Unite & Recover

Department of Transport and Main Roads

# ANNUAL REPORT 2021–2022

Queensland Government

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## Letter of compliance

21 September 2022

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 2021–22 and financial statements for the Department of Transport and Main Roads.

I certify that this annual report complies with:

- the prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2019*
- the detailed requirements set out in the Annual Report requirements for Queensland Government agencies.

A checklist outlining the annual report requirements can be found on page 219 of this annual report.

Yours sincerely

Neil Scales OBE
**Director-General**
**Department of Transport and Main Roads**

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# About us

## Our role

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

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

In 2021–22, TMR administered an operating budget of $6.930 billion, a capital budget of $3.729 billion and managed assets worth $86.389 billion.

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

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

## What the report contains

The Department of Transport and Main Roads' Annual Report 2021–22 describes TMR's operations for the financial year from 1 July 2021 to 30 June 2022.

The report structure is separated into four main sections that align with our vision, to create a single integrated transport network accessible to everyone. Our progress is enabled by TMR's organisational structure and delivered by TMR's people.

## Why we have an Annual Report

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

## Accessing the Annual Report

The Annual Report is available on TMR's website at https://www.tmr.qld.gov.au/annualreport.

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

- school transport operator payments
- consultancies
- Queensland Language Services Policy.

An overseas travel expenditure report for the 2021–22 reporting year was not required due to no overseas travel being undertaken by any officers from the Department of Transport and Main Roads.

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

## Transport and Main Roads Strategic Plan

TMR's *Strategic Plan 2019–2023 (revised for 2021–22)* is a four-year direction-setting document that outlines a strong vision and purpose for the creation of a single integrated transport network accessible to everyone. The plan represents the third year of a strategic planning cycle that commenced on 1 July 2019 and was informed by extensive consultation from across TMR and with other Queensland Government agencies.

The strategic plan demonstrates:

- how TMR contributes to the Queensland Government's objectives for the community
- responds to the opportunities and challenges facing TMR, and
- delivers for customers through the five strategic objectives centred around an accessible, safe, responsive, efficient and sustainable transport system.

## Business planning

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

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

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# Director-General message

Welcome to the 2021–22 Annual Report for the Department of Transport and Main Roads (TMR).

While the unprecedented events of the past year have tested our resilience and presented challenges on multiple fronts, I'm proud to say that we've strengthened our resolve to deliver a single, integrated transport system accessible to all Queenslanders.

This year's Annual Report reflects on the strategic direction, priorities and values that underpin our work and drive our ambitious forward agenda. By embracing innovation, harnessing the latest technology, and working with our industry partners we've helped to keep our state moving and connect Queenslanders to the services they need.

We've also maintained a strong focus on safety and delivered on flood recovery throughout the year with key initiatives including border protection for heavy vehicles, assistance to the maritime industry, and coordinating repairs to road and transport networks impacted by extreme flooding. As ever, none of these achievements would be possible without the enduring and continuing commitment of our talented and dedicated people.

## Investing in a connected future

Population growth, increased network demand, emerging technologies, and pandemic recovery are all factors driving significant investment in Queensland's infrastructure agenda.

The Queensland Transport and Roads Investment Program (QTRIP) 2022–23 to 2025–26 (see page 29) provides a $29.7 billion plan that will support 25,200 jobs and deliver major transformation across our network.

Priority projects being delivered across the state include the Bruce Highway Upgrade Program including Caboolture-Bribie Island Road to Steve Irwin Way upgrade (see page 74), Logan and Gold Coast Faster Rail and Gold Coast Light Rail Stage Three projects (see page 79), Varsity Lakes to Tugun and Daisy Hill to Logan Motorway M1 upgrades (see page 81), Rockhampton Ring Road (see page 59), Cairns Ring Road, Cairns CBD to Smithfield (see page 39), and Cape York Region Package Stage Two (see page 40).

The Queensland Train Manufacturing Program was established to meet the increasing demand on rail transport in South East Queensland across the next 10 years (see page 95). The Queensland Government has committed $600 million in QTRIP 2022–23 to 2025–26, which forms part of the $7.1 billion plan to deliver 65 six-car passenger trains manufactured at a purpose-built manufacturing facility at Torbanlea, in the Maryborough region. The program will also deliver a rail facility at Ormeau in the Gold Coast region.

The Brisbane 2032 Olympic and Paralympic Games (see page 18) will create enormous opportunities for our state in terms of jobs and innovation. We are undertaking preparatory work that will ensure we are ideally placed to provide the transport networks and services necessary to support the world's biggest sporting event.

TMR has also continued to invest in infrastructure and initiatives through the Active Transport Investment Program (see page 33) to enable and encourage more Queenslanders to ride bicycles and walk for transport, recreation, and health.

## Working in partnership and delivering for our customers

Our *Strategic Plan 2019–2023* (see page 12) demonstrates how TMR contributes to the Queensland Government's objectives for the community and delivers for our customers.

The past year has also seen us work with industry partners to develop, trial and implement innovative and sustainable technologies that can meet the needs, expectations and travel behaviours of our customers into the future. Trials of the Smart Ticketing project (see page 86) continued during 2021–22, with 98.4 per cent positive or neutral customer feedback on the new devices installed on light and heavy rail. On demand responsive transport (DRT) trials in Logan, and the new pilot that has been rolled out on the Gold Coast, have also proven to be popular. We have seen more than 175,000 passenger trips taken since DRT's inception, prompting an extension to June 2023.

We've continued to progress the digital transformation of our service delivery to allow customers to transact digitally. Our Robotic Process Automation program (see page 89) has improved response times for customers while freeing up staff to focus on more complex customer enquiries. The introduction of our messaging option (see page 90) allows customers to use their mobile devices to converse with customer service staff on their terms. Since its introduction, more than 80,000 conversations have been conducted with customers in the messaging environment.

Our *Accessibility and Inclusion Plan 2022–2024* (see page 89) was released in May 2022, outlining the key focus areas and actions we will take to embed accessibility and inclusion in everything we do. We also continued our critical role in reforming the *Disability Standards for Accessible Public Transport 2002* (Cth) to ensure they are fit for purpose and meet the current needs of the people who use our services. This was undertaken in partnership with the Australian Government, state and territory jurisdictions, and the disability and transport sectors.

Initiatives to promote sustainable transport and reduce greenhouse gas emissions on the transport network were a strong focus for TMR. During the year, we led the development of the *Queensland's Zero Emission Vehicle Strategy 2022–2032* (see page 33) that supports an investment of $55 million to further accelerate electric vehicle uptake across Queensland. We also made a commitment that all new urban buses in South East Queensland will be zero emission buses by 2025 (see page 97), with implementation for regional Queensland to follow between 2025 and 2030.

## Keeping Queenslanders safe

TMR continued to demonstrate a strong commitment to safety through the actions we took to keep Queenslanders safe when moving through our state and using our services. This commitment was seen throughout COVID-19 restrictions and lockdowns, and in helping affected communities to recover from the impacts of extreme flooding (see page 98).

In April 2022, the *Queensland Road Safety Strategy 2022–31* and *Queensland Road Safety Action Plan 2022–24* were released (see page 98), reaffirming our state's commitment to zero road trauma by 2050. The strategy takes a new approach to road safety that involves responding to community needs at the local level, building partnerships with new stakeholders, and leveraging new technologies and data to improve road safety outcomes.

The StreetSmarts road safety initiative delivered a range of activities during 2021–22 to improve road safety in Queensland (see page 100), including the successful 'All good. All bad' drink driving campaign and the 'You lapse, You Lose' risky driving campaign. In September 2021, tough new drink driving reforms were introduced to improve road safety outcomes on Queensland roads (see page 98).

Rail safety remains a major focus (see page 102), with TMR providing rail safety-related policy advice to the Queensland Government, maintaining regulatory oversight of the safe transport of dangerous goods by rail and providing support to accredited tourist and heritage rail operators. We also oversaw the *Queensland Level Crossing Safety Strategy*, working in collaboration with stakeholders on current level crossing safety issues in Queensland.

We also played a vital role in keeping mariners and people who use our waterways safe, with our Maritime Enforcement Team intercepting 3200 vessels as well as enhancing direct engagement with the boating community and keeping Queensland waterways safe (see page 104). The War on Wrecks program (see page 104) also achieved a significant milestone in May 2022 with the 1000th vessel to be removed or resolved with owners under the program.

## Working with First Nations' peoples and communities

My department has a long and proud tradition of working in partnership with First Nations' peoples and engaging with their history, language, culture, and stories. I have been privileged in my role as Director-General to build lasting relationships with many First Nations' peoples and communities across the state and I am honoured to continue to serve the community of Woorabinda in my role as Government Champion.

TMR continues to work with the Woorabinda community to improve economic and social outcomes and address barriers to effective service delivery in the region (see page 97). This has included working with local people on their response to COVID-19 and continuing works under the Memorandum of Understanding to build the community's capability in road infrastructure. We established an Indigenous Strategy Unit within TMR to coordinate the work our department is doing to deliver sustainable social, environmental, and economic outcomes for First Nations' peoples across Queensland.

## Supporting, developing, and recognising our people

The way our TMR family worked together to support each other, our customers, and our communities through recent challenges is a source of great pride for me and for our department. In a year marked by uncertainty and change, we've focused on providing an environment of safety, wellbeing and continuous learning where our people feel valued and empowered to do their best work.

Guided by our *Cultural Capability Action Plan*, we've furthered our commitment to inclusion and diversity through the celebration of significant First Nations events, such as Reconciliation Week and NAIDOC Week (see page 117). We also maintained a strong focus on promoting gender diversity and equality and becoming an employer of choice for women (see page 117).

We've developed a holistic approach to supporting the health of our people, with initiatives that highlight their physical, psychological, and social wellbeing both in their personal and working lives.

We also made great strides in furthering an already strong learning culture across TMR with the launch of a dedicated learning platform (see page 119) that houses a range of learning and development resources, supported by a network of staff advocates who champion initiatives across TMR. An increasing number of our people are also receiving peer support to achieve their goals, develop leadership skills, and create broader networks through our OneTMR and Women in Leadership mentoring programs (see page 120).

There is no better reward for me than seeing the talents and efforts of TMR staff recognised at both external award ceremonies and through our own internal CUBIE Awards (see page 121). The past year saw our people and teams recognised for a range of achievements including in the Australian Human Resources Institute Awards, Australian Shipping and Maritime Industry Awards, Buy Queensland Buyer Awards, National Infrastructure Award, Community Recovery Ready Reserve Reward and Recognition Awards, and Women in Digital Awards.

The past year has reinforced many things, including the importance of being agile and adapting to change. I believe the strength and commitment of our people and our willingness to work with the community and our industry partners to harness new ideas and emerging technologies will set us up to deliver into the future, and I look forward to seeing what we can achieve together.

**Neil Scales OBE**
Director-General
Department of Transport and Main Roads

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# Chief Finance Officer's Report

## Summary

The department's financial sustainability plan supports the department's strategic priorities through maintaining a strong financial framework, investing in priorities, providing revenue assurance, and achieving value for money.

The department recorded a small operating deficit (less than 1% of TMR's spend) of $61 million in 2021–22, which is largely due to the change in accounting treatment for Software as a Service. This is a tremendous result given the impact of COVID-19 on the department's operating position, with the reduction in fare revenue in South East Queensland and costs relating to increased sanitisation on public transport services, border control measures, and quarantine transportation, of approximately $195 million.

The department successfully delivered its $4.098 billion capital program ahead of schedule for a fifth year in a row, due to accelerated expenditure on a number of projects, including Bruce Highway Upgrades, Coomera Connector and Townsville Ring Road.

We have seen significant increases in key construction costs during the year relating to fuel, steel and labour arising from market conditions resulting in a 12 per cent increase in the department's infrastructure assets, with the gross replacement cost exceeding $100 billion for the first time. This has led to an associated increase in depreciation of 9 per cent, with depreciation recorded at $1.038 billion for the year representing 1 per cent of the total cost base.

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

This financial summary provides an overview of the department's financial results for 2021–22. A comprehensive set of financial statements is provided in this report, which includes an analysis of actual expenditure compared to the published budget with explanations of major variances.

## Funding sources

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

Key drivers of the department's funding include the delivery of capital investment in the roads and transport infrastructure network and in the provision of our key objectives through operational service delivery. In 2021–22, the budgeted revenue for the department was $7.118 billion, and the capital budget was $3.729 billion.

## Administered revenue

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

## Financial performance

The department recorded an operating deficit of $61.08 million for 2021–22. Table 1 summarises the financial results of the department's operations for the past five financial years.

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

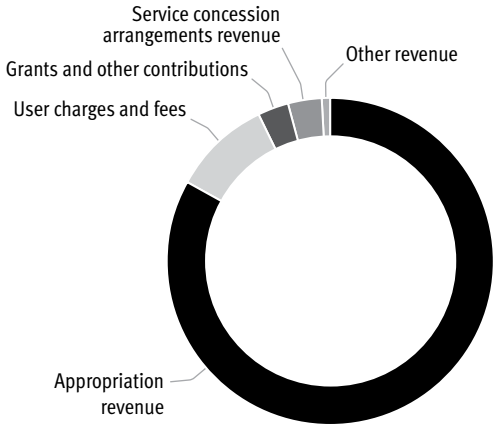
| Financial year | Total income | Total expenses | Operating result for the year |
|---|---|---|---|
| 2021–22 ($ '000) | 7,133,330 | 7,194,409 | (61,079) |
| 2020–21 ($ '000) | 6,785,407 | 6,770,731 | 14,676 |
| 2019–20 ($ '000) | 6,660,146 | 6,431,402 | 228,744 |
| 2018–19 ($ '000) | 6,144,435 | 6,172,880 | (28,445) |
| 2017–18 ($ '000) | 6,006,492 | 5,799,630 | 206,862 |

## Income

The department's total income of $7.133 billion included appropriation revenue from the Queensland Government of $5.928 billion, user charges of $703 million, service concession arrangements revenue of $232 million and grants and other contributions of $217 million. In 2021–22 the department's total income has increased by $348 million. Queensland Government appropriations are the main source of income and account for 83 per cent of total income earned in the reporting period.

**Figure 1: Income by category for the year ended 30 June 2022**

| Income | Income % | $ '000 |
|---|---|---|
| Appropriation revenue | 83.10 | 5,927,541 |
| User charges and fees | 9.86 | 703,281 |
| Grants and other contributions | 3.04 | 216,753 |
| Service concession arrangements revenue | 3.25 | 232,180 |
| Other revenue | 0.75 | 53,575 |
| Total income | | 7,133,330 |



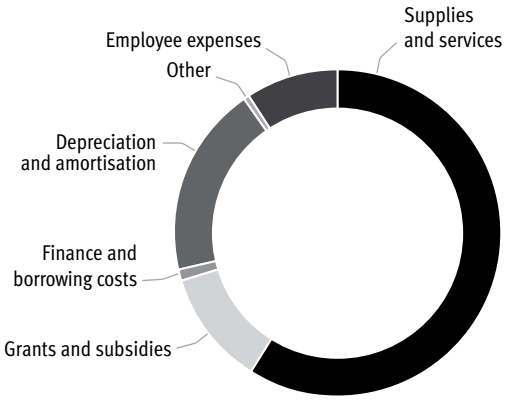

## Expenses

Total expenses for the department were $7.194 billion. Supplies and services was our largest category of expenditure, comprising 59 per cent of total expenditure, followed by depreciation and amortisation of assets, grants and subsidies, and employee expenses.

Approximately 73 per cent of total supplies and services consists of payments to operators of rail, bus, air and ferry services. Total expenses in 2021–22 has increased by $424 million.

**Figure 2: Expenses by category for the year ended 30 June 2022**

| Expenses | Expenses % | $ '000 |
|---|---|---|
| Employee expenses | 9.04 | 650,326 |
| Supplies and services | 59.08 | 4,250,502 |
| Grants and subsidies | 11.29 | 812,378 |
| Finance and borrowing costs | 1.11 | 79,971 |
| Depreciation and amortisation | 18.84 | 1,355,679 |
| Other | 0.64 | 45,553 |
| Total expenses | | 7,194,409 |




## Financial position

The net assets position reported in the financial statements shows the net worth of the department. At 30 June 2022, this was $90.708 billion. Table 2 summarises the department's financial position for the past five financial years.

**Table 2: Summary of financial position—Assets and liabilities**

| Financial year | Total assets | Total liabilities | Total equity |
|---|---|---|---|
| 2021–22 ($ '000) | 100,750,641 | 10,042,913 | 90,707,728 |
| 2020–21 ($ '000) | 87,402,208 | 10,218,610 | 77,183,598 |
| 2019–20 ($ '000) | 82,417,092 | 10,413,403 | 72,003,689 |
| 2018–19 ($ '000) | 67,262,349 | 2,508,073 | 64,754,276 |
| 2017–18 ($ '000) | 63,712,233 | 2,372,514 | 61,339,719 |

# Queensland Government's objectives for the community

In 2021–22 the Queensland Government's objectives for the community supported the state's economic recovery from COVID-19. The objectives were built around the *Unite and Recover - Queensland's Economic Recovery Plan*.

TMR continues to deliver significant projects and initiatives that contribute to wider government objectives and remains committed to ensuring Queensland's transport system contributes to a vibrant economy, a sustainable environment and the growth of regions and industries. TMR continued to connect Queenslanders by delivering clean, high-quality public transport services and building and maintaining efficient, reliable and safe transport infrastructure.

Some of TMR's achievements in 2021–22 are noted under each government objective.

### Safeguarding our health

- Continued improving the Queensland active transport network, encouraging more walking and bike riding in consultation with local governments and community groups.
- From August 2021, TMR worked closely with taxi, rideshare and limousine industry representatives to implement a mandatory Check-In Qld app QR code in personalised transport vehicles. Transport inspectors then undertook regular compliance activity to ensure taxis, rideshare and limousine operators fulfilled the Check-In Qld app QR code requirements while relevant health directions were in place.

### Supporting jobs

- Continued to support the revitalisation of Queensland's coastal shipping industry by overseeing the Maritime Jobs Taskforce and implementing taskforce recommendations in support of the health response to COVID-19, including by encouraging a better balance between foreign and locally-crewed vessels.
- Developed a draft *Minjerribah (North Stradbroke Island) Public Transport Strategy* to identify opportunities to improve the public transport network to, from and on Minjerribah. The strategy aims to support tourism, boost access to employment on the mainland and further develop the local economy.

### Backing small business

- Continued to support small business suppliers by applying the DESBT On Time Payment Policy for Small Business. Continued to apply measures implemented at the start COVID-19 where small businesses have been paid with immediate payment terms.
- Oversaw the implementation of programs to improve freight and supply chain efficiency, including through industry consultation as part of the Ministerial Freight Council.
- Backed small businesses to reduce overheads and red tape by digitising services.

### Making it for Queensland

- Oversaw the implementation of programs to ensure an effective, efficient and accessible public transport system, as well as the Queensland Accessible Transport Advisory Committee.
- Lead stage two of the Transport Network Pricing research program with deliverables including undertaking a review and preliminary analysis of proposed/implemented options pursued by other jurisdictions, and a preliminary assessment around their applicability in Queensland.

### Building Queensland

- Continued to implement and operate cooperative intelligent transport systems at key locations across Queensland to ready digital and physical infrastructure for the introduction of connected vehicles, expected to be commercially available in Australia from 2025.
- Hosted the 2021 QTRIP Industry Briefing, highlighting upcoming construction and maintenance works, and material demand across the state.

### Growing our regions

- Awarded new-generation state government regulated or subsidised aviation and long-distance coach contracts to ensure the continuation of services for regional Queenslanders. These contracts mean more affordable air travel and certainty for far north Queensland locals, with a six-year extension of the Local Fare Scheme.

### Investing in skills

- Identified skills shortages in Queensland's maritime workforce and implemented initiatives through the $21 million Backing Queensland Maritime Jobs commitment to reduce barriers to career progression and support a sustainable local workforce into the future.
- Welcomed a new cohort of 48 graduates in 2022 as part of the OneTMR Graduate Program.
- Increased opportunities to participate in the Aboriginal and Torres Strait Islander traineeship program and welcomed 10 trainees working in each division.
- Continued the Women in Leadership Mentoring Program, a key initiative within TMR's *Gender Equity Plan 2019–21* that supports an increase in women to progress to leadership positions.

### Backing our frontline services

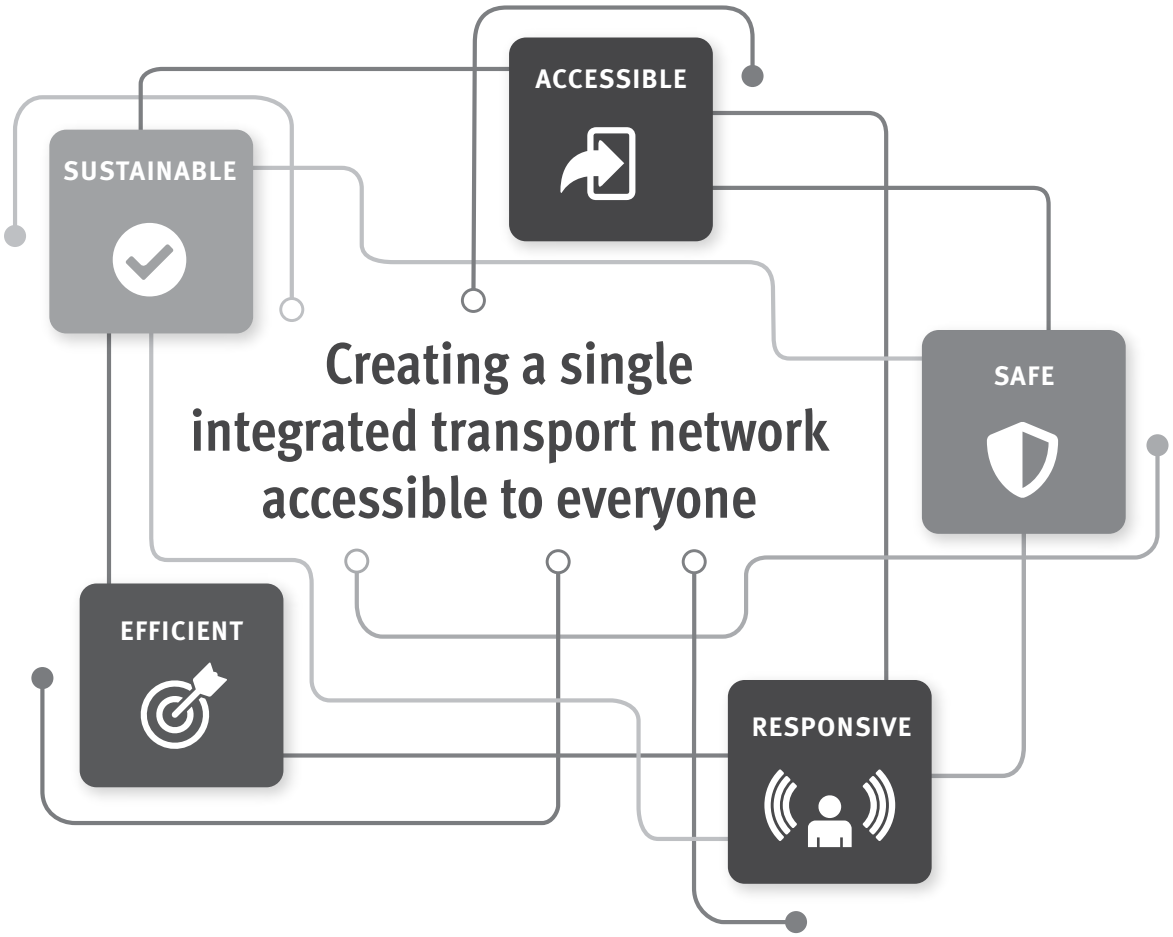
- Completed personalised transport industry reforms, providing greater choice for passengers and improving safety, accessibility, affordability, and accountability for both passengers and the industry.
- Implemented measures to increase Queensland's ready access to coastal shipping and maintain essential transport links.
- Implemented the Digital Licence App trial across Queensland, which gives customers access to licensing and registration services that are convenient, safe, and secure via a mobile device.

