning and Investment) (Transferred in February 2017) **	115	14	-	129
Acting Deputy Director-General (Policy, Planning and Investment) (28.01.2017 – 30.06.2017)	121	12	-	133
Deputy Director-General (TransLink) (Exited in February 2017)	209	20	189	418

6 KEY MANAGEMENT PERSONNEL AND REMUNERATION EXPENSES (continued)

Remuneration expenses (continued)

1 July 2016 – 30 June 2017 (continued)

Position	Short term employee expenses \$'000	Long term and post employment expenses \$'000	Termination benefits \$'000	Total expenses \$'000
Deputy Director-General (TransLink) (Appointed in February 2017)	151	19	-	170
Deputy Director-General (Corporate) (Exited in October 2016)	105	9	31	145
Acting Deputy Director-General (Corporate) (31.10.2016 – 20.05.2017)	142	16	-	158
Deputy Director-General (Corporate) (Appointed in May 2017)	26	3	-	29
Chief Operations Officer	247	26	-	273
Acting Chief Operations Officer (01.07.2016 – 31.08.2016)	45	5	-	50

* The Director-General was seconded to another Queensland Government entity during the period October 2016 to March 2017.

** Temporary transfer to position of Deputy Director-General (TransLink) from December 2016, with permanent appointment to the position in February 2017.

Performance payments

None of the non-Ministerial key management personnel remuneration packages provide for performance or bonus payments.

Transactions with related parties of key management personnel

There are no related party transactions for non-Ministerial key management personnel during the period, other than domestic transactions that form part of the usual course of business, which are not required to be reported as related party disclosures.

	2018 \$'000	2017 \$'000
7 SUPPLIES AND SERVICES		
Administration	65,713	62,144
Contractors	428,864	343,843
Information and communication technology	42,678	40,772
Operating lease rentals	64,390	65,967
Queensland Government services	23,430	22,829
Queensland Rail operator service charges *	1,648,319	1,582,583
Other transport service operator charges	828,918	729,472
Repairs and maintenance	302,133	300,977
Utilities	51,979	45,125
Other	78,697	30,124
Total	3,535,121	3,223,836

* The department has a contract with Queensland Rail to provide rail passenger services in suburban and regional Queensland, and to ensure the Queensland Rail network can support safe and reliable passenger and freight services.

The department's total supplies and services expenditure was \$6.489b in 2018 (2017: \$5.532b). Of this \$2.954b (2017: \$2.308b) was capitalised to construction work in progress leaving \$3.535b reported as supplies and services.

	2018 \$'000	2017 \$'000
8 GRANTS AND SUBSIDIES		
Public transport	70,012	58,660
Resources transferred to third parties	8,292	17,991
School transport	151,269	146,672
Transport Infrastructure Development Scheme (TIDS)	74,345	67,030
Transport infrastructure	154,421	316,811
Other	661	1,554
Total	459,000	608,718

9 FINANCE AND BORROWING COSTS

Administration charges	726	787
Finance lease charges	62,560	54,206
Interest *	32,562	42,374
Total	95,848	97,367

* The department's borrowings from Queensland Treasury Corporation, including key terms and conditions, are disclosed in Note 16.

Accounting policy

Finance costs are recognised as an expense in the period in which they are incurred.

No borrowing costs are capitalised into qualifying assets.

10 OTHER EXPENSES

External audit fees *	906	1,155
Fees, permits and other charges	1,330	1,590
Insurance premiums	8,244	8,621
Loss on disposal of property, plant and equipment	9,352	3,866
Losses:		
Public monies	813	343
Public property	272	35
Special payments:		
Ex gratia payments **	146	90,928
Court awarded damages	184	-
Compensation claims	6,089	1,380
Other	1,290	1,165
Total	28,626	109,083

* Total audit fees quoted by the Queensland Audit Office relating to the 2017–18 financial statements are \$0.665m. Actual fees paid relating to the 2016–17 audit were \$0.674m.

** Ex gratia payments in 2017 includes payments of \$90.450m made in relation to an industry adjustment assistance package to support limousine and taxi licence holders.

The department's total other expenses was \$36.764m in 2018 (2017: \$121.861m). Of this \$8.138m (2017: \$12.778m) was capitalised to construction work in progress leaving \$28.626m reported as other expenses.

Accounting policy - Insurance

The department's road assets are not insured. The risk associated with these assets is therefore borne by government. In certain circumstances, damage to the road network may be proportionally covered through the Australian Government's Natural Disaster Relief and Recovery Arrangements.

The department insures its open tender road construction contract activities for both material damage and product liability under the Principal Arranged Insurance Program. As well as providing cover for the department and its employees, it also covers the other parties to open tender construction contracts such as contractors, superintendents and sub-contractors.

The department's project risks and other non-current physical assets, with the exception of land, are insured through the Queensland Government Insurance Fund. Premiums are paid on a risk assessment basis. Under this scheme the department's liability is limited to \$10,000 for each claim.

In addition, the department pays premiums to WorkCover Queensland for its obligations for employee compensation.

	2018 \$'000	2017 \$'000
11 RECEIVABLES		
Current		
Trade debtors	81,116	89,269
Other debtors	5,110	5,902
Less: Allowance for impairment loss *	(8,157)	(6,534)
	78,069	88,637
GST receivable	77,306	70,988
GST payable	(12,546)	(7,667)
	64,760	63,321
Annual leave reimbursements	10,764	10,225
Appropriation revenue receivable	58,029	27,256
Long service leave reimbursements	3,002	2,478
Other	846	80
	72,641	40,039
Total	215,470	191,997
* Movements in the allowance for impaired receivables		
Opening balance	6,534	5,615
Increase/(decrease) in allowance recognised in the operating result	3,144	2,277
Amounts written off during the year	(1,540)	(1,368)
Amounts recovered during the year previously written off	19	10
Closing balance **	8,157	6,534

** Individually impaired financial assets are more than 90 days overdue.

Receivables credit risk – ageing analysis

Past due but not impaired	Overdue				Total \$'000
	1-30 days \$'000	31-60 days \$'000	61-90 days \$'000	More than 90 days \$'000	
2018					
Trade debtors	3,435	398	7	3,033	6,873
2017					
Trade debtors	1,316	87	141	1,496	3,040

Accounting policy

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

The collectability of receivables is assessed periodically with an allowance being made for impairment.

All known bad debts were written off as at 30 June.

The department's annual and long service leave receivables relate to the Queensland Government's Annual Leave and Long Service Leave Central Schemes which are administered by QSuper on behalf of the state. Refer to Note 18.

12 PREPAYMENTS

Current		
Insurance	848	365
Pilotage	3,820	3,787
Software and data agreements	10,915	9,026
Gold Coast Light Rail Stage 2 lease arrangement *	-	13,408
Toowoomba Second Range Crossing lease arrangement *	572,777	-
Other	9,525	1,285
Total	597,885	27,871
Non-current		
Insurance	368	214
Software and data agreements	626	975
Toowoomba Second Range Crossing lease arrangement *	-	343,398
Total	994	344,587

* Lease prepayments made in advance of the commencement of operations. Refer to Note 23 for details of lease arrangements.

13 INTANGIBLE ASSETS

	Software purchased	Software internally generated *	Software work in progress	Other	Total
	2018 \$'000	2018 \$'000	2018 \$'000	2018 \$'000	2018 \$'000
Gross value	18,802	283,690	13,934	4,211	320,637
Less: Accumulated amortisation	(12,970)	(223,590)	-	(4)	(236,564)
	5,832	60,100	13,934	4,207	84,073

Reconciliation

Opening balance	6,565	43,297	40,800	4,082	94,744
Acquisitions (including upgrades)	82	-	9,667	-	9,749
Transfers from/(to) other entities	-	-	-	125	125
Transfers between classes	728	33,782	(34,510)	-	-
Transfers from/(to) property, plant and equipment	-	348	(2,023)	-	(1,675)
Disposals	(7)	(158)	-	-	(165)
Amortisation	(1,536)	(17,169)	-	-	(18,705)
Closing balance	5,832	60,100	13,934	4,207	84,073

	2017 \$'000	2017 \$'000	2017 \$'000	2017 \$'000	2017 \$'000
Gross value	18,223	254,214	40,800	4,386	317,623
Less: Accumulated amortisation	(11,658)	(210,917)	-	(304)	(222,879)
	6,565	43,297	40,800	4,082	94,744

Reconciliation

Opening balance	4,937	54,062	29,230	4,083	92,312
Acquisitions (including upgrades)	156	-	19,654	-	19,810
Transfers between classes	1,259	3,451	(4,710)	-	-
Transfers from/(to) property, plant and equipment	1,600	-	(3,374)	-	(1,774)
Disposals	(9)	-	-	-	(9)
Amortisation	(1,378)	(14,216)	-	(1)	(15,595)
Closing balance	6,565	43,297	40,800	4,082	94,744

* The department holds internally generated software assets as follows:

- Portfolio, Program, Project and Contract Management software that has a carrying amount of \$29.941m (2017: Nil) and a remaining amortisation period of 8 years.
- New Queensland Drivers Licence software that has a carrying amount of \$16.844m (2017: \$22.541m) and a remaining amortisation period of 3 years.

Accounting policy

Intangible assets with a cost equal to or greater than \$100,000 are recognised in the financial statements. Items with a lesser cost are expensed.

The department's intangible assets are not revalued as there is no active market for any of these assets. Such assets are recognised and carried at cost less accumulated amortisation and accumulated impairment losses.

For each class of intangible asset, the following amortisation rates are used:

Class	Amortisation method	Average useful life
Intangibles – purchased	Straight-line	8
Intangibles – internally generated	Straight-line	12
Intangibles – work in progress	Not amortised	-
Intangibles – other	Not amortised	Indefinite life

The estimation of useful life and the resulting amortisation rates applied are based on a number of factors including expected usage, obsolescence, past experience and the department's planned replacement program. These are reviewed on an annual basis.

14 PROPERTY, PLANT AND EQUIPMENT

	Land	Buildings	Heritage and cultural	Plant and equipment	Leased assets	Infrastructure * **	Work in progress	Total
	2018 \$'000	2018 \$'000	2018 \$'000	2018 \$'000	2018 \$'000	2018 \$'000	2018 \$'000	2018 \$'000
Gross value	4,484,483	970,529	7,488	607,327	1,461,469	74,774,587	2,984,477	85,290,360
Less: Accumulated depreciation	-	(213,220)	-	(403,243)	(91,733)	(22,182,364)	-	(22,890,560)
	4,484,483	757,309	7,488	204,084	1,369,736	52,592,223	2,984,477	62,399,800
Reconciliation								
Opening balance	4,420,633	702,271	6,903	168,668	751,863	57,888,766	2,734,492	66,673,596
Acquisitions (including upgrades)	56,751	158	-	18,228	544,233	-	2,331,056	2,950,426
Assets received at below fair value	3,866	-	-	27,576	-	-	3,500	34,942
Transfers from/(to) other Queensland Government entities	(18,279)	(18,490)	-	-	-	-	-	(36,769)
Transfers between classes	(25,175)	109,527	-	36,591	89,505	1,873,029	(2,083,477)	-
Transfers from/(to) intangibles	-	-	-	2,023	-	-	(348)	1,675
Transfers from/(to) managed items	-	(118)	-	(19)	-	-	-	(137)
Disposals	(1,869)	(6,850)	-	(1,700)	-	(173)	-	(10,592)
Assets provided to third parties below fair value	(636)	-	-	(36)	-	(7,620)	-	(8,292)
Assets reclassified as held for sale	(28,806)	(4,157)	-	-	-	-	-	(32,963)
Projects written off	-	-	-	-	-	-	(746)	(746)
Net revaluation increments/(decrements)	77,998	16,965	585	-	17,759	(6,216,808)	-	(6,103,501)
Depreciation	-	(41,997)	-	(47,247)	(33,624)	(944,971)	-	(1,067,839)
Closing balance	4,484,483	757,309	7,488	204,084	1,369,736	52,592,223	2,984,477	62,399,800

Fair value reconciliation for land and building assets classified as level 3 (fair value substantially derived from unobservable inputs)

	Land	Buildings
	2018 \$'000	2018 \$'000
Opening balance	12,389	326,543
Transfers from/(to) other Queensland Government entities	-	(18,490)
Transfers between classes	(7)	-
Disposals	(455)	-
Net revaluation increments/(decrements)	38	7,938
Depreciation	-	(17,341)
Closing balance	11,965	298,650

* Infrastructure consists of roads \$41.847b, structures \$10.218b and other infrastructure \$0.527b.

** The department's road infrastructure asset accumulated depreciation was understated in 2017 by \$1.559b due to the misalignment of useful lives which resulted from the application of fiscal availability to replace road infrastructure asset components. The correction arising from this misstatement has been made in 2018 in accordance with AASB 108 Accounting Policies, *Changes in Accounting Estimates and Errors*, and has reduced accumulated depreciation and increased the net revaluation increment.

14 PROPERTY, PLANT AND EQUIPMENT (continued)

	Land	Buildings	Heritage and cultural	Plant and equipment	Leased assets	Infrastructure *	Work in progress	Total
	2017 \$'000	2017 \$'000	2017 \$'000	2017 \$'000	2017 \$'000	2017 \$'000	2017 \$'000	2017 \$'000
Gross value	4,420,633	876,214	6,903	547,490	807,042	73,900,033	2,734,492	83,292,807
Less: Accumulated depreciation	-	(173,943)	-	(378,822)	(55,179)	(16,011,267)	-	(16,619,211)
	4,420,633	702,271	6,903	168,668	751,863	57,888,766	2,734,492	66,673,596
Reconciliation								
Opening balance	4,513,426	609,903	6,748	194,645	735,738	59,955,351	2,783,092	68,798,903
Acquisitions (including upgrades)	16,651	470	-	14,684	-	-	2,349,232	2,381,037
Assets received at below fair value	2,938	-	-	364	-	21,267	4,640	29,209
Transfers from/(to) other Queensland Government entities	(53,677)	-	-	-	-	2,066	-	(51,611)
Transfers between classes	(90,913)	113,760	-	5,864	14,871	2,356,685	(2,400,267)	-
Transfers from/(to) intangibles	-	-	-	3,315	-	59	(1,600)	1,774
Transfers from/(to) managed items	-	-	-	(19)	-	-	-	(19)
Disposals	(957)	(4,924)	-	(2,719)	-	(876)	-	(9,476)
Assets provided to third parties below fair value	(46)	-	-	(88)	-	(7,699)	-	(7,833)
Assets reclassified as held for sale	(67,022)	(257)	-	-	-	-	-	(67,279)
Projects written off	-	-	-	-	-	-	(605)	(605)
Net revaluation increments/(decrements)	100,233	21,724	155	-	25,386	(3,559,489)	-	(3,411,991)
Depreciation	-	(38,405)	-	(47,378)	(24,132)	(878,598)	-	(988,513)
Closing balance	4,420,633	702,271	6,903	168,668	751,863	57,888,766	2,734,492	66,673,596

Fair value reconciliation for land and building assets classified as level 3 (fair value substantially derived from unobservable inputs)

	Land	Buildings
	2017 \$'000	2017 \$'000
Opening balance	12,472	344,215
Transfers from/(to) other Queensland Government entities	(146)	-
Transfers between classes	(6)	(8,335)
Net revaluation increments/(decrements)	69	14,038
Depreciation	-	(23,375)
Closing balance	12,389	326,543

* Infrastructure consists of roads \$46.154b, structures \$11.138b and other infrastructure \$0.597b.

14 PROPERTY, PLANT AND EQUIPMENT (continued)

Accounting policy

Recognition thresholds

All items of property, plant and equipment are recognised when the cost exceeds the following thresholds:

- Land \$1
- Buildings \$10,000
- Heritage and cultural \$5000
- Plant and equipment \$5000
- Infrastructure \$10,000

The threshold for assets subject to a finance lease varies dependent on the property, plant and equipment class components contained within the lease.

All other items with a cost less than the above thresholds are expensed.

Acquisition

Actual cost is used for the initial recording of all non-current physical and intangible asset acquisitions. Cost is determined as the value given as consideration plus costs directly attributable to the acquisition, including all other costs incurred in preparing the assets ready for use. Training costs are expensed as they are incurred.

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

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

Depreciation

For each class of property, plant and equipment other than infrastructure assets, the following depreciation rates are used:

Class	Depreciation method	Average useful life
Land	Not depreciated	Indefinite life
Buildings	Straight-line	40
Heritage and cultural	Cultural and preservation policies – not depreciated	Indefinite life
Plant and equipment	Straight-line	9
Work in progress	Not depreciated	–

Property, plant and equipment subject to a finance lease is depreciated on a straight line basis over the expected useful life of the asset.

Complex assets consist of significant separately identifiable components with different service lives, which are subject to regular replacement during the life of the complex asset. When the change in depreciation expense from separately identifying significant components is material to the class to which the assets relate, the significant components are separately identified and depreciated. The department's road infrastructure has a componentised structure as shown below.

The following depreciation rates are used for infrastructure sub-components:

Component	Sub-component	Depreciation method	Average useful life
Roads	Surfaces	Straight-line	29
	Pavements	Straight-line	54
	Formation earthworks	Not depreciated	Indefinite life
	Formation earthworks	Straight-line	27
Structures – bridges, tunnels and major culverts	–	Straight-line	74
Other – mainly marine infrastructure	–	Straight-line	39

The estimation of useful life and resulting depreciation rates are based on a number of factors including the department's past experience, the planned replacement program and expected usage, wear and tear, obsolescence and expected funding availability to the department. Useful lives are reviewed on an annual basis.

Where the confirmed available funding for the renewal and replacement of the department's road infrastructure assets varies from one year to the next, the sub-component remaining useful lives are subject to change as a consequence of the altered works program.

Accordingly an increase in funding allocated to asset renewal or replacement is likely to result in a corresponding proportionate increase in depreciation expense, and in accumulated depreciation, with a reduction in useful lives. A reduction in funding is likely to have a similar impact in reducing depreciation expense and accumulated depreciation, and increasing expected useful lives.

14 PROPERTY, PLANT AND EQUIPMENT (continued)

Accounting policy (continued)

Depreciation (continued)

Formation earthworks initially have an indefinite life irrespective of work carried out on the surface and pavement components. Earthworks that are expected to be taken out of service or reconstructed are allocated a limited life and are depreciated in accordance with the requirements of AASB 116 *Property, Plant and Equipment*.

Land under roads

The aggregate value of land under roads is measured and disclosed as land until road declarations for each land portion are confirmed.

Where a road declaration is confirmed, the title is extinguished and ownership reverts to the state represented by the Department of Natural Resources, Mines and Energy in accordance with Queensland Government policy.

Non-current assets classified as held for sale

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

In accordance with AASB 5 *Non-current Assets Held for Sale and Discontinued Operations*, when an asset is classified as held for sale, its value is measured at the lower of the asset's carrying amount and fair value less costs to sell. Such assets are no longer amortised or depreciated upon being classified as held for sale.

Fair value measurement

All assets and liabilities of the department for which fair value is measured or disclosed in the financial statements, are categorised within the following fair value hierarchy, based on the data and assumptions used in the most recent specific appraisals:

- Level 1 – represents fair value measurements that reflect unadjusted quoted market prices in active markets for identical assets and liabilities
- Level 2 – represents fair value measurements that are substantially derived from inputs (other than quoted prices included within level 1) that are observable, either directly or indirectly
- Level 3 – represents fair value measurements that are substantially derived from unobservable inputs.

Revaluation of property, plant and equipment

Plant and equipment assets and capital work in progress are measured at cost in accordance with Queensland Treasury's *Non-Current Asset Policies for the Queensland Public Sector*.

Land, buildings, heritage and cultural and infrastructure assets are measured and reported at their revalued amounts, being the fair value at the date of valuation, less any subsequent accumulated depreciation and accumulated impairment.

Leased assets are revalued on the same basis as the underlying property, plant and equipment class they would otherwise be reported in.

The cost of items acquired during the financial year materially represent their fair value at the end of the reporting period.

Heritage and cultural assets are independently valued on an annual basis. Road infrastructure assets are valued on an annual basis by suitably qualified departmental officers. Land, building and other infrastructure assets are assessed by qualified valuers at least once every five years with appropriate indices being applied in the intervening years.