### Protecting the environment

- Launched TMR's Environmental Sustainability Policy.
- Continued to deliver the Smart LED Road Lighting project 2017–2026, which will see around 35,000 road lights replaced with more energy efficient technology.
- Continued to investigate opportunities to use recycled materials safely, sustainably, and responsibly in road construction, through the *Waste 2 Resource Strategy* and National Asset Centre of Excellence (NACOE) research program.
- Continued to meet commitments set out in the *Reef 2050 Long-Term Sustainability Plan* by leading master planning for priority ports at Gladstone, Townsville, Hay Point/Mackay, and Abbot Point.
- Extended the Queensland Electric Super Highway (QESH) from 31 to 55 locations, with 24 new sites announced in June 2021 that are expected to be operational by late-2022. This extension delivers more electric vehicle charging locations in regional Queensland. The QESH patronage is at an all-time high, and most energy for the QESH is sourced through green credits or offsets.
- Developed and released the new *Zero Emission Vehicle Strategy* to support the government's commitment to increase electric vehicle uptake and contribute to zero net emissions by 2050.
- Finalised TMR-wide climate change risk assessment project, to inform the future development of a TMR climate change strategy that will position TMR to respond to the physical and transitional risks posed by climate change.

# Strategic Plan

## 2019–2023 (revised for 2020–21)



# Our vision and purpose

## Creating a single integrated transport network accessible to everyone

To deliver to our customers, the Department of Transport and Main Roads (TMR) will value and support our workforce as our greatest strength, and in our decision-making and actions, we will respect, protect and promote human rights.

| | Objectives | Success looks like | Strategies to get there | Our objectives and strategies contribute to the Queensland Government's objectives for the community as follows: |
|---|---|---|---|---|
| Accessible | **Tailored connections for our customers and workforce to create an integrated and inclusive network** | • Improved access to the network<br>• Improved customer experience<br>• Improved inclusivity and diversity in the workforce | • Support Queensland communities through inclusive connections<br>• Facilitate solutions to improve accessibility and customer experience<br>• Build collaborative networks to strengthen knowledge and information flow across TMR<br>• Deliver more effective outcomes through a diverse and inclusive workforce | • Safeguarding our health<br>• Supporting jobs<br>• Backing small business<br>• Making it for Queensland<br>• Building Queensland<br>• Growing our regions<br>• Investing in skills<br>• Backing our frontline services |
| Safe | **Safe and secure customer journeys and TMR workplaces** | • Improved safety and security of the transport network<br>• Improved safety and wellbeing of our workforce<br>• Improved safety of our customers on the network<br>• Improved resilience of TMR systems | • Enable the safe introduction of new technologies and services onto the network<br>• Prioritise safety in all the work we do<br>• Design, operate and maintain a secure, safe, and resilient transport system | • Safeguarding our health<br>• Building Queensland<br>• Backing our frontline services |
| Responsive | **Our network, services and workforce respond to current and emerging customer expectations** | • Improved customer satisfaction<br>• Improved workforce satisfaction<br>• Improved digital engagement | • Enable adaptive solutions that respond to emerging transport technologies, customer expectations and government priorities<br>• Provide easy-to-use services<br>• Provide continuous learning opportunities to support an innovative and future-ready workforce | • Safeguarding our health<br>• Supporting jobs<br>• Backing small business<br>• Making it for Queensland<br>• Building Queensland<br>• Growing our regions<br>• Investing in skills<br>• Backing our frontline services<br>• Protecting the environment |
| Efficient | **Partnerships, integration, innovation and technology advance the movement of people and goods** | • Improved reliability of the transport network<br>• Value-for-money<br>• Improved partnerships with industry, government and the community | • Effectively utilise assets to deliver the best network outcome<br>• Work more effectively with internal and external stakeholders to create benefits for our customers<br>• Ensure best value-for-money approach to delivery<br>• Leverage technology, data and information to enhance network and organisational performance | • Supporting jobs<br>• Backing small business<br>• Making it for Queensland<br>• Building Queensland<br>• Growing our regions<br>• Investing in skills |
| Sustainable | **Planning, investment and delivery outcomes support a more liveable and prosperous Queensland** | • Reduced waste, infrastructure and transport emissions<br>• Increased uptake of active and shared transport modes<br>• Increased fiscal sustainability of investments and services | • Encourage active and shared transport modes<br>• Enhance network resilience to minimise the impacts of climate change and incidents<br>• Prioritise planning and investment decisions that enhance benefits realisation<br>• Support low and zero emission transport technologies, modes and materials | • Safeguarding our health<br>• Supporting jobs<br>• Backing small business<br>• Making it for Queensland<br>• Building Queensland<br>• Growing our regions<br>• Investing in skills<br>• Backing our frontline services<br>• Protecting the environment |

## Our opportunities and challenges

The following are external factors that form the sources of TMR's strategic opportunities and risks which may impact our ability to achieve our objectives. In such a large and diverse department, it should be noted what is an opportunity to some areas may be a challenge to others.

- Increasing pace of technological and social change
- Disasters and network incidents
- Changing customer and stakeholder expectations
- Unplanned economic conditions within a constrained fiscal environment
- Analysis and effective use of the increasing volume of data
- Regulatory frameworks and process limitations
- Diverse and geographically dispersed population
- Changing workforce demands

# Key priorities and outcomes

Below is a summary of how TMR delivered on its strategic objectives during 2021–22 contributing to the Queensland Government's objectives for the community.

**Table 3: Key priorities and outcomes for 2021–22**

| Strategic objective | Key priorities and outcomes | Alignment to Queensland Government's objectives for the community | Status |
|---|---|---|---|
| **Accessible**<br>*Tailored connections for our customers and workforce to create an integrated and inclusive network* | Released the record $29.7 billion Queensland Transport and Roads Investment Program 2022–23 to 2025–26, a pipeline of transport and road infrastructure investment estimated to support an average of 25,200 direct jobs over the life of the program. | Supporting jobs | Ongoing |
| | Continued planning for future expansion of SEQ's rail network, including the Ipswich to Springfield Public Transport Corridor and the Varsity Lakes to Gold Coast Airport heavy rail extension. | Building Queensland | In progress |
| | Continued to implement actions contained in the *Disability Action Plan 2018–2022* to improve the accessibility of the passenger transport network for customers with a disability, including $191.5 million (including $80 million Federal contribution for Brisbane Metro) allocated to the Passenger Transport Infrastructure Investment Program. | Building Queensland | In progress |
| | Continued the Women in Leadership Mentoring Program to support TMR's commitment to increasing women in senior leadership positions (SES/SO). | Supporting jobs | Ongoing |
| **Safe**<br>*Safe and secure customer journeys and TMR workplaces* | Providing safe marine infrastructure, including increasing boat launching capacity on Queensland's waterways to support healthy lifestyles. | Safeguarding our health | Ongoing |
| | Developing a Movement and Place Policy to support better health outcomes for communities by ensuring that active and local needs are considered and integrated into wider planning and operation of TMR's transport network. | Safeguarding our health | In progress |
| | Working with industry, other participating jurisdictions and the National Transport Commission to progress the Heavy Vehicle National Law Safety and Productivity Program. | Safeguarding our health | In progress |
| | Developed a new *Queensland Road Safety Strategy and Action Plan* (including *Heavy Vehicle Safety Action Plan*) | Safeguarding our health | Completed |
| | Developing a *Maritime Enhancement Plan*. | Safeguarding our health | In progress |
| | Continued to deliver marine-related education and safety messaging, including campaigns that influenced and increased safe behaviours within the recreational boating community. | Safeguarding our health | Ongoing |
| | Delivered the COVID-19 Transport Services Assistance Program until 30 June 2022, to ensure that identified regional operators were supported through the COVID-19 recovery period. | Safeguarding our health | Completed |
| | Translink's Contact Centre answered 749,326 calls from passenger transport customers, with calls answered in 33.11 seconds on average. | Backing our frontline services | Ongoing |

| Strategic objective | Key priorities and outcomes | Alignment to Queensland Government's objectives for the community | Status |
|---|---|---|---|
| **Responsive** *Our network, services and workforce respond to current and emerging customer expectations* | Continue delivering the $400 million Queensland Government road infrastructure stimulus program and the $415 million jointly funded Australian Government and Queensland Government road infrastructure stimulus program. | Supporting jobs | In progress |
| | Continue delivering road safety improvements with $1 billion funding committed by the Australian Government and Queensland Government under the Road Safety Program. Improvement works include shoulder sealing, audio tactile line marking, intersection improvements and barriers to prevent road crashes. | Supporting jobs | In progress |
| | Delivering the $335.7 million New Generation Rollingstock accessibility upgrades on 75 trains at Maryborough in the Fraser Coast Region. | Making it for Queensland | In progress |
| | Delivered the Ipswich Connected Vehicle Pilot, which involved retrofitting 355 public participant vehicles with connected vehicle technology that generated safety warnings to alert drivers of potential hazards. | Making it for Queensland | Completed |
| | Delivering the Cooperative and Highly Automated Driving pilot to research the potential safety impacts of introducing connected and automated vehicles on Queensland roads. | Making it for Queensland | In progress |
| | Continued to oversee the development and delivery of the Smart Ticketing system in Queensland. | Making it for Queensland | In progress |
| | Facilitating the delivery of transport-related projects, including three new Gold Coast train stations, to support patronage growth and improve rail access. | Making it for Queensland | In progress |
| | Continued to invest in the Mount Isa to Townsville rail line and worked with the Mount Isa to Townsville Economic Zone group to identify opportunities for future investment in freight, transport and logistics hubs to maximise freight movement efficiency. | Building Queensland | In progress |
| | Delivering a pipeline of train building work in Maryborough and strengthening regional supply chains, including Rockhampton. | Building Queensland | In progress |
| | Employing 42 Indigenous trainees currently engaged in certificate III traineeships across Queensland in RoadTek. | Investing in skills | In progress |
| | Undetook further Recognise, Respond, Refer domestic and family violence training with 6380 employees. | Investing in skills | Ongoing |
| | More than 1500 employees completed further face-to-face Motivating Action Through Empowerment (MATE) Bystander training. | Investing in skills | Ongoing |
| | Seventh Women in Construction Program commenced in February 2022, with 20 participants, the largest cohort to date. | Investing in skills | Ongoing |
| | Welcomed four MSQ trainees based in Cairns, Townsville, Mackay, and Hervey Bay, supporting employment and training opportunities for young Queenslanders. | Investing in skills | Ongoing |
| | Implemented all 12 *Road Safety Education Blueprint* short-term actions. | Backing our frontline services | Completed |
| | Supported delivery of frontline services by ensuring all TMR Customer Service Centres remained open where possible. COVID-safe measures were implemented to protect staff and customers. | Backing our frontline services | Ongoing |
| | As at 30 June 2022 there were more than 280,000 Prep L enrolments and this includes more than 258,000 successful completions. | Backing our frontline services | Ongoing |

| Strategic objective | Key priorities and outcomes | Alignment to Queensland Government's objectives for the community | Status |
|---|---|---|---|
| **Efficient**<br>*Partnerships, integration, innovation and technology advance the movement of people and goods* | Six-year extension of the Local Fare Scheme, an airfare subsidy program for the Gulf, Cape York, and Torres Strait communities to support access to local health, education and employment services opportunities. | Backing small business | Ongoing |
| | Awarded 2534 contracts to Queensland suppliers, injecting $4.1 billion into local economies. This included $2.4 billion to 2792 regional suppliers and $51 million to First Nations businesses. | Backing small business | Ongoing |
| | Working with industry and the National Heavy Vehicle Regulator to develop and review national heavy vehicle notices, to safely improve industry efficiency and reduce the regulatory burden associated with access permits. | Backing small business | In progress |
| | Delivering upgrades to Queensland's Inland Freight Route to improve safety, resilience, and freight efficiency. | Building Queensland | Ongoing |
| | Ensuring priority transport infrastructure planning considers the requirements associated with hosting the Brisbane 2032 Olympic and Paralympic Games. This includes investing $1 million for Olympic and Paralympic Games modelling and analysis. | Building Queensland | In progress |
| | Continued delivery of the M1 Action Plan. | Building Queensland | In progress |
| | Delivering the $13 billion Queensland and Australian governments funded program to upgrade the Bruce Highway (2013–14 to 2027–28) as part of QTRIP. | Growing our Regions | In progress |
| | Continued oversight of the Bruce Highway Trust Advisory Council, including the delivery of the Safer Bruce 2030 Action Plan. | Growing our Regions | In progress |
| | Delivered $400 million towards the $440.25 million road upgrade program as part of the *Queensland Economic Strategy: Unite and recover for Queensland Jobs*. | Growing our Regions | In progress |
| | Delivering the Maritime Infrastructure Investment Program | Growing our Regions | In progress |
| | Refine and implement the 10 year pipeline of rail planning and projects for South East Queensland. | Growing our Regions | In progress |
| | Undertaking boat harbour master planning for Manly and Scarborough. Early community engagement for both harbours has been completed and will inform the development of master plans for each harbour. | Growing our Regions | In progress |

| Strategic objective | Key priorities and outcomes | Alignment to Queensland Government's objectives for the community | Status |
|---|---|---|---|
| **Sustainable**<br>*Planning, investment and delivery outcomes support a more liveable and prosperous Queensland* | Continued the War on Wrecks program to work with owners to remove derelict vessels and promote responsible boat ownership. The program contributed to 180 fewer derelict vessels in Queensland waterways. | Protecting the environment | In progress |
| | Added 24 new fast charging locations to the existing 31 locations on the Queensland Electric Super Highway (QESH), supported by a $3.83 million investment to further connect Western Queensland to the existing QESH network. | Protecting the environment | In progress |
| | Released the new *Zero Emission Vehicle Strategy* to support the government's commitment to zero net emissions by 2050. | Protecting the environment | Completed |
| | Developing the *Zero Net Emissions for Transport Roadmap* to provide a robust evidence base to inform future Government policy and funding decisions to realise the net zero emissions by 2050 target. | Protecting the environment | In progress |
| | Finalised the agency-wide Climate Change Risk Assessment project, which informed the *TMR climate change strategy* which aims to position TMR to be ready to respond to the risks posed by climate change. | Protecting the environment | Completed |
| | Implementing the *RoadTek Resource Efficiency Plan 2030* to align with ecological sustainable development principles. | Protecting the environment | In progress |
| | Embracing innovation regarding engineering material to reduce carbon emissions and sediment loss into waterways, including use of recycled and sustainable materials in the construction and maintenance of state-controlled roads. | Protecting the environment | In progress |
| | Delivered new Bicycle Riding Encouragement Program community grants to help increase the number of people who regularly ride a bike. Fifteen grants were awarded in February 2021 across two streams – grassroots funding and innovation funding, which are currently being implemented. | Protecting the environment | Completed |
| | Continued implementing the *Queensland Walking Strategy 2019–2029* via completion of the first *Action Plan for Walking 2019–2021* to encourage more walking in Queensland. Released a second *action plan for 2022–2024*. | Protecting the environment | In progress |
| | Continued implementation of the *Queensland Cycling Strategy 2017–2027* by completing all actions in the *Queensland Cycling Action Plan 2020–2022*, which aims to encourage more cycling, more often. | Protecting the environment | In progress |
| | Continue to engage and contract with locally based maritime salvors to remove derelict abandoned and illegally dumped vessels under the War on Wrecks program. | Supporting jobs | In progress |

# Strategic Opportunities and Challenges

Brisbane's selection as host of the 2032 Olympic and Paralympic Games will present unique opportunities and challenges for South East Queensland's transport system and for TMR. As Queensland's population continues to grow, hosting the world's largest multi-sport event will place additional pressure on our networks, services and systems.

Additionally, advances in technology and commercial models have the potential to transform Queensland's transport system of the future. These developments will test TMR's ability to satisfy changing customer expectations and needs.

## Brisbane 2032 Olympic and Paralympic Games

Brisbane 2032 presents an opportunity to establish new partnerships across all levels of government and with industry to accelerate delivery of much needed infrastructure to support Queensland's long-term growth. Through the event, TMR has an opportunity to showcase our world-class transport system to locals and visitors alike.

The Brisbane 2032 Master Plan has been carefully developed to support Brisbane 2032-time operations through existing and planned community facilities and transport infrastructure. Infrastructure investment will support planned urban growth and deliver strong legacy benefits for the local community and region. The Brisbane 2032 Olympic and Paralympic Games will also provide momentum to accelerate the implementation of innovative technologies to:

- reduce transport's carbon footprint by expanding low emissions vehicle fleets and encouraging more sustainable travel behaviour, aligning to Queensland Government's goal of delivering a climate positive Brisbane 2032 Olympic and Paralympic Games
- more efficiently coordinate network operations and incident management response
- provide customers with tailored and accessible real-time travel information.

## Meeting Queensland's future needs

By 2050, Queensland's population is expected to reach 8 million people*.

Designing a transport network for the future requires extensive forecasting, research and planning to best prioritise investments that ensure Queensland's long-term transport needs are met. Our infrastructure needs to connect Queensland's diverse and geographically dispersed population through integrated transport solutions.

The *Queensland Transport Strategy* details TMR's 30-year vision on how TMR plans to move people and goods safely and efficiently into the future. The convergence of new communication technology, new sources of energy, and new modes of mobility are altering the way people access services and use different modes of transport. TMR is exploring opportunities to harness these trends to ensure existing roads and transport systems meet future requirements, as well as working to create a single integrated transport system that anticipates and responds to changing customer needs.

Strategic future-focused projects, including the Cooperative and Automated Vehicle Initiative (CAVI) and the exploration of Mobility as a Service (MaaS) consider how new technologies may impact the transport network. These projects have progressed to real world trials that are delivered with industry and research sectors, highlighting that a partnership approach is essential when considering new technologies.

These types of projects can also highlight uncertainties within the transport system that impact TMR's ability to predict and respond to such changes. TMR is exploring methods to robustly plan for and respond to uncertain and changing conditions. Advances in technology can also present new security and cyber threats. TMR ensures services meet high security standards and controls through its information security management system.

TMR continues to deliver projects through the four-year forward pipeline of work of QTRIP, while implementing regional transport plans that outline the strategic direction of regional transport systems over the next 15 years.

## Responding to change

The pace of technological, social, and environmental change is increasing, bringing with it the potential to change the way people and goods are connected within transport systems.

TMR's challenge is to align data-driven evidence with dynamic and changing customer behaviours, while remaining agile to disruptive ideas, events and industries. TMR's various data sources help to unpack information and trends to shape how it responds in the future, such as conducting complex analysis of road crash and trauma data through the Road Safety Data Bureau.

TMR also undertook research to assess the impact of COVID-19 on traffic and public transport usage. COVID-19 has seen an acceleration of remote work and study options, disrupting traditional commuter travel patterns. TMR recognises the need to adapt to these new travel patterns and ensure public transport is an attractive and relevant option for customers.

TMR is committed to providing safe, accessible, and integrated transport solutions that meet diversifying customer and stakeholder expectations. It is imperative TMR listens to the voice of the customer to uncover these needs, in alignment with our goal of meeting customer requirements first time, every time. Aligning customer needs with new technology has been realised in the Smart Ticketing project, providing customers more choice in how they pay for their public transport journeys.

TMR has harnessed technology to provide better customer services, such as utilising Robotic Process Automation to improve response times for customers. TMR's digital licence also aims to make it easier for Queenslanders to share their personal information when they need to.

These types of projects can highlight uncertainties within the transport system that impact TMR's ability to predict and respond to such changes. TMR is exploring methods to robustly plan for and respond to uncertain and changing conditions. With technology comes the increasing need to monitor cyber risks through our security management system and ensure our services meet security standards and principles.

## Environmental resilience

Climate change is one of the greatest environmental and economic challenges facing the transport sector and Queensland is already the most at-risk Australian jurisdiction from extreme weather.

Extreme weather events are exacerbated by a warming climate. Australia's average temperature has increased by 1.4 degrees Celsius over the last 100 years. The severity and frequency of extreme weather events due to climate change is also projected to increase. An increase in events can mean significant state costs towards recovery.

Reducing emissions and adapting to climate risks will limit the severity of these impacts. It's imperative TMR continues to work to improve the sustainability of Queensland's transport infrastructure and services to deliver more resilient assets.

TMR is building capability to address climate change risk through initiatives such as:

- implementing actions to advance the *Zero Emission Vehicle Strategy*
- delivering a new *Environmental Sustainability Policy*
- finalised an agency-wide climate change risk assessment
- investigating suitable methodologies to assess climate-change related network vulnerability
- contributing to the whole-of-government Queensland Climate Ready Program
- developing a *Movement and Place Policy* to improve place-based resilience of infrastructure assets and services
- trialling use of more zero emission buses across the Translink network
- undertaking a climate change risk assessment for infrastructure projects over $100 million as part of Infrastructure Sustainability Council of Australia certification
- undertaking flood studies for the Bruce Highway and other major transport infrastructure and providing guidelines for flood evacuation route improvements
- researching and implementing innovative solutions to improve sustainability and build a more resilient road network.

## Future of work

Work in the transport sector will face considerable change in the years ahead. Changes will be driven by technological advancement and the pace of innovation, as well as the organisation of work, demographic evolution, environmental challenges and globalisation. How TMR's people deliver solutions for today's problems could impact what Queensland's transport network looks in the future.

TMR's *Strategic Workforce Plan 2020–2024 (revised for 2021– 22)* strives to build, grow and inspire its workforce to be agile, adaptable, capable, purpose driven, safe, healthy and resilient. Equally, the Accessibility and Inclusion Strategy outlines how TMR will develop the critical capabilities needed to deliver accessible transport services, information, products and infrastructure.

From a digital capability perspective, TMR's *Digital Strategic Plan 2021–2025* looks to educate our workforce and partners to operate digitally to reduce our ecological footprint and maximise efficient use of digital capabilities.

TMR needs to develop an agile workforce, recognising that the sector will change and that existing transport practices will be disrupted. TMR has already started to evaluate its work, identifying what tasks can be digitised to direct resources to more complex tasks, such as partnering with Australia Post to pilot the digitisation of mailroom functions.

This strategic direction is complemented by the Learning Strategy by developing an agile and future-ready workforce with the right people and right skills mix to meet its future needs.

**Australian Bureau of Statistics, 2018.*

# Looking ahead

TMR will continue to plan ahead and implement its program of work to ensure TMR continues its commitment towards customer safety on the transport network, investment in major road and transport infrastructure projects, as well as partnerships with local governments to achieve regional transport priorities.

In 2022–23, TMR will continue to:

- progress statewide planning actions identified in the Regional Transport Plans
- enhance passenger and freight rail performance, including working with the Australian Government to maximise the benefits of Inland Rail, and developing a long-term rail network strategy to define the future needs of the rail network in Queensland
- implement the *Queensland Road Safety Strategy 2022–31* and supporting *Action Plan 2022–24*, taking a whole of system approach to reducing road trauma
- deliver Phase 3 of the QESH by adding 24 more electric vehicle fast-charging stations which will extend the QESH into western Queensland and provide 2 'border crossing' locations at Goondiwindi and Stanthorpe (further boosting tourism opportunities between Queensland and New South Wales) and provide appropriate policy and infrastructure to support greater uptake of zero-emission vehicles
- deliver connected vehicle infrastructure, which will extend Cooperative Intelligent Transport Systems along 1500 kilometres of the Bruce Highway from the Sunshine Coast to Cairns, enabling cloud-based services through Queensland traffic application and private telematic providers
- provide convenient, accessible transport by delivering safe and connected cycling and walking infrastructure finalising the revised *Disability Standard for Accessible Public Transport 2002* in partnership with the Australian Government
- roll out the Digital Licence App across Queensland
- progress the expansion of the Smart Ticketing system across the South East Queensland Citytrain and bus network, CityCats and Southern Moreton Bay Islands Ferry
- explore emerging service models and modes such as on-demand transport with the commencement in March 2022 of a two-year trial in Pacific Pines, Nerang and Highland Park on the Gold Coast and e-mobility where there is a safety and regulatory need
- improve transport network security and resilience to the impacts of climate change and disruptions from all hazards by researching and investing in sustainable materials such as the responsible use of recycled materials in road pavements and assessing risk related to natural disasters and climate change impacts
- improve connectivity, access, safety and pollution response of maritime services and infrastructure through the Maritime Infrastructure and Investment Program; enhance sustainability of the industry through initiatives to revitalise coastal shipping and create maritime jobs in Queensland; and continue the War on Wrecks program to remove derelict or abandoned vessels in Queensland's waterways
- plan the delivery of sustainable transport infrastructure and services to support the Brisbane 2032 Olympic and Paralympic Games and provide an ongoing legacy for the community.