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

For assets revalued using a cost valuation approach accumulated depreciation is adjusted to equal the difference between the gross amount and carrying amount.

For assets revalued using a market or income based valuation approach accumulated depreciation is eliminated against the gross amount of the asset prior to restating for the revaluation.

Land

The department's land was last revalued based on specific appraisals by registered valuers from the department's Strategic Property Management unit and various external valuers effective June 2016. During 2017–18 the fair values were updated using appropriate indices obtained from the Department of Natural Resources, Mines and Energy - State Valuation Service.

14 PROPERTY, PLANT AND EQUIPMENT (continued)

Accounting policy (continued)

Revaluation of property, plant and equipment (continued)

Land (continued)

The State Valuation Service has provided an individual factor change per property derived from the review of observable market data. These market movements are determined having regard to the review of land values undertaken for each local government area issued by the Valuer-General. In determining the fair values, adjustments were made using sales data to take into account the location of the department's land, its size, shape, street or road frontage and access and any other significant restrictions.

Indices supplied are tested for reasonableness and the State Valuation Service has provided an assurance of their robustness, validity and appropriateness for application to the relevant assets.

In accordance with AASB 13 *Fair Value Measurement*, the department's land assets are generally categorised as level 2.

Land subject to restrictions due to its size or use, and or ability to be sold, such as land located in areas where there is not an active market, has been classified as level 3.

Buildings

The department's buildings were last revalued based on specific appraisal by registered valuers from the department's Strategic Property Management unit and various external valuers effective June 2016.

During 2017–18 the fair values of residential buildings were updated using the Cordell Housing Price Index supplied by the State Valuation Service. This index is specific to Queensland house price movements and is based on observable inputs that are developed using publicly available information on market transactions. The State Valuation Service have provided an assurance of their robustness, validity and appropriateness for application to residential buildings.

General non-residential building assets have been updated using a Building Price Index supplied by Gray Robinson Cottrell (GRC) Pty Ltd, Quantity Surveyors. This index is based on recent tenders for typical specialised buildings and is the most appropriate index to apply for specialised government assets.

The department's building assets are categorised as a combination of level 2 and level 3 in accordance with AASB 13 *Fair Value Measurement*.

Heritage and cultural

The department's heritage collection was subject to specific appraisal by Waterhouse Property in March 2018. As there is no active market for the department's heritage assets, their fair value is determined by estimating the cost to reproduce the items with the features and materials of the original items, with adjustments made to take into account the items' heritage restrictions and characteristics.

The department's artwork was revalued based on specific appraisal by MacAulay Partners in March 2018. The fair value of the artwork was based on sales data on similar artwork by the respective artists. Factors such as condition, size and medium of artwork were also taken into consideration during this specific appraisal.

In accordance with AASB 13 *Fair Value Measurement*, the department's heritage and cultural assets are categorised as level 3.

Infrastructure

A full management valuation of the road infrastructure network asset as at 30 June 2018 was completed by suitably qualified and experienced departmental engineers and staff. The valuation methodology adopted to calculate fair value is based on the cost to acquire the service potential embodied in an asset and adjusted to reflect the asset's present condition, functionality, technological and economic obsolescence. This is the estimated cost to replace an asset with an appropriate modern equivalent using current construction materials and standards, adjusted for changes in utility and service level capacity.

The department determines the current replacement cost of the road infrastructure network through an approach which takes into consideration the constraints on works that occur within existing road alignments or corridors containing existing road infrastructure. This approach results in a valuation that provides a sound representation of the cost of replacing the service potential embodied in the asset.

The valuation involves a resource-based assessment whereby all road infrastructure assets are categorised into a standardised road asset inventory, to which annually assessed unit costs are applied to determine current replacement cost. This process utilises the following key assumptions and judgements:

Componentisation of the road assets includes:

- Surface renewal – relative to the timing of resealing or resurfacing works.
- Pavement renewal – relative to the rehabilitation or renewal of the pavement structure.
- Formation (earthworks) – relative to the frequency of road reconstruction and the overall service function of the road in its location. Indefinite life is assigned unless the road is realigned, bypassed or permanently closed.

14 PROPERTY, PLANT AND EQUIPMENT (continued)

Accounting policy (continued)

Revaluation of property, plant and equipment (continued)

Infrastructure (continued)

Road stereotypes are assigned to each road segment. The department's 13 different stereotypes are based on the road segments' complexity in relation to the number and width of traffic lanes, standard of construction (based on date), number of carriageways, age of construction, and location (rural or urban).

The stereotypes range from unformed roads through to major motorways and busways and are further defined by variables such as:

Category	Sub-category	Description
Costing regions	South East, Central Coast, Southern Inland, Central Inland, Tropical North	Five SmartCost (database of unit rates) geographical regions.
Terrain	Level, rolling, mountainous	Level average gradient of terrain is less than 5%. Rolling average gradient of terrain is greater than 5% but less than 15%. Mountainous average gradient of terrain is greater than 15%.
Environment	Wet or dry	Wet environment is more than 800mm average annual rainfall. Dry environment is less than 800mm average annual rainfall.
Soil type	Reactive or non-reactive	Reactive soils are typically clay-type soils. Non-reactive soils are typically sand or sandy loam type soils.
Surface type	Unsealed, concrete, chip seal, asphalt	All unpaved roads and unsealed roads are assumed to have no seal layer. For concrete roads: <ul style="list-style-type: none"> Stereotypes 2 to 9 are valued using a flexible pavement with asphalt surfacing as the reference asset. Stereotypes 10 to 13 are valued using a rigid concrete pavement as the reference asset. All costs associated with replacing the service capacity are incorporated in the surface component.

Project work breakdown structure (WBS) schedules represent project types for each stereotype and are used to derive unit rates for the full replacement and renewal of components. Project types are:

Project type	Description
Chip reseal	<ul style="list-style-type: none"> Sprayed bituminous chip seals are the predominant surface type on road stereotypes 2 to 5, due to ease of application and maintenance under lower traffic volumes. Chip resealing schedules assumed length is 10km.
Asphalt resurface	<ul style="list-style-type: none"> Asphalt surfaces are the predominant surface type on road stereotypes 6 to 13. These are typically urban or high traffic roads and are often delivered as night works to minimise disruption to traffic. Level and rolling terrain standard length is 5km. Mountainous standard length is 3km.
Rehabilitation	<ul style="list-style-type: none"> Pavement rehabilitation works fully renews the service potential of the road pavement and replaces the surfacing. The surface type assumed in the rehabilitation project is chip seal for stereotypes 2 to 5 and asphalt for stereotypes 6 to 13. Level and rolling terrain standard length is 5km. Mountainous standard length is 3km.
Reconstruction	<ul style="list-style-type: none"> The cost to fully replace the service capacity of the existing road in that location given substantial existing infrastructure and existing road user demand. The department assumes that this is the most appropriate means of fully replacing the service capacity of road stereotypes 5 to 13. The surface type assumed in the reconstruction project is chip seal for stereotype 5 and asphalt for stereotypes 6 to 13. Level and rolling terrain standard length is 5km. Mountainous standard length is 3km.
New construction	<ul style="list-style-type: none"> The cost to fully replace the service capacity of the existing road in that location given little existing infrastructure and low road user demand. The department assumes that this is the most appropriate means of fully replacing the service capacity of road stereotypes 1 to 4. The surface type assumed in the new construction project is chip seal. Level and rolling terrain standard length is 5km. Mountainous standard length is 3km.

14 PROPERTY, PLANT AND EQUIPMENT (continued)

Accounting policy (continued)

Revaluation of property, plant and equipment (continued)

Infrastructure (continued)

Unit rates: the unit rates applied to road stereotypes are priced by a commercial estimating firm using current market rates using detailed WBS comprising key components and activities that include but are not limited to:

- Raw materials
- Cost of construction processes
- Plant
- Labour
- Traffic management
- Other construction inputs.

The assumed number of units, quantity and rates for items used in project estimations are determined by an external estimating firm and departmental engineers, and are sourced directly from suppliers and subcontractors competing in the marketplace in Queensland. These are then combined to create each item used in the physical unit rate calculations.

The unit cost inputs and quantity for each WBS are determined and calculated based on project type and are mapped to each layer of surface, pavement and formation.

The total amount for each WBS for each project type is calculated and lump sum items are then added to the total. The total amount for each WBS is then divided by the assumed area for each WBS. The areas have been determined by a firm of consultant engineers and are reviewed and updated as necessary.

The cost of replacing the service capacity of each road component is assumed to be derived from the project types that are most commonly undertaken to fully replace each component respectively.

The cost of renewing each component is assumed to be derived from those project types that are most commonly undertaken to restore each component to an as-new condition.

Of the large number of WBS schedules there is a small number of derived WBS that are based on other similar WBS instead of their own schedule of work activities. These WBS represent only 1.37% of the network length and therefore the impact on the materiality of the valuation is insignificant.

These unit rates, including underlying assumptions and specific details contained in the stereotypes, are ratified annually by an expert panel consisting of engineers and staff from a range of disciplines across the department in conjunction with local government and industry.

Remaining useful lives are estimated using past experience as detailed in the department's road condition models and in the pre-determined set of 163 rules applied to determine when an appropriate works intervention will occur. Consideration is also given to planned replacement programs as a result of observation of road use deterioration and environmental factors such as:

- Traffic volume
- Rutting
- Cracking
- Roughness
- Safety
- Number of years in use.

As there is no active market for the department's infrastructure assets, the valuation approach used is current replacement cost. This is the assets' measurement of their highest and best use. While the unit rates database consists of market derived component costs which includes raw materials and other costs of construction (level 2 inputs), there are also significant level 3 unobservable inputs such as useful life and asset condition which require extensive professional judgement. Differences in the assessment of these level 3 inputs would not result in material changes in the reported fair value.

The department's marine infrastructure was revalued during 2015–16 based on specific appraisal by AssetVal Pty Ltd using a costing database similar to the unit rates process used for road infrastructure.

During 2017–18 the fair values of other infrastructure assets were updated using an appropriate Building Price Index provided by Gray Robinson Cottrell (GRC) Pty Ltd, Quantity Surveyors.

As with the department's road infrastructure assets, there is no active market for marine infrastructure. Therefore current replacement cost is the measurement of the marine infrastructure assets highest and best use.

In accordance with AASB 13 *Fair Value Measurement*, the department's infrastructure assets are therefore categorised as level 3.

	2018 \$'000	2017 \$'000
15 PAYABLES		
Current		
Grants and subsidies payable	23,882	34,925
Trade creditors	479,905	519,434
Other	8,632	6,054
Total	512,419	560,413

Accounting policy

Trade creditors are recognised on receipt of the goods or services ordered and are measured at the agreed purchase or contract price, gross of applicable trade and other discounts. Amounts owing are unsecured and are generally settled on 28 day terms, with the exception of a range of transport service contracts which have varying settlement terms.

Other payables such as grants and subsidies and property resumptions have varying settlement terms.

16 INTEREST BEARING LIABILITIES

Current		
Lease liabilities	182,294	15,054
Queensland Treasury Corporation borrowings	56,688	67,240
Total	238,982	82,294
Non-current		
Lease liabilities	603,127	511,726
Queensland Treasury Corporation borrowings	587,626	644,541
Total	1,190,753	1,156,267

Principal and interest repayments of Queensland Treasury Corporation borrowings are made quarterly in arrears at rates ranging from 2.299% to 7.453% (2017: 2.11% to 7.45%). Repayment dates vary from 15 September 2018 to 15 June 2032.

The department has an overdraft facility with the Commonwealth Bank of Australia with an approved limit of \$200m (2017: \$200m). There is no interest charged on this overdraft facility.

Refer to Note 22 for lease information.

The fair value of borrowings is notified by Queensland Treasury Corporation and is calculated using discounted cash flow analysis and the effective interest rate.

Financial liabilities	Fair value 2018 \$'000	Fair value 2017 \$'000
Queensland Treasury Corporation borrowings	667,611	749,310

17 PROVISIONS

Current		
Property resumptions	134,080	187,794
Total	134,080	187,794
Non-current		
Property resumptions	154,271	78,164
Total	154,271	78,164

Movements in provisions

Current		
Opening balance	187,794	238,604
Restatement of provision	3,108	15,880
Additional provision recognised	13,075	26,034
Reduction in provision as a result of payments	(39,691)	(51,592)
Reclassification from/(to) non-current provision	(30,206)	(41,132)
Closing balance	134,080	187,794

	2018 \$'000	2017 \$'000
17 PROVISIONS (continued)		
Movements in provisions (continued)		
Non-current		
Opening balance	78,164	34,872
Restatement of provision	20,033	(1,530)
Additional provision recognised	44,384	11,160
Reduction in provision as a result of payments	(18,516)	(7,470)
Reclassification (to)/from current provision	30,206	41,132
Closing balance	154,271	78,164

Provision for property resumptions

The department acquires property through compulsory acquisition in accordance with the *Acquisition of Land Act 1967*, the *Transport Infrastructure Act 1994* and the *Transport Planning and Coordination Act 1994*. The department recognises a provision to account for compensation it expects to pay for all property resumptions, with the exception of hardship resumptions which are recognised immediately as a payable. The department's advisors determine a value for the acquisition amount which, with timing of the settlement, is dependent on the outcome of negotiation between both parties.

Accounting policy

Provisions are recorded when the department has a present obligation, either legal or constructive as a result of a past event. They are recognised at the amount expected at reporting date for which the obligation will be settled in a future period. Provisions are reviewed at each reporting date to ensure the amounts accurately reflect the best estimate available.

18 ACCRUED EMPLOYEE BENEFITS

Current

Annual leave levy payable	15,314	14,788
Long service leave levy payable	3,762	3,426
Resignation benefit *	-	318
Salaries and wages outstanding	16,523	15,795
Other	1,797	1,796
Total	37,396	36,123

Non-current

Resignation benefit *	-	5,402
Total	-	5,402

* Due to changes in the award, the department no longer recognises a provision for resignation benefits for employees employed under the *Civil Construction, Operations and Maintenance General Award - State 2016*.

Accounting policy

Annual leave and long service leave

Under the Queensland Government's Annual Leave Central Scheme and Long Service Leave Central Scheme, a levy is made on the department to cover the cost of employees' annual leave and long service leave entitlements. The levies are expensed in the period in which they are payable. Amounts paid to employees for annual leave and long service leave are claimed from the schemes quarterly in arrears. These schemes are administered by QSuper on behalf of the Queensland Government.

No provision for annual leave or long service leave is recognised in these financial statements. The liabilities are held on a whole-of-government basis and are reported by Queensland Treasury.

Sick leave

Prior history indicates that on average, sick leave taken each reporting period is less than the entitlement accrued. This is expected to continue in future periods. Accordingly, it is unlikely that existing accumulated entitlements will be used by employees and no liability for unused sick leave entitlements is recognised.

As sick leave is non-vesting, an expense is recognised for this leave as it is taken.

18 ACCRUED EMPLOYEE BENEFITS (continued)

Accounting policy (continued)

Superannuation

Post-employment benefits for superannuation are provided through defined contribution (accumulation) plans or the Queensland Government's QSuper defined benefit plan as determined by the employee's conditions of employment.

Contributions are made to eligible complying superannuation funds based on the rates specified in the relevant enterprise bargaining agreement or other conditions of employment. Contributions are expensed when they are paid or become payable following completion of the employee's service each pay period.

The liability for defined benefits is held on a whole-of-government basis and reported in those financial statements pursuant to AASB 1049 *Whole of Government and General Government Sector Financial Reporting*. The amount of contributions for defined benefit plan obligations is based upon the rates determined on the advice of the State Actuary. Contributions are paid by the department at the specified rate following completion of the employee's service each pay period. The department's obligations are limited to those contributions paid.

	2018 \$'000	2017 \$'000
19 UNEARNED REVENUE		
Current		
go card stored value *	43,040	41,641
Motor Accident Insurance Commission funding **	2,732	-
Other	2,074	3,777
Total	47,846	45,418

* Represents unused go card balances which are recognised as revenue as patrons undertake travel.

** Funding received in advance for motor accident campaigns.

20 OTHER LIABILITIES

Current

go card deposits held	38,758	35,936
Lease incentives *	1,695	34
Total	40,453	35,970

Non-current

Lease incentives *	16,314	51
Total	16,314	51

* Incentives received in relation to properties leased from the Department of Housing and Public Works.

21 INCOME TAX EQUIVALENTS

Income tax equivalent expense

Current tax equivalents	8,810	14,925
Deferred tax equivalent expense/(income) relating to temporary differences	718	(591)
Under/(over) provision in previous years	(2)	9
Income tax equivalent expense attributable to profit from ordinary activities	9,526	14,343

Numerical reconciliation of income tax equivalent expense to prima facie tax payable

Accounting profit before tax	30,434	47,778
Prima facie tax at applicable rate of 30%	9,130	14,333
Adjustments for non-temporary differences and excluded temporary differences:		
Other non-deductible expenses	398	1
Under/(over) provision in previous years	(2)	9
Income tax equivalent expense attributable to profit from ordinary activities	9,526	14,343

21 INCOME TAX EQUIVALENTS (continued)

Deferred tax equivalent expense/(income) included in income tax equivalent expense comprises:

	2018 \$'000	2017 \$'000
Deferred tax assets opening balance	7,571	6,980
Increase/(decrease) in deferred tax assets	(644)	591
Deferred tax assets at 30 June	6,927	7,571

Proof of deferred tax assets

Deferred tax assets:

Property, plant and equipment	6,623	7,156
Other items	304	415

Net deferred tax assets at 30 June	6,927	7,571
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Reconciliation of current tax (receivable)/payable

Opening balance	3,519	798
Net movements	(4,139)	2,721

Current tax (receivable)/payable at 30 June	(620)	3,519
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Accounting policy

The department is a State body as defined under the *Income Tax Assessment Act 1936* and is generally exempt from Australian Government taxation with the exception of Fringe Benefits Tax (FBT) and Goods and Services Tax (GST).

RoadTek is subject to the requirements of the National Tax Equivalents Regime (NTER). The liability for income tax equivalents under NTER is calculated substantially on the same basis as a corporate tax payer. The department remits its tax equivalents to Queensland Treasury in accordance with NTER arrangements.

The amount of deferred tax provided is based on the expected manner of realisation or settlement of the carrying amount of assets and liabilities compared to their respective tax bases.

A deferred tax asset is recognised only to the extent that it is probable that future taxable profits will be available against which the tax asset can be used. Deferred tax assets and liabilities are set off on the basis that they relate to income taxes levied by the same taxation authority and the department has a legally enforceable right to set off current tax assets against current tax liabilities.

22 LEASES

FINANCE LEASE - LEASES AS LESSEE

Gold Coast Light Rail - G:link

The Gold Coast Light Rail system has been recognised as a finance lease in accordance with AASB 117 *Leases* with a lease term of 15 years and an implicit interest rate of 9.22%. Refer to Note 16 and Note 23.

Future minimum lease payments payable under the lease together with their present value are as follows:

	2018 \$'000	2017 \$'000
Minimum lease payable		
Not later than one year	215,253	43,756
Later than one year and not later than five years	190,367	175,787
Later than five years	297,676	325,454
Minimum future lease payable	703,296	544,997
Less: future finance charges	(202,667)	(218,960)
Total minimum future lease payable	500,629	326,037
Present value of minimum lease payable		
Not later than one year	181,057	14,291
Later than one year and not later than five years	90,050	72,744
Later than five years	229,522	239,002
Present value of total minimum future lease payable	500,629	326,037

22 LEASES (continued)

FINANCE LEASE - LEASES AS LESSEE (continued)

New Generation Rollingstock (NGR)

The NGR service concession will be recognised in full as a finance lease in accordance with AASB 117 *Leases* with a term of 32 years and an implicit interest rate of 11.84%. In 2016 the Wulkuraka maintenance centre component of the service concession was accepted by the department and recognised as a finance lease. A total of 75 train sets will be recognised as part of the finance lease as they are accepted by the department. There have been 24 train sets recognised in these financial statements. Refer to Note 16 and Note 23.