### Capital program

A key responsibility of TMR is capital investment and infrastructure delivery. Highlights of TMR's capital program in 2022–23 include progressing delivery of projects such as:

- The Australian and Queensland Governments' co-funded program to upgrade the Bruce Highway (2013–14 to 2027–28), including projects such as:
  - Rockhampton Ring Road
  - Cooroy to Curra Section D
  - Caboolture–Bribie Island Road interchange to Steve Irwin Way upgrade
  - Cairns Southern Access Corridor (Stage Three) Edmonton to Gordonvale
  - Mackay Port Access
  - Tiaro Bypass
  - Maroochydore Road and Mons Road interchanges upgrade
  - Townsville Ring Road (Stage Five).
- the Australian and Queensland governments funded upgrades on the M1 Pacific Motorway, including projects such as:
  - Varsity Lakes to Tugun upgrade
  - Eight Mile Plains to Daisy Hill upgrade.
- Coomera Connector (Stage One), Coomera to Nerang (jointly funded by the Australian and Queensland governments on a 50:50 basis)
- Brisbane, Logan and Gold Coast Faster Rail (Kuraby to Beenleigh) upgrade Nerang (jointly funded by the Australian and Queensland governments on a 50:50 basis)
- Gold Coast Light Rail (Stage Three) Broadbeach South to Burleigh Heads (jointly funded by the Australian and Queensland governments and City of Gold Coast)
- Beerburrum to Nambour Rail Upgrade (Stage One) (jointly funded by the Australian and Queensland governments on an 80:20 basis)
- Queensland Train Manufacturing Program to build and operate 65 trains
- Beams Road (Carseldine and Fitzgibbon) rail level crossing upgrade (jointly funded by the Australian and Queensland Governments and Brisbane City Council).

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# Fast Facts

*Data as at 30 June 2022*

| | |
|---|---|
| **$6.11B** | **$1.10B** |
| Total investments in transport infrastructure program* | Maintenance and operation state transport network |

**Includes Queensland Rail, Gold Coast Waterways Authority, School Bus Upgrade Program and Maritime Safety Queensland*

| | |
|---|---|
| **5.26M*** | **1.42%** |
| Population of Queensland | Population growth from last year |

**ABS – Catalogue 3101.0*

| | |
|---|---|
| **$111.1M** | **73.7KM** |
| Expenditure on natural disaster repairs | Of roads reconstructed under Natural Disaster Program 2020–21 |

| | |
|---|---|
| **33,408KM** | **3153** |
| State-controlled roads including 5052km national network | Bridges owned and maintained |

| | |
|---|---|
| **MORE THAN 113.4M** | **MORE THAN 10.61M** |
| Passenger trips on bus, rail, ferry and tram were provided to our customers within South East Queensland | Passenger trips on bus, rail, ferry and air outside South East Queensland |

| | |
|---|---|
| **310,705** | **MORE THAN 1.4M** |
| Average number of passenger trips per day on South East Queensland network | Passenger trips provided through the Taxi Subsidy Scheme |

| | |
|---|---|
| **MORE THAN 283,000** | **2,010,561** |
| MyTranslink app active monthly users | *go* cards used in South East Queensland |

| | | |
|---|---|---|
| **52,054** | **170,665** | **6.17M** |
| **QLD***Traffic* Twitter posts | Downloads of **QLD***Traffic* app | **QLD***Traffic* website visits |

| | |
|---|---|
| **17,364** | **$8.65** |
| Gold Coast tram daily passengers | Average subsidy per trip provided though Taxi Subsidy Scheme |

| | | | |
|---|---|---|---|
| **475** | **3,248** | **455** | **14,489** |
| Limousine licences | Taxi Service licences | Authorised booking entities | Booked hire service licences |

| | |
|---|---|
| **53,064** | **1,258** |
| Authorised drivers of public transport | Accredited transport operators |

| | |
|---|---|
| **31** | **10,161** |
| Queensland Electric Super Highway Charging Stations | Queensland electric vehicle registrations |

| 989,254 | 247,242 | 3.97M |
|---|---|---|
| Recreational boat licences | Personal watercraft licences | Driver licences |

| 239,589 | 34,212 | 5.79M |
|---|---|---|
| Recreational boats registered | Personal watercraft registered | Vehicles registered |

| 337.4M | 987.4M |
|---|---|
| Tonnes of cargo we helped our industry customers move through our 21 declared ports. | Tonnes of freight moved on the surface network |

| 180 | $15.11M |
|---|---|
| Derelict vessels removed from Queensland waterways this year | Value of recreational boating facilities built this year |

| 20,148 | 11,005 |
|---|---|
| Ship movements in Queensland ports | Ship movements in the ReefVTS monitored region |

| 637KM | 23KM | $37M |
|---|---|---|
| Cycling infrastructure delivered through funding from Active Transport Program** | Of cycling infrastructure built this year | Investment in cycling and walking this year by the Active Transport Program |

***Since 2006*

| 125,806 | 146,186 |
|---|---|
| Written driving tests conducted | Practical driving tests taken |

| 22,409 | 34 |
|---|---|
| On-road intercepts | Number of TMR-led Queensland Government Agency Programs |

| 10.6YEARS | | |
|---|---|---|
| Average length of service | | |
| 7.6% | 20.7% | 71.7% |
| Temporary | Casual | Permanent |
| 84% | 7405 | 36% |
| Non-corporate roles | Full-time equivalents | SES/SO women |

| 3.21M | 12.87M | 19.03M |
|---|---|---|
| Face-to-face services provided to customers across our 90 Customer Service Centres | Customers conducted transactions using electronic self-service channels | Total customer interactions for the year |

# Responding to change and managing uncertainty

In the past year the emergence of the Omicron variant of COVID-19, a series of extreme weather events, and the flow-on effects from both have tested the resilience of Queenslanders across the state.

Throughout this period of uncertainty, TMR has continued to work with government and industry partners to protect the safety of Queenslanders and keep essential services running and road and transport infrastructure operational. TMR also worked around the clock to repair vital infrastructure and stepped up to support communities most impacted by extreme weather events.

## Omicron: adapting to new challenges

The rapid spread of the Omicron variant of COVID-19 led TMR, along with other organisations across government and business, to reconsider operational models that were based on the previous Delta variant.

The ability to quickly adapt operations to keep TMR staff, stakeholders, and customers safe during periods of peak infection and lockdowns was crucial. Business continuity plans were activated across the department, with non-frontline office-based staff encouraged to work from home where possible and teams needing to come into a workplace operating on a rotation to minimise physical contact. Increased cleaning regimes were also put in place across workplaces, and staff were supported with flexible working options to enable them to balance family commitments and attend vaccination and other medical appointments.

## Protecting customers

As the Omicron wave began to gather momentum, TMR made the decision to offer only essential services at Customer Service Centres for short periods and at times when the transmission rate was high in local areas, to protect the safety of TMR staff and customers. However, the innovative online enhancements made by TMR's Customer Services Branch helped thousands of customers continue to interact and transact with us online. This helped to reduce the need for customers to visit TMR offices, as well as giving them greater choice and flexibility in accessing the services they needed.

Throughout the Omicron wave, Queensland Rail enacted business continuity measures to adjust weekday services on the South East Queensland rail network. This ensured all lines and stations continued to provide daily services to keep the state moving. Outside of the south east region, TMR worked with the many smaller bus network operators, school transport providers, long-distance coach operators and aviation service providers to monitor for emerging service continuity risks.

## The importance of communication

Communication continued to play a vital role in keeping TMR's workforce connected and informed of the latest developments, health advice and operational changes. The Director-General issued regular department-wide written and video updates and responded to individual questions from staff via a dedicated email channel. The department's dedicated COVID-19 intranet page was also maintained as a source of information.

The Director-General provided regular updates to external stakeholders via a dedicated email newsletter, as well as hosting fortnightly teleconferences with industry partners and stakeholders.

Social media continued to be a critical component in keeping the Queensland community informed and educated, and this relationship was never more important than during COVID-19.

Facebook continues to be TMR's largest and most engaged community, with a 34 per cent increase in followers to 188,572. Twitter and LinkedIn also experienced significant growth, with a 25 per cent increase in followers to 23,329 and 18 per cent to 46,401 respectively. Total followers across all platforms increased by 30 per cent.

## Protecting borders

Prior to the lifting of interstate border restrictions, TMR's Transport Inspectors and Senior Network Officers worked tirelessly alongside Defence Australia and the Queensland Police Service to protect the state's borders and keep people safe. These teams worked all hours of the day and night, often in challenging weather conditions, and checked a total of 3.6 million vehicles at state and territory borders.

To help drivers meet the Queensland Freight Protocol testing requirements, four dedicated freight and logistics driver COVID-19 testing sites were set up at Boondall, the Port of Brisbane, Charlton and Goondiwindi. These sites collectively conducted more than 41 million PCR tests.

In September 2021, dedicated vaccination hubs were also established at Tugun and Goondiwindi to support the Queensland Freight Protocol requirement for mandatory vaccination. These sites administered a total of 824 vaccinations before ceasing operation in November 2021.

## Supporting the maritime industry

TMR, through Maritime Safety Queensland (MSQ), coordinated the state's maritime response, with guidance from Queensland Health and the State Health Emergency Coordination Centre, in applying directives, protocols, risk assessments, border interventions, quarantine and precautionary measures. The MSQ protocols were also adapted in other states.

The three key guiding principles for the management of COVID-19 in the Queensland maritime response were the protection of seafarers onboard ships and in ports, protection of the community, and maintaining trade and commerce for the state.

From the start of COVID-19 to the end of June 2022, MSQ facilitated nearly 14,000 crew changes across more than 1000 vessels. Nearly 900 medical appointments ashore were also facilitated for quarantine maritime crew. The maritime response will be ongoing as MSQ strives to protect Queenslanders and international seafarers, while also maintaining critical supply chains for economic recovery.

## A coordinated response to extreme flooding

The floods that swept through broader South East Queensland at the end of February 2022 caused widespread damage and disruption to critical infrastructure and services, as well as devastation to the lives of thousands of Queenslanders.

TMR's first priority was to work alongside emergency services and other areas of government, in a coordinated way, to assess damage caused by the flooding and ensure people were protected from immediate danger and given the information they needed to make safe travel decisions.

TMR's RoadTek crews worked around the clock, often in hazardous conditions, from Maryborough down to the Gold Coast to assess and repair damage and restore the state's vital road network. A significant reconstruction program is underway to repair major road damage across 21 local government areas, including numerous landslips, widespread pavement damage and scouring around bridges and culverts.

Translink responded by providing free travel on public transport during a critical post-flood period between 3–6 March 2022, covering Coolangatta to Fraser Coast and across to Toowoomba. Emergency timetables were created for South East Queensland and buses replaced trains where possible. Customer information was also updated in real time through an array of channels, including websites and social media.

Translink also worked with delivery partners to implement diversions or alternative services, where possible, to maintain service continuity and customer safety. They also worked in collaboration with School Bus Service Delivery Partners across Queensland to respond to urgent school closures and amend services to accommodate impacted school routes.

TMR's social media channels continued to be a trusted information source in times of crisis and during several severe weather events throughout the year. Social media reached people in a way traditional messaging could not, with updates shared widely and reaching key target audiences.

During extreme weather events, social media communication became an even greater priority. The department published various posts, photos and videos provided by customers and communication staff on the ground, including major roads and highway closures and reopenings, maritime alerts and affected ports and harbours, and disaster assistance packages available for affected communities.

## Working together to restore water access

The flood recovery work coordinated by MSQ in the Brisbane River, Moreton Bay and Sunshine and Fraser Coasts received widespread praise for the way agencies, contractors, and the maritime community worked together to respond to waterborne threats.

MSQ had the lead role in dealing with the many maritime issues including restricting operations and vessel movements in the Port of Brisbane and Brisbane River, managing the identification and removal of debris and obstructions, conducting hydrographic surveys and diver inspections of key public marine infrastructure, and finding and repairing navigation aids affected by the flood. These tasks were progressed with support from the Queensland Water Police, Port of Brisbane Pty Ltd, Royal Australian Navy, Queensland Parks and Wildlife Service, local governments and commercial contractors.

A key priority was the re-opening of the Port of Brisbane to commercial shipping operations. MSQ's Regional Harbour Master (Brisbane) adopted a diligent and risk-based safety approach to achieve this objective. The first ship movements of fuel tankers occurred on 3 March 2022 before the port was progressively reopened to other shipping to ensure continuity of supply chains.

During the recovery phase, more than 6700 tonnes of debris was removed from the Brisbane River, areas of Moreton Bay, and beaches as far north as Fraser Island (K'gari). Collection sites for debris recovered from the Brisbane area were established at Murarrie and Hemmant and, where possible, owners were contacted so that salvageable property could be returned. In all, a total of 60 vessels and 40 pontoons were salvaged and 60 displaced navigation aids reinstated.

### Planning for the future

As TMR looks to the future, it is important to acknowledge that COVID-19 remains an ongoing issue in the community, and Queenslanders are also facing the possibility of further extreme weather events that could match or even exceed the scale and impacts of the recent floods.

Radical uncertainty and being flexible and nimble has become part of the new normal, and agility is something that needs to be embraced as part of planning a way forward.

TMR's strategic and business planning processes are key elements for ensuring the department is ready to respond to unexpected challenges in the future, and work is well underway to plan for and progress future-focused programs of work that will equip TMR to continue delivering for customers and communities.

## Case Study

### Maritime flood recovery 2022

The 2022 floods posed significant maritime issues and challenges in South East Queensland. MSQ had the primary lead role for the maritime component of the whole-of-government response.

As rains increased across soaked catchments, flood conditions on South East Queensland waterways became treacherous with unusually fast river currents, eddies, and large amounts of debris.

On 26 February 2022, MSQ Brisbane Region's Incident Management Team went to STAND UP under the direction of the Regional Harbour Master, Brisbane and commenced disaster response operations—collaborating closely with colleagues across TMR, and the Brisbane District Disaster Management Group. Multiple on-water emergencies were dealt with in partnership with other agencies, such as the Queensland Police Service and volunteer marine rescue organisations. Protection of human life was the prime focus, followed by infrastructure and the environment.

Whilst the Port of Brisbane was severely disrupted throughout the period, key supply chains were maintained with the collaboration of port service providers—such as Marine Pilots and Towage services and port stakeholders including terminal operators and the Port of Brisbane—demonstrating that strong relationships build resilience.

Enduring partnerships with other disaster management organisations ensured a rapid response, in particular the deployment of the Royal Australian Navy to assist in surveying and hazard identification at key public maritime infrastructure, such as ferry terminals and bridges.

A huge clean-up operation was undertaken by MSQ, and more than 6700 tonnes of debris was collected from the Brisbane River and other key waterways of South East Queensland. These efforts ensured it was safe for use by stakeholders of the Port of Brisbane, commercial vessel operators and the recreational boating public in only five weeks from the initial flood event.

Throughout the period, MSQ overcame many challenges and learnt many lessons for the next event. The rapid response achieved across all maritime areas in a safe and determined manner is testament to TMR's ongoing investment in emergency management and disaster response training.

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# Integrated Transport Network

## Highlights

- Continued to progress implementation of Regional Transport Plans across the state.
- Continued to deliver Queensland Transport and Roads Investment Program infrastructure projects, including more than $1.4 billion investment over four years for initiatives critical to reducing road trauma and saving lives.
- Progressed planning for transport infrastructure and services to support the Brisbane 2032 Olympic and Paralympic Games.
- Expanded the Principal Cycle Network to include Burke, Carpentaria, Cloncurry, Doomadgee, Flinders, McKinlay, Mornington, and Richmond local government areas.
- Continued delivery of new, upgraded, and improved recreational boating facilities and infrastructure through the Marine Infrastructure Fund.
- Launched the *Zero Emission Vehicle Strategy 2022–2032* together with the first *Zero Emission Vehicle Action Plan 2022–2024*.
- Announced a further $2.75 million investment to deliver an additional 18 new Queensland Electric Super Highway sites.
- Continued to provide seven government subsidised regulated air routes for regional Queensland, providing valuable access to air travel for rural and remote customers.
- Completed stage three of the Queensland Government's reform program *Queensland's Personalised Transport Horizon – Five Year Strategic Plan for Personalised Transport Services 2016–21*.
- Continued to invest in improving and extending networks for walking and riding bikes through the Active Transport Investment Program.
- Continued planning, design and building of park 'n' ride facilities to connect people with public transport.
- Continued delivery of the $13 billion Bruce Highway Upgrade Program, with 432 projects completed.
- Continued work on the Cape York Region Package Stage Two program to upgrade priority transport infrastructure and roads on the Cape York Peninsula.
- Completed Butcher Creek bridge replacement on the Burke Developmental Road (Cloncurry–Normanton).
- Completed construction of the Haughton River Floodplain upgrade on the Bruce Highway, between Horseshoe Lagoon and Palm Creek.
- Commenced construction of the Walkerston Bypass on the Peak Downs Highway.
- Completed construction of new bridge at Tchanning Creek on Roma–Condamine Road.
- Continued South West Regional Economic Enabling Fund works, including completion of projects on the Carnarvon Highway and Roma–Condamine Road.
- Completed Stage One of the new Springfield Central train station multi-storey park 'n' ride facility.
- Continued construction on Gold Coast Light Rail Stage Three between Broadbeach South and Burleigh Heads.

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

# Planning best value investments for our future transport needs

## Queensland Transport Strategy

Designing a transport network for the future, requires the continuing development and implementation of long and medium-term strategies and integrated plans to maximise Queensland's long-term economic growth and prosperity.

The *Queensland Transport Strategy* provides a 30-year vision, harnessing emerging transport trends to continue to move people and products safely and efficiently into the future. It puts customers first and articulates TMR's plan for maximising the benefits of future transport opportunities for all Queenslanders.

There are five customer focused outcomes:

- Accessible, convenient transport
- Safe journeys for all
- Seamless, personalised journeys
- Efficient, reliable and productive transport for people and goods
- Sustainable, resilient and liveable communities.

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

## Regional Transport Plans

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

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

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

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

## Queensland Transport and Roads Investment Program (QTRIP)

TMR's focus remains on the continued delivery of QTRIP. The four-year rolling program provides a pipeline of transport and road infrastructure projects to support accessible, sustainable and efficient connections across the state's transport network.

Ongoing investment outlined in QTRIP progresses the connection of people, places, goods, and services safely and efficiently across Queensland.

QTRIP 2022–23 to 2025–26 highlights include:

- More than $1.4 billion invested over four years towards dedicated and targeted initiatives critical to reducing road trauma and saving lives, including an additional funding boost under the Road Safety Program in partnership with the Australian Government.
- Continuing to work in partnership with the Australian Government on key projects across the state such as:
  - $2.598 billion Logan and Gold Coast Faster Rail (Kuraby to Beenleigh) upgrade
  - $2.163 billion Coomera Connector (Stage One), Coomera to Nerang
  - $1.065 billion Rockhampton Ring Road
  - $1 billion Pacific Motorway Varsity Lakes to Tugun upgrade
  - $1 billion Cooroy to Curra Section D
  - $481 million Bruce Highway, Cairns Southern Access Corridor (Stage Three), Edmonton to Gordonvale
  - $280 million investment over four years under the Roads and Transport Alliance for the Transport Infrastructure Development Scheme
  - $268.8 million for bike riding, walking, and active transport infrastructure such as cycleways, shared paths, green bridges, and rail trails.

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

## Transport Infrastructure Asset Management Policy

TMR reviewed and republished its *Transport Infrastructure Asset Management Policy* during 2021–22.

TMR has a strategic role in leading a safe and accessible transport network that contributes to our economic development and enhances the quality of life for all Queenslanders. Long-term sustainable asset management is essential to fulfilling this role and delivering cost-effective transport infrastructure services.

TMR will manage state transport infrastructure assets sustainably by:

- implementing international best practice benchmarks for asset management
- delivering a 'fix it first' approach
- ensuring that whole-of-life costs are considered in infrastructure investment options assessment
- providing fit-for-purpose transport solutions.

**For more information**
https://www.tmr.qld.gov.au/business-industry/Technical-standards-publications/Transport-Infrastructure-Asset-Management-Policy

## Brisbane 2032

Since the Brisbane 2032 Olympic and Paralympic Games were awarded in July 2021, TMR has been progressing planning for transport infrastructure and services to support Brisbane 2032 and contributing to the development of governance and coordination frameworks for the event, including:

- identification of network and service upgrades to support the Brisbane 2032 transport operations
- business case planning for transport infrastructure
- technical transport input into planning for competition venues
- ongoing development of transport models to forecast 2032 travel demand and network performance.

## Southern Sunshine Coast Public Transport Strategy

The draft *Southern Sunshine Coast Public Transport Strategy* (strategy) was developed with input from Sunshine Coast Council and sets out a vision for a public transport system on the Sunshine Coast.

The strategy identifies a future public transport network that is connected, safe, accessible, and reliable. Three major corridors were identified:

- coastal corridor between Caloundra and Maroochydore
- central corridor between Beerwah and Maroochydore
- western (North Coast Line) corridor between Beerwah and Nambour.

The strategy also identifies several supporting network connections that link major corridors with key destinations and urban catchments across the southern Sunshine Coast.

Providing the strategic network context, the strategy will inform and provide a plan for future stages of the public transport network's development, including for the Brisbane 2032 Olympic and Paralympic Games.

The community feedback received will play an integral role in shaping the final strategy, with a view to publishing the final version in late 2022.

**For more information**
https://www.tmr.qld.gov.au/projects/Draft-Southern-Sunshine-Coast-Public-Transport-Strategy

## Principal Cycle Network expansion and Priority Route Maps

The Principal Cycle Network (PCN) supports and guides the planning, design, and delivery of more cycling infrastructure in more places.

In 2021–22, TMR expanded the PCN to include Burke, Carpentaria, Cloncurry, Doomadgee, Flinders, McKinlay, Mornington and Richmond local government areas. It now covers more locations than ever, with 99.5 per cent of Queensland's population living in a local government area with a PCN Plan.

Alongside the PCN expansion, TMR also published updated Priority Route Maps identifying the delivery priority assigned to principal cycle routes in each local government area. The updated maps will assist TMR and local governments to prioritise investment for bike riding infrastructure projects.

TMR worked closely with local governments to develop the PCN plans and Priority Route Maps to guide the delivery of a safe, direct, and connected cycle network across Queensland.

**For more information**
https://www.tmr.qld.gov.au/Travel-and-transport/Cycling/Principal-cycle-network

## Marine Infrastructure Investment Program

The Marine Infrastructure Investment Program provides safe, reliable, and efficient recreational boating infrastructure that optimises access to and access on the water for both trailer boats and deep-draught vessels. New and upgraded boating facilities are funded through the Marine Infrastructure Fund, the capital portion of this program.

In 2021–22 a number of strategies to improve program management commenced, including:

- identified business and process improvements to improve maritime asset management
- audit and health checks of procurement processes
- improvements to how information is captured and presented to inform investment decision-making
- transition to 3PCM – data structure, system changes approved and progressed, licences and training completed

- risk management practices established and integrated with maritime infrastructure, procurement, and safety risks
- sustainability essentials tool applied to the Far North Queensland Beacon Replacement Program
- progressed a program management approach to a broader set of maritime assets and infrastructure investments.

### Marine Infrastructure Fund

The Marine Infrastructure Fund provides new, upgraded, and improved recreational boating facilities and infrastructure throughout the state.

Recreational boating infrastructure project highlights during 2021–22 included:

- commencement of on-site works for a new boat ramp at Yorkeys Knob on the north side of Cairns
- completion of an upgraded all-tide boat launching facility at Newell Beach near Port Douglas
- completion of dredging works at Cabbage Tree Creek state boat harbour at Shorncliffe, Brisbane
- completion of an all-tide access channel at Molongle Creek, in the southern Burdekin area
- progression of design and approvals to reconfigure and improve recreational boating facilities in Rosslyn Bay boat harbour
- commencement of on-site works for a new boat launching facility at Inkerman Creek, near Port Alma.