Future minimum lease payments payable under the lease together with their present value are as follows:

Minimum lease payable		
Not later than one year	34,892	24,605
Later than one year and not later than five years	139,652	98,476
Later than five years	832,020	611,307
Minimum future lease payable	1,006,564	734,388
Less: future finance charges	(721,772)	(533,645)
Total minimum future lease payable	284,792	200,743
Present value of minimum lease payable		
Not later than one year	1,236	762
Later than one year and not later than five years	6,683	4,127
Later than five years	276,873	195,854
Present value of total minimum future lease payable	284,792	200,743

Operating lease commitments are disclosed in Note 24.

Accounting policy

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

Where a non-current physical asset is acquired by means of a finance lease, the asset is recognised at the lower of the fair value of the leased property and the present value of the minimum lease payments. Lease payments are allocated between the principal component of the lease liability and the interest expense.

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.

Incentives received on entering into operating leases are recognised as liabilities.

23 SERVICE CONCESSION ARRANGEMENTS

Gold Coast Light Rail - G:link

In May 2011 the department entered into a contractual arrangement with GoldLinQ Consortium to finance, design, build, operate and maintain a 13 kilometre light rail system linking key activity centres from Griffith University (Gold Coast Campus) and the Gold Coast University Hospital to Broadbeach via Southport. On 20 July 2014 construction was completed and the G:link commenced operations.

On 28 April 2016 the department entered into a contractual arrangement with GoldLinQ for stage two of the Gold Coast Light Rail system. Stage two connects the existing light rail system at Southport to heavy rail at the Helensvale station. The 7.3km route runs from Helensvale heavy rail station on the Gold Coast Line, adjacent to the Smith Street Motorway to connect with stage one at the Gold Coast University Hospital light rail station. Stage two of the system commenced operations on 18 December 2017.

During the 15 year operations period, GoldLinQ is paid monthly performance based payments for operations, maintenance and repayment of the debt finance used to construct the system. The state receives fare-box and advertising revenue generated by the system.

In accordance with AASB 117 *Leases*, these arrangements are recognised as a finance lease at fair value, which is depreciated over the life of the assets, and a corresponding lease liability, which is reduced by monthly repayments.

At the expiry of the concession period the department will retain ownership of the system.

23 SERVICE CONCESSION ARRANGEMENTS (continued)

Gold Coast Light Rail - G:link (continued)

The estimated cash flows, excluding GST and inflows from land sales are detailed below:

	2018 \$'000	2017 \$'000
Estimated cash flows		
<i>Inflows:</i>		
Not later than one year	25,604	23,267
Later than one year but not later than five years	128,940	118,483
Later than five years but not later than ten years	223,538	208,724
Later than ten years	49,675	100,552
<i>Outflows: *</i>		
Not later than one year	(273,760)	(110,056)
Later than one year but not later than five years	(441,085)	(603,038)
Later than five years but not later than ten years	(618,773)	(601,046)
Later than ten years	(131,642)	(268,406)
Estimated net cash flow	(1,037,503)	(1,131,520)

* Includes \$500.629m in 2018 (2017: \$523.513m) of finance lease commitments.

New Generation Rollingstock (NGR)

In January 2014 the department entered into a contractual arrangement with NGR Project Company Pty Ltd (Bombardier NGR Consortium) for the design, construction and maintenance of 75 new six-car train sets for south-east Queensland and a new purpose-built maintenance centre at Wulkuraka in Ipswich, over 32 years.

The service concession arrangement involves the department paying the consortium a series of availability payments over the concession period.

In accordance with AASB 117 *Leases*, the arrangement will be recognised in full as a lease asset at fair value which will be depreciated over the life of the asset, and a lease liability, which will be reduced by the repayments representing the capital component of the monthly availability payments following delivery of individual train sets. Maintenance payments will be expensed during the relevant year.

In June 2016 the maintenance centre was accepted by the department and a lease asset and lease liability have been recognised. There have been 24 train sets recognised in 2017–18 with the remaining train sets to be recognised as they are accepted.

At the expiry of the concession period the department will retain ownership of the trains and maintenance centre.

The estimated cash flows, excluding GST, are detailed below:

Estimated cash flows		
<i>Inflows:</i>		
Not later than one year	-	-
Later than one year but not later than five years	-	-
Later than five years but not later than ten years	-	-
Later than ten years	-	-
<i>Outflows: *</i>		
Not later than one year	(323,332)	(356,637)
Later than one year but not later than five years	(585,066)	(823,059)
Later than five years but not later than ten years	(695,638)	(694,902)
Later than ten years	(3,036,303)	(3,545,294)
Estimated net cash flow	(4,640,339)	(5,419,892)

* Includes \$2.132b in 2018 (2017: \$2.507b) of finance lease commitments.

Toowoomba Second Range Crossing

In August 2015 the department entered into a contractual arrangement with Nexus Infrastructure Consortium to finance, design, build, operate and maintain a range crossing connecting the Warrego Highway at Helidon Spa in the east with the Gore Highway at Athol in the west, via Charlton.

The department will provide contributions during the construction stage of the project and ongoing service payments over the 25 year operation and maintenance period.

On commissioning of the toll road in 2019, the department will recognise in accordance with AASB 117 *Leases*, a lease asset at fair value which will be depreciated over the life of the asset, and a corresponding lease liability, which will be reduced by the state contribution and monthly repayments. Maintenance payments will be expensed during the relevant year. Contributions made prior to the road commissioning are recognised as prepayments.

23 SERVICE CONCESSION ARRANGEMENTS (continued)

Toowoomba Second Range Crossing (continued)

The Toowoomba Second Range Crossing will be a toll road, with Transurban Queensland contracted to provide the tolling collection service on behalf of the department.

At the expiry of the concession period the department will retain ownership of the range crossing.

The estimated cash flows, excluding GST, are detailed below:

	2018 \$'000	2017 \$'000
Estimated cash flows		
<i>Inflows:</i>		
Not later than one year	-	-
Later than one year but not later than five years	-	-
Later than five years but not later than ten years	-	-
Later than ten years	-	-
<i>Outflows: *</i>		
Not later than one year	(76,429)	(219,503)
Later than one year but not later than five years	(196,749)	(223,201)
Later than five years but not later than ten years	(271,895)	(265,286)
Later than ten years	(1,061,450)	(1,118,036)
Estimated net cash flow	(1,606,523)	(1,826,026)

* Includes \$0.845b in 2018 (2017: \$1.064b) of finance lease commitments.

Airportlink

In 2008 the state entered into a 45 year service concession arrangement with BrisConnections to design, construct and maintain Airportlink, a 6.7km toll road, connecting the Clem 7 Tunnel, Inner City Bypass and local road network at Bowen Hills, to the northern arterials of Gympie Road and Stafford Road at Kedron, Sandgate Road and the East West Arterial leading to the airport. In April 2016 Transurban Queensland assumed responsibility for Airportlink and now operates Airportlink under the service concession arrangement.

In return for collecting the tolls, Transurban Queensland must maintain, operate and manage the toll road for the concession period and also assume the demand and patronage risk.

The department does not recognise any assets associated with this arrangement. Assets will be recognised when control transfers to the department at the end of the service concession arrangement. Refer to Note 1.

Gateway and Logan motorways

A Road Franchise Agreement (RFA) was established between the state and Queensland Motorways Limited (QML) in 2011 to operate, maintain and manage the Gateway and Logan motorways for a period of 40 years. In 2014, Transurban Queensland acquired QML and now operates the Gateway Motorway and Logan Motorway toll roads under the RFA with the state.

In return for collecting the tolls, Transurban Queensland must maintain, operate and manage the toll roads for the period of the franchise and also assume the demand and patronage risk for the franchise period.

The department does not recognise any assets associated with this arrangement. Assets will be recognised when control transfers to the department at the end of the service concession arrangement. Refer to Note 1.

Brisbane Airport Rail Link

In 1998, the state entered into a 35 year concession arrangement with Airtrain Citylink Limited (Airtrain) to design, construct, maintain and operate the Brisbane Airport Rail Link (BARL), a public passenger rail system connecting the Queensland Rail City network to the Brisbane Domestic and International Airports. The BARL is currently in the maintain and operation phase of the agreement after commencement of operations on 7 May 2001.

In return for collecting passenger fares, Airtrain Citylink Limited must maintain, operate and manage the rail link for the period of the concession and also assume the demand and patronage risk for the concession period.

The department does not recognise any assets associated with this arrangement. Assets will be recognised when control transfers to the department at the end of the service concession arrangement. Refer to Note 1.

24 COMMITMENTS FOR EXPENDITURE

Commitments inclusive of non-recoverable GST input tax credits but not recognised in the financial statements are payable as follows:

Finance lease liability commitments

Refer to Note 23 for finance lease liability commitments.

	2018 \$'000	2017 \$'000
Non-cancellable operating lease commitments		
Not later than one year	50,206	40,452
Later than one year and not later than five years	145,309	111,973
Later than five years *	201,997	51,950
Total	397,512	204,375

* Increase relates to the operating lease for 61 Mary Street Brisbane as a result of the central business district consolidation strategy.

Operating leases are mostly entered into for office accommodation and storage facilities. Lease payments are generally fixed, but with inflation and/or fixed percentage escalation clauses on which contingent rentals are determined.

Renewal options exist on some operating leases, generally at the sole discretion of the lessee, and no operating leases contain restrictions on financing or other leasing activities with other providers.

Refer to Note 22 for the accounting policy for leases.

Property, plant and equipment commitments

Not later than one year	487,199	349,784
Later than one year and not later than five years	1,341,643	1,146,892
Later than five years	-	-
Total	1,828,842	1,496,676

Grants and subsidies commitments

Not later than one year	337,404	385,980
Later than one year and not later than five years	964,361	790,779
Later than five years	2,250	-
Total	1,304,015	1,176,759

Other commitments

Not later than one year	1,393,753	1,673,896
Later than one year and not later than five years	1,221,627	842,642
Later than five years	3,321,191	3,748,669
Total	5,936,571	6,265,207

25 CONTINGENCIES

Contingent liabilities

At balance date the department has been named as defendant in two cases and 77 other claims not yet subject to court action. The department's legal advisers and management believe it would be misleading to estimate the final amounts payable for litigation filed in the courts.

The Queensland Government Insurance Fund limits the department's liability in each of these cases to \$10,000.

26 CONTROLLED ENTITIES

Transmax Pty Ltd

Transmax Pty Ltd (Transmax) was established in order to enhance and market the STREAMS traffic management system. STREAMS is a multifunctional intelligent transport system that provides freeway, traffic signal and incident management as well as driver and passenger information capabilities.

26 CONTROLLED ENTITIES (continued)

Transmax Pty Ltd (continued)

The department exercises control over Transmax through 100 percent ownership of all issued shares recognised at a cost of \$0.601m. The amount of the investment and transactions relating to Transmax are not material, and therefore the entity is not consolidated within the department's financial statements.

Transmax prepares separate financial statements which are audited by the Queensland Audit Office and tabled in parliament in accordance with government policy.

27 FINANCIAL INSTRUMENTS

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

Borrowings are initially recognised at fair value, plus any transaction costs directly attributable to the borrowings, and then subsequently held at amortised cost using the effective interest rate.

CATEGORISATION OF FINANCIAL INSTRUMENTS

The department has the following categories of financial assets and financial liabilities:

	Note	2018 \$'000	2017 \$'000
Financial assets			
Cash		378,023	364,335
Receivables	11	215,470	191,997
Other financial assets	26	601	601
Total		594,094	556,933
Financial liabilities			
Financial liabilities measured at amortised cost:			
Payables	15	512,419	560,413
Interest bearing liabilities	16	1,429,735	1,238,561
Accrued employee benefits	18	37,396	41,525
Total		1,979,550	1,840,499

FINANCIAL RISK MANAGEMENT

The department's activities expose it to a variety of financial risks such as interest rate risk, credit risk, liquidity risk and market risk. Financial risk management is implemented pursuant to government and departmental policy and seeks to minimise potential adverse effects on the financial performance of the department.

All financial risk is managed by each division under policy established by the Finance and Procurement Branch.

CREDIT RISK EXPOSURE

Credit risk exposure refers to the situation where the department may incur financial loss as a result of another party to a financial instrument failing to discharge their obligation.

The maximum exposure to credit risk at balance date in relation to each class of recognised financial asset is the gross carrying amount of those assets inclusive of any provision for impairment less any collateral held as security, such as deposits.

The department manages credit risk through the use of a credit management strategy. This strategy aims to reduce the exposure to credit default by ensuring the department invests in secure assets and monitors all funds owed. Exposure to credit risk is monitored on an ongoing basis.

LIQUIDITY RISK

The department manages liquidity risk through a combination of regular fortnightly appropriation payments from the Consolidated Fund, and when required, loan drawdowns for major projects based on an already agreed borrowings program with Queensland Treasury. This strategy reduces the exposure to liquidity risk by ensuring the department has sufficient funds available to meet its obligations when they fall due.

27 FINANCIAL INSTRUMENTS (continued)

LIQUIDITY RISK (continued)

The following maturity analysis measures the liquidity risk of financial liabilities held by the department:

Financial liabilities	Note	Payable in			
		<1 year \$'000	1-5 years \$'000	>5 years \$'000	Total \$'000
2018					
Payables	15	512,419	-	-	512,419
Interest bearing liabilities		358,822	497,794	659,611	1,516,227
Accrued employee benefits	18	37,396	-	-	37,396
Total		908,637	497,794	659,611	2,066,042
2017					
Payables	15	560,413	-	-	560,413
Interest bearing liabilities		232,789	488,399	631,713	1,352,901
Accrued employee benefits	18	36,123	5,402	-	41,525
Total		829,325	493,801	631,713	1,954,839

MARKET RISK

The department does not trade in foreign currency and is not materially exposed to commodity price changes.

INTEREST RATE SENSITIVITY ANALYSIS

All borrowings from Queensland Treasury Corporation are held at fixed rates which means the department is not exposed to interest rate sensitivity.

FAIR VALUE

The department does not recognise any financial assets or financial liabilities at fair value.

The fair value of trade receivables and payables is assumed to approximate the value of the original transaction, less any allowance for impairment.

The department's held-to-maturity financial asset is measured at cost. As fair value cannot be reliably measured, fair value is not disclosed.

28 SCHEDULE OF ADMINISTERED ITEMS

The department administers, but does not control, certain resources on behalf of the government. In doing so, it has responsibility and is accountable for administering related transactions and balances, but does not have the discretion to deploy these resources for the achievement of the department's objectives.

The majority of administered revenue is recognised upon receipt, with the exception of Penalty Infringement Notices and Traffic Offence Notices for which an administered receivable is recognised at 30 June. If the notice is not paid within 56 days, the debt is transferred to Queensland Treasury and is not reported in the financial statements.

The following balances are administered by the department on behalf of the state and relate directly to the Transport Safety and Regulation departmental service area:

	2018 \$'000	2017 \$'000
Administered income		
User charges, fees and fines *	2,533,932	2,389,153
Other	8,324	7,892
Total income	2,542,256	2,397,045
Administered expenses		
Impairment losses on trade receivables	11	21
Other	91	1,089
Transfers of administered revenue to government	2,542,154	2,397,015
Total expenses	2,542,256	2,398,125
OPERATING RESULT FOR THE YEAR	-	(1,080)

	2018 \$'000	2017 \$'000
28 SCHEDULE OF ADMINISTERED ITEMS (continued)		
* User charges, fees and fines includes:		
Fines and forfeiture	171,484	150,318
Motor vehicle registration	1,778,127	1,689,973
Transport and traffic fees	427,739	399,824
Other registration	81,956	78,402
Other regulatory fees	73,200	68,976
Other	1,426	1,660
Total	2,533,932	2,389,153
Administered assets		
<i>Current</i>		
Cash	69,417	56,347
Receivables	40,504	35,763
Total current assets	109,921	92,110
<i>Non-current</i>		
Land	262,729	268,335
Total non-current assets	262,729	268,335
Total assets	372,650	360,445
Administered liabilities		
<i>Current</i>		
Payables	104,032	86,204
Unearned revenue	5,655	5,672
Total liabilities	109,687	91,876
NET ADMINISTERED ASSETS	262,963	268,569
Administered equity		
Contributed equity	29,571	38,691
Accumulated surplus/(deficit)	(1,102)	(1,102)
Asset revaluation surplus	234,494	230,980
TOTAL ADMINISTERED EQUITY	262,963	268,569

29 BUDGETARY REPORTING

STATEMENT OF COMPREHENSIVE INCOME	Original budget 2018 \$'000	Actual result 2018 \$'000	Variance \$'000
Income from continuing operations			
Appropriation revenue	5,066,195	4,961,392	(104,803)
User charges and fees	684,256	722,947	38,691
Grants and other contributions	305,603	271,057	(34,546)
Other revenue	22,569	47,327	24,758
Total revenue	6,078,623	6,002,723	(75,900)
Gains on disposal of assets	3,007	3,769	762
Total income from continuing operations	6,081,630	6,006,492	(75,138)
Expenses from continuing operations			
Employee expenses	543,215	581,821	38,606
Supplies and services	3,648,880	3,535,121	(113,759)
Grants and subsidies	451,972	459,000	7,028
Depreciation and amortisation	897,494	1,086,544	189,050
Finance and borrowing costs	115,071	95,848	(19,223)
Impairment losses	1,670	3,144	1,474
Other expenses	157,672	28,626	(129,046)
Total expenses from continuing operations	5,815,974	5,790,104	(25,870)

29 BUDGETARY REPORTING (continued)

STATEMENT OF COMPREHENSIVE INCOME (continued)	Original budget 2018 \$'000	Actual result 2018 \$'000	Variance \$'000
Operating result from continuing operations before income tax equivalent expense	265,656	216,388	(49,268)
Income tax equivalent expense	5,410	9,526	4,116
OPERATING RESULT FOR THE YEAR	260,246	206,862	(53,384)
Items not reclassified to operating result			
Increase/(decrease) in asset revaluation surplus	-	(6,103,501)	(6,103,501)
Total other comprehensive income/(loss)	-	(6,103,501)	(6,103,501)
TOTAL COMPREHENSIVE INCOME/(LOSS)	260,246	(5,896,639)	(6,156,885)

Explanation of major variances

Grants and other contributions

Variance of (\$34.546m) reflects:

- (\$87.121m) less than budget reimbursed by the Queensland Reconstruction Authority (QRA) due to a reduction in the estimated cost of restoration works associated with Tropical Cyclone Debbie

Offset by:

- an \$18.251m earlier than budgeted contribution from the City of Gold Coast for Gold Coast Light Rail Stage 2
- a \$13.288m higher than anticipated contribution for the Gold Coast 2018 Commonwealth Games due to increased expenditure associated with transport services
- \$11.925m in infrastructure assets donated from local governments and other parties for which a budget could not be reliably allocated
- \$7.963m being recognition of a contribution from the Department of Housing and Public Works as goods received below fair value in the form of a fit out lease incentive for the department's 61 Mary Street Brisbane offices for which a budget could not be reliably allocated.

Other revenue

Variance of \$24.758m reflects:

- \$5.244m higher than anticipated revenue recognised from unclaimed go card balances and deposits on unused cards
- \$4.929m due to a change in the *Civil Construction, Operations and Maintenance General Award - State 2016*. Provisions for resignation benefits to employees employed under the award are no longer required resulting in the existing provision being transferred to other revenue
- \$4.137m in claim revenue from the Queensland Government Insurance Fund for which a budget could not be reliably allocated
- \$3.787m received for a mining contribution from Rio Tinto made under the *Mineral Resources Act 1989* for use of the Peninsula Developmental Road. A reliable estimate for the mining contribution for this project was not available at the time of budget preparation
- \$2.369m for assets that were not previously recorded in the department's asset register
- \$2.096m higher than budget due to an unforeseen refund from coordination authorities as part of the Personalised Transport Reform Industry Adjustment Assistance Package.

Employee expenses

Variance of \$38.606m is due to employees associated with project planning and temporary staff expenses for Gold Coast 2018 Commonwealth Games transport services.

Depreciation and amortisation

Variance of \$189.050m is due mainly to changes to useful lives for road infrastructure asset components. The impact of the changes was not budgeted for due to the unavailability of reliable measures at the time of budget development.