### Climate change and resilience

TMR is preparing for a changed climate to ensure the transport system is resilient to the effects and impacts of this change.

Extreme weather events have always been a part of Queensland life, but the warming climate is making these events more severe causing greater disruption to the transport system and Queenslanders' ability to travel.

Considering climate risk across TMR's infrastructure, service, and operational decisions will ensure that TMR is planning for and managing for the greater risks that climate change brings.

To improve TMR's overall climate change risk approach, TMR has implemented a new environment enterprise operating risk and completed an agency-wide climate change risk assessment and management project.

TMR will continue to build on these initiatives and embed climate risk consideration across the business.

### Advancing Zero Net Emissions for Transport Roadmap

TMR is developing a Zero Net Emission for Transport Roadmap (Transport Roadmap). The Transport Roadmap is one of the Queensland Government's sectoral roadmaps supporting the delivery of the *Queensland Climate Action Plan* and targets to reduce emissions.

The Transport Roadmap will take a holistic approach to reducing greenhouse gas emissions and will target all modes and infrastructure. The Transport Roadmap will focus on reducing emissions by supporting customers to make different transport choices, facilitating shorter journeys, shifting to more efficient modes and improving the technologies that power the transport system.

It aims to ensure greater uptake of sustainable and low carbon infrastructure, support the climate positive Brisbane 2032 Olympic and Paralympic Games, and create lasting benefits to the climate and community.

### Zero Emission Vehicle strategy and action plan

On 16 March 2022, TMR launched the *Zero Emission Vehicle Strategy 2022–2032* (ZEV Strategy) together with the first *Zero Emission Vehicle Action Plan 2022–2024*.

TMR led the development of the ZEV Strategy, in partnership with the Department of Energy and Public Works.

The ZEV Strategy was informed through input from 4700 Queenslanders, as well as direct engagement with over 100 stakeholders from state and local government, transport and energy industries, and the environment and sustainability sectors.

The ZEV Strategy sees an investment of $55 million to further accelerate electric vehicle uptake across Queensland. Major funded actions include rebates towards purchases of eligible electric vehicles and funding for the rollout of additional electric vehicle charging infrastructure.

**For more information**
https://www.qld.gov.au/transport/projects/electricvehicles/zero-emission-strategy

### Queensland Electric Super Highway phase 3

In June 2021, the Queensland Government announced a further $2.75 million investment to deliver an additional 18 new QESH sites, to complement the *Queensland Zero Emission Vehicle Strategy 2022–2032*.

Phase 3 locations of the QESH lengthen the already extensive QESH network to include several new regional sites. QESH patronage is at an all time high and continues to contribute to emission reductions through its use.

TMR recognises the importance of ensuring an appropriate charging network is available to support greater zero emission vehicle (ZEV) uptake.

The QESH has served as a catalyst for the private sector, local governments, and other parties to provide additional charging infrastructure for ZEV users in Queensland.

For more information
https://www.qld.gov.au/transport/projects/electricvehicles/super-highway

## Queensland Rail

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

In 2021–22, Queensland Rail delivered 376,375 weekly Citytrain services in South East Queensland, which included the continuation of the additional 105 peak shoulder services introduced in response to COVID-19 to support social distancing requirements.

After suspension of some Traveltrain services due to COVID-19 related absences, Traveltrain services were reinstated in regional Queensland, with previous timetables and maximum seating capacity limits restored.

TMR continued to work with Queensland Rail to deliver key rail infrastructure improvements across the network. This included the completion of park 'n' rides at Lawnton, Geebung, Darra, Varsity Lakes, Virginia, Springfield Central and Salisbury Stage One, and Station accessibility upgrades at Dakabin and East Ipswich. Work to progress Lindum and Salisbury Stages Two and Three park 'n' rides and accessibility upgrades at Auchenflower, South Bank, Albion, Buranda and Cannon Hill stations is underway.

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

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

## Cattle rail services

TMR completed a procurement process for statewide cattle rail services and executed a Central and South Transport Services Contract and a North Transport Services Contract with Watco East West for a period of seven years from 2022.

These contracts replace the Livestock Transport Services Contract with Aurizon and the South West Transport Services Contract with Watco East West, which expired on 31 December 2021.

Rail services predominantly transport cattle from regional hubs across the state to processing facilities along Queensland's eastern coastline. Subsidised cattle rail services support regional employment and economic development and mitigate the transport demands on the road network.

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

## Regional air services

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

An extensive, competitive open tender process was held during 2021 and new contracts were effective from 1 January 2022. Seven service contracts were awarded for a five-year period with the option for two further one-year extension periods.

Operators and timetables for these routes remain unchanged, with the exception of the Central One route which connects Roma and Charleville to Brisbane. This route is now serviced by Regional Express Airlines (Rex), with increased frequency offering a greater choice of flight times provided by the operation of smaller aircraft.

In 2021–22, 119,622 passengers travelled on Queensland Government regulated air services providing valuable access to air travel for rural and remote customers.

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

## Personalised Transport Horizon

Stage three of the Queensland Government's reform program *Queensland's Personalised Transport Horizon – Five Year Strategic Plan for Personalised Transport Services 2016–21*, has been completed.

This stage involved the ongoing monitoring and evaluation of the industry reforms, and achieved the objectives of enabling a modern, safe, affordable, and accountable personalised transport industry for all Queenslanders.

In 2021–22, TMR:

- delivered significant benefits in safety, choice and flexibility and provided to the industry a sound foundation to respond to new challenges arising from COVID-19

- published the stage three monitoring and evaluation report
- implemented a mediation service for complainants seeking resolution of issues in the personalised transport industry
- engaged with industry and customers about service challenges through the annual personalised transport industry survey.

**For more information**
https://www.tmr.qld.gov.au/business-industry/Taxi-and-limousine/Queenslands-Personalised-Transport-Horizon

### Inland Rail

The Inland Rail is a 1700-kilometre freight rail line that will connect Melbourne and Brisbane. The project is being constructed by the Australian Rail Track Corporation (ARTC) on behalf of the Australian Government.

TMR is working collaboratively with ARTC on:

- environmental planning
- independent flood panel
- future proofing the corridor
- statutory approvals
- maximising benefits to businesses and communities
- land acquisition.

TMR has partnered with the Australian Government's Department of Infrastructure, Transport, Regional Development, Communications and the Arts in leading investigations and the development of business cases for key projects within the Bilateral Agreement Rail Studies program.

These projects include:

- Port of Brisbane dedicated freight connection
- South East Queensland Inland Rail intermodal terminal
- passenger rail projects for the Salisbury to Beaudesert and the Toowoomba to Brisbane corridors
- Toowoomba to Gladstone business case.

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

### Active transport infrastructure

Through the Active Transport Investment Program, TMR continued to invest in improving and extending networks for walking and riding bikes.

In 2021–22, TMR completed the following infrastructure projects:

- design and construction of the Pioneer River North Bank stage one shared path by Mackay Regional Council with a TMR grant of $1.6 million
- design and construction of the Dunne Road, Yorkeys Knob to Smithfield, shared path by Cairns Regional Council with a TMR grant of $1 million
- design and construction of the Hilton Terrace shared path by Noosa Shire Council with a TMR grant of $110,000
- design and construction of stage one of the William Street (Kilcoy) cycle separate facilities by Somerset Regional Council with a TMR grant of $230,000
- construction of the Bermuda Street shared path from Lake Orr to Heron overpass by Gold Coast City Council with a TMR grant of $210,000.

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

## Case Study

### Zero Emission Vehicle (ZEV) Strategy

The energy and transport sectors are the two largest carbon dioxide emitters in Queensland. Action in these sectors is critical to protect the environment and contribute to Queensland's economic growth.

Queensland's *Zero Emission Vehicle Strategy 2022–32*, (ZEV Strategy) and its associated *Action Plan (2022–2024)*, were released in March 2022. They set a path for a cleaner, greener transport future while ensuring our energy system can support the transition to ZEVs.

The ZEV Strategy is an important contribution towards Queensland's commitment to zero net emissions by 2050 and includes a $55 million investment package to support ZEV uptake. TMR is administering a $45 million ZEV Rebate Scheme to provide 15,000 rebates of $3000 for eligible electric vehicles (EV).

TMR is also leading a $10 million EV Charging Infrastructure Co-fund Scheme to provide more public EV fast-charging options for Queenslanders and tourists. The Scheme will further accelerate private investment in EV infrastructure in Queensland—in partnership with local government and private industry—and will complement the existing Queensland Electric Super Highway network.

Implementation of these key initiatives, alongside others being pursued by Queensland government agencies, will ensure a coordinated effort to reduce emissions and deliver less air pollution, quieter neighbourhoods and better health outcomes for our community, wildlife, and the environment.

# Investing in passenger transport

## Passenger Transport Infrastructure Investment Program

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

Key achievements during 2021–22 included:

- made significant progress of the Northern Transitway and Eastern Transitway (Stage One) construction
- commenced construction of the Southern Moreton Bay Islands passenger ferry terminals upgrades in partnership with Redland City Council
- commenced new bus station construction on Takalvan Street, Bundaberg outside Stockland shopping centre
- awarded a new bus station construction contract for Mangrove Road, Mackay beside the Caneland Central shopping centre
- commenced planning to support accessibility upgrades at the Upper Mount Gravatt bus station
- completed and opened a major upgrade of the Morayfield bus station in October 2021
- progressed design for new bus facilities including Cannon Hill, Chermside (northbound platform), Indooroopilly, Robina, South Bank, and Strathpine
- completed construction of additional bus stops across South East Queensland to support new services and make it easier for customers to access public transport
- provided funding to local governments through the $20 million four-year Bus Stop Shelter Program to deliver new shelters and improve customer experience.

## Park 'n' ride program overview

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

Over the next four years, more than 2400 new park 'n' ride spaces will be built as part of the $172 million park 'n' ride upgrade program, which includes $46 million from the Australian Government.

These investments will add to the 32,600 plus spaces already available to customers across the network and will play a key part in helping to ease congestion on our road networks as the region continues to grow.

Key achievements during 2021–22 included:

- additional park 'n' ride spaces opened at Greenbank RSL (600), Carseldine (Stage One) (200), and Springfield Central (1100 across the precinct)
- commenced construction of park 'n' ride expansions at Coomera, Ferny Grove (as part of the broader transit oriented development), and Mango Hill train stations
- continued design activities at several locations including Gaythorne, Carseldine (Stage Two), Lindum (southern car park) and Salisbury train stations (Stage Two and Stage Three)
- progressed detailed planning at key park 'n' rides across South East Queensland including Altandi, Birkdale, and Bald Hills train stations, and Queen Street (Southport) light rail station.

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

## Revenue protection

Fare evasion across South East Queensland's public transport network costs Queenslanders approximately $31 million per year. Translink's revenue protection team continued to implement recommendations from the 2019 youth fare evasion roundtables including the deployment of 'prevention, detection, and enforcement' strategies.

Translink has dedicated significant resources, including officers from the revenue protection team, to assist the COVID-19 response by undertaking border control duties and managing the passenger transport network to keep our customers and staff safe.

A longer-term revenue protection strategy is currently being finalised and will outline activities to reduce fare evasion. In collaboration with transport service providers Translink are investigating new initiatives to improve revenue protection, safety and security across the public transport network.

Key achievements during 2021–22 included:

- participated in youth justice conferences as part of the prevention and education strategy
- provided a simplified student concessional product and online parent guide
- revamped the Step-Up Program through the delivery of a new education-based training package to connect with youth
- targeted operations at the top 20 locations with reported high rates of fare evasion in progress
- implemented new Revenue Protection Dashboards with integrated datasets to improve the effectiveness of enforcement and officer deployment
- implemented Network Officers (formerly known as customer service officers) on Westside and Park Ridge bus services

- implemented Network Officers in regional urban areas including in Cairns and Townsville
- carried out an annual network-wide study into fare compliance to survey the amount of revenue loss per year
- expanded the Gold Coast area of operations to include two Senior Network Officer teams for better network coverage
- introduced an audit, risk and training team to monitor and report on revenue protection activities to ensure effective management of fare compliance.

# Active Transport Investment Program

TMR continued to invest in infrastructure and initiatives through the Active Transport Investment Program to enable and encourage more Queenslanders to ride bicycles and walk for transport, recreation, and health.

Key investments and achievements during 2021–22 included:

- construction of the Barr Creek cycle bridge by Cairns Regional Council with a TMR grant of $1.94 million
- construction of the Junction Creek cycleway bridge by Douglas Shire Council with a TMR grant of $800,000
- construction of the Main Street to Patrick Street shared path in Lowood by Somerset Regional Council with a TMR grant of $350,000
- continued implementation of the *Queensland Walking Strategy 2019–29* to encourage more walking in Queensland
- advanced delivery of the *Queensland Cycling Action Plan 2020–22*, with 14 of the 66 actions completed and the remainder underway or ongoing
- supported 13 innovative, community-driven projects to increase the number of people riding bikes through new Bike Riding Encouragement Program community grants.

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

### Brisbane Valley Rail Trail Strategic Plan

The Brisbane Valley Rail Trail (BVRT) is an off-road adventure trail that follows the disused Brisbane Valley rail corridor from Wulkuraka, west of Ipswich, to Yarraman, west of Kilcoy. At 161 kilometres, the BVRT is Australia's longest rail trail.

The *Brisbane Valley Rail Trail Strategic Plan* provides direction to stakeholders through identifying infrastructure upgrades, streamlined governance, enhanced promotion and marketing, and focusing on greater economic development in the Brisbane Valley region.

The BVRT continues to experience significant increases in trail users across all of the trail counters located in Moore, Muirlea, Toogoolawah, Fernvale and Esk. Fernvale in particular recorded over 50,000 trail users in 2021 and Esk recorded the highest growth with an increase of 32 per cent in trail users over the year 2020–2021.

Key achievements during 2021–22 included:

- convened ten governance committee meetings
- rehabilitated Coal Creek bridge, north of Esk
- delivered social media campaigns to more than 1.5 million users
- planned and commenced construction of a trailhead construction at Wulkuraka.

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

### Walking action plan

In 2021–22 TMR finalised the first *Action Plan for Walking 2019–21* and released the new *Action Plan for Walking 2022–24*.

The new action plan sets out 35 actions for Queensland Government departments and agencies to help make walking an easy choice for the community.

Key achievements from the first action plan include:

- published Walking Network Planning Guidance to support local governments and TMR plan and prioritise projects around key destinations like schools, public transport stations, and shops
- launched Walking Local Government Grants to kickstart walking planning across the state
- launched a Walking Infrastructure Masterclass to increase capability among planners, engineers, and transport professionals to create attractive, comfortable, safe, accessible, and convenient walking environments.

**For more information**
https://www.tmr.qld.gov.au/Travel-and-transport/Pedestrians-and-walking/Queensland-Walking-Strategy/Action-Plan-for-Walking

## Case Study

### Brisbane Valley Rail Trail becomes booming tourism asset

The Brisbane Valley railway line ceased operation in 1993, as goods traffic declined and it became too costly to maintain. The railway corridor is 161 kilometres in length, running through four separate council areas and adjoining many private properties including farming and business operations.

The Brisbane Valley Rail Trail (BVRT) was a complex project to reconstruct and maintain as a recreational rail trail. The successful conversion occurred in sections between 2003 and 2018. Each section required resurfacing, bridge reconstruction or rehabilitation, consultation and mediation for adjoining property encroachment, and management agreements for maintenance with council and community groups.

The BVRT is a world-class tourism asset and a potential major drawcard for national and international visitors. There has been a substantial increase in tourists to the region, which has brought welcome relief to small business operators and the rural community that has been hit hard by drought, bushfires, and COVID-19.

The BVRT will continue to provide for regional communities through increased employment and economic development opportunities. The project's success is also inspiring enthusiastic council and community groups throughout Queensland to seek advice for opening new rail trails—for example, the recently opened Boyne to Burnett Inland Rail Trail.

# Marine infrastructure

### Cabbage Tree Creek dredging

The Cabbage Tree Creek state boat harbour is located approximately 30 kilometres north of Brisbane. TMR commenced maintenance dredging works to the entrance channel of the harbour in February 2022 and completed the works mid-2022.

The dredging campaign provided significant improvements to the channel depth, which was further impacted by the flood event that occurred in South East Queensland in early-2022.

Sediment and water quality monitoring was undertaken prior to and during the dredging to avoid any environmental impacts. The material was placed at the approved Mud Island dredging material placement area.

### Molongle Creek dredging

The Queensland Government invested in the $9 million dredging project to provide all-tide access at Molongle Creek located approximately 60 kilometres south of the Burdekin Shire.

The project was delivered in two stages. Stage one involved the construction of a 42-hectare dredge material disposal and rehandling facility and was completed in March 2021.

Stage two of the project commenced mid-2021 and involved capital dredging works that removed more than 100,000 cubic metres of sediment.

The works were completed mid-2022 under strict Australian Government and Queensland Government environmental approvals. The new channel has been widened to 12 metres and deepened to provide all-tide access out to Cape Upstart and offshore waters.

### Upgrade to the Newell Beach boat launching facility

The Newell Beach boat launching facility is located approximately 20 kilometres north of Port Douglas.

The project was committed to by the Queensland Government in 2017 with extensive planning, design, community consultation, and approvals undertaken to allow the onsite works to commence.

Scope of works included dredging, construction of a rock wall, boat ramp upgrade, installation of a fixed walkway, and a fishing platform at the existing boat ramp site at Rankin Street, Newell Beach.

The upgrade works were completed in May 2022 and provide all-tide access. The fixed walkway is best suited to the site conditions at Newell Beach, primarily for wave exposure reasons and to withstand severe weather events.

### State boat harbours

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

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

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

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

# Major projects

## Bruce Highway Upgrade Program

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

The program began in 2013 to improve safety, flood resilience and capacity on the Bruce Highway between Brisbane and Cairns. The program is now in its ninth year and 2021–22 highlights included:

- completing 432 projects
- completing six flood improvements
- delivering 86 projects in the design phase or under construction (53 construction, 33 design)
- developing 33 projects in planning phase.

Key highlights included:

- installing 213 kilometres wide centre line treatment (in addition to 667 kilometres of wide centre line treatment delivered on the Bruce Highway under other funding programs)
- installing 165 protracted right-hand turns
- installing 32 signalised intersections
- installing 372 kilometres of roadside barriers
- installing 88 overtaking lanes
- duplicating 39.2 kilometres of highway.

**For more information visit:**
https://www.tmr.qld.gov.au/projects/programs/bruce-highway-upgrade-program

## Queensland Transport and Roads Investment Program industry briefing 2021

In August 2021, TMR hosted the QTRIP industry briefing event. The event was delivered in a hybrid format of in-person and virtual attendees due to COVID-19 impacts.

The event provided industry with:

- an overview of QTRIP 2020–21 to 2023–24
- a greater understanding of current initiatives
- upcoming Transport System Planning Program, and
- updates to strategic procurement practices.

Region-specific presentations showcased significant projects and packages of work to be released to industry during 2021–22, the likely budgets available and the timing of the work entering the market, as well as indicative material and resource demands.

This annual briefing ensures industry partners remain confident in TMR's ability to continuously deliver a planned program of work, despite continued challenges and uncertainty being experienced across all industries.

Positive feedback received from attendees demonstrated TMR's commitment to strengthening partnerships and improving the way TMR does business.

**For more information visit:**
https://www.tmr.qld.gov.au/About-us/Corporate-information/Publications/Queensland-Transport-and-Roads-Investment-Program/QTRIP-industry-briefings

Our Regions

# Far North

## Fast Facts

**3155KM**
State-controlled road**

**232KM**
National Land Transport Network*

**4422**
Vehicle and machinery registrations

**98**
Boating infrastructures

**12**
Community safety events held

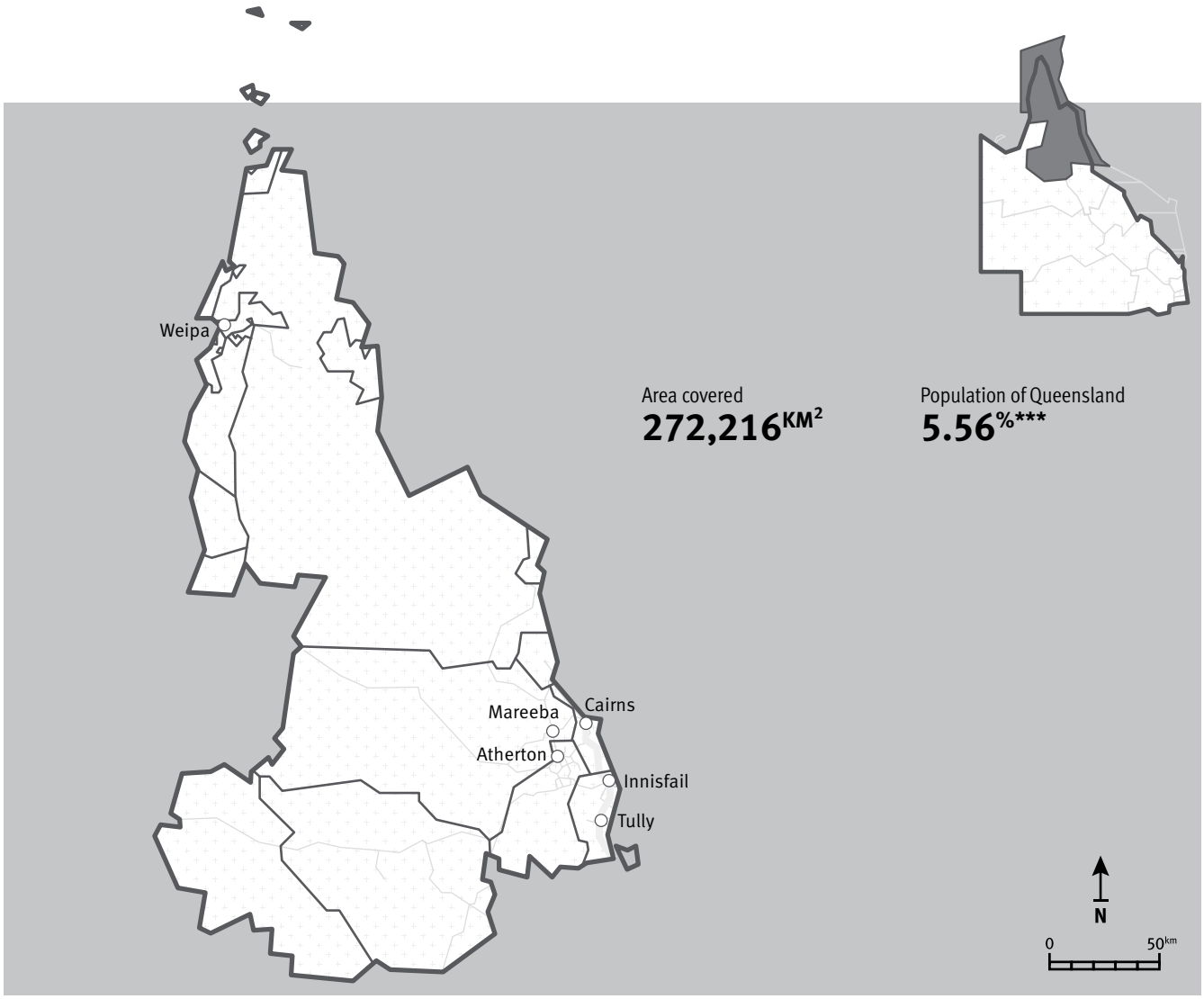
**324,676**
Vehicle and machinery inspections completed

**324**
Bridges**

**9,638**
Driver licence tests conducted

**210,803**
Customer face-to-face interactions

**137**
Priority-enabled intersections




**Data source:** **A Road Management Information System (ARMIS), 30 June 2022*
**Data source:** ***Bridge Information System (BIS), 30 June 2022*

**Data source:** ****Queensland Government Statistician's Office (Queensland Treasury), Queensland Regional Profiles. www.qgso.qld.gov.au, March 2022*

## Highlights

- Continued work on the Cape York Region Package Stage Two program to upgrade priority land transport infrastructure and roads on the Cape York Peninsula.
- Completed construction of the Yarrabah Jetty.
- Continued duplication of the Bruce Highway, Cairns Southern Access Corridor (Stage Three) Edmonton to Gordonvale project.
- Progressed master planning for the Cairns Ring Road (Cairns CBD to Smithfield) project.
- Progressed detailed design for the Cairns Western Arterial Road, Redlynch Connector Road to Captain Cook Highway, duplication project.