Finance and borrowing costs

Variance of (\$19.223m) is mainly due to reduced finance lease interest costs of (\$16.842m) for the New Generation Rollingstock as a result of the delay in delivery of the train sets.

Other expenses

At the time of budget development in 2017 estimates were based on prior year expenditure and included a budget of \$142.855m for decommissioned road infrastructure components. A review of this treatment at 30 June 2017 led to a change in the accounting treatment and this expense is no longer recognised.

29 BUDGETARY REPORTING (continued)

STATEMENT OF COMPREHENSIVE INCOME (continued)

Explanation of major variances (continued)

Increase/(decrease) in asset revaluation surplus

Variance of (\$6.104b) includes a revaluation decrement of (\$6.434b) for infrastructure assets. A budget was not allocated due the unavailability of reliable measures for future movement in replacement costs of existing and new road infrastructure assets.

STATEMENT OF FINANCIAL POSITION	Original budget 2018 \$'000	Actual result 2018 \$'000	Variance \$'000
Assets			
Current assets			
Cash	420,989	378,023	(42,966)
Receivables	118,073	215,470	97,397
Inventories	10,129	12,007	1,878
Prepayments	588,356	597,885	9,529
Non-current assets classified as held for sale	2,000	16,453	14,453
Total current assets	1,139,547	1,219,838	80,291
Non-current assets			
Prepayments	1,784	994	(790)
Other financial assets	601	601	-
Intangible assets	97,990	84,073	(13,917)
Property, plant and equipment	75,114,733	62,399,800	(12,714,933)
Deferred tax assets	9,211	6,927	(2,284)
Total non-current assets	75,224,319	62,492,395	(12,731,924)
Total assets	76,363,866	63,712,233	(12,651,633)
Liabilities			
Current liabilities			
Payables	437,557	512,419	74,862
Interest bearing liabilities	568,327	238,982	(329,345)
Provisions	238,604	134,080	(104,524)
Accrued employee benefits	36,153	37,396	1,243
Unearned revenue	44,799	47,846	3,047
Other	34,108	40,453	6,345
Total current liabilities	1,359,548	1,011,176	(348,372)
Non-current liabilities			
Interest bearing liabilities	868,862	1,190,753	321,891
Provisions	34,872	154,271	119,399
Accrued employee benefits	5,256	-	(5,256)
Other	-	16,314	16,314
Total non-current liabilities	908,990	1,361,338	452,348
Total liabilities	2,268,538	2,372,514	103,976
NET ASSETS	74,095,328	61,339,719	(12,755,609)
TOTAL EQUITY	74,095,328	61,339,719	(12,755,609)

Explanation of major variances

Cash

Variance of (\$42.966m) reflects a higher than anticipated opening balance variance of \$48.461m due to the timing of future planned transport operations and maintenance expenditure and the timing of the delivery of prior year capital works expenditure, offset by a decrease in cash of (\$91.427m) as illustrated in the Statement of cash flows.

29 BUDGETARY REPORTING (continued)

STATEMENT OF FINANCIAL POSITION (continued)

Explanation of major variances (continued)

Receivables

Variance of \$97.397m mainly reflects funding yet to be received of:

- \$58.029m appropriation receivable due to higher than anticipated expenditure on transport infrastructure activities, including maintenance, preservation and operation of the network
- \$19.800m for a contribution from the City of Gold Coast for Gold Coast Light Rail Stage 2 that was budgeted to be received in 2018–19 but became due at 30 June 2018
- \$11.291m higher than anticipated contribution for the 2018 Commonwealth Games due to increased expenditure associated with transport services.

Property, plant and equipment

The variance is mainly due to the timing differences to obtain reliable measures for road infrastructure valuations to enable budget allocations. Actual asset revaluation decrements were not able to be determined at the time of budget development.

Payables

Variance of \$74.862m is due to a higher than anticipated amount of accrued expenditure for transport operations, maintenance and infrastructure works undertaken in 2017–18.

Interest bearing liabilities – Current

Variance of (\$329.345m) mainly reflects the delay in the delivery of New Generation Rollingstock train sets of (\$290.065m).

Provisions

Variance reflects a reclassification of the value of land resumptions between current and non-current provisions.

Interest bearing liabilities – Non-current

Variance of \$321.891m mainly reflects the delay in the delivery of New Generation Rollingstock train sets of \$283.555m.

Other

Variance of \$16.314m reflects the recognition of a lease incentive received in 2017–18 from Queensland Investment Corporation for the fit out of 61 Mary Street Brisbane, which was not budgeted for due to the unavailability of reliable measures.

STATEMENT OF CASH FLOWS

	Original budget 2018 \$'000	Actual result 2018 \$'000	Variance \$'000
Cash flows from operating activities			
<i>Inflows:</i>			
Service appropriation receipts	5,066,195	4,930,619	(135,576)
User charges and fees	680,856	676,224	(4,632)
Grants and other contributions	305,603	305,856	253
GST input tax credits from ATO	582,400	720,935	138,535
GST collected from customers	87,909	71,249	(16,660)
Other	22,569	44,763	22,194
<i>Outflows:</i>			
Employee expenses	(543,204)	(587,013)	(43,809)
Supplies and services	(3,643,042)	(3,536,971)	106,071
Grants and subsidies	(451,972)	(461,751)	(9,779)
Finance and borrowing costs	(94,053)	(74,830)	19,223
GST paid to suppliers	(583,611)	(727,254)	(143,643)
GST remitted to ATO	(83,509)	(66,369)	17,140
Income tax equivalent paid	(5,578)	(13,021)	(7,443)
Other	(13,390)	(18,363)	(4,973)
Net cash provided (used in) operating activities	1,327,173	1,264,074	(63,099)
Cash flows from investing activities			
<i>Inflows:</i>			
Sales of property, plant and equipment	58,052	28,681	(29,371)
<i>Outflows:</i>			
Payments for property, plant and equipment	(1,967,823)	(2,413,380)	(445,557)
Payments for intangibles	(22,402)	(9,749)	12,653
Net cash used in investing activities	(1,932,173)	(2,394,448)	(462,275)

29 BUDGETARY REPORTING (continued)

STATEMENT OF CASH FLOWS (continued)	Original budget 2018 \$'000	Actual result 2018 \$'000	Variance \$'000
Cash flows from financing activities			
<i>Inflows:</i>			
Equity injections	2,170,557	2,549,735	379,178
<i>Outflows:</i>			
Equity withdrawals	(821,166)	(815,266)	5,900
Borrowing redemptions	(67,251)	(67,467)	(216)
Finance lease payments	(570,624)	(521,539)	49,085
Other	(1,401)	(1,401)	-
Net cash provided by financing activities	710,115	1,144,062	433,947
Net increase/(decrease) in cash	105,115	13,688	(91,427)
Cash – opening balance	315,874	364,335	48,461
CASH – CLOSING BALANCE	420,989	378,023	(42,966)

Explanation of major variances

GST input tax credits received from ATO, collected from customers, paid to suppliers and remitted to ATO

Variance is due to variability of the timing, value and payment of invoices issued to and received from external parties.

Other inflows from operating activities

Variance of \$22.194m reflects:

- \$5.244m higher than anticipated revenue recognised from unclaimed go card balances and deposits on unused cards
- \$4.929m due to a change in the *Civil Construction, Operations and Maintenance General Award - State 2016*. Provisions for resignation benefits to employees employed under the award are no longer required
- \$4.137m in claim revenue from the Queensland Government Insurance Fund for which a budget could not be reliably allocated
- \$3.787m received for a mining contribution from Rio Tinto made under the *Mineral Resources Act 1989* for use of the Peninsula Developmental Road. A reliable estimate for the mining contribution for this project was not available at the time of budget preparation
- \$2.096m higher than budget due to an unforeseen refund from coordination authorities as part of the Personalised Transport Reform Industry Adjustment Assistance Package.

Finance and borrowing costs

Variance of \$19.223m is mainly due to reduced finance lease interest costs of \$16.842m for the New Generation Rollingstock as a result of the delay in delivery of the train sets.

Sales of property, plant and equipment

Variance of (\$29.371m) is due to a fewer number of properties being sold than was anticipated.

Payments for property, plant and equipment

Variance of (\$445.557m) reflects increased project expenditure as a result of better than anticipated capital program delivery.

Equity injections

Variance of \$379.178m reflects:

- \$449.639m accelerated state and Australian Government funding received for increased capital program delivery
 - a \$57.579m funding transfer from operating due to a lower than anticipated operating expense component of construction works
- Offset by:
- (\$121.498m) in reduced funding due to decreased payments as a result of delays in the delivery of New Generation Rollingstock train sets.

29 BUDGETARY REPORTING (continued)

SCHEDULE OF ADMINISTERED ITEMS	Original budget 2018 \$'000	Actual result 2018 \$'000	Variance \$'000
Administered income			
User charges, fees and fines	2,495,263	2,533,932	38,669
Other	8,077	8,324	247
Total income	2,503,340	2,542,256	38,916
Administered expenses			
Impairment losses on trade receivables	-	11	11
Other	-	91	91
Transfers of administered revenue to government	2,503,340	2,542,154	38,814
Total expenses	2,503,340	2,542,256	38,916
OPERATING RESULT FOR THE YEAR	-	-	-
Administered assets			
<i>Current</i>			
Cash	13,796	69,417	55,621
Receivables	35,953	40,504	4,551
Total current assets	49,749	109,921	60,172
<i>Non-current</i>			
Land	261,311	262,729	1,418
Total non-current assets	261,311	262,729	1,418
Total assets	311,060	372,650	61,590
Administered liabilities			
<i>Current</i>			
Payables	43,835	104,032	60,197
Unearned revenue	5,681	5,655	(26)
Total liabilities	49,516	109,687	60,171
NET ADMINISTERED ASSETS	261,544	262,963	1,419
TOTAL ADMINISTERED EQUITY	261,544	262,963	1,419

Explanation of major variances

Cash

Variance of \$55.621m reflects the timing of Compulsory Third Party insurance premiums collected which are yet to be remitted to the insurers.

Receivables

Variance of \$4.551m reflects an increase in the value of infringement notices issued which are yet to be received by the department.

Payables

Variance of \$60.197m reflects the timing of Compulsory Third Party insurance premiums collected which are yet to be remitted to the insurers.

30 EVENTS AFTER THE BALANCE DATE

New Generation SEQ Bus Contracts

Bus services within South East Queensland (SEQ) are delivered by transport service providers. The department has in place contracts with each service provider which are governed by the *Transport Operations (Passenger Transport) Act 1994*.

The department finalised negotiations for 10 New Generation SEQ Bus Contracts in July 2018. The total expenditure commitment for these 10 contracts is estimated to be \$1.643b over the next seven years.

MANAGEMENT CERTIFICATE OF THE DEPARTMENT OF TRANSPORT AND MAIN ROADS

These general purpose financial statements have been prepared pursuant to section 62(1) of the *Financial Accountability Act 2009* (the Act), section 42 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;
- b) the financial statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of the Department of Transport and Main Roads for the financial year ended 30 June 2018 and of the financial position of the department at the end of that year; and
- c) these assertions are based on an appropriate system of internal controls and risk management processes being effective, in all material respects, with respect to financial reporting throughout the reporting period.



Nick Shaw FCPA
Chief Finance Officer

22 August 2018



Neil Scales OBE
Director-General

22 August 2018

INDEPENDENT AUDITOR'S REPORT

To the Accountable Officer of the Department of Transport and Main Roads

Report on the audit of the financial report

Opinion

I have audited the accompanying financial report of the Department of Transport and Main Roads.

In my opinion, the financial report:

- a) gives a true and fair view of the department's financial position as at 30 June 2018, and its financial performance and cash flows for the year then ended
- b) complies with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2009 and Australian Accounting Standards.

The financial report comprises the statement of financial position and statement of assets and liabilities by major departmental service as at 30 June 2018, the statement of comprehensive income, statement of changes in equity, statement of cash flows and statement of comprehensive income by major departmental service for the year then ended, notes to the financial statements including summaries of significant accounting policies and other explanatory information, and the management certificate.

Basis for opinion

I conducted my audit in accordance with the *Auditor-General of Queensland Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

I am independent of the department in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General of Queensland Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key audit matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial report of the current period. I addressed these matters in the context of my audit of the financial report as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

Infrastructure asset valuation (\$52.59 billion) and depreciation expense (\$944.97 million)

Refer to note 14 in the financial report

Key audit matter	How my audit addressed the key audit matter
<p>Management has estimated the fair value of the entity's infrastructure assets to be \$52.59 billion as at 30 June 2018. The fair value measurement is based on current replacement cost (cost approach).</p> <p>The valuations are dependent on certain key assumptions that require significant management judgement including the following in respect of:</p> <ul style="list-style-type: none"> the categorisation of the road network, features of a modern equivalent asset and current economic and market conditions impacting on costs of road construction. componentisation of the road assets and identifying those significant parts of road infrastructure assets that have different unit replacement rates and costs. categorising road stereotypes based on physical characteristics and locality (such as road type, region, soil type, terrain, climatic and environmental conditions) and the applicable project or treatment type such as reseal, rehabilitation, reconstruction or new construction. assignment of segmentation to road stereotypes. defining and estimating unit rates for varying project or types of treatment including full replacement and renewal of components. 	<p>My procedures included, but were not limited to:</p> <p>Gross replacement value</p> <p>Assessing the adequacy of management's review of the valuation process including:</p> <ul style="list-style-type: none"> obtaining an understanding of the valuation technique adopted by management and assessing its design, validity and reasonableness in terms of the principles of the cost approach as described in AASB 13 <i>Fair Value Measurement</i>. assessing the reasonableness of the key assumptions and corroborating these to supporting evidence and my knowledge of the entity and its operating environment. verifying the mathematical accuracy of the model utilised to estimate gross replacement value through recalculation. <p>Unit rates</p> <p>Assessing the reasonableness of unit rates by evaluating the techniques used in estimating unit rates, including:</p> <ul style="list-style-type: none"> examining a sample of unit rates to assess consistency in calculations and reasonableness in application from the underlying inputs obtained from management's external expert. reviewing the 2018 Unit Rate Expert Panel's process and approval of final rates for adoption. This included analysis of rate movements since the date of the last revaluation. vouching a sample of approved unit rates to rates applied in the calculation of the final gross replacement value. comparing a sample of movement in unit rates against other publicly available information.

Key audit matter	How my audit addressed the key audit matter
<p>In measuring annual depreciation expense and accumulated depreciation, management have applied significant judgement in estimating the expected utility of road infrastructure asset components, including:</p> <ul style="list-style-type: none"> • applying past experience to determine when an appropriate works intervention will occur. • consideration of planned replacement programs as a result of observation of road use deterioration and environmental factors such as traffic volume, rutting, cracking, roughness, safety and number of years in use. • considerations of expected funding availability to the department and how this fiscal availability will impact upon planned replacement programs and expectations regarding the use of assets beyond their ideal or optimal replacement time-frame. 	<p>Useful lives</p> <p>Assessing the reasonableness of infrastructure asset useful lives by:</p> <ul style="list-style-type: none"> • reviewing management's annual assessment of useful lives against evidence supporting current condition and planned replacement. • reviewing evidence of planned use of assets with a focus on assets that are planned to be used for a longer or shorter than standard engineering estimates. • assessing the consistency between asset management plans and useful lives assigned to infrastructure assets. • evaluating remaining useful life estimates for reasonableness with reference to management's assumptions regarding expected funding availability as reflected in Departmental budgets. This includes vouching that fiscal availability as reflected in budgetary information has been applied in the annual review of asset useful lives.

Other information

Other information comprises the information included in the department's annual report for the year ended 30 June 2018, but does not include the financial report and my auditor's report thereon.

Those charged with governance are responsible for the other information.

My opinion on the financial report does not cover the other information and accordingly I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

Responsibilities of the department for the financial report

The Accountable Officer is responsible for the preparation of the financial report that gives a true and fair view in accordance with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2009 and Australian Accounting Standards, and for such internal control as the Accountable Officer determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

The Accountable Officer is also responsible for assessing the department's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the department or to otherwise cease operations.

Auditor's responsibilities for the audit of the financial report

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for expressing an opinion on the effectiveness of the department's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the department.
- Conclude on the appropriateness of the department's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the department's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. I base my conclusions on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the department to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Accountable Officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

From the matters communicated with the Accountable Officer, I determine those matters that were of most significance in the audit of the financial report of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on other legal and regulatory requirements

In accordance with s.40 of the *Auditor-General Act 2009*, for the year ended 30 June 2018:

- a) I received all the information and explanations I required.
- b) In my opinion, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.



Vaughan Stemmett
as delegate of the Auditor-General

29 August 2018
Queensland Audit Office
Brisbane

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SECTION 6

APPENDICES



APPENDICES

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APPENDIX 1 – LEGISLATION ADMINISTERED BY THE DEPARTMENT

The Department of Transport and Main Roads administers a range of Acts for transport-related purposes listed below:

Minister for Transport and Main Roads

- *Adult Proof of Age Card Act 2008*
- *Air Navigation Act 1937*
- *Century Zinc Project Act 1997 (Sections 5(2) to (7), 11, 12 and 13)*
- *Civil Aviation (Carriers' Liability) Act 1964*
- *Gold Coast Waterways Authority Act 2012*
- *Heavy Vehicle National Law Act 2012*
- *Maritime Safety Queensland Act 2002*
- *Queensland Rail Transit Authority Act 2013*
- *Rail Safety National Law (Queensland) Act 2017*
- *State Transport Act 1938*
- *State Transport (People Movers) Act 1989*
- *Sustainable Ports Development Act 2015*
- *Thiess Peabody Mitsui Coal Pty Ltd Agreements Act 1965**
- *Tow Truck Act 1973*
- *Transport Infrastructure Act 1994*
- *Transport Operations (Marine Pollution) Act 1995*
- *Transport Operations (Marine Safety) Act 1994*
- *Transport Operations (Marine Safety – Domestic Commercial Vessel National Law Application) Act 2016*
- *Transport Operations (Passenger Transport) Act 1994*
- *Transport Operations (Road Use Management) Act 1995*
- *Transport Planning and Coordination Act 1994*
- *Transport (South Bank Corporation Area Land) Act 1999*
- *Transport Security (Counter-Terrorism) Act 2008*

**Except to the extent administered by the Deputy Premier, Treasurer and Minister for Aboriginal and Torres Strait Islander Partnerships; and the Minister for Natural Resources, Mines and Energy.*

APPENDIX 2 – PERFORMANCE STATEMENTS 2017–18

Service Area: Transport System Investment, Planning and Programming

Service Area Objective: To provide the direction for a single integrated transport network in Queensland, including the policy and planning framework to make informed investment decisions.

Responsible transport system planning ensures Queensland's long-term transport needs are met in the most cost effective way and other development impacts are managed effectively. This is achieved through developing and managing the:

- Queensland Transport Strategy (QTS) - a 30 year, long-term transport strategy to prepare and position Queensland's transport for the future
- Transport Coordination Plan (TCP) - provides a 10 year framework for strategic planning and management of transport resources in Queensland as required under the *Transport Planning and Coordination Act 1994*
- Queensland Cycling Strategy 2017-2027 and two year Action Plan - guides and prioritises actions that encourage more cycling, more often in Queensland
- Regional Transport Plans - these define the strategic direction of regional transport systems and guide the planning of Queensland's transport network over the next 15 years
- Transport System Planning Program (TSPP) ([see glossary page 256](#)) to coordinate and prioritise planning across all modes of transport
- Queensland Transport and Roads Investment Program (QTRIP) - a four year rolling program of priority transport infrastructure works that is published annually
- Roads and Transport Alliance - the department's strategic funding and engagement partnership with local government and the Local Government Association of Queensland ([see glossary page 254](#))
- Queensland position on state and national transport policy reform agendas
- asset management plans for maintenance, preservation and operation of state-controlled transport infrastructure
- funding submissions to the Australian Government for upgrading nationally significant road and transport networks to improve network safety and support economic development and population growth
- major transport infrastructure project evaluation and assurance to ensure delivery on a value-for-money basis.