### Bruce Highway, Cairns Southern Access Corridor (Stage Three), Edmonton to Gordonvale project

The $481 million Edmonton to Gordonvale project is the largest transport infrastructure project in Far North Queensland.

TMR is progressing construction of a 10.5 kilometre upgrade and duplication of the Bruce Highway between Edmonton and Gordonvale to improve safety on this section of highway by widening it to four lanes.

This complex project includes a 4.5 kilometre realignment and upgrade of the Queensland Rail North Coast line, more than 10 kilometres of new service roads, new road and rail bridges, a pedestrian overpass, a road overpass, a dedicated high-speed off-road cycleway, and relocation of cane rail.

Public submissions were invited to name project infrastructure, with 10 names announced in February 2022, five in the Yidinji dialect, reflecting the area's rich history and First Nations culture.

The project is jointly funded by the Australian and Queensland governments on an 80:20 basis and is expected to be completed by mid-2023, weather permitting.

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

### Cairns Ring Road (Cairns CBD to Smithfield)

The $359 million Cairns Ring Road project will reduce travel times, improve safety, and increase capacity on the Captain Cook Highway between the Cairns CBD in the south and Smithfield in the north.

The project builds on the success of the Smithfield Bypass and Cairns Western Arterial Road, Harley Street intersection upgrades.

Master planning for the project is underway and expected to be completed in mid to late-2023. A program of construction timeframes will be developed once the staging options are identified.

Upgrades will include road widening, intersection upgrades, intelligent transport systems, and improvements for active and public transport.

The project is jointly funded by the Australian and Queensland governments on an 80:20 basis.

**For more information visit:**
https://www.tmr.qld.gov.au/projects/cairns-ring-road-cairns-cbd-to-smithfield

## Case study

### Milestones reached in far north's largest road and rail project

Stage Three of the Cairns Southern Access Corridor upgrade on the Bruce Highway in Far North District has passed significant milestones.

In collaboration with key industry stakeholders, MSF Sugar, cane growers, landowners, and cane farming contractors, the cane rail infrastructure included construction of six new cane rail sidings, reconstruction of key cane rail links between the southern network at Gordonvale and northern network at Redlynch, and two new cane rail signals.

With all cane rail works required to be completed by June 2021, wet weather delayed works commencing until late January 2021 and wet weather in April and May again delayed works. Fortnightly meetings held between TMR, HSA Group and MSF Sugar assisted in planning and rescheduling works over the reduced construction period.

Regular one-on-one meetings with cane growers, landowners and harvest contractors were also held to coordinate works and through close consultation with all stakeholders the cane harvest season commenced on time.

### Cairns Western Arterial Road, Redlynch Connector Road to Captain Cook Highway, duplication

TMR is progressing detailed design for the $300 million Cairns Western Arterial Road, Redlynch Connector Road to Captain Cook Highway, duplication project.

Construction will occur in three stages with Stage One (Lake Placid Road to Captain Cook Highway) commencing in mid-2023, weather

permitting. Construction schedules for Stage Two (Redlynch Connector Road to Harley Street) and Stage Three (Harley Street to Lake Placid Road) will be determined after detailed design is complete.

The project will duplicate the rail overpass at Redlynch and the Kamerunga Bridge over the Barron River. It will also duplicate the remaining single lane sections of Cairns Western Arterial Road—between Redlynch Connector Road and the Captain Cook Highway—to a four-lane dual carriageway.

The project is jointly funded by the Australian and Queensland governments on an 80:20 basis.

**For more information visit:**
https://www.tmr.qld.gov.au/projects/cairns-western-arterial-road-redlynch-connector-road-to-captain-cook-highway-duplication

### Cape York Region Package Stage Two

Cape York Region Package Stage Two is a $237.5 million program of works to upgrade priority land transport infrastructure and roads on the Cape York Peninsula between 2019–20 and 2023–24.

The Kennedy to Rocky Creek project reached practical completion in August 2021, sealing about 11.2 kilometres of the Peninsula Developmental Road north of Laura.

Two projects to extend the seal on the Aurukun Access Road were completed in December 2021, sealing about 14 kilometres of crucial primary access for the remote community of Aurukun.

TMR also progressed the delivery of the Musgrave to Red Blanket (Part A), Archer River Crossing Southern Approach and Merluna to York Downs (Part B) projects.

In April 2022, TMR awarded a contract for construction of a new bridge over Archer River, which will significantly improve safety and flood immunity for road users and the local community.

The CYRP Stage Two project is jointly funded by the Australian and Queensland governments on an 80:20 basis and is programmed for completion in mid-2024.

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

## Case study

### Yarrabah local artist's work brings local jetty to life

In early-2022, crews applied the finishing touches to the new Yarrabah jetty and associated land-based infrastructure in the Aboriginal community of Yarrabah, south of Cairns in Far North Queensland.

Since the project's initiation, TMR identified the need for close engagement with the people of Yarrabah to ensure the project delivered infrastructure that met the needs of the community. To achieve this, TMR sought opportunities to make the project unique to Yarrabah and its culture.

The local fauna of Yarrabah is an important part of the identity of the local Gunggandji Traditional Owners. To recognise this, the project team engaged a Gunggandji artist to develop original artworks depicting culturally significant fauna. The artworks have been permanently stencilled into the jetty's concrete deck to provide a unique aesthetic and visual connection to Gunggandji totems. The original artworks were also incorporated into project signage, which included stories featuring the totems and their cultural significance to the Gunggandji people.

By recognising the Gunggandji Traditional Owners' special connection to country and incorporating that sense of connection into the jetty design, a 'fit for purpose' infrastructure solution was delivered and strengthened the department's relationship with the local community.

### Local Fare Scheme

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

From 1 July 2022 the LFS has been revised to provide additional benefits for customers after consultation with key stakeholders. The scheme has also been extended for 6 years until 30 June 2028, providing much needed certainty for the people who gain benefit from the scheme.

The updated scheme features the following benefits:

- One-way fares can now be booked, allowing much greater flexibility for travel and payment with up to $200 discount per one-way flight.

- Passengers can now travel throughout the LFS region allowing travel to all locations within the scheme which is particularly beneficial to eligible residents in remote locations.
- A reduced eligibility period has been introduced which means people only need to be residents in the LFS region for 12 months instead of three years in order to be eligible for the scheme benefits (with the exception of Weipa which remains at three years).
- Eligible residents can now take their eligibility paperwork with them and continue accessing the scheme when moving from one community to another.
- Bookings will now be able to be made online or by phone.

The changes introduced from 1 July 2022 will greatly benefit the users of scheme by providing greater flexibility in travel and payment options and reduced restrictions and administration. The residents of the most remote communities in the outer Torres Strait Islands will gain a positive benefit from the changes, being able to access subsidised fares on flights connecting through to Cairns for the first time.

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

Approximately 23,500 LFS trips were booked in 2021–22, an increase on the prior year of about 12 per cent.

While the 2021–22 numbers are still approximately 18 per cent below the pre-COVID numbers of the 2018–19 year, bookings continue to increase and a substantial increase in travel is forecast in the 2022–23 year as people take advantage of the more relaxed travel and eligibility conditions introduced on 1 July 2022.

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

## Yarrabah Jetty

Construction of the 165-metre-long Yarrabah Jetty was completed in April 2022.

The new jetty infrastructure provides the Yarrabah community with improved access to marine activities and includes a floating pontoon to maximise accessibility during varying tides in Mission Bay.

TMR in consultation with Yarrabah Aboriginal Shire Council and the local community successfully implemented strategies to provide the community with economic and job opportunities during planning and construction.

Initiatives included employment and local business opportunities, in sea and land monitoring, equipment hire, and the inclusion of locally produced art installations.

The project was fully funded by the Queensland Government.

**For more information**
https://www.tmr.qld.gov.au/projects/yarrabah-jetty-design-and-construct

Our Regions

# North West

## Fast Facts

**3576 KM**
State-controlled road**

**1024 M**
National Land Transport Network*

**1674**
Vehicle and machinery registrations

**4**
Boating infrastructures

**3**
Community safety events held

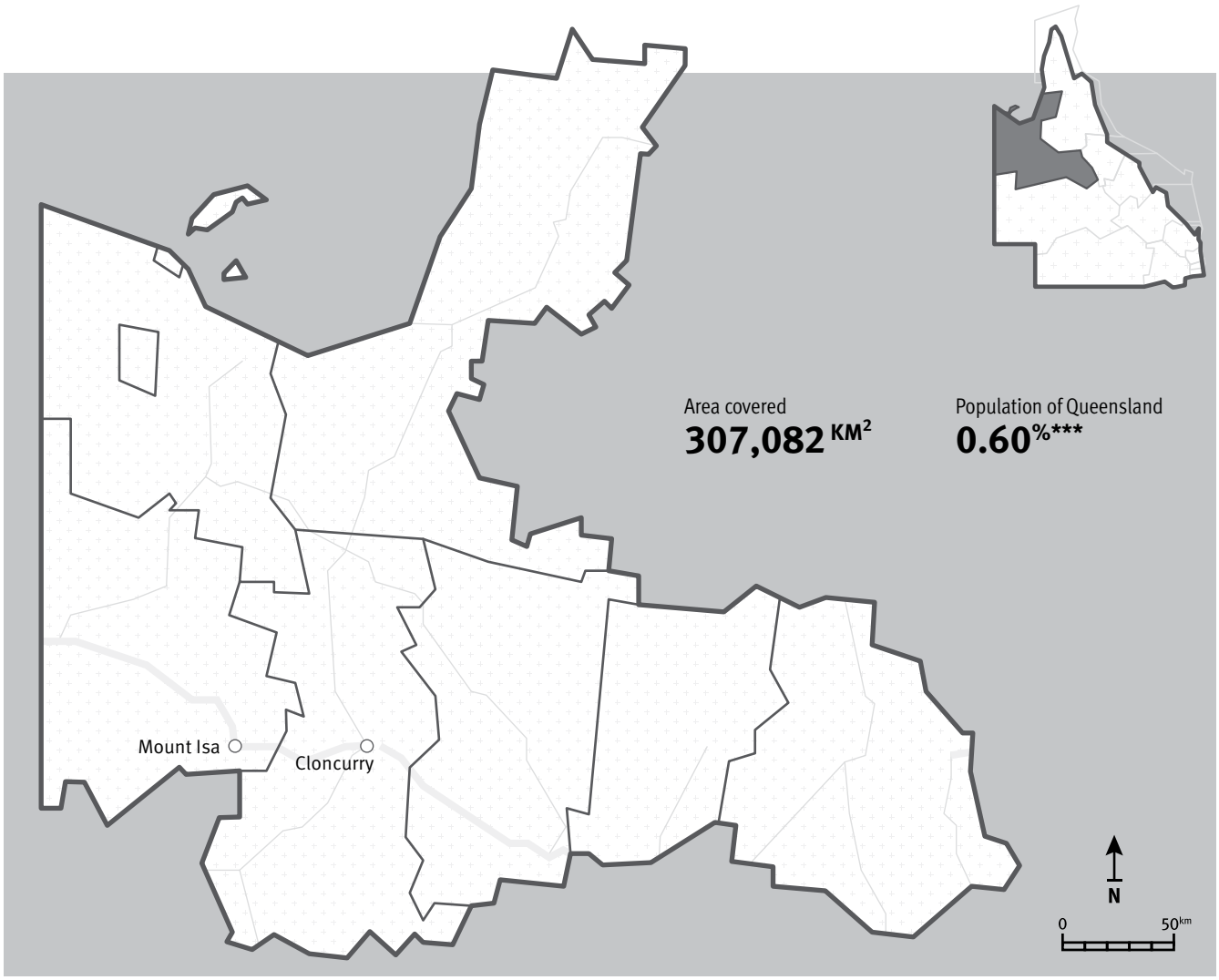
**37,761**
Vehicle and machinery inspections completed

**87**
Bridges**

**1241**
Driver licence tests conducted

**29,495**
Customer face-to-face interactions

**12**
Priority-enabled intersections

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**Data source:** ***Bridge Information System (BIS), 30 June 2022*

**Data source:** ****Queensland Government Statistician's Office (Queensland Treasury), Queensland Regional Profiles. www.qgso.qld.gov.au, March 2022*

## Highlights

- Completed Butcher Creek bridge replacement on the Burke Developmental Road (Cloncurry–Normanton).
- Completed sealing to Phosphate Hill turn-off on the Cloncurry–Dajarra Road and widened existing priority narrow sealed sections.
- Completed progressive sealing of the Burke Developmental Road (Normanton–Dimbulah).
- Continued progressive sealing 48 kilometres of priority sections of the Kennedy Developmental Road (The Lynd–Hughenden).
- Completed safety upgrades on the Barkly Highway (Cloncurry–Mount Isa).

### The Cloncurry–Dajarra Road, widen and seal priority sections and progressive sealing

Three projects were completed along Cloncurry–Dajarra Road.

This road functions as a key inter-regional route and is a vital transport link for the movement of cattle, mining, and products like fuel and freight.

The completion of the program also supports local communities, and industries and provides a more reliable and efficient route with improved access to vital services, increasing economic growth and employment opportunities.

Improvement works included:

- widening of 13 kilometres of existing narrow sealed sections to two lanes
- progressively sealing an additional 11.96 kilometres of unsealed sections
- re-alignment of the Sandy Creek floodway located around 76 kilometres south of the intersection with the Barkly Highway.

The works will complete the sealing and widening from the intersection of the Barkly Highway through to the intersection of the Phosphate Hill Mine.

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

### Barkly Highway safety upgrade

TMR completed an innovative and cost-effective road safety project on the Barkly Highway, 11 kilometres east of Mount Isa, as part of the High-Risk Roads initiative in late December 2021.

The works included widening a 4 kilometre section of the Barkly Highway and improving safety.

These upgrades will ensure key freight roads efficiently connect agricultural and mining regions to ports, airports, and other transport hubs, keeping the economy moving by improving travel and freight reliability.

The project was fully funded by the Queensland Government through its Targeted Road Safety Program.

The state funded High Risk Roads initiative is designed to address key safety concerns on the state-controlled road network identified for the whole of a road segment or link.

### Kennedy Developmental Road progressive sealing

Approximately 48 kilometres of the Kennedy Developmental Road is being progressively sealed between The Lynd and Hughenden as part of the Roads of Strategic Importance Program.

TMR is working with both Etheridge Shire and Flinders Shire Councils to complete the $50 million progressive sealing and widening project. This will improve rural and regional liveability by improving access for essential services and delivering significant benefits for the community.

The upgrades will also improve road safety by providing an eight-metre-wide route that caters for heavy freight loads and has improved flood immunity.

Once completed, only 10 kilometres of road will remain unsealed along the Kennedy Developmental Road between The Lynd and Hughenden.

The project is jointly funded by the Australian and Queensland governments on an 80:20 basis. Construction is scheduled to be completed by December 2023, weather permitting.

**For more information visit:**
https://www.tmr.qld.gov.au/projects/kennedy-developmental-road-the-lynd-to-hughenden-upgrade

### Burke Developmental Road pave and seal project

The Burke Developmental Road pave and seal project was completed in June 2022.

Between Normanton and Dimbulah, 24 kilometres of road sealing works were delivered by the Carpentaria Shire Council, linking the communities of the gulf region to north and north west Queensland.

Key achievements in 2021–22 included:

- a sealed road surface of 8 metre width
- improved reliability and efficiency of freight movements
- improved safety conditions for all road users.

The Burke Developmental Road is a link for the gulf communities, providing access to essential services and supplies from major regional centres located in eastern Queensland, as well as providing connections to the broader national road network such as the Barkly and Flinders highways.

The project is jointly funded by the Australian and Queensland governments on an 80:20 basis as part of the Australian Government Shovel Ready Infrastructure Investment Program.

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

## Butcher Creek Bridge replacement

The Butcher Creek Bridge replacement project on the Burke Developmental Road between Cloncurry and Normanton was completed in late-December 2021.

The two-lane bridge supports local traffic by improving safety, flood immunity, and traffic flow on the Burke Developmental Road. Works also included the realignment of Burke Developmental Road to connect the new bridge to the existing road network.

The bridge replacement has also improved freight efficiencies, while recognising the importance of road infrastructure to support the agricultural, mining, tourism, and freight industries.

The project was fully funded by the Queensland Government through its *Economic Recovery Strategy: Unite and Recover for Queensland Jobs*.

**For more information visit:**
https://www.tmr.qld.gov.au/projects/burke-developmental-road-cloncurry-normanton-butcher-creek-replace-bridge

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Our Regions

# Northern

## Fast Facts

**1666 KM**
State-controlled road**

**521 KM**
National Land Transport Network*

**4092**
Vehicle and machinery registrations

**56**
Boating infrastructures

**7**
Community safety events held

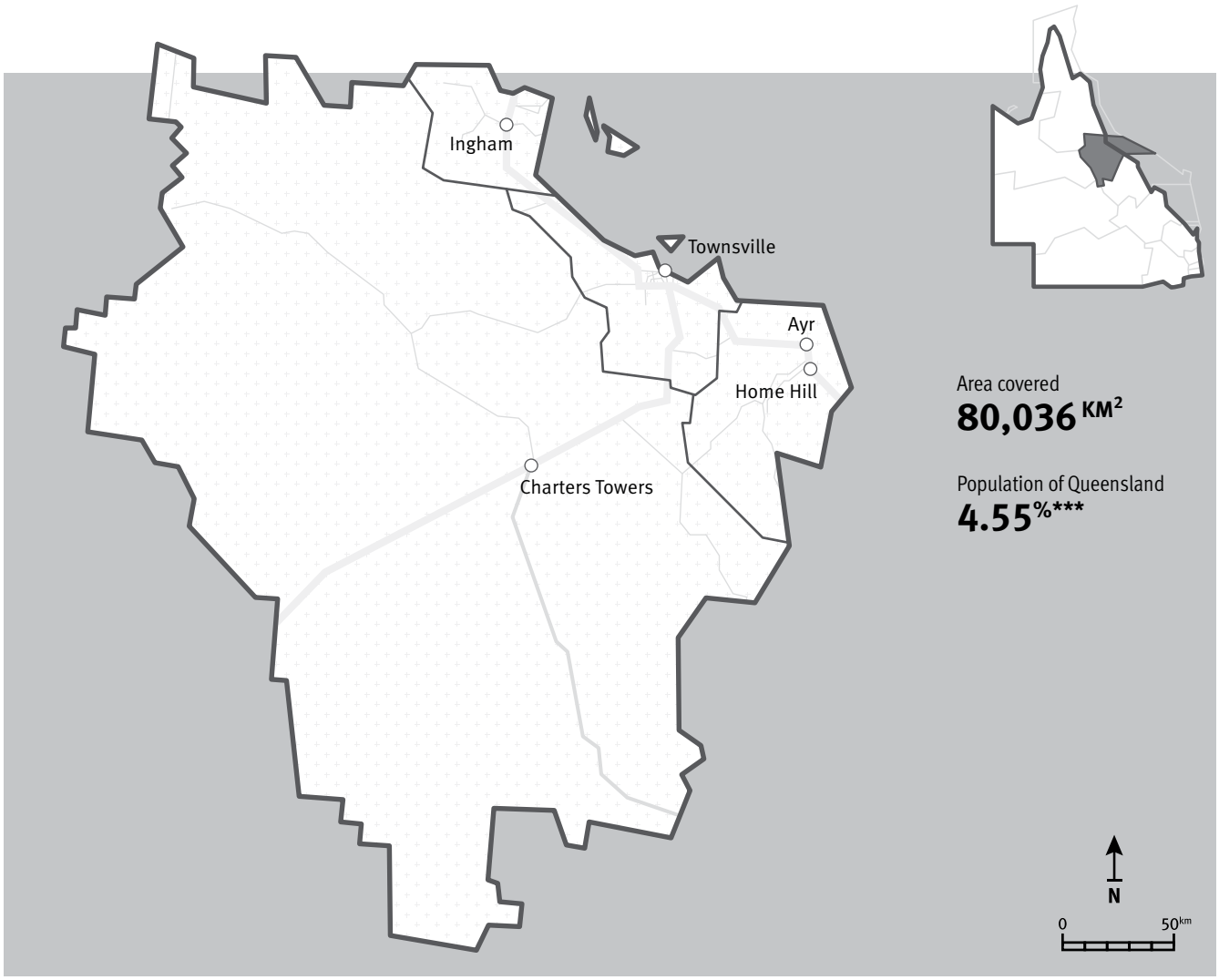
**277,366**
Vehicle and machinery inspections completed

**222**
Bridges**

**7133**
Driver licence tests conducted

**167,594**
Customer face-to-face interactions

**164**
Priority-enabled intersections

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**Data source:** ****Queensland Government Statistician's Office (Queensland Treasury), Queensland Regional Profiles. www.qgso.qld.gov.au, March 2022*

## Highlights

- Completed construction of the Haughton River Floodplain upgrade on the Bruce Highway, between Horseshoe Lagoon and Palm Creek.
- Commenced pavement widening on Gregory Developmental Road (Charters Towers–The Lynd), between Marble Creek and Christmas Creek and Airport Drive and Lucky Springs Road.
- Continued construction of the Townsville Ring Road (Stage Five) project to duplicate the existing Ring Road, between Vickers Bridge and Shaw Road.
- Commenced culvert upgrade on Gregory Developmental Road (Charters Towers–The Lynd) Porphyry Road (Greenvale).
- Completed construction of the Bruce Highway (Townsville–Ingham) Hechts Road to Easter Creek safety upgrades at Bambaroo.
- Continued construction of the Townsville Northern Access Intersections upgrade project on the Bruce Highway, between Veales Road and Pope Road.

### Townsville Ring Road (Stage Five)

Construction continued on the Townsville Ring Road (Stage Five) project to deliver improved road safety, efficiency, and travel time reliability for freight and passenger vehicles on the Bruce Highway in Townsville.

The project includes duplication of a six-kilometre section of the Townsville Ring Road, between Vickers Bridge and Shaw Road and construction of a new interchange at Beck Drive, improving access to and from the growing Upper Ross area.

Works completed during 2021–22 included:

- major earthworks
- service relocations
- drainage upgrades
- structural works across the project site
- installation of all bridge piles
- installation of deck units for the project's four major structures—bridges over the Bohle and Little Bohle rivers, and overpasses at Beck Drive and Hervey Range Developmental Road.

In the foundations of the project's two bridges and two overpasses, 192 pre-cast reinforced concrete piles were used, measuring up to 28 metres in length and weighing up to 18 tonnes each.

The $230 million project is jointly funded by the Australian and Queensland governments on an 80:20 basis.

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

### Haughton River Floodplain Upgrade

During 2021–22, TMR opened more than 13.7 kilometres of new Bruce Highway to traffic between Ayr and Townsville, as part of the Haughton River Floodplain Upgrade project.

Between August and October 2021, traffic commenced travelling on:

- new wider and higher bridges over Horseshoe Lagoon, the Haughton River, and Pink Lily Lagoon.
- new highway overpasses of cane rail lines at Upper Haughton/Hodel Road and Shirbourne Road
- two new bridges over previously flood-prone pavement at Healeys Lagoon and Ironbark Creek (the Reed Beds).

The project also included reconfiguration and safety improvements of nine local intersections onto the new Bruce Highway.

The project reached practical completion in June 2022. Ancillary works as part of the project will be ongoing until August 2022, weather permitting.

The project was jointly funded by the Australian and Queensland governments on an 80:20 basis.

**For more information**
https://www.tmr.qld.gov.au/projects/bruce-highway-haughton-river-floodplain-upgrade-construct-bridges-and-approaches

### Gregory Developmental Road package of works

In July 2021, TMR commenced a program of work to strengthen pavement and widen narrow sections of Gregory Developmental Road, between Charters Towers and The Lynd.

The three projects include:

- pavement widening and strengthening between Marble Creek and Christmas Creek
- pavement widening and strengthening between Airport Drive and Redbank Creek
- upgrade of a major culvert under Gregory Developmental Road near Porphyry Road, Greenvale.

The pavement widening projects will improve safety and efficiency for all road users, particularly the large proportion of heavy vehicles that travel the inland route.

The culvert under Gregory Developmental Road, at Porphyry Road, will also be upgraded to improve drainage and flood resilience.

All three projects are due to be completed in late-2023, weather and construction conditions permitting, with a total investment of $45.5 million jointly funded by the Australian and Queensland governments on an 80:20 basis.

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

### Townsville Northern Access Intersections upgrade

Construction on the Townsville Northern Access Intersections upgrade project continued in 2021–22, to improve safety, efficiency, and travel time reliability for the 14,000 freight and passenger vehicles that travel along this section of the Bruce Highway.

Crews started constructing the second bridge over Black River in July 2021 with piling works completed by the end of July. These works included 18, 1.5-metre-wide steel piles, varying in length from seven to 17 metres, driven into the riverbed.

By November 2021, crews completed work on the bridge substructure (piers and headstocks) and placement of all girders.

Construction on the concrete deck, bridge barriers, backfilling abutments and highway approaches is progressing, and the bridge is expected to be completed and opened to traffic in October 2022.

Drainage, earthworks, and excavation works also progressed on three new service roads as well as the new southbound lanes on the Bruce Highway, between Veales Road and Pope Road.

The project is due to be completed in early-2023, weather and construction conditions permitting.

The $99.8 million project is jointly funded by the Australian and Queensland governments on an 80:20 basis.

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

### Bruce Highway (Townsville–Ingham) Hechts Road to Easter Creek safety upgrade

In December 2021, TMR completed construction on the Bruce Highway (Townsville–Ingham) Hechts Road to Easter Creek safety upgrades at Bambaroo.

The project saw the delivery of 7.3 kilometres of pavement widening and wide centre line treatment, and safety improvements at four Bruce Highway intersections.

In addition, a 450-metre service road was constructed parallel to the Bruce Highway to safely manage access to several properties and new north and southbound overtaking lanes were constructed on a separate carriageway.

The project has improved safety and efficiency for motorists travelling between Townsville and Ingham, through a wider, safer Bruce Highway with improved visibility and access, better overtaking opportunities, and a reduced risk of head on collisions.

These projects were jointly funded by the Australian and Queensland governments on an 80:20 basis through the Bruce Highway Upgrade Program.

**For more information**
https://www.tmr.qld.gov.au/projects/bruce-highway-townsville-ingham-hechts-road-to-easter-creek-safety-upgrade-project

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Our Regions

# Mackay Whitsunday

## Fast Facts

**2,682KM**
State-controlled road**

**451KM**
National Land Transport Network*

**4730**
Vehicle and machinery registrations

**51**
Boating infrastructures

**7**
Community safety events held

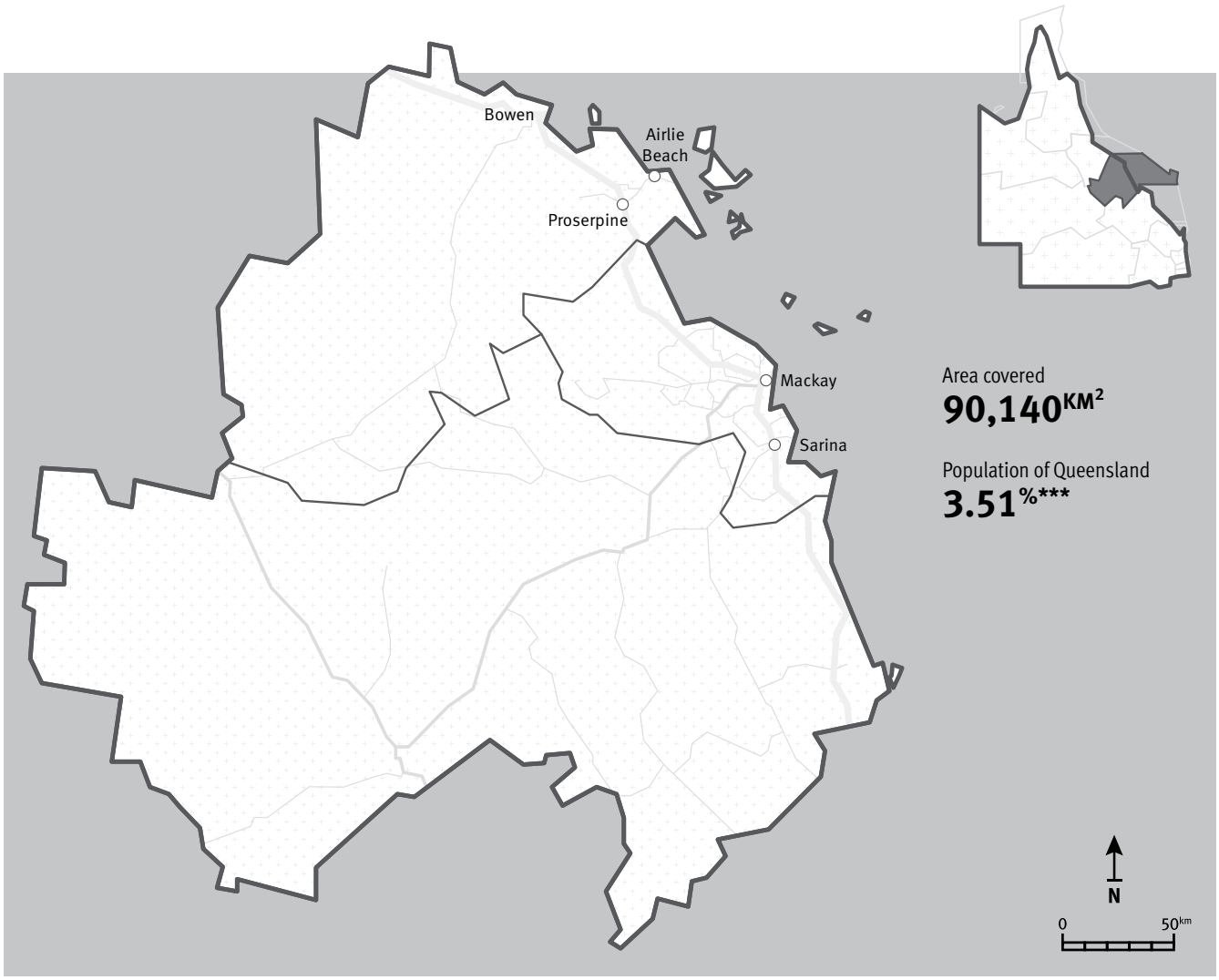
**243,277**
Vehicle and machinery inspections completed

**310**
Bridges**

**4701**
Driver licence tests conducted

**129,624**
Customer face-to-face interactions

**56**
Priority-enabled intersections




**Data source:** **A Road Management Information System (ARMIS), 30 June 2022*
**Data source:** ***Bridge Information System (BIS), 30 June 2022*

**Data source:** ****Queensland Government Statistician's Office (Queensland Treasury), Queensland Regional Profiles. www.qgso.qld.gov.au, March 2022*

## Highlights

- Completed paving and sealing of sections of the Bowen Developmental Road between Deception Creek and Bulgonunna Creek.
- Commenced construction of the Walkerston Bypass on the Peak Downs Highway.
- Completed safety improvements on the Peak Downs Highway between Eton and Mackay.
- Commenced safety improvements on the Bruce Highway, between Ten Mile Creek and Yeates Creek.
- Completed widening formation, rehabilitation and safety upgrades along the Bruce Highway (The Leap–Careys Creek).

### Walkerston Bypass

Construction commenced in May 2022 on the Walkerston Bypass project to deliver a new two-lane rural highway to connect the Peak Downs Highway west of Walkerston to the Mackay Ring Road near Paget.

The bypass will become the designated heavy vehicle route for B-double and other multicombination vehicles between the Bruce and Peak Downs highways.

The Walkerston Bypass will increase safety on the existing route through Walkerston by reducing heavy vehicle traffic, minimising interactions between trucks and local traffic.

The new route will offer a safer and more efficient link for the mining industry in the northern Bowen Basin to Mackay and in particular, the industrial area of Paget.

The $186.6 million project is jointly funded by the Australian and Queensland governments on an 80:20 basis.

**For more information**
https://www.tmr.qld.gov.au/projects/walkerston-bypass

### Bruce Highway safety upgrades between Proserpine and Bowen

In August 2021, safety improvement works started on the Bruce Highway between Proserpine and Bowen.

This section of the Bruce Highway is a key route that connects Mackay to Airlie Beach and the Whitsundays. It provides critical linkages for freight movements between inland production areas and 11 coastal ports and major regional centres.

The works include removal of roadside hazards, the installation of wide centre lines and audio tactile line marking as well as channelised right-turn treatments and pavement rehabilitation.

When completed in 2023, the project will improve safety by providing road users with additional separation between oncoming vehicles, as well as warning road users they are about to leave the road and providing a more forgiving roadside.

The $44.1 million project is jointly funded by the Australian and Queensland governments on an 80:20 basis.

**For more information**
https://www.tmr.qld.gov.au/projects/bruce-highway-proserpine-bowen-ten-mile-creek-to-yeates-creek-improve-safety

### Bowen Developmental Road sealing project

Sealing works were completed in December 2021 to sections of Bowen Developmental Road, (between Deception Creek and Bulgonunna Creek), replacing ageing and damaged culvert structures, and upgrading signage.

The project delivered improvements in safety and travel times and has increased the overall reliability of the road during wet weather. These works also ensure the road can support increasing traffic volumes.

Bowen Developmental Road forms the arterial link between the Queensland coast and the northern Bowen Basin, as well as linking the northern and central Bowen Basin coal mines and towns.

The project was fully funded by the Queensland Government as part of the road stimulus package.

### Peak Downs Highway road safety improvements

Works were completed on the Peak Downs Highway between Eton and Mackay in November 2021 to improve the highway's safety and efficiency.

Project works included:

- widening sections of the existing Peak Downs Highway
- upgrading intersections
- addressing roadside hazards to improve safety for all road users.

The Peak Downs Highway is the principal freight corridor supplying the coal mines of northern Bowen Basin. The route carries significant volumes of freight, including oversize and over-mass vehicles moving large mining equipment.

In addition, the highway also carries local and commuter traffic, including drive-in, drive-out mine workers from Mackay, Moranbah and Emerald.

The project was jointly funded by the Australian and Queensland governments on an 80:20 basis.

**For more information**
https://www.tmr.qld.gov.au/projects/peak-downs-highway-nebo-mackay-eton-to-mackay-targeted-road-safety-improvements

### Bruce Highway safety package (The Leap to Careys Creek)

The Bruce Highway Safety Package (The Leap to Careys Creek) was completed in December 2021 as part of the Bruce Highway Upgrade Program to improve safety, flood resilience, and capacity along the Bruce Highway.

More than 30 kilometres of the Bruce Highway north of Mackay received targeted safety upgrades as part of the package.

Works included upgrading nine intersections along the Bruce Highway with the installation of protected turn lanes and improved lighting.

Sections of the Bruce Highway were also widened to accommodate wide centre lines, with safety barriers installed, and an existing overtaking lane extended.

Town entry treatments were applied at The Leap and Kuttabul, reducing the likelihood of road users speeding through these rural towns.

This package of projects was jointly funded by the Australian and Queensland governments on an 80:20 basis.

**For more information**
https://www.tmr.qld.gov.au/projects/bruce-highway-mackay-to-proserpine-bruce-highway-safety-package-leap-to-careys-creek?homepage-rotator

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Our Regions

# Central West

## Fast Facts

**4378 KM**
State-controlled road**

**693 KM**
National Land Transport Network*

**1146**
Vehicle and machinery registrations

**1**
Boating infrastructure

**8**
Community safety events held

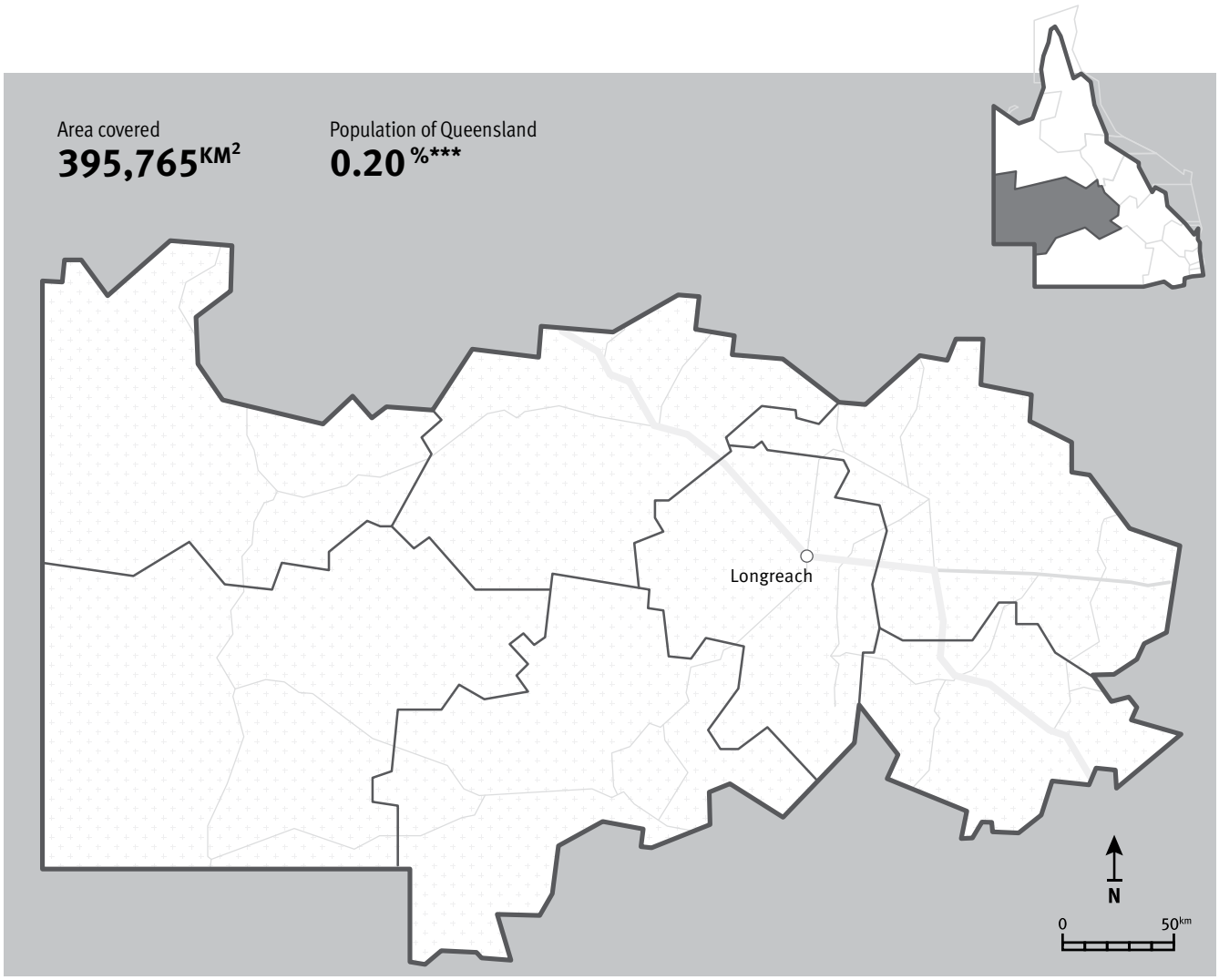
**20,244**
Vehicle and machinery inspections completed

**77**
Bridges**

**331**
Driver licence tests conducted

**10,803**
Customer face-to-face interactions

**7**
Priority-enabled intersections

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**Data source:** ****Queensland Government Statistician's Office (Queensland Treasury), Queensland Regional Profiles. www.qgso.qld.gov.au, March 2022*

## Highlights

- Completed paving and sealing of Blackall–Jericho Road.
- Completed Birdsville Developmental Road paving and sealing between Morney and Birdsville.
- Completed paving and sealing sections of the Eyre Developmental Road (Bedourie–Birdsville).
- Continued pavement widening of the Capricorn Highway (Emerald–Alpha).
- Completed and continued pavement rehabilitation works on Barcaldine–Aramac Road.

### Eyre Developmental Road sealing

Sealing of more than 20 kilometres of the Eyre Developmental Road between Bedourie and Birdsville was completed in May 2022.

Extending the sealed sections on this road has ensured regional communities are better connected.

The project has delivered important improvements in safety, reliability, and travel times for:

- drive tourists exploring outback Queensland
- freight and agricultural industries that use this central link to access markets in major centres across Australia.

Sealing of a further 9 kilometre section, about 17 kilometres north of Birdsville commenced in June 2021 and is expected to be completed in late-2022.

These projects were jointly funded by the Australian and Queensland governments.

**For more information**
https://www.tmr.qld.gov.au/projects/eyre-developmental-road-bedourie-birdsville-section-1-pave-and-seal

### Capricorn Highway widening

Targeted sections of the Capricorn Highway, between Emerald and Alpha, are being widened to improve the safety and efficiency of this key connector.

Works are progressing east of Alpha to widen high priority sections of the highway to a width of nine metres. Several culverts are also being replaced or extended to increase the resilience of the highway after wet weather.

As the principal east-west freight corridor linking the Bruce Highway with the Landsborough Highway, this upgrade ensures the Capricorn Highway keeps pace with increasing traffic volumes and better supports heavy vehicle movements for the freight, agricultural, and resource industries.

Communities such as Alpha, Jericho and Barcaldine who use the highway to access essential services in major centres, including Rockhampton, will also benefit from this project.

The $9.7 million project, fully funded by the Queensland Government, is expected to be completed late-2022 weather permitting.

**For more information**
https://www.tmr.qld.gov.au/projects/capricorn-highway-emerald-alpha-widen-pavement

### Blackall–Jericho Road, pave and seal project

Works to fully seal Blackall–Jericho Road were completed by March 2022.

The completion of the projects have provided surrounding communities with safer, all-weather access along this road for the first time, improving service delivery to health and education services.

Recognised as a strategic link, Blackall–Jericho Road joins with the Landsborough and Capricorn highways and plays an important role in enabling commercial diversification.

The now fully sealed 120 kilometre road will positively contribute to the local economy well into the future and support liveable and prosperous communities.

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

**For more information**
https://www.tmr.qld.gov.au/projects/blackall-jericho-road-pave-and-seal

### Barcaldine–Aramac Road widening

Over 26 kilometres of Barcaldine–Aramac Road is being widened to improve traffic conditions on this key route between the two towns.

The upgrade is being delivered through five separate projects, with three completed in 2021. The remaining two projects will be delivered in 2022, weather permitting. When completed, over 70 per cent of the entire road will be widened providing significant safety improvements.

Barcaldine–Aramac Road has the highest non-highway traffic volumes in the Central West region. It also provides a key connection to the Flinders Highway, enabling access to Townsville and beyond, and is an important link for the agricultural and tourism industries.

In addition to improving safety, the upgrade is reducing travel times and increasing reliability for all road users.

The package of projects, is jointly funded by the Australian and Queensland governments.

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

## Birdsville Developmental Road sealing

Five kilometres of sealing works along the Birdsville Developmental Road, between Birdsville and Morney near Windorah was completed in November 2021.

The road provides access to some of the furthest corners of outback Queensland. It has experienced a significant increase in traffic during popular events such as the Birdsville Races and Birdsville Big Red Bash. It also links Birdsville and Windorah with markets in major centres across Australia.

Important improvements in safety and productivity, while reducing travel times and enhancing wet weather access, have also been delivered.

The project was jointly funded by the Australian and Queensland governments under the Regional Economic Enabling Fund.

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

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Our Regions

# Fitzroy

## Fast Facts

**3531 KM**
State-controlled road**

**399 KM**
National Land Transport Network*

**6669**
Vehicle and machinery registrations

**55**
Boating infrastructures

**13**
Community safety events held

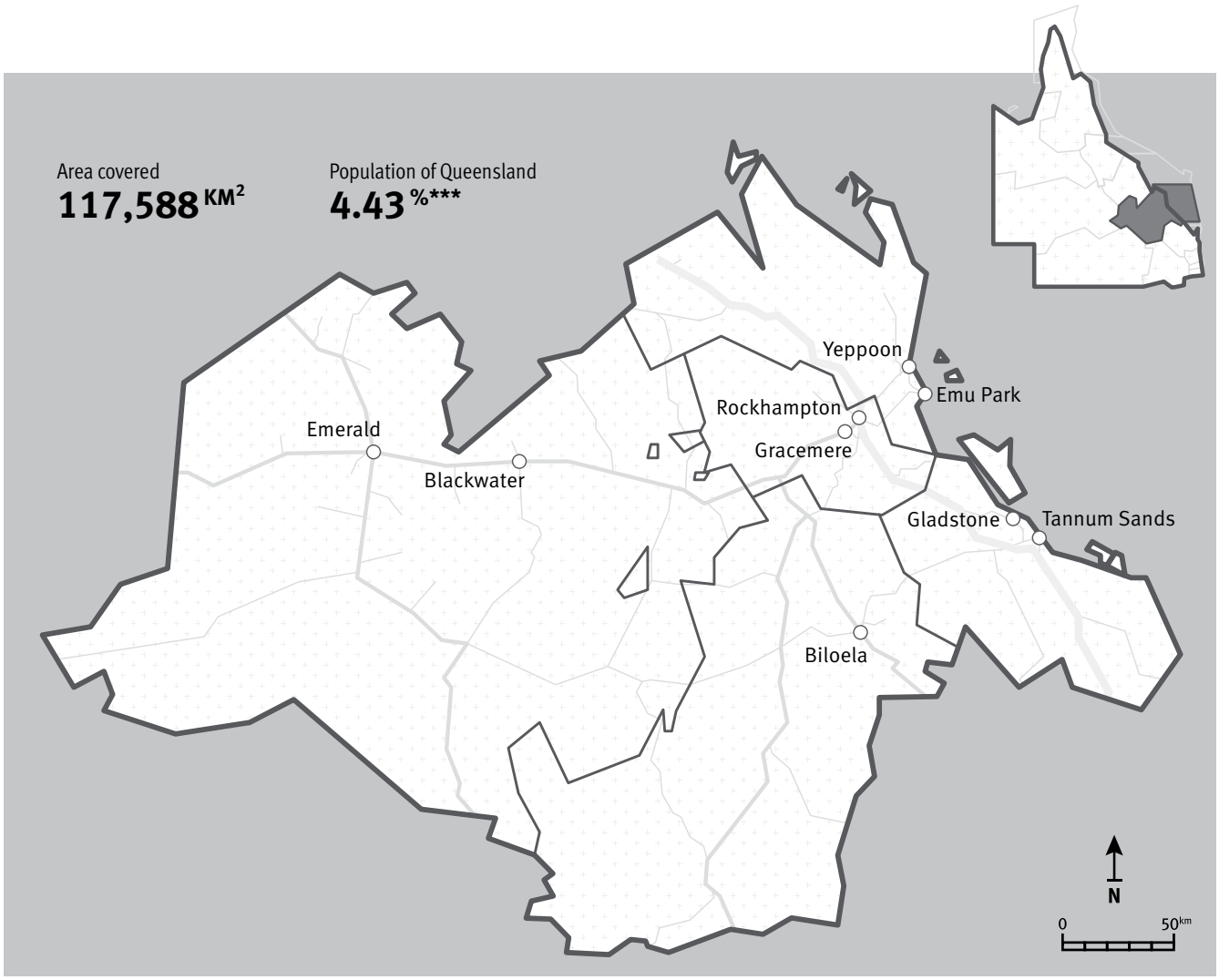
**298,246**
Vehicle and machinery inspections completed

**312**
Bridges**

**6331**
Driver licence tests conducted

**190,910**
Customer face-to-face interactions

**105**
Priority-enabled intersections

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**Data source:** ****Queensland Government Statistician's Office (Queensland Treasury), Queensland Regional Profiles. www.qgso.qld.gov.au, March 2022*

## Highlights

- Completed duplication, from two to four lanes, of the Bruce Highway Rockhampton Northern Access between Rockhampton–Yeppoon Road and Parkhurst.
- Continued upgrading intersections along Gavial–Gracemere Road (Lawrie Street) and widening to four lanes.
- Completed duplication of the Capricorn Highway, from two to four lanes, between Rockhampton and Gracemere.
- Commenced detailed design Rockhampton–Yeppoon Road, Yeppoon Road upgrade project.
- Completed detailed design of the Rockhampton Ring Road project.