Service standards	Notes	2017–18 Target / Estimate	2017–18 Actual	Status
Effectiveness measures				
Road system condition (the percentage of urban and rural State-controlled roads with condition better than the specified benchmark):	1			
Urban		97-99	98	▲
Rural		95-97	96	▲
Road ride quality – traffic weighted roughness (percentage of the network in very poor/poor condition)	2	10.5	10.7	●
Efficiency measures				
Administrative cost to plan, develop and manage the QTRIP as a percentage of the overall value of the program	3	1	0.4	▲

▲ On track ● Slight variance ● Attention required

Notes:

1. The road system condition measure reports the surface layer smoothness of the road network from a road users' perspective.
2. Road ride quality - traffic weighted roughness is a measure of fit-for-purpose service levels provided for state-controlled road infrastructure. Maintenance and preservation of Queensland's state-controlled road network is managed through a structured program aimed at delivering agreed levels of service at minimum lifecycle cost. Road Ride Quality is used within the TMR's pavement management system to prioritise sections for future pavement renewal programs. To ensure service levels are met, TMR will continue to undertake a proactive regime of inspection (targeting high-risk sections) and optimising the timing of works.
3. QTRIP is a four-year rolling program of priority transport infrastructure works published annually. This service standard measures how efficiently QTRIP is being developed and managed. It excludes Queensland Rail and Ports.

Service Area: Transport Infrastructure Management and Delivery

Service Area Objective: To construct, maintain and operate an integrated transport network accessible to all.

Activities undertaken in this service area relate to stewardship of the state road network and include:

- delivering, managing and maintaining transport infrastructure
- leading innovation in transport infrastructure delivery
- setting value for money standards for transport infrastructure
- managing road operations, including traffic incidents, heavy vehicle operations, and traveller and traffic information
- managing use of the road corridor, including environmental preservation and third party road access
- controlling access to and recovering the road network during and following emergency events.

This work is underpinned with technical expertise to mitigate risk and sustain the transport system's performance.

Service standards	Notes	2017-18 Target / Estimate	2017-18 Actual	Status
Service: Transport Infrastructure Management				
Effectiveness measures				
Road network efficiency – Average travel time per 10 kilometres	1,2			
AM peak		11.3	11.5	▲
Off peak		10.1	10.3	▲
PM peak		11.9	11.9	▲
Road network reliability – Percentage of the road network with reliable travel times	1,3			
AM peak		78	77	▲
Off peak		89	88	▲
PM peak		72	70	▲
Road network productivity — Percentage of the road network with good productivity	1,3,4			
AM peak		70	69	▲

▲ On track ● Slight variance ● Attention required

Service standards	Notes	2017–18 Target / Estimate	2017–18 Actual	Status
Off peak		74	72	▲
PM peak		67	65	▲
Arterial intersection performance – Percentage of intersections congested less than 20 minutes per hour	1,3			
AM peak		84	83	▲
Off peak		93	91	▲
PM peak		77	77	▲
Efficiency measures				
Administration/staff costs of operating and delivering the department's Road Operations Program as a percentage of the total value of the Road Operations Program (including operations, maintenance and projects)	5	10	12	●
Service: Transport Infrastructure Delivery				
Effectiveness measures				
Percentage of QTRIP projects >\$5 million				
Commencing no later than four months after the programmed commencement date	6,7	90	58	●
Completed no more than four months after the programmed construction period	6,8	90	86	●
Costing less than 10 per cent over the published QTRIP figure	6,9	90	81	●
Number of fatal crashes on state-controlled roads per 100 million vehicle kilometres travelled where the road condition was likely to be a strong contributing factor	6,10	0.05	0.04	▲
Efficiency measures				
Administration costs of managing and delivering the QTRIP as a percentage of the current financial year's QTRIP allocation		5.1	4.6	▲

▲ On track ● Slight variance ● Attention required

Notes:

- The results show that there has been an increase in congestion which is impacting upon road efficiency, reliability, productivity and performance at arterial intersections. Considering the high growth of registered vehicles vehicle-kilometre-travelled (VKT), the department's congestion measures are performing relatively well. The number of vehicles on register in Brisbane has increased by an average of 2.3 per cent annually over the last six years, including the most recent annual growth (to March 2018) of two per cent (note that the recorded growth for the whole of South East Queensland was slightly higher). The VKT growth for Brisbane was 2.6 per cent over the last six years, with the most recent annual growth at two per cent. The department will continue to deliver a number of motorway and arterial initiatives to mitigate increasing congestion issues driven by increased vehicle usage.
- This measure is in minutes per 10 kilometres (lower is better).

3. For these measures a higher value indicates better performance.

4. Good road network productivity occurs under two scenarios of performance: (a) speeds are in excess of benchmark values (that is respectively 80 and 65 per cent of the posted speed on motorways and arterials) irrespective of traffic flow; or (b) traffic flow is relatively high (for example 2,000 vehicles/hour/lane on motorways and 900 vehicles/hour/lane on arterials) in combination with moderately degraded speeds.

5. This is a relatively new service standard developed to measure how efficiently the Road Operations Program is being operated and delivered. Costs include administration of operations (including managing traffic incidents, traveller and traffic information, and heavy vehicle operations), maintenance and projects. The result shows there is a higher engagement of the department's people capacity in operating the road transportation system than originally forecast. In addition, the road operations focus for the Gold Coast 2018 Commonwealth Games has contributed to a higher result than forecast. The department will continue to deliver a program of road operational system technology enhancements that will automate existing workflows to reduce the demand on staff in operating the system. For this measure a lower value indicates better performance.

6. These measures have been discontinued as service standards for 2018–19 as they do not meet the criteria for measures of efficiency or effectiveness under the Queensland Government's Performance Management Framework Policy (2017).

7. There were 36 projects in scope for this measure, 15 of which were more than four months late. These projects have been impacted by scope changes, delays in awarding of contracts, third party delays, wet weather, delays in approval of Project Proposal Reports and realignment of delivery to contractor's schedules.

8. There were 59 projects in scope for this measure, of which eight were completed more than four months after the scheduled completion date. The delays can be attributed to scope changes, contractual requirements, design issues and the diversion of resources to higher priority projects.

9. There were 53 projects in scope of which 10 are more than 10 per cent over the published budget. This can be attributed to costs of legal settlement, increased materials costs, timing issues with contracts, changes in scope, design changes resulting from site conditions and variations to quantities.

10. There is a three month lag in data availability for this measure due to the time it takes to complete preliminary crash investigations and to determine causal factors (such as road conditions).

Service Area: Transport Safety and Regulation

Service Area Objective: To regulate the transport system safely, economically and sustainably without imposing unnecessary red tape.

Safety of transport networks is critical to supporting Queensland's future growth. A safe, secure and resilient transport system aims to protect the lives and property of everyone who interacts with the network for business, employment and leisure.

Regulatory and safety related activities undertaken in this service area include:

- measuring the broad social and economic impacts of the road toll on Queenslanders
- maintaining focus on our long term vision, with interim targets established
- retaining alignment to the safe system principles where the system is safe at every level of road safety management and thereby driving a fundamental change in the culture and attitudes to road safety
- implementing road safety initiatives encompassing education, community engagement, enforcement, new technologies, road and road side investments and the publicising of high risk crash zones to reduce road trauma
- managing the movement of vessels using Queensland's waterways as well as the Great Barrier Reef and Torres Strait
- maritime safety activities for commercial and recreational vessels, pilotage and hydrographic services, and supporting safe port development
- maintaining effective maritime emergency preparedness, response, and recovery capability and capacity
- developing and implementing rail safety initiatives and legislation
- conducting maritime regulatory activities including audits, inspections, accreditation, investigation and education programs
- regulating vehicle safety in accordance with best practice and national vehicle standards
- delivering vehicle and vessel registration, driver and marine licensing and accreditation services.

Service standards	Notes	2017–18 Target / Estimate	2017–18 Actual	Status
Effectiveness measures				
Marine fatalities per 100,000 registered vessels regulated in Queensland	1,2	3.15	3.45	▲
Fatalities per 100,000 population on state-controlled roads		3.24	2.94	▲
Road fatalities per 100,000 population	3,4	4.70	4.97	●
Hospitalised road casualties per 100,000 population	3,5	121	131	●
Percentage of vessel movements without serious incidents				
Pilotage areas		100	100	▲
ReefVTS area		100	99.99	▲
Efficiency measures				
Direct operational cost of Vessel Traffic Services per monitored vessel movement	6	\$483	\$464	▲

▲ On track ● Slight variance ● Attention required

Notes:

- Under the National System for Domestic Commercial Vessel Safety, the Australian Maritime Safety Authority has assumed regulatory responsibility for the state's domestic commercial vessels. This service standard excludes vessels that are not regulated under Queensland legislation.
- In 2017–18, there were 3.45 marine fatalities per 100,000 registered vessels regulated in Queensland. This reflects nine related marine fatalities. The 2017–18 target/estimate of 3.15 was based on forecasts of marine fatalities and vessel registrations.
- Through the Safer Roads, Safer Queensland: Queensland's Road Safety Strategy 2015-2021, the Queensland Government has committed to a vision of zero road deaths and serious injuries. Queensland has set an ambitious target to reduce fatalities from 303 (average 2008–10) to 200 or fewer by 2020. TMR continues to lead the delivery of the Road Safety Action Plan 2017-19.
- The Queensland road toll for the 12 months ending 30 June 2018 was 247 fatalities, which equates to 4.97 fatalities per 100,000 population.
- For the 12 months to 31 December 2017, there were 6481 hospitalised casualties as a result of crashes within Queensland, which equates to a hospitalised casualty rate of 131.48 per 100,000 population.
- This service standard tracks the cost of the department delivering vessel traffic services in monitoring vessel movements in port pilotage and REEFVTS areas.

Service Area: Customer Experience

Service Area Objective: To put customers at the centre of the delivery of the department's products and services to understand their expectations, improve their experience and reduce rework.

The department is committed to delivering services with a 'customers first' approach, engaging with customers to better understand their needs and behaviours with regard to: roads usage; maritime safety information; licensing services; registration services and passenger transport services.

We will provide flexible delivery methods and channels for customers; including the ability to self-serve online 24/7. This includes undertaking customer research and insights activities to consider customer perspectives, motivations and expectations upfront to guide the development of all product and service delivery across the department in the future.

Service standards	Notes	2017-18 Target / Estimate	2017-18 Actual	Status
Effectiveness measures				
Overall customer satisfaction with transactional services (on a scale of 1 to 10)		8	8.2	▲
Customer satisfaction ratings of public transport by service type (using a 0 - 100 index – 100 being excellent):				
Whole-of-Queensland - Taxi	1	≥ 67	No Data	No Data
South East Queensland				
Bus		≥ 70	73	▲
Rail		≥ 70	70	▲
Ferry		≥ 70	80	▲
Rest of Queensland				
Regional urban bus		≥ 70	75	▲
Customer service complaints in South East Queensland per 10,000 trips		≤ 3	2.30	▲
Efficiency measures				
Average unit cost per transaction in a Customer Service Centre	2,3,4	\$18.87	\$19.97	–
Average cost per customer enquiry – TransLink Contact Centre	5	\$4.70	\$4.78	▲

▲ On track ● Slight variance ● Attention required

1. The Queensland Government is in the process of delivering significant reform to the personalised transport industry. The intent of the reforms is to ensure Queensland residents have access to safe, accessible, affordable and accountable personalised transport services. The reform process has been underway since mid-2016. Given the significant changes in the personalised transport sector and in the department's role as regulator of the industry, the department has discontinued reporting taxi measures.
2. Costs include training, travel administration expenses and nominal cost for information technology, accommodation, shared services provider and labour (salaries and wages).
3. Assessment criteria has not been set for this measure, although the result is more than the target set for the 2017–18 it is within acceptable result ranges.
4. The result of \$19.97 for 2017–18 is 5.8 per cent above the target/estimate of \$18.87. The department is continually investing in providing customers with effective self-service channels and encouraging customers to utilise efficient online services. The outcome of this is a reduced number of customers using customer service centres, which increases the unit cost per transaction. TMR is committed to investigating ways to improve efficiency and reduce cost in customer service centres.
5. A lower volume of calls than estimated, along with increasing level of complexity of enquiries namely feedback calls has resulted in the higher average cost per customer enquiry.

Service Area: Passenger Transport Services

Service Area Objective: To lead and shape Queensland's passenger transport system by providing a single integrated passenger transport network accessible to everyone.

This service area facilitates passenger mobility across the state and aims to provide a single integrated and safe transport network allowing fair access to everyone. Key passenger transport activities managed by this service area include:

- providing funding for fair access to public transport to deliver economic, social and community benefits for Queenslanders
- effectively managing and regulating the passenger transport industry
- enhancing customer experience by improving service integration, passenger information and ticketing products
- driving efficiencies through network optimisation and next generation service contracts
- supporting public transport patronage increases by maximising our service offering, extending the passenger transport network and delivering innovative ticketing products
- overseeing and funding the School Transport Assistance Scheme.

Service standards	Notes	2017-18 Target / Estimate	2017-18 Actual	Status
Effectiveness measures				
Wheelchair accessible taxi response times compared to conventional taxi fleet response times	1			
Peak				
Percentage within 18 minutes				
Conventional		85	No Data	No Data
Wheelchair		85	No Data	No Data
Percentage within 30 minutes				
Conventional		95	No Data	No Data
Wheelchair		95	No Data	No Data
Off peak				
Percentage within 10 minutes				
Conventional		85	No Data	No Data
Wheelchair		85	No Data	No Data
Percentage within 20 minutes				
Conventional		95	No Data	No Data
Wheelchair		95	No Data	No Data
Patronage on government contracted services (millions)				
South East Queensland	2	182.12	182.83	—

▲ On track ● Slight variance ● Attention required

Service standards	Notes	2017-18 Target / Estimate	2017-18 Actual	Status
Bus		114.21	113.74	▲
Rail		52.42	52.73	▲
Tram		8.72	9.49	▲
Ferry		6.78	6.87	▲
Rest of Queensland	2	12.01	11.55	–
Regional air		0.16	0.16	▲
Long distance bus		0.06	0.07	▲
Regional urban bus		11.45	10.98	▲
TravelTrain	3	0.34	0.34	●
Average on-time running performance in peak times - CityTrain		95%	95.6%	▲
Percentage of scheduled services delivered - CityTrain		99.5	99.5	▲
Efficiency measures				
Average subsidy per trip provided through the Taxi Subsidy Scheme		\$8.50	\$7.66	▲
Average subsidy per passenger on government contracted services				
Regional air		\$49.44	\$50.33	▲
Long distance bus	4	\$105.39	\$116.81	●
Regional urban bus	5	\$3.34	\$3.84	●
TravelTrain		\$570.78	\$548.32	▲
Average cost of subsidy per passenger trip in South East Queensland - bus, rail, tram and ferry		\$7.73	\$7.10	▲

▲ On track ● Slight variance ● Attention required

Notes:

1. The Queensland Government is in the process of delivering significant reform to the personalised transport industry. The intent of the reforms is to ensure Queensland residents have access to safe, accessible, affordable and accountable personalised transport services. The reform process has been underway since mid-2016. Given the significant changes in the personalised transport sector and in the department's role as regulator of the industry, the department has discontinued reporting taxi measures. As taxi data was not collected for the majority of 2017–18, a reliable 2017–18 actual result is not available.
2. The figures shown for South East Queensland and rest of Queensland are sums of the modal components shown below each. There are no specific target or assessment ranges applied for these aggregate results, only for each individual transport mode. The totals do not exactly equal the sum of the 2017–18 target/estimate components due to rounding.
3. Patronage on TravelTrain for 2017–18 was 0.337 million, which is 99.12 per cent of the target. Although on rounding this equates to 0.34 million for both estimate and actual, it is below target when not rounded and is therefore classified as a "Slight variance". This variance can be attributed to the flooding that occurred in Far North Queensland in March 2018.

4. The increase in subsidy can be contributed to: ongoing competition from commercial operators; downturn in the resources sector on some routes; completion of infrastructure development; and ongoing economic factors associated with drought throughout regional, rural and remote Queensland. The state will continue to work closely with service providers to ensure they continue to actively compete in the long distance market; introducing strategies to grow patronage and freight services; consult with community stakeholders to identify potential service enhancements and review contract conditions to enhance performance and returns to the state.

5. This result is attributed to lower than anticipated passengers using the network.

Service Area: Transport Infrastructure Construction and Maintenance

Service Area Objective: RoadTek (see glossary page 256) provides transport infrastructure solutions, including construction and maintenance services to enable the Department of Transport and Main Roads to deliver on Queensland Government priorities and outcomes for the community.

Service standards	Notes	2017–18 Target / Estimate	2017–18 Actual	Status
Effectiveness measures				
Lost time injury frequency rate	1,2	<10	13.5	●
Customers' and stakeholders' value of RoadTek (on a scale of 1 to 5)		>4	4.37	▲
Efficiency measures				
Long term debt / equity	3	11.5%	10.9%	▲
Long term debt / total assets		8.5%	7.2%	▲
Return on equity	4	7.6%	12.2%	▲
Return on revenue (after tax)		2.5%	3.7%	▲
Profit margin (earnings before income tax / user charges)		3.5%	5.3%	▲

▲ On track ● Slight variance ● Attention required

Notes:

1. This measure and performance result is based on a formula of million hours worked.
2. There has been a 27 per cent increase in the number of LTI's in comparison with last year. However, the worked hours has only increased by five per cent. RoadTek has released new incident classification and investigation tools for use within RoadTek, with the primary objective being to gain a better understanding of the types of incidents and how best to manage them. Communication and consultation with workers has increased with a focus on behavioural approaches to personal and team risk and hazard management. This approach aims to take us past the compliance based safety philosophy into behaviour based safety where workers take more personal responsibility for their actions.
3. A reduced result demonstrates a positive performance for this measure. This positive performance is reflective of the responsive program delivery across RoadTek operations.
4. An increased return against a steady equity position has resulted in a positive result for 2017–18. This positive performance is reflective of the responsive program delivery across RoadTek's operations.

Discontinued measures 2018–19

Service standards	Notes	2017-18 Target / Estimate	2017-18 Actual
Service area: Transport Infrastructure Management and Delivery			
Percentage of QTRIP projects > \$5 million	1		
Commencing no later than four months after the programed commencement date	2	90	58
Completed no more than four months after the programmed period		90	86
Costing less than 10% over the programmed estimate	3	90	81
Service area: Customer Experience			
Customer satisfaction ratings of public transport by service type (using a 0 - 100 index – 100 being excellent):	4	≥67	No Data
Whole-of-Queensland: Taxi			
Service Area: Passenger Transport Services			
Average subsidy per passenger on Government contracted services:	5		
Regional air	6	\$49.44	\$50.33
Regional urban bus	7	\$3.34	\$3.84
Long distance bus	8	\$105.39	\$116.81
TravelTrain		\$570.78	\$548.32
Average cost of subsidy per passenger trip in South East Queensland – bus, rail, tram and ferry	5	\$7.73	\$7.10
Average subsidy per trip provided through the Taxi Subsidy Scheme	5	\$8.50	\$7.66
Wheelchair accessible taxi response times compared to conventional taxi fleet response times:	4		
Peak Percentage within 18 minutes:			
Conventional		85	No Data
Wheelchair		85	No Data
Peak Percentage within 30 minutes:			
Conventional		95	No Data
Wheelchair		95	No Data
Off peak Percentage within 10 minutes:			
Conventional		85	No Data
Wheelchair		85	No Data

Service standards	Notes	2017-18 Target / Estimate	2017-18 Actual
Off peak Percentage within 20 minutes:			
Conventional		95	No Data
Wheelchair		95	No Data

Notes:

1. These measures have been discontinued as service standards for 2018–19 as they do not meet the criteria for measures of efficiency or effectiveness under the Queensland Government's Performance Management Framework Policy (2017).
2. There were 36 projects in scope for this measure, 15 of which were more than four months late. These projects have been impacted by scope changes, delays in awarding of contracts, third party delays, wet weather, delays in approval of Project Proposal Reports and realignment of delivery to contractor's schedules.
3. There were 53 projects in scope of which 10 are more than 10 per cent over the published budget. This can be attributed to costs of legal settlement, increased materials costs, timing issues with contracts, changes in scope, design changes resulting from site conditions and variations to quantities.
4. The Queensland Government is in the process of delivering significant reform to the personalised transport industry. The intent of the reforms is to ensure Queensland residents have access to safe, accessible, affordable and accountable personalised transport services. The reform process has been underway since mid-2016. Given the significant changes in the personalised transport sector and in the department's role as regulator of the industry, the department will discontinue reporting taxi measures. As taxi data was not collected for the majority of 2017–18, a reliable 2017–18 actual result is not available.
5. These measures have been discontinued as they do not report on the cost of producing the service, or providing the subsidy and therefore cannot demonstrate the impact of new systems, staff training or other innovations in improving the efficiency of delivering the service. Subsidy rates will continue to be monitored internally within Department of Transport and Main Roads.
6. While some routes have seen greater patronage stability, patronage on a number of routes has decreased due to economic factors including drought conditions. A number of additional services have also been added to the Gulf route to cater for the increased demand in this region, resulting in the subsidy payment exceeding the target.
7. The increase to the 2017–18 average subsidy per passenger is a result of lower than anticipated passenger numbers using the regional networks. This is likely due to economic factors in regional centres associated with the mining industry. It is anticipated that this trend may reverse if these economic factors change.
8. The increase to the 2017–18 average subsidy per passenger is a result of ongoing competition on the popular Brisbane–Mount Isa / Brisbane–Charleville and Mount Isa–Townsville service routes, as well as an increase in Revenue Sharing Payment by the state to operators. The downturn in the resources sector on some routes, completion of infrastructure development and the ongoing economic factors associated with drought throughout regional, rural and remote Queensland has also had an impact. TransLink continues to work with service providers to ensure that they actively compete within the long distance market while introducing strategies to grow patronage and freight services.

APPENDIX 3 – CAMERA DETECTED OFFENCE PROGRAM

Table 8: Camera Detected Offence Program (CDOP) financial overview for 2017–18

Revenue	\$'000	Expenditure from remaining revenue	\$'000
Department of Transport and Main Roads	119,918	Road safety education and awareness	
Department of Treasury and Trade (State Penalties Enforcement Registry)	46,178	Department of Transport and Main Roads—operating	11,306
Total Revenue	166,096	Department of Transport and Main Roads—equity	2,102
Administrative/operational costs		Public Safety Business Agency	930
Department of Transport and Main Roads—operating	6,264	Road Accident injury rehabilitation programs	
Department of Transport and Main Roads—equity	346	Queensland Health—to support the purchase of blood products used in the treatment of victims of road trauma	4,500
Queensland Police Service—operating (including road safety enforcement initiatives)	42,236	Improvements to the safety of state-controlled roads	
Queensland Police Service—equity	1,559	Department of Transport and Main Roads—operating	2,000
Department of Treasury and Trade (State Penalties Enforcement Registry)	8,353	Department of Transport and Main Roads—equity	70,570
Total administrative/operational costs	58,758	Total expenditure from remaining funds	91,408
		Total expenditure 2017–18	150,166
		Total revenue less total expenditure	15,930

Note: Total 2017–18 expenditure on CDOP related activities, includes expenditure from prior year surpluses.

Community attitudes

The following results from recent research* indicate the community regards speeding as a dangerous and unacceptable behaviour.

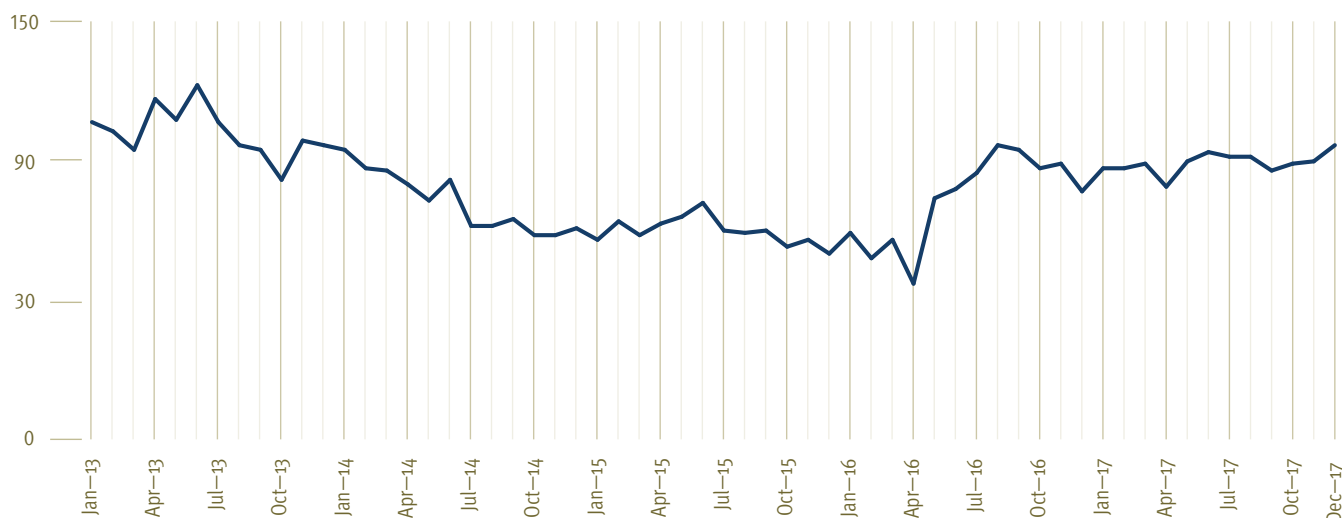
Of those drivers surveyed:

- 80 per cent agreed with the statement ‘I think speeding is a major contributor to crashes’.
- 91 per cent agreed with the statement ‘There can be serious consequences for others when people speed’.
- 62 per cent felt that speeding is as dangerous as drink driving/riding.
- 66 per cent agreed with the statement ‘No matter what, I always drive under or at the speed limit’.
- 79 per cent agreed that driving/riding 10 kilometres per hour over the speed limit increases crash risk.

**Each year, Transport and Main Roads commissions a Road Safety Attitudes Tracking Study by an independent market research company, Marketing and Communications Research. The 2017 survey asked transport-related questions of a sample of 600 Queensland drivers/riders. A number of the questions were specific to the Camera Detected Offence Program.*

Figure 21 shows the average number of vehicles that were monitored for every mobile speed camera notice that was issued between January 2013 and December 2017.

Figure 21: Mobile speed cameras – vehicles monitored per notice issued.



Data source: Queensland Police Service

Table 9: Number of mobile speed camera infringements per penalty bracket for 2017.

Penalty bracket	< 13 km/h	13-20 km/h	21-30 km/h	31-40 km/h	>40 km/h	Total
Number of mobile speed camera infringements	371,801	86,725	11,476	1,435	514	471,951
Percentage	78.78%	18.38%	2.43%	0.30%	0.11%	100%

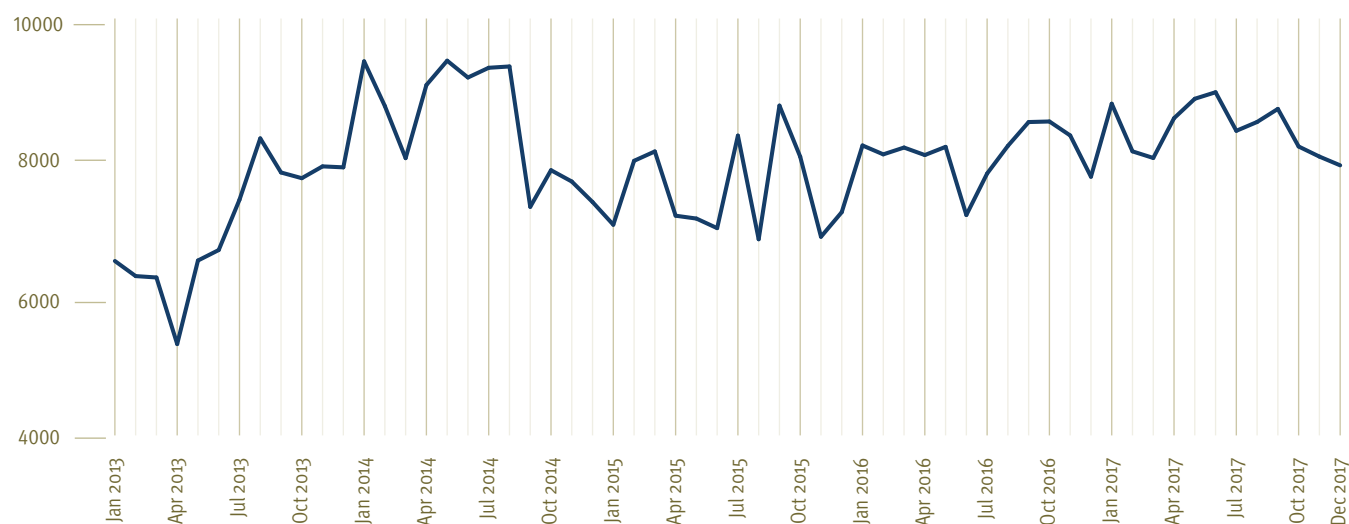
Data source: Transport and Main Roads Data Analysis Team

Note: Penalty bracket is vehicle exceeding the speed limit by this amount.

In the 2017 calendar year, 30,084 red light camera infringement notices were issued. This includes red light camera notices detected by combined red light/speed cameras.

Figure 22 shows the average number of vehicles that were monitored for every red light camera notice that was issued between January 2013 and December 2017.

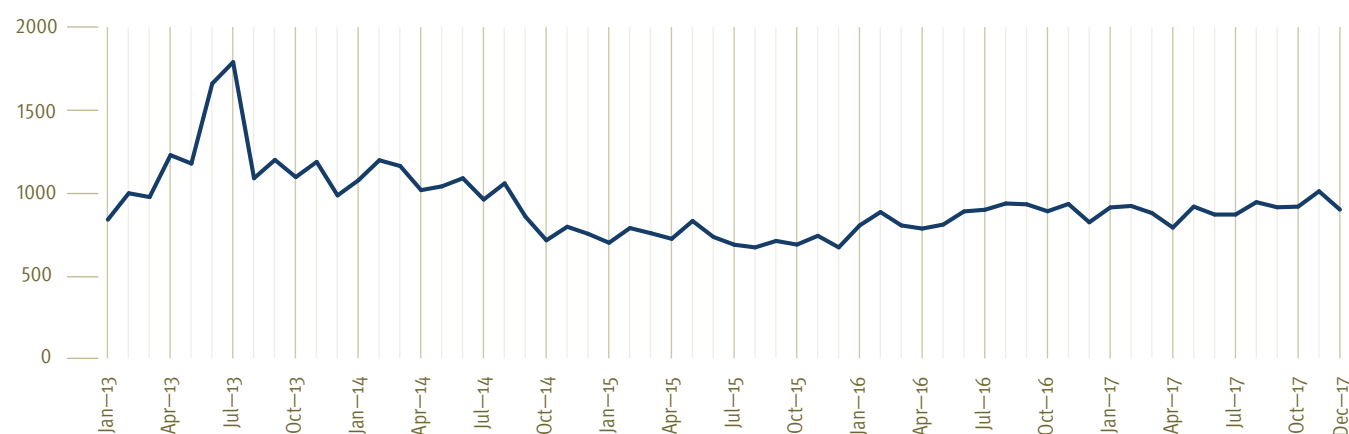
Figure 22: Red light cameras—vehicles monitored per notice issued.



Data source: Queensland Police Service

Note: This graph does not include red light camera notices issued by combined red light/speed cameras.

Figure 23: Fixed speed cameras—vehicles monitored per notice issued.



Data source: Queensland Police Service

Note: This graph does not include fixed speed camera notices issued by combined red light/speed cameras. See Figure 24.

Table 10: Number of fixed speed camera infringements per penalty bracket for 2017.

Penalty bracket	< 13 km/h	13-20 km/h	21-30 km/h	31-40 km/h	>40 km/h	Total
Number of fixed speed camera infringements	107,499	33,142	4,417	859	460	146,377
Percentage	73.44%	22.64%	3.02%	0.59%	0.31%	100%

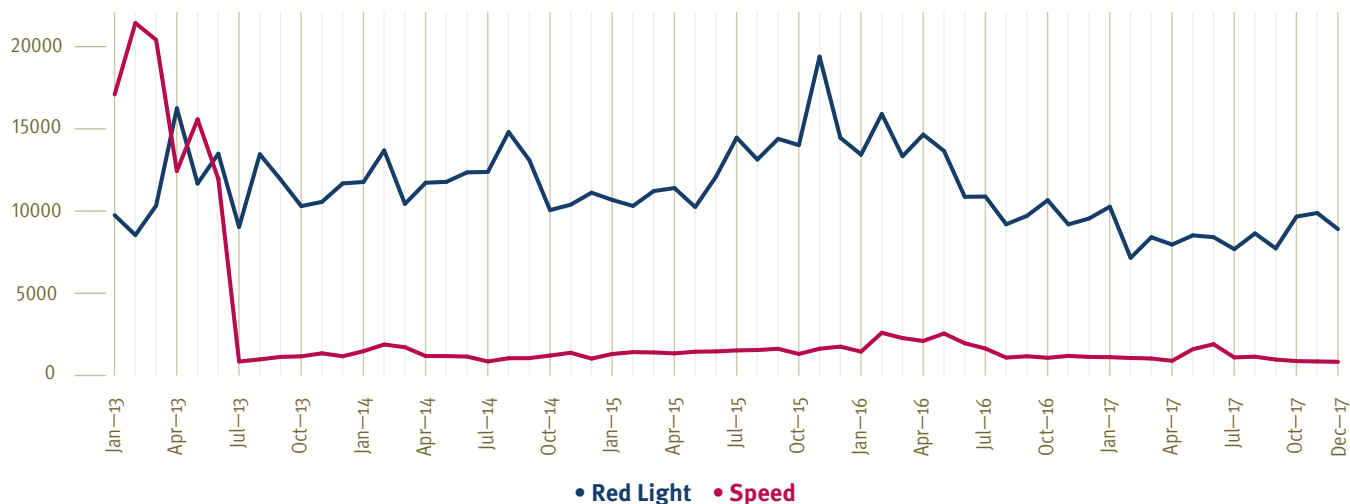
Data source: Transport and Main Roads Data Analysis Team

Notes: Penalty bracket is vehicle exceeding the speed limit by this amount.

This data includes fixed speed camera notices detected by combined red light/speed cameras.

A combined red light/speed camera is placed at a signalised intersection and is able to detect both failure to obey the red signal and/or speeding. The speed detection component of the camera can operate on the red, yellow and green signal. Figure 24 shows the average number of vehicles that were monitored for every red light or speed camera notice issued from combined red light/speed cameras January 2013 to December 2017.

Figure 24: Combined red light/speed cameras – vehicles monitored per notice issued.



Data source: Queensland Police Service

Notes: Combined red light/speed cameras were introduced on 2 August 2011.

Between 2 August 2011 and 31 December 2013, data was captured from two combined red light/speed cameras.

Table 11: Number of point-to-point speed camera infringements per penalty bracket for 2017

Penalty bracket	< 13 km/h	13-20 km/h	21-30 km/h	31-40 km/h	>40 km/h	Total
Number of point-to-point speed camera infringements	3,493	3,244	456	74	42	7,309
Percentage	47.79%	44.38%	6.24%	1.01%	0.57%	100%

Data source: Transport and Main Roads Data Analysis Team

Notes: Penalty bracket is vehicle exceeding the speed limit by this amount. A point-to-point (or average) speed camera system uses a number of cameras over a length of road to measure a vehicle's average speed. The system uses the time it takes for a vehicle to travel between the two points to calculate the average speed of the vehicle: $\text{Speed} = \text{Distance} \div \text{Time}$.

APPENDIX 4 – TRANSPORT OPERATOR PAYMENTS

Table 12: Passenger transport operator payments: South East Queensland

Payments are for the period of 1 July 2017 to 30 June 2018 and are GST exclusive.

Operator	2017–18 Amount \$	Operator	2017–18 Amount \$
Bus		Ferry	
BIC Coaches Pty Ltd ACN 134 809 617	5,373,195	Brisbane City Council (Transport for Brisbane)	18,935,585
Brisbane Bus Lines Pty Ltd ACN 009 739 593	109,993	Amity Trader Pty Ltd ACN 146 155 204 atf the trustee for the Scorpio Trust t/a Coochiemudlo Island Ferry Service	269,333
Brisbane City Council (Transport for Brisbane)	313,374,983	Kellstar Pty Ltd ACN 073 449 439 t/a Stradbroke Flyer	927,125
Bus Queensland Pty Ltd ACN 010 516 757 t/a Park Ridge Transit	13,556,220	Stradbroke Ferries Pty Ltd ACN 009 725 713	816,717
Buslink Sunshine Coast Pty Ltd ACN 085 000 693	13,813,561	TSA Ferry Group Pty Ltd ACN 108 664 848 t/a Bay Islands Transit System	6,643,886
Caboolture Bus Lines Pty Ltd ACN 010 974 599	6,663,900		27,592,646
Clark's Logan City Bus Service (qld) Pty Ltd ACN 081 364 776	28,643,841		
G.K. & J.M. Thompson Pty Ltd ACN 064 465 176 t/a Thompson Bus Services	8,749,362	CityTrain	
Hornibrook Bus Lines Pty Ltd ACN 010 013 224	17,389,592	Queensland Rail	1,222,973,067
Mt Gravatt Bus Service Pty Ltd ACN 010 232 827 atf the L G Cole Family Trust	4,710,278	Rail Bus Replacement Services	
S & S Webster Investments Pty Ltd ACN 004 804 497 t/a Kangaroo Bus Lines	14,854,858	Cav Queensland Pty Ltd	1,495,200
Southern Cross Transit (QLD) Pty Ltd ACN 097 130 615	144,956	Kangaroo Bus Lines	6,631,906
Surfside Buslines Pty Ltd ACN 010 957 552	86,412,633	Brisbane Bus Lines Pty Ltd	3,796,632
Transdev Queensland Pty Ltd ACN 087 046 044	26,854,838	Yellow Cabs (Qld) Pty Ltd	6,081
Transit Australia Pty Ltd ACN 065 794 943 t/a Sunshine Coast Sunbus	34,739,372	Thompson Bus Service	2,267,744
Westside Bus Co Pty Ltd ACN 083 497 312 atf Westside Unit Trust	18,755,853	Yellow Cabs (Queensland) Pty Ltd	1,089
		Yellow Cabs Australia Pty Ltd	18,511
		Black & White Cabs Pty Ltd	2,729
		Gold Coast Cabs	3,448
		Suncoast Cabs Ltd	1,916
	594,147,435		14,225,257

Operator	2017–18 Amount \$
Light rail	
Goldlinc	51,091,051
Railbus	
Bus Queensland (Lockyer Valley) Pty Ltd ACN 140 535 888	1,125,951
S & S Webster Investments Pty Ltd ACN 004 804 497 t/a Kangaroo Bus Lines	1,093,198
Westside Bus Co Pty Ltd ACN 083 497 312 atf Westside Unit Trust	291,284
	2,510,433
Flexilink taxi service	
Yellow Cabs (Australia) Pty. Ltd. ABN 45 620 658 871	122,327
Demand Responsive Transport	
Yellow Cabs (Australia) Pty. Ltd. ABN 45 620 658 871	527,019
Total subsidy	1,913,189,234.72

Table 13: Passenger transport operator payments: rest of Queensland

Payments are for the period of 1 July 2017 to 30 June 2018 and are GST exclusive.