### Capricorn Highway upgrade, Rockhampton–Gracemere

The Capricorn Highway upgrade between Rockhampton and Gracemere was completed in July 2021, improving connections for motorists, while also increasing safety on this section of the regional road network.

The project has delivered the following features:

- four-lane separated highway from Rockhampton to Gracemere with a new eastbound carriageway
- intersection upgrades including dedicated turn lanes, improved sight distance, new line-marking and lighting
- new active transport infrastructure including on-road cycling facilities and a new westbound cyclist bridge at Scrubby Creek
- new two-lane eastbound bridge at Scrubby Creek
- signalised intersection at Fairy Bower Road and Old Gracemere Road
- local road improvements on Nelson Street, Farmers Lane and Stanley Road to maintain local access
- service protection work for underground utilities including gas and water.

In addition, the upgrade has increased capacity of the commuter route that services over 18,000 vehicles per day, reducing travel times, particularly during peak hour.

This project was jointly funded by the Australian and Queensland governments on an 80:20 basis.

**For more information visit:**
https://www.tmr.qld.gov.au/projects/capricorn-highway-rockhampton-to-gracemere-duplication

### Rockhampton Ring Road

The Rockhampton Ring Road is a major infrastructure project in the central Queensland region that will improve road safety and support the region's economy, by improving freight efficiency, flood resilience, and job opportunities.

The project's detailed design commenced in September 2020 and was completed in March 2022. On site construction is expected to start in 2023, with completion in late-2026.

A new 14.7 kilometre ring road will be delivered linking the Bruce Highway through Rockhampton. It will extend from the Capricorn Highway (Nelson Street) in the south to the Bruce Highway, Rockhampton–Yeppoon Road intersection in the north and will include a new crossing of the Fitzroy River between Pink Lily and Kawana.

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

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

### Rockhampton–Yeppoon Road, Yeppoon Road upgrade

The Rockhampton–Yeppoon Road, Yeppoon Road upgrade project will be delivered as part of the Australian and Queensland governments' 10-year Roads of Strategic Importance (ROSI) corridor investment.

The ROSI initiative aims to ensure key freight roads efficiently connect agricultural regions and ports, airports and other transport hubs, and provide better access for tourism, mining, and other sectors.

The Australian and Queensland governments have committed $80 million on an 80:20 basis to duplicate around 5.6 kilometres of Rockhampton–Yeppoon Road between Iron Pot and Hedlow Creek.

The project also includes upgrades to three intersections on Rockhampton–Yeppoon Road at Artillery Road, Dairy Inn Road, Iron Pot Road, and Cabbage Tree Creek Road.

Detailed design started in February 2021 and construction is expected to commence in early-2023, weather permitting.

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

## Case study

### Capricorn Highway upgrade – Rockhampton to Gracemere Duplication

With almost 18,000 vehicles per day on the commuter route connecting the communities of Gracemere and Rockhampton, increasing capacity of the highway, reducing travel times and improving safety were priorities for this project.

The upgrade provided a four-lane separated highway between Rockhampton and Gracemere, enhancing the capacity of the Capricorn Highway and improving connections between these communities while also increasing safety on this section of the regional road network.

The completed project also delivered key intersection upgrades at Fairy Bower Road and Old Gracemere Road and at McLaughlin Street. Active transport infrastructure was included as part of the project to upgrade bike riding infrastructure on the Principal Cycle Network.

Completing the upgrade to the Capricorn Highway has increased capacity and reduced travel times, particularly during the morning and afternoons peak. The installation of traffic signals at the Fairy Bower Road and Old Gracemere Road intersection has enhanced safety through improving sight distance and removing uncontrolled traffic movements.

### Gavial–Gracemere Road (Lawrie Street), widen four lanes and upgrade intersections

Construction commenced in September 2021 to upgrade Lawrie Street from two to four lanes, between McLaughlin Street intersection with the Capricorn Highway to John Street and Russell Street in Gracemere.

The project will reduce congestion by providing additional capacity to cater for current and future growth in Gracemere, and will provide a safer experience for drivers, pedestrians, and bike riders.

Key features being delivered include:

- a new bridge adjacent to the existing rail overpass
- signalised intersections
- upgraded pedestrian and bike riding facilities.

The upgrade will integrate with the Capricorn Highway Duplication project (completed in July 2021) to improve network efficiency on the commuter route between Gracemere and Rockhampton.

Construction is due for completion in February 2023, weather permitting.

The $35 million project is fully funded by the Queensland Government.

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

### Rockhampton Northern Access Upgrade and Bruce Highway safety package at Terranova Drive

The Rockhampton Northern Access Upgrade, in conjunction with the Bruce Highway safety package at Terranova Drive was completed in August 2021.

By combining these two projects, 4.9 kilometres of highway was duplicated through the northern suburbs of Parkhurst linking to existing overtaking lanes at Glenlee.

Key features delivered during 2021–22 included:

- on-road bike riding facilities
- off-road dual pedestrian and bike riding facilities
- new structures
- two new service roads
- various intersection upgrades
- local road realignment.

The four-lane section of highway has increased the capacity of the Bruce Highway, improved connectivity, reduced travel times, and improved the overall safety on this section of the central Queensland road network.

The project was jointly funded by the Australian and Queensland governments on an 80:20 basis.

**For more information**
https://www.tmr.qld.gov.au/projects/rockhampton-northern-access-upgrade

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Our Regions

# Wide Bay/Burnett

## Fast Facts

**2970 KM**
State-controlled road**

**271 KM**
National Land Transport Network*

**4691**
Vehicle and machinery registrations

**72**
Boating infrastructures

**29**
Community safety events held

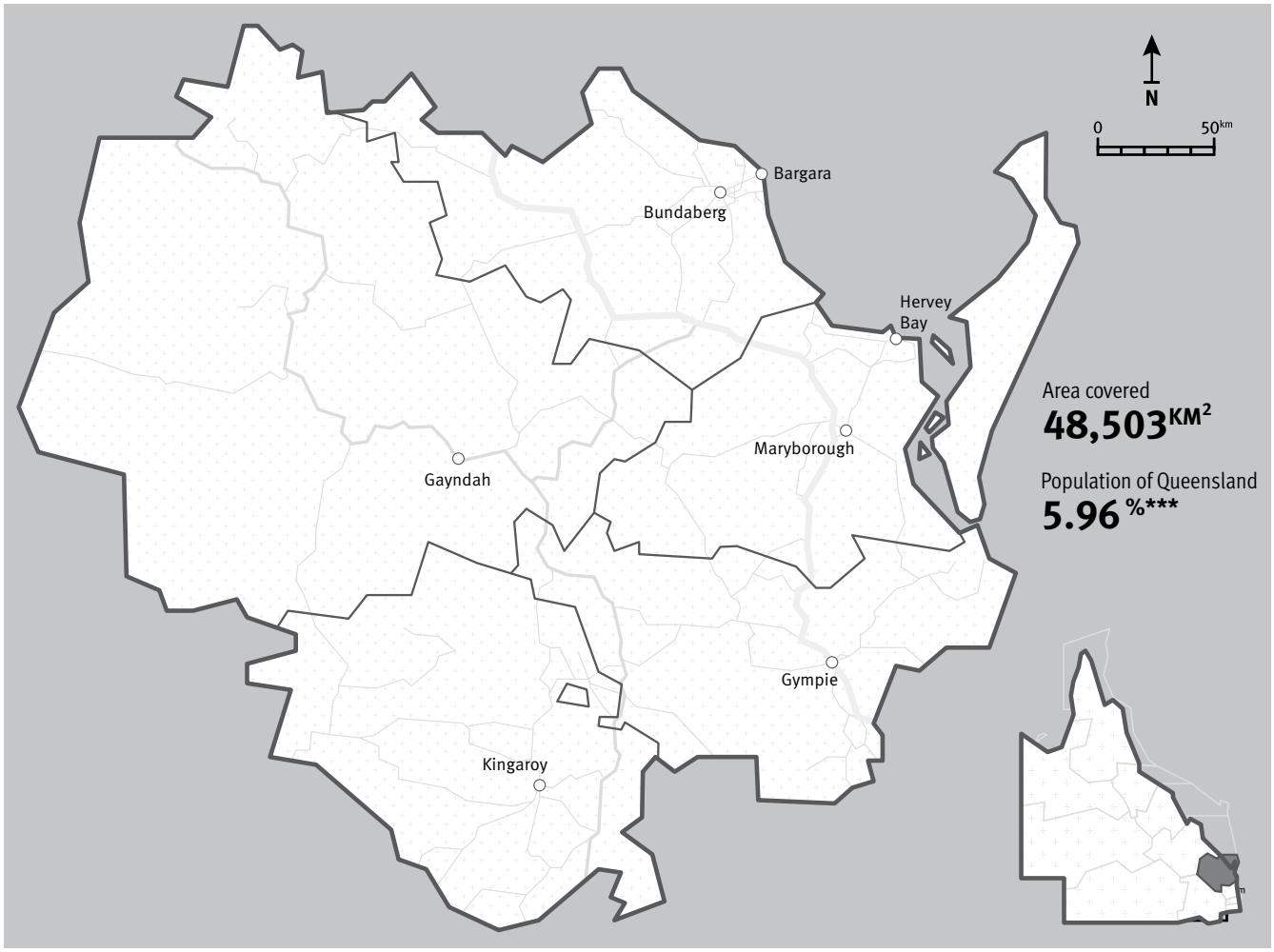
**430,440**
Vehicle and machinery inspections completed

**295**
Bridges**

**7392**
Driver licence tests conducted

**268,592**
Customer face-to-face interactions

**130**
Priority-enabled intersections

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**Data source:** ****Queensland Government Statistician's Office (Queensland Treasury), Queensland Regional Profiles. www.qgso.qld.gov.au, March 2022*

## Highlights

- Completed Bruce Highway and Wide Bay Highway intersection upgrade, north of Gympie.
- Continued construction of new bridge over Saltwater Creek and Deadmans Gully north of Maryborough, and associated flood immunity upgrades.
- Continued final stage construction of the Bruce Highway (Cooroy–Curra) (Section D) upgrade between Woondum and Curra.
- Completed draft design for the Tiaro Bypass on the Bruce Highway.
- Continued construction of John Peterson Bridge on the Mundubbera–Durong Road at Derri Derra.

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

Construction is underway to improve flood immunity along an 11 kilometre section of the Bruce Highway, between Maryborough and Torbanlea.

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

During construction, large scallop-like shells from the early cretaceous period were discovered and are thought to be more than 110 million years old. The fossils were able to be safely removed from site and delivered to the Queensland Museum, where they will be prepared for exhibition.

Work is expected to be completed by late-2022, weather and construction conditions permitting.

The $103 million project is jointly funded by the Australian and Queensland governments on an 80:20 basis.

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

### Bruce Highway and Wide Bay Highway intersection upgrade

In November 2021, TMR completed construction of the Bruce Highway and Wide Bay Highway intersection upgrade, north of Gympie.

The works involved constructing a single-lane roundabout and approaches at the intersection to address safety and capacity issues.

An approach speed limit of 60 kilometres has been implemented along with other appropriate speed reduction treatments to maintain safety and ensure compliance.

Works also included roadside improvements along the Bruce Highway between Meadows Lane and the Wide Bay Highway, and an upgrade of the Spring Valley Road intersection.

The project was jointly funded by the Australian and Queensland governments on an 80:20 basis.

**For more information**
https://www.tmr.qld.gov.au/projects/bruce-highway-wide-bay-highway-intersection-upgrade

### Bruce Highway Upgrade–Cooroy to Curra, Section D

Major construction is underway on the Bruce Highway upgrade–Cooroy to Curra, Section D project that includes a 26 kilometre four-lane bypass of Gympie.

Section D will address safety, flood immunity, and capacity issues on the Bruce Highway through Gympie. When completed, it will provide motorists with a free-flowing, high-speed, four-lane highway between Woondum and Curra.

There will be three major interchanges and 42 bridges at 23 locations along the bypass. Around six million cubic metres of earth will be moved from cuts and used as fill to raise the Gympie bypass, increasing flood immunity on the Bruce Highway. Section D is due for completion mid-2024, weather permitting.

The $1 billion project is jointly funded by the Australian and Queensland governments on an 80:20 basis.

**For more information**
https://www.tmr.qld.gov.au/projects/bruce-highway-cooroy-to-curra/bruce-highway-cooroy-to-curra-section-d

### Munduberra–Durong Road, John Peterson Bridge upgrade

In January 2022, TMR commenced work to replace the single-lane John Peterson Bridge with a higher, safer, wider structure, on an improved alignment.

The replacement eight-span concrete bridge will be located about 500 metres north-west of the existing bridge on a straighter and safer alignment, shortening the route by about 700 metres.

Once completed, the new bridge will be two lanes and built to withstand a one-in-100-year flood event. The posted speed limit on the new bridge will be increased to 100 kilometres per hour.

The road shoulders on the Mundubbera–Durong Road approaches to Hawkwood Road and Beeron Road will also be widened to improve safety for vehicles turning at these intersections.

The $25 million project is jointly funded by the Australian and Queensland governments on an 80:20 basis.

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

## Tiaro bypass

Planning is underway for a four-lane bypass of Tiaro that will increase flood immunity, safety, and efficiency of the Bruce Highway and future-proof the road to cater for growing traffic volumes.

The draft concept design for the new Tiaro bypass was distributed to the public in December 2021.

Key features of the draft concept design included nine kilometres of four-lane highway with a concrete centre median which separates opposing traffic lanes, and two grade-separated interchanges (one north and one south of Tiaro).

The project will improve road safety, traffic efficiency and flood immunity with the bypass designed for a one-in-100-year flood event.

TMR and Fraser Coast Regional Council have formed the Tiaro Community Working Group to provide input into the bypass project, and to develop a community plan for Tiaro.

Consultation and investigations for the project are continuing, with detailed design commencing in late-2022.

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

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

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Our Regions

# Darling Downs

## Fast Facts

**4533 KM**
State-controlled road**

**644 KM**
National Land Transport Network*

**9074**
Vehicle and machinery registrations

**7**
Boating infrastructures

**0**
Community safety events held

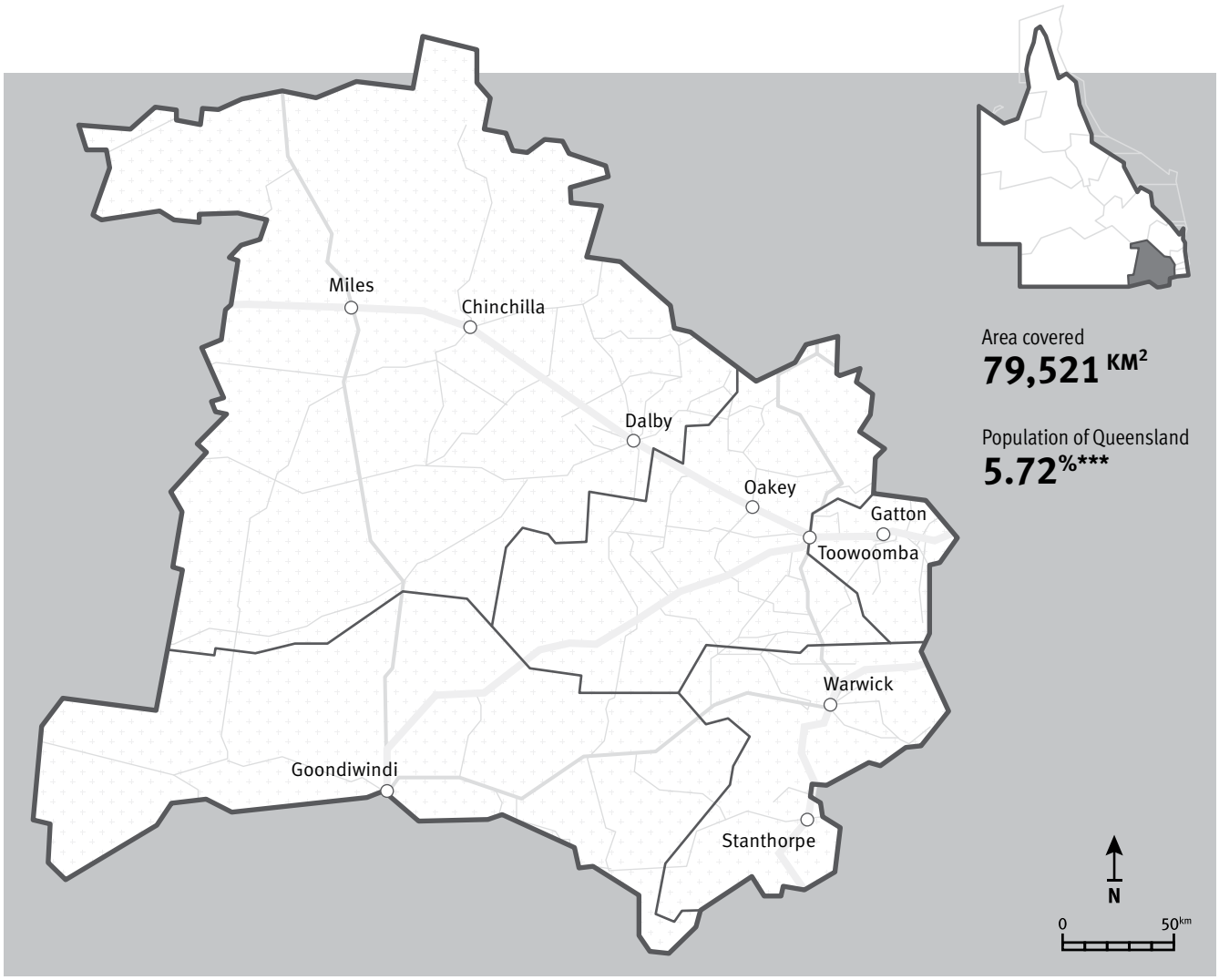
**348,685**
Vehicle and machinery inspections completed

**225**
Bridges**

**8679**
Driver licence tests conducted

**266,347**
Customer face-to-face interactions

**140**
Priority-enabled intersections

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## Highlights

- Continued upgrade of Eight Mile intersection on Cunningham and New England highways.
- Completed construction of new bridge at Tchanning Creek on Roma–Condamine Road.
- Continued construction to replace bridge at Rocky Creek on Murphys Creek Road, Postmans Ridge.

### Tchanning Creek bridge replacement

Construction of a new bridge at Tchanning Creek on Roma–Condamine Road was completed in November 2021.

The new concrete two-lane bridge has delivered significant improvements to safety, having removed narrow points and improved road approaches that has improved traffic flow on Roma–Condamine Road.

The bridge is significantly higher than the older wooden bridge built in 1938 and provides improved flood immunity to Roma–Condamine Road.

Shortly after it was completed, the new bridge was submerged in the record floods in December 2021. However, due to its sturdy construction it was not damaged.

The project was fully funded by the Queensland Government through the State Road Network Upgrade Investment Program.

**For more information**
https://www.tmr.qld.gov.au/projects/roma-condamine-road-tchanning-creek-replace-timber-bridge

### Eight Mile intersection upgrade

Construction at the Cunningham and New England highways intersection, locally known as the Eight Mile intersection, is expected to be completed in August 2022.

The project will deliver a grade-separated option at the Eight Mile intersection, including:

- construction of a new overpass for traffic on the New England Highway travelling from Toowoomba to Warwick
- construction of new roadway to allow for approaches to the overpass and a new Toowoomba to Ipswich exit/merge lane
- construction of two culvert structures to assist with site drainage
- installation of new lighting and improvements to existing using LED luminaires
- installation of a new traffic monitoring camera.

The upgrade will improve traffic safety and efficiency at the major rural intersection between Brisbane, Warwick and Toowoomba.

The $25 million project is jointly funded by the Australian and Queensland governments on an 80:20 basis as part of the National Land Transport Network upgrade program.

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

### Rocky Creek bridge upgrade

Construction to replace the bridge over Rocky Creek on Murphys Creek Road at Postmans Ridge is expected to be completed in November 2022, weather permitting.

The new concrete bridge has two lanes with improved alignment and sight distances on the approaches, which will increase safety and efficiency on Murphys Creek Road. The new bridge is also higher to reduce the time that Murphys Creek Road is closed at Rocky Creek due to flooding.

Historic sandstone that lined the original bridge, built in 1928 has been installed at Postmans Ridge Hall on Murphys Creek Road to keep these significant artefacts in the community.

The $11 million project is fully funded by the Queensland Government through the State Road Network Upgrade Program.

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

## Case study

### Gatton–Helidon Road, Lockyer Creek bridge strengthening

Strengthening and rehabilitation works at the Lockyer Creek bridge on Gatton–Helidon Road were completed in September 2021.

The bridge has supported local agricultural industries in the Lockyer Valley since it was built in 1966. Strengthening involved installing an external tensioning system to the bridge's headstocks and girders. The bridge was repainted to protect it from the elements and various parts repaired or replaced.

Prior to construction, four species of micro-bats were discovered under the bridge, roosting in the expansion joints or using the old mud bottle nests abandoned by fairy martin birds. The micro-bats were carefully removed from the bridge before construction started. Wildlife boxes were installed under the bridge after completion to encourage them to return, which proved successful.

The works have increased the structural capacity of Lockyer Creek bridge to maintain its suitability for type 1 road trains to ensure freight efficiency on Gatton-Helidon Road. This work will reduce the need for maintenance and associated traffic disruptions in the future.