Operator	2017–18 Amount \$
Regional Urban Bus	
Astronomical Chillagoe Pty Ltd ACN 107 487 972 atf Seven Bridges Unit Trust	11,696
Bowen Transit Pty Ltd ACN 105 749 602	141,548
Buslink Gladstone Pty Ltd ACN 612 803 406	1,410,294
Campsie Bus Co Pty Ltd ACN 000 953 328 t/a Whitsunday Transit	840,934
Cavbus Pty Ltd ACN 096 924 677	20,180
Cavglass Pty Ltd ACN 124 444 711 t/a Glasshouse Country Coaches	537,161
Complete Golf Coaching Pty Ltd ACN 101 380 116 t/a Kerry's Bus Service	9,503

Operator	2017–18 Amount \$
D.G. Young & P.J Young & P.J Young t/a Youngs Bus Service	2,012,275
Duffy's City Buses Pty Ltd ACN 053 761 023 atf The Duffy Trust	1,396,422
Fultonlawn Pty Ltd ACN 010 489 068 atf NHPriebbenow Family Trust t/a Wide Bay Transit	2,739,371
GJ & LE Christensen t/a Christensens Bus and Coach	461,049
Haidley, Donald Joseph t/a Haidley's Panoramic Coaches & Motors	226,569
Hubbards Coaches Pty Ltd ACN 076 988 120 atf Hubbard Family Trust	6,387
Kuhle Pty Ltd ACN 093 136 317 atf The Khlewein Family Trust t/a Coast & Country Buses	8,884
L.G. Stewart Family Co. Pty Ltd ACN 009 971 617 atf LG Stewart Family Trust	62,089
Mackay Transit Coaches Pty Ltd ACN 050 416 227	2,958,311
Polleys Coaches Pty Ltd ACN 134 694 992	675,312
Stradbroke Island Buses Pty Ltd ACN 151 219 420	536,740
Toowoomba Transit Pty Ltd ACN 135 249 062 t/a Bus Queensland Toowoomba	5,927,719
Trans North Pty Ltd ACN 074 538 159 t/a Trans North Bus and Coach Service	254,397
Transit Australia Pty Ltd ACN 065 794 943 t/a Marlin Coast Sunbus	11,204,419
Transit Australia Pty Ltd ACN 065 794 943 t/a Capricorn Sunbus	2,279,642
Transit Australia Pty Ltd ACN 065 794 943 t/a Townsville Sunbus	8,816,469
Yellow Cabs (Queensland) Pty Ltd ACN 009 662 408 atf The Monburn Trust	39,681
	42,577,052
Ferry	
Sea-Cat Charters Pty Ltd ACN 010 551 925 t/a Peddells Thursday Island Tours	194,883
Sealink Queensland Pty Ltd ACN 148 811 170	1,824,368
	2,019,251

School transport operator payments

The department provided funding assistance to 500 private operators to deliver school transport services. Total payment for the 2017-18 was \$146,540,891 (GST exclusive). A full list of operators and payments is available on the Open Data Portal: data.qld.gov.au

Operator	2017-18 Amount \$
Long Distance Rail	
XPT - NSW Trains (Contract Price)	2,486,167
Savanahlander	1,700,675
Queensland Rail	463,556,089
	467,742,931
Regional Air	
QANTAS Airways Ltd ACN 009 661 901*	2,120,022
Regional Express Pty Ltd ACN 101 325 642	10,151,119
Skytrans Pty Ltd ACN 100 751 139	1,781,909
Hinterland Aviation Pty Ltd ACN 010 617 893	226,864
	14,279,914
Long Distance Coach	
Bowen Transit Pty Ltd ACN 105 749 602	104,434
G.A Shultz & S.G Shultz	2,434
CB and SE Cowen	2,965
Greyhound Australia Pty Ltd ACN 104 326 383	581,779
Mackay Transit Coaches Pty Ltd ACN 050 416 227	451,154
North Burnett Regional Council	332,310
Toowoomba Transit Pty Ltd ACN 135 249 062 t/a Bus Queensland Toowoomba	4,605,858
Trans North Pty Ltd ACN 074 538 159 t/a Trans North Bus and Coach Service	360,696
	6,441,629
Regional Railbus	
TD & GR Eckel Pty Ltd ACN 074 098 114	217,433
Outback Aussie Tours Pty Ltd ACN 010 813 313	97,195
	314,628
Total subsidy	533,375,405

ATF – As trustee for

* Expenditure only – does not include QANTAS Central 1 contract revenue of 2,969.7 million.

GLOSSARY

Term	Definition
Advance Queensland	Advance Queensland is a comprehensive suite of programs, based on international evidence of 'what works', designed to create the knowledge-based jobs of the future.
Albert device	A portable touchscreen tablet which supports customer transactions for TMR services
App / Application	An application (application software) is a set of computer programs designed to permit the user to perform a group of coordinated functions, tasks or activities.
Australian Roads Research Board (ARRB)	Provides research, consulting and information services to the road and transport industry.
Black Spot Program	Black spots are locations where high-severity crashes occur. The Australian Government-funded Black Spot Program targets known crash sites through cost-effective, high-benefit engineering works to reduce accidents on Australian roads.
Breakdown safety glovebox guide	An educational pamphlet available to the public on pre-trip checks to help avoid dangerous breakdown situations.
Bridge Renewal Program	An Australian Government initiative to contribute to the productivity of bridges serving local communities, and facilitate higher productivity vehicle access.
Building Information Modelling (BIM)	BIM is the process of creating an information-rich digital model to guide planning, designing, construction and asset maintenance
Busway	A dedicated roadway that separates buses from general traffic.
Camera Detected Offence Program (CDOP)	<p>A joint partnership between TMR and QPS, the CDOP comprises revenue collected from mobile speed cameras, fixed speed cameras, red light cameras, combined red light/speed cameras and point-to-point speed camera systems and trailer mounted speed cameras.</p> <p>CDOP revenue is used as a partial source of funding for the Safer Roads Sooner Program and a number of other safety-related state-funded special initiatives.</p>
Class 1 applications	Special purpose vehicles, Agricultural vehicles, Oversize Over mass vehicles
Class 2 applications	Freight-carrying vehicles (B-doubles, B-triples, Road Trains), Buses, Vehicle carriers, Livestock vehicles, Performance-Based Standards (PBS) vehicles.
Class 3 applications	Vehicles which, together with their load, do not comply with prescribed mass or dimension requirements.
Cooperative Intelligent Transport System (C-ITS)	Cooperative Intelligent Transport Systems, known as C-ITS, use technology to allow vehicles to communicate wirelessly with other vehicles, roadside infrastructure, transport management systems and personal mobile devices.
Cross River Rail Delivery Authority	Established under the <i>Cross River Rail Delivery Authority Act 2016</i> , the <i>Cross River Rail Delivery Authority</i> lead the development, procurement and delivery of the Cross River Rail project.
Customer Charter	An important part of TMR's customer-led transformation is the development of a TMR Customer Charter. The TMR Customer Charter succinctly communicates the department's commitments to TMR customers. The Customer Charter commitments are: Make safety a priority; Keep you informed; Consult and collaborate; and Listen, action, improve.
Customer Experience Lab (CE Lab)	The TMR Customer Experience Lab is a purpose built design space that supports TMR's capacity to design and deliver a seamless customer experience by engaging with customers to understand their expectations and needs, re-organising what we do and how we work around customer needs and expectations and co-designing solutions that embrace the future and create value for customers and for TMR.

Term	Definition
Cycling infrastructure	Facilities such as on-road and off-road cycling networks, and end-of-trip facilities to promote increased use of cycling through safe direct and connected routes and increased transport choices.
Cycling Infrastructure Program	Delivery mechanism for constructing the principal cycle network and supporting the <i>Queensland Cycling Strategy 2017–2027</i> priority of building and connecting cycling infrastructure.
Disability Discrimination Act (DDA)	The federal Disability Discrimination Act 1992 (DDA) provides protection for everyone in Australia against discrimination based on disability. It encourages everyone to be involved in implementing the Act and to share in the overall benefits to the community and the economy that flow from participation by the widest range of people.
DIGITAL1ST	Advancing our digital future is the Queensland Government's strategic direction to position Queensland as a leader in digital government now and in the future.
Diverging Diamond Interchange design	Diverging Diamond Interchange design allows right-turning traffic and through traffic to move through the interchange simultaneously reducing delays and improving safety.
EME2	EME2 is a heavy duty pavement technology suitable for environments that require thick asphalt, such as motorways and heavily trafficked roads. Compared to conventional asphalt, EME2 allows the asphalt base thickness to be reduced by about 20%, delivering cost savings while also offering superior performance, sustainability and productivity in construction time.
Engagement	Measures the amount of interest in a social media post. It is determined by the number of people a post reaches who then like, comment, share or click on the post.
European Train Control System	European Train Control System is an automatic train protection system.
Flashing School Zone Signs	Consists of a standard school zone sign that incorporates a flashing red circle and twin alternate flashing yellow lights mounted above the 'school zone' plate.
Foamed bitumen	Foamed bitumen is formed by injecting a small quantity of cold water into hot bitumen to produce an instant expansion. In this foamed state, bitumen is highly efficient at wetting and coating the finer particles of the pavement material, forming a mortar and binding the mixture together.
Full-time equivalent	Calculated by the number of hours worked in a period divided by the full-time hours prescribed by the award or industrial instrument for the person's position.
Geopolymer	Geopolymer concrete is a new class of concrete that offers the benefits of reduced CO ₂ emissions and enhanced durability compared to conventional Portland cement concrete.
go card	TransLink's smartcard (a thin, compact card about the size of a credit card) which stores up to \$250 of electronic credit.
Impressions	Measures the amount of time a social media page's content is displayed.
Insitu	A stabilisation technique involving mixing of cementitious additives or foamed bitumen and lime using a stabiliser with the existing pavement material, which is then compacted with dedicated rollers.
Intelligent Transport System (ITS)	Intelligent Transport Systems (ITS) describe technology applied to transport and infrastructure to transfer information between systems for improved safety, productivity and environmental performance.
Local Government Association of Queensland (LGAQ)	The peak body representing local government in Queensland in its dealing with other governments, unions, business and the community.
Maritime Safety Queensland (MSQ)	A branch of TMR responsible for: improving maritime safety for shipping and small craft through regulation and education; minimising vessel-sourced waste and responding to marine pollution; providing essential maritime services such as aids to navigation and Vessel Traffic Services; and encouraging and supporting innovation in the Queensland maritime industry.
National Land Transport Network	The National Land Transport Network is a network of nationally important road and rail infrastructure links and their intermodal connections as identified by the Australian Government.

Term	Definition
Natural Disaster Relief and Recovery Arrangements (NDRRA)	A joint Commonwealth/Queensland Government program that provides grant and loan assistance to disaster-affected community members, small businesses, non-profit organisations, primary producers and local and Queensland Governments in response to eligible natural disasters.
New Generation Rollingstock (NGR) project	The NGR project involves the delivery of 75 six-car trains and the construction of a new purpose-built maintenance centre to maintain the new trains for the next 30 years. The new trains will replace an aging fleet and increase the current fleet by 30%.
Northern Australia Roads Program (NARP)	Australian Government program delivering upgrades to high priority roads in northern Australia essential to the movement of people and freight to support the north's economic development.
Northern Australia Beef Roads Program	An Australian Government program committed to improving key roads used for cattle transport in the nation's north.
One TMR	A Department of Transport and Main Roads-wide culture and way of operating.
OnQ	Project management framework which establishes the fundamental principles for achieving consistency in project management within TMR.
Outback Way Upgrade Program	The Outback Way provides a route from Laverton, Western Australia to Winton, Queensland. The Queensland section of this road link is 599 kilometres. The funding commitment for the program of works is made up of Australian Government, Queensland Government and local governments. The funding is directed towards both the Outback Way and other road priorities identified by the Outback Regional Roads and Transport Group.
Park 'n' ride	A dedicated car park located at bus and train stations for customers to park their car and then catch public transport to their destination.
Pavement design methodology	Determining the correct approach when designing a pavement in a specific location, taking into consideration all elements.
Procurement Performance Management Framework	The mechanism for measuring the performance of the procurement function and directly links to the strategies set out in the Strategic Procurement Plan, as well as incorporating 24 procurement measures.
Q50 flood immunity	Built to withstand a one in 50-year flood event.
QLDTraffic	QLDTraffic is the official source of traffic and travel information from the Queensland Government. It includes a website, 13 19 40 phone service, social media and the QLDTraffic smartphone app, enabling motorists and commuters to check traffic conditions and plan their journeys before they go.
Queensland Government Open Data	A Queensland Government searchable portal that allows visitors to view datasets on a range of government activities and responsibilities.
Queensland Transport and Roads Investment Program (QTRIP)	An annually published program of works TMR plans to deliver over the next four-year period.
Rail infrastructure	All physical rail-related assets, including tracks, trains (often referred to as rollingstock), stations and associated infrastructure.
Regional Roads and Transport Group (RRTG)	The primary decision-making bodies of the Roads and Transport Alliance. RRTGs regionally prioritise investments in their communities' transport infrastructure. Each RRTG comprises representatives from TMR, and local governments.
Roads and Transport Alliance	A cooperative governance arrangement between TMR, the Local Government Association of Queensland (LGAQ) and local governments to invest in and regionally manage the Queensland transport network.
Roads Australia	A not-for-profit, non-political industry association with membership drawn from the Australian road sector.
Road corridor	The road corridor comprises the space alongside, under and over the travelled way.
Road infrastructure	All physical road-related assets, including roads and pavements, bus and cycling facilities, tunnels, complex bridges, rest areas, signage, landscaping, animal crossings under and over roads, noise barriers, traffic signals and lighting.

Term	Definition
RoadTek	A commercial business within TMR, RoadTek is a major provider of transport infrastructure solutions throughout Queensland.
Roadworks	Planning, designing, building, maintaining, replacing, operating or upgrading any part of the road network, state strategic roads, regional roads and district roads (but not local roads).
Rollingstock	Rail locomotives and wagons.
Royalties for the Regions	A Queensland Government initiative to invest in regional community infrastructure projects. This initiative helps regions hosting major resource developments receive genuine long-term royalty benefits through better planning and targeted infrastructure investment. The program will help resource communities better manage the consequences of resource sector development, seize economic opportunities and encourage growth.
Safer Roads Sooner	The Queensland Government's targeted program to improve the road safety performance of state-controlled and national road networks. It is funded by revenue from camera-detected offences, and delivers projects to address the road toll and reduce the number of people who sustain serious injuries in road crashes.
Service Delivery Statements (SDS)	Budgeted financial and non-financial information for the Budget year. In addition to financial statements, the SDS includes TMR's achievements, highlights for the forthcoming year and performance statements.
State Infrastructure Plan	Outlines the Queensland Government's strategic direction for the planning, investment and delivery of infrastructure in Queensland
Stakeholder	Anyone or any group who either influences or is affected by our business.
State-controlled roads	Roads controlled and managed by the Queensland Government. They include the AusLink national road network, state strategic roads, regional roads and district roads (but not local roads).
Strategic plan	A high level document used to communicate departmental vision, purpose and objectives to provide a foundation for operational delivery.
Transport System Planning Program	Aimed at funding transport planning, modelling and investment proposal activities for all modes of transport across all regions of Queensland. The program plans an integrated transport system that promotes the right investment at the right time and drives better transport outcomes for Queensland.
Twin-steer axle	a group of 2 axels, with single tyres, fitted to a motor vehicle, connected to the same steering mechanism and the horizontal distance between the centre-lines of which is at least 1m but not more than 2m.
Twitter	Twitter is an online social networking service that enables users to send and read short 140-character messages called 'tweets'.
Waze Traffic	Waze is the world's largest community-based traffic and navigation app, enabling users to share real-time traffic and road information.
Wide centre line treatments	Painting two white lines one metre apart in the centre of the road to provide greater separation for opposing traffic.
Yammer	A private social network used within organisations for internal communication and collaboration.

ACRONYMS

Acronym	Definition
3PCM	Portfolio, Program, Project, and Contract Management
ARC	Audit and Risk Committee
ARG	Accessibility Reference Group
ARRB	Australian Roads Research Board
ASC	Aboriginal Shire Council
ATSI	Aboriginal and Torres Strait Islander
AV	Automated vehicle
BCC	Brisbane City Council
BIM	Building Information Modelling
CAVI	Cooperative and Automated Vehicle Initiative
CBD	Central business district
CCTV	Closed-circuit television
CDOP	Camera Detected Offence Program
CE Lab	Customer Experience Lab
C-ITS	Cooperative Intelligent Technology System
CMS	Complaints management system
CSC	Customer service centre
CSIRO	Commonwealth Scientific and Industrial Research Organisation
CSSR	Customer Services, Safety and Regulation Division
CYRP	Cape York Region Package
DAW	Disability Action Week 2017
DDI	Diverging Diamond Interchange
DG	Director-General
DRT	Demand Responsive Transport
DSP	Disability Service Plan
DVA	Department of Veterans' Affairs
eDRMS	Electronic document and records management system
ELT	Executive Leadership Team
EOS	Employee Opinion Survey

Acronym	Definition
ESU	Ethical Standards Unit
ETM	Event Traffic Marshal
EV	Electric Vehicle
EVP	Emergency Vehicle Priority
Ex-TC	Ex-Tropical Cyclone
FTE	Full-time equivalent
GBRWHA	Great Barrier Reef World Heritage Area
GC2018	Gold Coast 2018 Commonwealth Games™
GCLR	Gold Coast Light Rail
GECO	Go Anywhere, Connect Online
GOC	Government owned corporations
HR	Human Resources
HVSP	Heavy Vehicle Safety and Productivity Program
IATN	Integrated Accessible Transport Network
ICT / IT	Information and Communication Technology / Information Technology
IDLU	Indigenous Driver Licensing Unit
IEN	Indigenous Employee Network
IIC	Information Investment Committee
IMD	Infrastructure Management and Delivery Division
IP Act	<i>Information Privacy Act 2009</i>
IRIS	Integrated Records and Information System
ISC	Information and Systems Committee
ISSN	International Standard Serial Number
ITS	Intelligent Transport Systems
LED	Light-emitting diode
LTIFR	Lost Time Injury Frequency Rate
MaaS	Mobility as a Service
MIF	Marine Infrastructure Fund
MLP	Market-Led Proposal

Acronym	Definition
MoU	Memorandum of Understanding
MSQ	Maritime Safety Queensland
NACoE	National Asset Centre of Excellence
NARP	Northern Australia Roads Program
NDRRA	Natural Disaster Relief and Recovery Arrangements
NGR	New Generation Rollingstock
NPF	<i>National Policy Framework for Land Transport Technology</i>
P2L	Passport 2 Leadership
PCNP	Principal Cycle Network Plan
PPI	Policy, Planning and Investment
PPN	Planning and Performance Network
PSC	Public Service Commission
QAO	Queensland Audit Office
QDAN	Queensland Disposal Authority Number
QDMA	Queensland Disaster Management Arrangement
QGAP	Queensland Government Agent Program
QLCSG	Queensland Level Crossing Safety Group
QMFC	Queensland Ministerial Freight Council
QO	Queensland Ombudsman
QPP	<i>Queensland Procurement Policy</i>
QPS	Queensland Police Service
QR	Queensland Rail
QTRIP	Queensland Transport and Roads Investment Program
RACQ	Royal Automotive Club of Queensland
RADAR	Recording Asset Damage and Restoration
RDS	Retention and Disposal Schedule
ReefVTS	Great Barrier Reef and Torres Strait Vessel Traffic Services
RRR	Rockhampton Ring Road
RRTG	Regional Roads and Transport Group
RTI Act	Right to information act 2009
SAP	System, application and products
SCRN	State-controlled road network

Acronym	Definition
SCSS	School Cross supervisor scheme
SDS	Service Delivery Statements
SEQ	South East Queensland
SES	Senior Executive Service
SES/SO	Senior Executive Service/Senior Officer
SHE	Salvus
SLT	Senior leadership team
SO	Senior Officer
TAP	Transport Academic Partnership
TCP	Transport and Coordination Plan 2017 -2027
TEC	Transport Enabling Charities
TET	Township Entry Treatment
TIPPS	Transport Infrastructure Portfolio Plan and Schedule
TMC	Traffic Management Centres
TMR	Department of Transport and Main Roads
TOD	Transit Oriented Development
TRSP	Targeted Road Safety Program
TSRC	Toowoomba Second Range Crossing
V1	Veloway 1
VTS-DST	Vessel Traffic Systems – Decision Support Tool
WHS	Workplace Health and Safety
WHSQ	Workplace Health and Safety Queensland
WiL	Women in Leadership

COMPLIANCE CHECKLIST

Summary of requirement		Basis for requirement	Annual report reference
Letter of compliance	A letter of compliance from the accountable officer or statutory body to the relevant Minister/s	ARRs – section 7	Page 4
Accessibility	Table of contents, Glossary	ARRs – section 9.1	Pages 3, 253–256
	Public availability	ARRs – section 9.2	Page 2
	Interpreter service statement	Queensland Government Language Services Policy	Page 2
		ARRs – section 9.3	
	Copyright notice	Copyright Act 1968 ARRs – section 9.4	Page 2
	Information Licensing	QGEA – Information Licensing ARRs – section 9.5	Page 2
General information	Introductory Information	ARRs – section 10.1	Pages 2, 12–13
	Agency role and main functions	ARRs – section 10.2	Pages 5,6,139, 234
	Machinery of Government changes	ARRs – section 31 and 32	n/a
	Operating environment	ARRs – section 10.3	Pages 8–9,16–19
Non-financial performance	Government's objectives for the community	ARRs – section 11.1	Page 7
	Other whole-of-government plans / specific initiatives	ARRs – section 11.2	Pages 40, 119, 120,122, 143, 144, 155, 160, 161, 173, 177
	Agency objectives and performance indicators	ARRs – section 11.3	Pages 26–125
	Agency service areas and service standards	ARRs – section 11.4	Pages 235–245
Financial performance	Summary of financial performance	ARRs – section 12.1	Pages 14–15

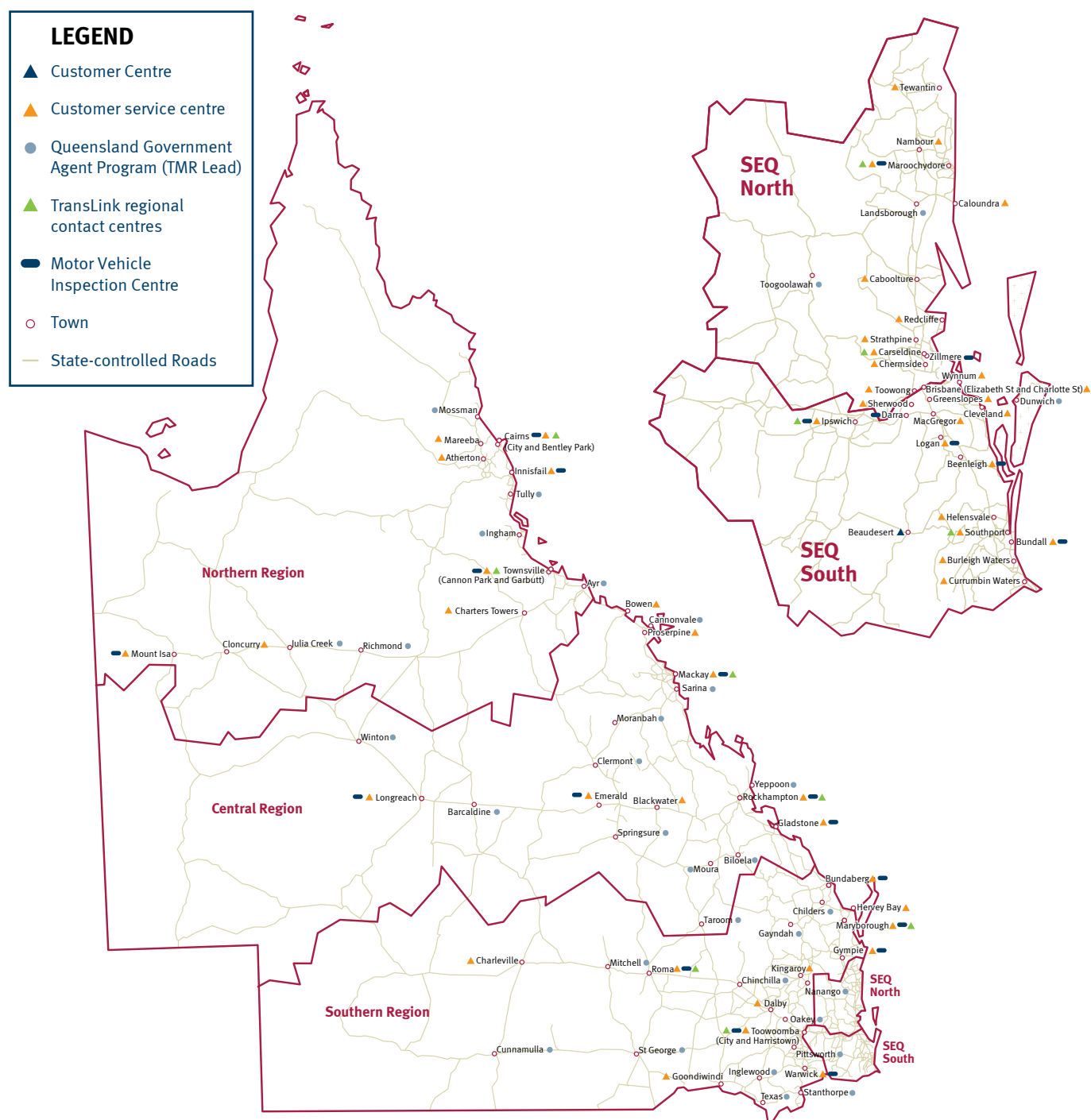
Summary of requirement		Basis for requirement	Annual report reference
Governance – management and structure	Organisational structure	ARRs – section 13.1	Page 128
	Executive management	ARRs – section 13.2	Pages 130–132
	Government bodies (statutory bodies and other entities)	ARRs – section 13.3	Pages 148–149
	Public Sector Ethics Act 1994	Public Sector Ethics Act 1994 ARRs – section 13.4	Pages 133, 147
	Queensland Public Service Values	ARRs – section 13.5	Pages 7, 168–171
Governance – risk management and accountability	Risk management	ARRs – section 14.1	Pages 143–144
	Audit committee	ARRs – section 14.2	Pages 135–136
	Internal audit	ARRs – section 14.3	Pages 150–151
	External scrutiny	ARRs – section 14.4	Pages 146–148
	Information systems and recordkeeping	ARRs – section 14.5	Pages 152–153
Governance – human resources	Strategic workforce planning and performance	ARRs – section 15.1	Pages 166, 173–174
	Early retirement, redundancy and retrenchment	Directive No.11/12 Early Retirement, Redundancy and Retrenchment	Page 172
		Directive No.16/16 Early Retirement, Redundancy and Retrenchment (from 20 May 2016) ARRs – section 15.2	
Open Data	Statement advising publication of information	ARRs – section 16	Page 2
	Consultancies	ARRs – section 33.1	data.qld.gov.au
	Overseas travel	ARRs – section 33.2	data.qld.gov.au
	Queensland Language Services Policy	ARRs – section 33.3	data.qld.gov.au
Financial statements	Certification of financial statements	FAA – section 62 FPMS – sections 42, 43 and 50 ARRs – section 17.1	Page 225
	Independent Auditor's Report	FAA – section 62 FPMS – section 50 ARRs – section 17.2	Page 226–230

FAA - Financial Accountability Act 2009

FPMS - Financial and Performance Management Standard 2009

ARRs - Annual report requirements for Queensland Government agencies

WHERE TO FIND US



Our principal place of business is 61 Mary Street, Brisbane, Queensland 4000.

Addresses for the department's statewide network of Customer Service Centres are listed below. For details about the services we provide, visit our website at www.tmr.qld.gov.au or telephone our call centre on 13 23 80*.

*Local call charge in Australia. Higher rates apply from mobile phones and payphones. Check with your service provider for call costs. For international callers, please phone +61 7 3834 2011.

Customer Service Centres

Suburb/town	Address
Atherton	Shop 2, 13B Herberton Road, Atherton QLD 4883
Beenleigh	31 Logan River Road, Beenleigh QLD 4207
Blackwater	8 Blain Street, Blackwater QLD 4717
Bowen	6 Herbert Street, Bowen QLD 4805
Brisbane (City)	229 Elizabeth Street, Brisbane QLD 4000
Brisbane (Charlotte Street)	Queensland Government Service Centre, 33 Charlotte Street, Brisbane QLD 4000
Bundaberg	9 Production Street, West Bundaberg QLD 4670
Bundall	30 Upton Street, Bundall QLD 4217
Burleigh Waters	Shop 1, Burleigh Home Space, 1 Santa Maria Court, Burleigh Waters QLD 4220
Caboolture	Cnr Aerodrome Road and Piper Street, Caboolture QLD 4510
Cairns (Bentley Park)	Shop 18, Bentley Village Shopping Centre, 96 McLaughlin Road, Bentley Park QLD 4869
Cairns (Kenny Street)	82-86 Kenny Street, Portsmith, Cairns QLD 4870
Caloundra	54 Canberra Terrace, Caloundra QLD 4551
Charleville	Hood Street, Charleville QLD 4470
Charters Towers	11-15 Church Street, Charters Towers QLD 4820
Chermside	766 Gympie Road, Chermside QLD 4032
Cleveland	Ross Court Centre, Cnr Bloomfield Street and Ross Court, Cleveland QLD 4163
Cloncurry	16-22 Ramsay Street, Cloncurry QLD 4824
Currumbin Waters	Unit 3, 109 Currumbin Creek Road, Currumbin Waters QLD 4223
Dalby	20 Cunningham Street, Dalby QLD 4405
Emerald	83 Esmond Street, Emerald QLD 4720
Gladstone	2 Paterson Street, Gladstone QLD 4680
Goondiwindi	6 Brisbane Street, Goondiwindi QLD 4390
Greenslopes	Greenslopes Shopping Mall, 700 Logan Road (Cnr Plimsoll Street), Greenslopes QLD 4120
Gympie	Floor 1, 50 River Road, Gympie QLD 4570
Helensvale	Helensvale Plaza Shopping Centre, 12 Sir John Overall Drive, Helensvale QLD 4212
Hervey Bay	50-54 Main Street, Pialba QLD 4655
Innisfail	12-14 Clifford Road, Innisfail QLD 4860
Ipswich	2 Colvin Street, North Ipswich QLD 4305
Kingaroy	Artie Kerr Building, 130 Kingaroy Street, Kingaroy QLD 4610

Suburb/town	Address
Logan City	43–45 Jacaranda Avenue, Logan Central QLD 4114
Longreach	14 Wonga Street, Longreach QLD 4730
Macgregor	Kessels Court, 567 Kessels Road, Macgregor QLD 4109
Mackay	Cnr Endeavour Street and Industrial Street, Mackay QLD 4740
Mareeba	147 Walsh Street, Mareeba QLD 4880
Maroochydore	6 Kelly Court (off Kayleigh Drive), Maroochydore QLD 4558
Maryborough	Bright Street, Maryborough QLD 4650
Mount Isa	Shop 1, 29 Simpson Street, Mount Isa QLD 4825
Nambour	Cnr Stanley Street and Coronation Avenue, Nambour QLD 4560
Proserpine	17 Main Street, Proserpine, QLD 4800
Redbank**	Shop 221, Level 2, Redbank Plaza Shopping Centre, 1 Collingwood Drive, Redbank QLD 4301
Redcliffe (Kippa Ring)	Cnr Beach Street and Bingle Street, Kippa Ring QLD 4021
Rockhampton	31 Knight Street, North Rockhampton QLD 4701
Roma	56-58 Gregory Street, Roma QLD 4455
Sherwood	14 Primrose Street, Sherwood QLD 4075
Southport	265 Nerang Street, Southport QLD 4215
Strathpine	43 Bells Pocket Road, Strathpine QLD 4500
Tewantin	8 Sidoni Street, Tewantin QLD 4565
Toowong	15 Lissner Street, Toowong QLD 4066
Toowoomba (Cannon Park)	Shop 14, 31–57 High Range Drive, Thuringowa QLD 4817
Toowoomba (Harristown)	Cnr Yaldwyn Street and Warwick Street, Toowoomba QLD 4350
Townsville (City)	146 Wills Street, Townsville QLD 4810
Townsville (Garbutt)	21-35 Leyland Street, Garbutt QLD 4814
Warwick	51 Victoria Street, Warwick QLD 4370
Wynnum	139 Tingal Road, Wynnum QLD 4178
Zillmere**	69 Pineapple Street, Zillmere QLD 4034

Notes:

** Limited services available due to size and location of centre office.

TMR has four mobile customer service centre units operating across Queensland to deliver services to regional and remote areas.

TMR's Indigenous Driver Licensing Unit (based in Cairns, Bentley Park office) also delivers a range of licensing services to remote areas.

Queensland Government Agency Program

Suburb/town	Address
Ayr QGAP	Ayr Magistrates Court, 163 Queen Street Ayr QLD 4807
Barcaldine QGAP	65 Ash Street, Barcaldine QLD (temporary)
Beaudesert Customer Centre	Tenancy 2, 1 Telemon Street, Beaudesert QLD 4285
Biloela QGAP	60 Kariboe Street, Biloela QLD 4715
Cannonvale QGAP	Shops 5–7, 11 Island Drive, Cannonvale QLD 4802
Childers QGAP	Childers Magistrates Court, 67 Churchill Street, Childers QLD 4660
Chinchilla QGAP	Chinchilla Magistrates Court, Heeney Street, Chinchilla QLD 4413
Clermont QGAP	Clermont Magistrates Court, 44 Daintree Street, Clermont QLD 4721
Cunnamulla QGAP	Cunnamulla Magistrates Court, 5 Stockyard Street, Cunnamulla QLD 4490
Gayndah QGAP	Gayndah Magistrates Court, 20 Capper Street, Gayndah QLD 4625
Ingham QGAP	Ingham Magistrates Court, 35 Palm Terrace, Ingham QLD 4850
Inglewood QGAP	25 Albert Street, Inglewood QLD 4387
Julia Creek QGAP	Julia Creek Magistrates Court, 14 Burke Street, Julia Creek QLD 4823
Landsborough QGAP	Landsborough Magistrates Court, 12 Caloundra Street, Landsborough QLD 4550
Mitchell QGAP	Mitchell Magistrates Court, Cnr Mary and Dublin Streets, Mitchell QLD 4465
Moranbah QGAP	Moranbah Magistrates Court, 21 Griffin Street, Moranbah QLD 4744
Mossman QGAP	Mossman Magistrates Court, 27 Front Street, Mossman QLD 4873
Moura QGAP	Marshall and Shirley Streets, Moura QLD 4718
Nanango QGAP	Nanango Magistrates Court, 30 Henry Street, Nanango QLD 4615
North Stradbroke Island QGAP	5 Ballow Street, Dunwich QLD 4183
Oakey QGAP	Oakey Magistrates Court, 73 Campbell Street, Oakey QLD 4401
Pittsworth QGAP	Pittsworth Magistrates Court, 77 Yandilla Street, Pittsworth QLD 4356

Suburb/town	Address
Richmond QGAP	Richmond Magistrates Court, 53 Goldring Street, Richmond QLD 4822
Sarina QGAP	Sarina Magistrates Court, 52-54 Broad Street, Sarina QLD 4737
Springsure QGAP	Springsure Magistrates Court, 45 Eclipse Street, Springsure QLD 4722
St George QGAP	St George Magistrates Court, The Terrace, St George QLD 4487
Stanthorpe QGAP	51 Marsh Street, Stanthorpe QLD 4380
Taroom QGAP	Taroom Magistrates Court, 33 Yaldwyn Street, Taroom QLD 4420
Texas QGAP	32 Cadell Street, Texas QLD 4385
Toogoolawah QGAP	Toogoolawah Magistrates Court, Hopkins Place, Gardner Street North, Toogoolawah QLD 4313
Tully QGAP	Tully Magistrates Court, 46 Bryant Street, Tully QLD 4854
Winton QGAP	Winton Magistrates Court, 59 Vindex Street, Winton QLD 4735
Yeppoon QGAP	21–23 Normanby Street, Yeppoon QLD 4703

The department also owns a Customer Centre at Beaudesert which is part of the Queensland Government One Stop Shop Program pilot.

Key regional maritime offices

Suburb/town	Address
Brisbane	Floor 1, Pinkenba Marine Operations Base, MacArthur Avenue East, Pinkenba QLD 4008
Cairns	Floor 1, Portsmouth Marine Operations, 100-106 Tingira Street, Portsmouth QLD 4870
Gladstone	Floor 7, 21 Yarroon Street, Gladstone QLD 4680
Mackay	Floor 3, Mackay Government Office Building, 44 Nelson Street, Mackay QLD 4740
Townsville	60 Ross Street, Townsville QLD 4810
Townsville (Garbutt)	21–35 Leyland Street, Garbutt QLD 4814
Warwick	51 Victoria Street, Warwick QLD 4370
Wynnum	139 Tingal Road, Wynnum QLD 4178

TransLink regional contact centres

Suburb/town	Address
Cairns	Floor 4, 15 Lake Street, Cairns QLD 4870
Carseldine	Floor 3, 532 Beams Road, Carseldine QLD 4034
Ipswich	2 Colvin Street, North Ipswich QLD 4035
Mackay	Floor 3, 44 Nelson Street, Mackay QLD 4740
Maroochydore	Building 1, Ground Floor, 131 Sugar Road, Maroochydore QLD 4558
Maryborough	Bright Street, Maryborough QLD 4650
Rockhampton	31 Knight Street, North Rockhampton QLD 4701
Roma	30 McDowall Street, Roma QLD 4455
Southport	Floor 8, 12 Marine Parade, Southport QLD 4215
Toowoomba	1-5 Philip Street (corner Clopton Street), Toowoomba QLD 4350
Townsville	Floor 1, 21-35 Leyland Street, Garbutt QLD 4814

Traffic management centres

Office	Contact
Brisbane Metropolitan Transport Management Centre	Phone: (07) 3292 6000 Post: GPO Box 1434, Brisbane QLD 4001
Statewide Traffic Management Centre, Nerang	Phone: (07) 5561 3800
Maroochydore Traffic Management Centre	Phone: (07) 5313 8737
Townsville Traffic Management Centre	Phone: (07) 4421 8807
Cairns Traffic Management Centre	Phone: (07) 4045 7244
Toowoomba Traffic Management Centre	Phone: (07) 4639 0700

Transport and traffic information

Office	Contact
Public transport	Phone: 13 12 30 Web: www.translink.com.au
Traffic information	Phone: 13 19 40 Web: qldtraffic.qld.gov.au

Motor vehicle inspection centres (MVIC)

Suburb	Address
South East Queensland South	Darra MVIC, Argyle Parade, Darra 4077
	Ipswich MVIC, 2 Colvin Street, North Ipswich 4305
	Bundall MVIC, 30 Upton Street, Bundall 4217
	Beenleigh MVIC, 31 Logan River Road, Beenleigh 4207
South East Queensland North	Logan MVIC, 43-45 Jacaranda Avenue, Logan Central 4114
	Maroochydore MVIC, 5 Kelly Court, Maroochydore QLD 4558
Southern	Zillmere MVIC, 69 Pineapple Street, Zillmere QLD 4034
	Bundaberg MVIC, 14 Production Street, Bundaberg QLD 4670
	Maryborough MVIC, Bright Street, Maryborough QLD 4650
	Warwick MVIC, 1 Parker Street, Warwick QLD 4370
	Roma MVIC, 44 Tiffin Street, Roma QLD 4455
	Toowoomba (Harristown) MVIC, Cnr Yaldwyn and Warwick Streets, Toowoomba QLD 4350
Central	Gympie MVIC, 17 Oak Street, Gympie QLD 4570
	Emerald MVIC, 20 Batts Street, Emerald QLD 4720
	Mackay MVIC, Corner Endeavour and Industrial Streets, Mackay QLD 4740
	Longreach MVIC, 14 Wonga Street, Longreach QLD 4730
Northern	Gladstone MVIC, 2 Paterson Street, Gladstone QLD 4680
	Rockhampton MVIC, 31 Knight Street, North Rockhampton QLD 4701
	Cairns MVIC, 82-86 Kenny Street, Portsmith 4870
	Townsville MVIC, 21-35 Leyland Street, Garbutt 4814
	Mount Isa MVIC, 17 Enterprise Road, Mount Isa 4825
	Innisfail MVIC, 12-14 Clifford Road, Innisfail 4860

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