**For more information**

https://www.tmr.qld.gov.au/projects/gatton-helidon-road-lockyer-creek-bridge-strengthen-bridge

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Our Regions

# South West

## Fast Facts

**3972KM**
State-controlled road*

**418KM**
National Land Transport Network*

**2133**
Vehicle and machinery registrations

**9**
Boating infrastructures

**9**
Community safety events held

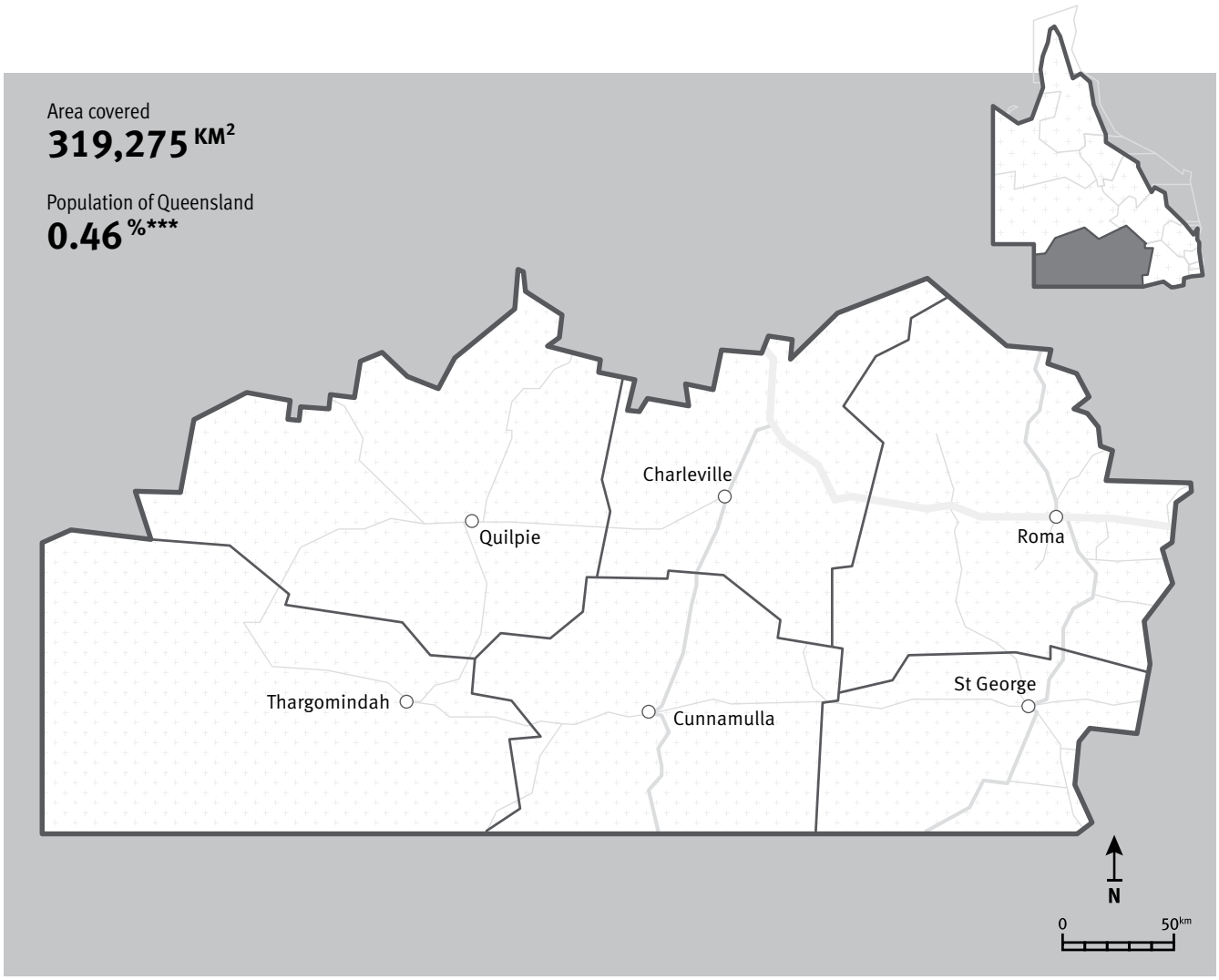
**43,462**
Vehicle and machinery inspections completed

**83**
Bridges**

**732**
Driver licence tests conducted

**23,340**
Customer face-to-face interactions

**1**
Priority-enabled intersection




**Data source:** **A Road Management Information System (ARMIS), 30 June 2022*
**Data source:** ***Bridge Information System (BIS), 30 June 2022*

**Data source:** ****Queensland Government Statistician's Office (Queensland Treasury), Queensland Regional Profiles. www.qgso.qld.gov.au, March 2022*

## Highlights

- Continued South West Regional Economic Enabling Fund works, including completion of projects on the Carnarvon Highway and Roma–Condamine Road.
- Completed Carnarvon Highway steel culvert replacement project.
- Continued delivery of the Roads of Strategic Importance initiative, including completion of the Carnarvon Highway (Roma–Injune) intersection project with Lalors Lane upgrade.
- Continued delivery of the South West Road Safety Program including town entry treatments, improved delineation, culvert replacements and guardrail replacements.

### Roads of Strategic Importance projects

The Roads of Strategic Importance (ROSI) initiative has delivered targeted upgrades to the Carnarvon Highway and surrounding South West roads, enhancing productivity and efficiency on key freight routes.

Improvements delivered through the ROSI include connecting agricultural regions and ports and other transport hubs and better access for tourism, mining, and other industries.

An example of a ROSI project is the Carnarvon Highway (Roma–Injune) intersection with Lalors Lane upgrade along with other safety works at Orange Hill. The project involved:

- pavement widening
- intersection improvements
- installation of school bus pullover bays
- improved signage.

The project was completed in December 2021, jointly funded by the Australian and Queensland governments on an 80:20 basis, under the Roads of Strategic Importance initiative.

### Carnarvon Highway steel culvert replacement

The Carnarvon Highway steel culvert replacement project was completed in February 2022, as part of the Queensland Government's $400 million road stimulus package to fast-track projects during the COVID-19 economic recovery.

Works involved replacing the existing steel culvert, just east of the Surat township, with a reinforced concrete culvert. The new culvert will improve safety, network efficiency and contribute to the economy and regional growth.

While on site, the highway was widened to improve safety for motorists and erosion control mats were installed to help establish vegetation and reduce erosion during flooding events.

The project was fully funded by the Queensland Government.

### South West Regional Economic Enabling Fund projects

The Regional Economic Enabling Fund is a package of works funded by the Australian and Queensland governments delivering targeted upgrades to many roads across regional Queensland in response to COVID-19.

In the South West, Regional Economic Enabling Fund projects completed in 2021–22 included widening:

- priority sections of Diamantina Developmental Road (Charleville–Quilpie) within the Quilpie Shire Council area
- priority sections of Diamantina Developmental Road (Charleville–Quilpie) within the Murweh Shire Council area
- priority sections of Bulloo Developmental Road (Cunnamulla–Thargomindah)
- and strengthening various sections of Roma–Condamine Road
- priority sections of the Carnarvon Highway (Mungindi–St George)
- replacing a culvert on the Carnarvon Highway (Roma–Injune).

### South West Road Safety Program

In South West Queensland, a program of projects supporting road safety treatments on state-controlled roads is underway.

Jointly funded by the Australian and Queensland governments, the program is providing greater protection for road users through the installation of:

- town entry treatments
- improved delineation
- culvert replacements
- guardrail replacements.

Road safety projects delivered in 2021–22 included:

- intersection upgrade at the intersection of the Warrego and Carnarvon highways
- intersection upgrade and culvert replacement at the Carnarvon Highway (Roma–Injune) and Miscamble Street intersection
- culvert replacement works on the Diamantina Developmental Road (Charleville–Quilpie)
- line marking and guardrail installation on the Carnarvon Highway (Mungindi–St George)
- culvert replacements on the Carnarvon Highway (Roma–Injune)
- town entry treatments installation in Injune, Muckadilla, Amby, Mungallala and Morven
- culvert replacements on Bulloo Developmental Road (Cunnamulla–Thargomindah)
- safety treatments on the Warrego Highway (Miles–Roma) at Blyth Creek.

Our Regions

# North Coast

## Fast Facts

**1372 KM**
State-controlled road*

**129 KM**
National Land Transport Network*

**5889**
Vehicle and machinery registrations

**68**
Boating infrastructures

**43**
Community safety events held

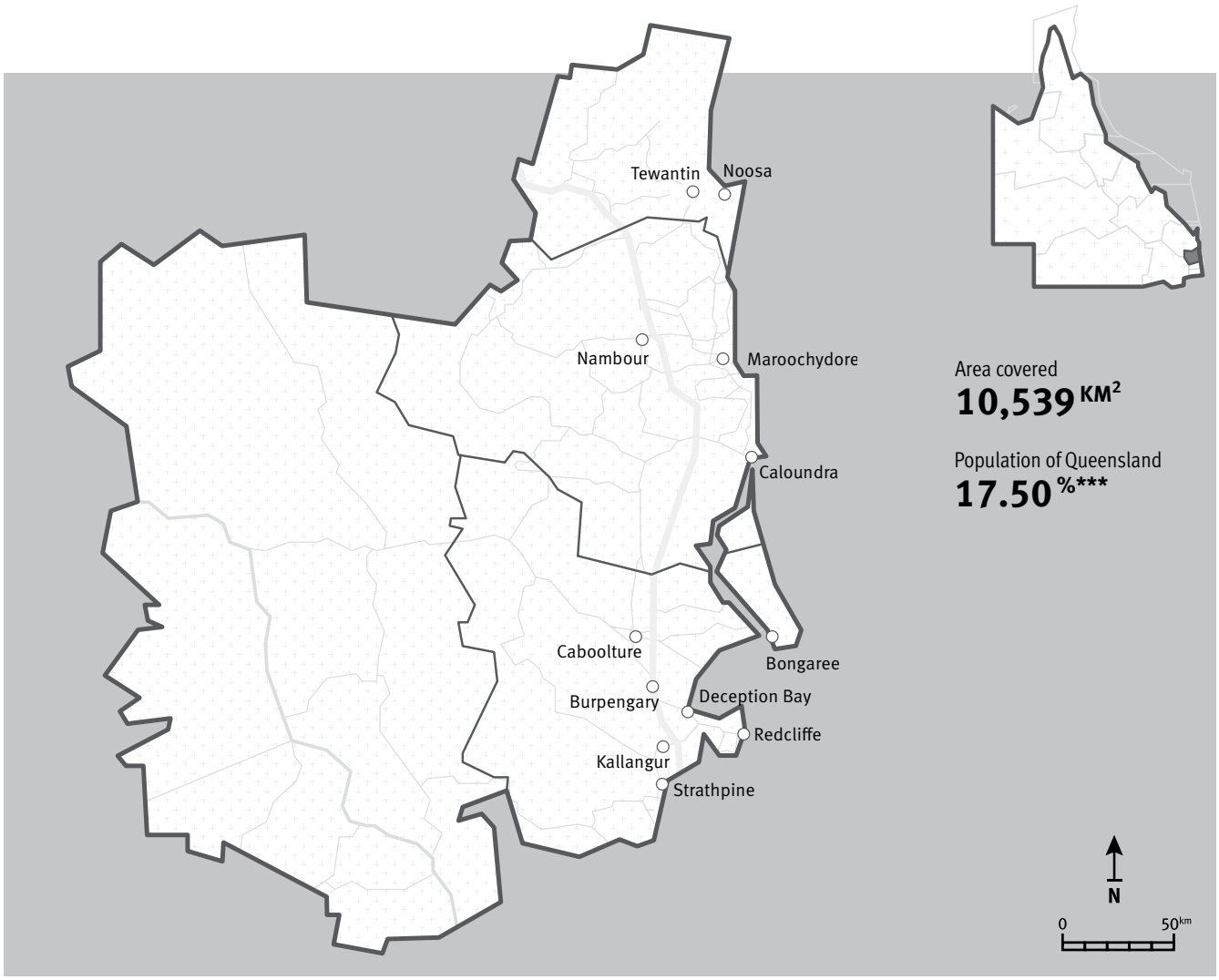
**1,012,148**
Vehicle and machinery inspections completed

**418**
Bridges**

**21,354**
Driver licence tests conducted

**486,573**
Customer face-to-face interactions

**524**
Priority-enabled intersections

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**Data source:** ****Queensland Government Statistician's Office (Queensland Treasury), Queensland Regional Profiles. www.qgso.qld.gov.au, March 2022*

## Highlights

- Continued widening of Bruce Highway from four to six lanes between Caboolture–Bribie Island Road and Steve Irwin Way (Exit 163).
- Completed Bruce Highway widening between Caloundra Road and the Sunshine Motorway and upgrading of interchanges at Caloundra Road and Sunshine Motorway.
- Continued upgrade of the North Coast Line between Beerburrum train station and Nambour train station.
- Completed upgrade of Petrie intersection on Redcliffe Road (Anzac Avenue).

### Caloundra Road to Sunshine Motorway upgrade

Major construction on the Bruce Highway upgrade–Caloundra Road to Sunshine Motorway project was officially commissioned on 28 September 2021.

The Bruce Highway was upgraded to six lanes, between Caloundra Road and the Sunshine Motorway. This included major upgrades to both interchanges and a new two-way service road for local traffic, allowing the Bruce Highway to function as a high-speed, high-volume corridor.

In an Australian first, a Diverging Diamond Interchange was built at Caloundra Road. This innovative design minimised the project footprint (requiring fewer bridges and roads) while tackling congestion, increasing capacity, improving safety, and providing active transport connections.

The upgrade has provided vital infrastructure that will support future growth in the Sunshine Coast region.

The project was jointly funded by the Australian and Queensland governments on an 80:20 basis.

**For more information visit:**
https://www.tmr.qld.gov.au/projects/bruce-highway-caloundra-road-to-sunshine-motorway

### Sunshine Motorway–Mooloolah River interchange upgrade

Design work is underway to upgrade the Sunshine Motorway–Mooloolah River interchange at Mountain Creek.

The upgrade will deliver:

- a safe, efficient, and effective transport network to meet the current and future needs of the Sunshine Coast region
- improved access and active transport connectivity for local communities in the Birtinya, Mountain Creek and Mooloolaba areas.

Stage one of the project includes a new road overpass to provide a more direct and efficient connection from Nicklin Way to Brisbane Road at Mooloolaba and a new local road connection between Karawatha Drive at Mountain Creek and Brisbane Road at Mooloolaba.

Design is expected to be completed in 2023 with construction to follow, weather permitting.

Stage one of the $320 million project is jointly funded by the Australian and Queensland governments on a 50:50 basis.

**For more information visit:**
https://www.tmr.qld.gov.au/projects/sunshine-motorway-mooloolah-river-interchange-upgrade-stage-1

### Beerburrum to Nambour rail upgrade

The Beerburrum to Nambour rail upgrade project covers about 40 kilometres of the North Coast Line. It will provide additional track capacity and reliability, creating travel time savings and increased passenger and freight services to the growing Sunshine Coast region.

The upgrade will be completed in stages to deliver community benefits while investigating funding for future stages.

Stage one of the project will deliver:

- three new bridges
- expand three park ‘n’ ride facilities
- duplicate the section of rail track between Beerburrum and Beerwah
- new bus interchange on the eastern side of Landsborough station.

Early works are underway, with the project expected to be completed in late-2025, weather and construction conditions permitting.

Stage one of the $550.8 million project is jointly funded by the Australian and Queensland governments.

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

## Case study

### Australia's first diverging diamond interchange

Setting new standards of interchange design for road safety, the Bruce Highway Upgrade—Caloundra Road to Sunshine Motorway (CR2SM) was a highway improvement project to provide safer and smoother journeys for road users through the creation of additional highway lanes and extensive local road upgrades.

The crowning jewel of the upgrade was Australia's first diverging diamond interchange (DDI) that required highly complex construction sequencing, temporary works and traffic management.

The DDI's innovative design reduced the project footprint by 29 hectares (35 hectares to six hectares) in a highly ecologically sensitive national park and minimised the impact to threatened species (birdwing butterfly vine, koalas and frogs). Furthermore, creating the first operational DDI in Australia was a significant accomplishment on many fronts including engineering ingenuity, and traffic and community benefits.

The lessons learnt from this innovation have also had significant downstream benefits—being shared within TMR and with industry partners and being used in two further DDIs being delivered on the Gold Coast's M1 Pacific Motorway (Exit 87) and the Gympie Road and Strathpine Road interchange upgrade at Bald Hills.

#### Petrie intersection upgrade

Construction was completed in March 2022 at the Redcliffe Road (Anzac Avenue), Gympie Road and Dayboro Road intersection at Petrie, replacing the roundabout with a signalised T-intersection.

The upgrade improved traffic-flow, reduced travel time, and improved safety by removing the congested roundabout and installing a signalised T-intersection with wider road approaches to provide additional turning lanes.

The intersection carries more than 28,000 vehicles a day, including heavy freight vehicles and the roundabout was a major bottleneck in peak traffic periods. The new signals prioritise heavy traffic, easing congestion by clearing the intersection quicker during peak periods.

Along with traffic flow improvements the new intersection has improved safety for motorists, bike riders and pedestrians alike with safer turns at the new signals, on-road bike lanes and improved crossing facilities.

The project was fully funded by the Queensland Government.

**For more information:**
https://www.tmr.qld.gov.au/projects/redcliffe-road-anzac-avenue-gympie-road-and-dayboro-road-petrie-improve-intersection

#### Caboolture–Bribie Island Road to Steve Irwin Way upgrade

Major construction is underway to upgrade the Bruce Highway between Caboolture–Bribie Island Road and the southern end of Steve Irwin Way at Exit 163.

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

Delivery of the project includes:

- upgrading around 11 kilometres of the Bruce Highway from a four-lane to six-lane divided carriageway
- replacing 10 bridges to improve flood immunity at Lagoon, King Johns, Six Mile, Unnamed and Beerburrum Creeks
- smart technologies including ramp signals, variable speed limit and message signs, vehicle detection systems and CCTV cameras.

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

The $662.5 million project is jointly funded by the Australian and Queensland governments on an 80:20 basis.

**For more information**
https://www.tmr.qld.gov.au/projects/bruce-highway-brisbane-gympie-caboolture-bribie-island-road-to-steve-irwin-way-upgrade

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Our Regions

# Metropolitan

## Fast Facts

**527 KM**
State-controlled road*

**90 KM**
National Land Transport Network**

**17,050**
Vehicle and machinery registrations

**74**
Boating infrastructures

**37**
Community safety events held

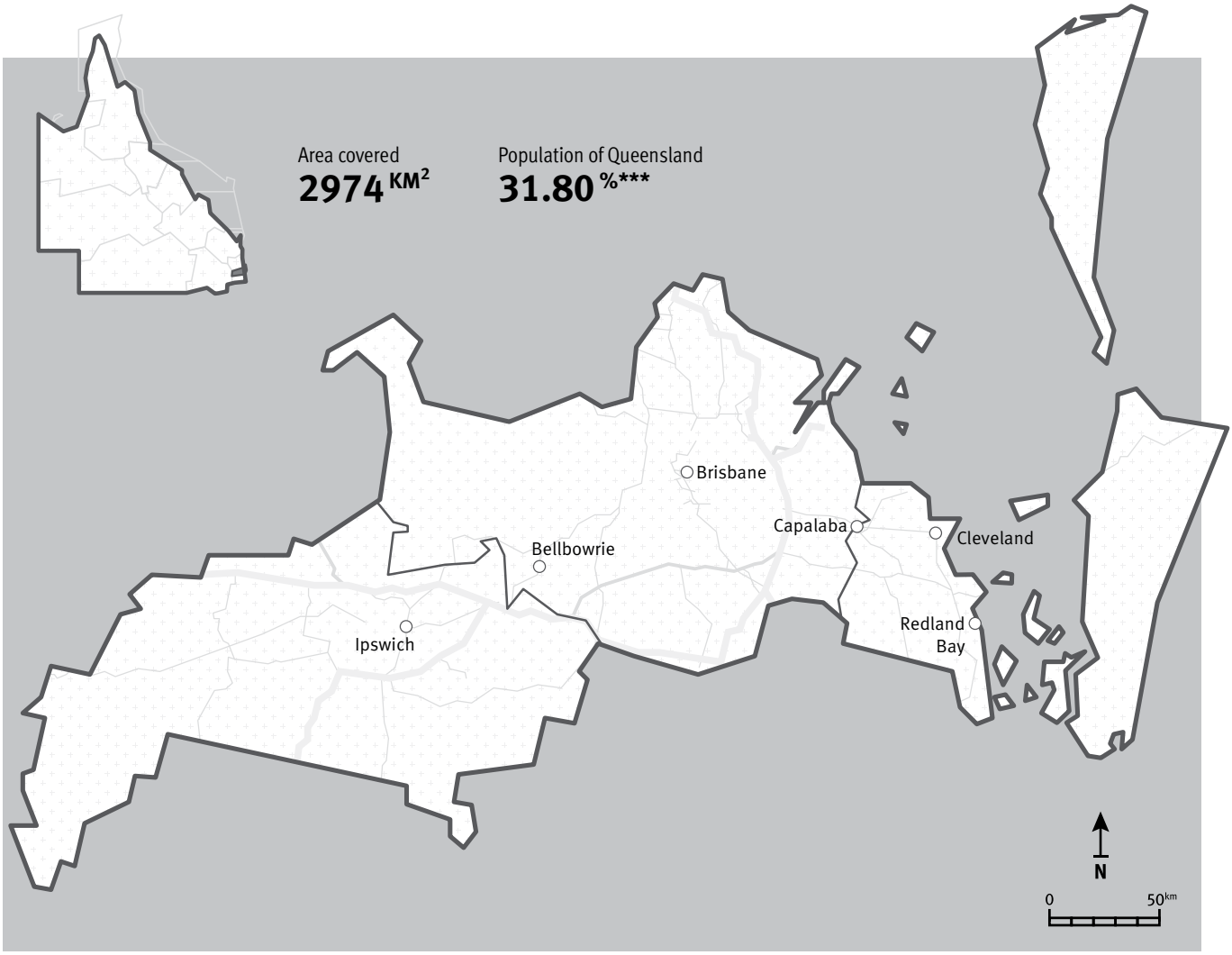
**1,634,260**
Vehicle and machinery inspections completed

**464**
Bridges**

**38,462**
Driver licence tests conducted

**782,701**
Customer face-to-face interactions

**529**
Priority-enabled intersections

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**Data source:** ****Queensland Government Statistician's Office (Queensland Treasury), Queensland Regional Profiles. www.qgso.qld.gov.au, March 2022*

## Highlights

- Completed upgrade of Gympie Road and Strathpine Road Interchange.
- Continued construction of O'Keefe Street velobridge.
- Commenced upgrade of Cleveland–Redland Bay Road between Anita Street and Magnolia Parade.
- Completed community consultation on the Logan and Gold Coast Faster Rail project.
- Completed Captain Cook Bridge maintenance works.
- Launched new smartphone app ODIN PASS as part of a 12-month Mobility as a Service research trial.
- Completed Stage One of the new Springfield Central train station multi-storey park 'n' ride facility.
- Completed planning of Beams Road rail level crossing removal at Carseldine and Fitzgibbon.

### Beams Road rail level crossing removal

Planning for the new $209.3 million Beams Road overpass project was completed in December 2021, with TMR partnering with Brisbane City Council and Queensland Rail to finalise the business case.

Beams Road is an important road for communities in northern Brisbane and experiences significant congestion at the rail level crossing in Carseldine, particularly during peak periods. Removing the rail level crossing on Beams Road will reduce congestion and improve safety and accessibility.

In March 2022, the detailed design phase commenced after community input was sought on the concept design identified in the business case.

All three levels of government have jointly committed funding to the overpass project. Construction is subject to further approvals.

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

### Veloway 1 O'Keefe Street velobridge

The O'Keefe Street Velobridge is the next stage to be delivered on the Veloway 1 (V1).

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

The V1 already attracts more than 1600 bike riders daily, an increase from around 1000 per day in 2011. This is expected to grow even more as new sections of the V1 are opened.

Construction of the O'Keefe Street Velobridge will allow bike riders to stay on the V1, instead of crossing at Carl Street and the lights both east and west of the Pacific Motorway on O'Keefe Street.

The velobridge will benefit bike riders and motorists by reducing pauses in traffic flow that currently occur when bike riders cross these streets.

Early works commenced in June 2022 with main construction works to start in late-2022.

The $22.03 million project is fully funded by the Queensland Government through its Active Transport Investment Program.

**For more information**
https://www.tmr.qld.gov.au/projects/Veloway-1-Pacific-Motorway

### ODIN PASS: A Mobility as a Service (MaaS) trial at UQ

TMR launched the new smartphone app, ODIN PASS, in July 2021 as part of a 12-month MaaS research trial, one of the largest real-world MaaS trials undertaken in Australia.

The ODIN PASS app enables participants to plan, book and pay for a range of multi-modal services including Translink public transport, taxis, car-share, e-scooters and e-bikes.

In partnership with The University of Queensland (UQ), TMR is co-leading the delivery of this trial as part of an iMOVE Cooperative Research Centre program.

Exclusive to UQ staff and students, participants can subscribe to monthly transport plans and bundles moving away from the traditional pay-as-you-go business model.

This project is being used to assess whether a sustainable business model for MaaS exists and to understand consumer preferences towards different transport modes.

Trial achievements during 2021–22 included:

- more than 4,600 mobility bundles purchased by over 1,900 unique users
- over 2,500 active participants using the app
- on average 50 new users are purchasing a bundle each week.

### Cleveland–Redland Bay Road upgrades

TMR is undertaking a program of work to upgrade Cleveland–Redland Bay Road.

Projects undertaken during 2021–22 included:

- completion of the Anita Street intersection upgrade, with traffic signals operational in July 2021
- commencement of early works to enable public utility relocation works for the Anita Street to Magnolia Parade duplication project
- planning for the Boundary Road roundabout and Cleveland–Redland Bay Road (Anita Street to Giles Road) corridor
- delivered safety improvement works at various intersections including Serpentine Creek Road.

The program of works is fully funded by the Queensland Government.

**For more information visit:**
https://www.tmr.qld.gov.au/projects/cleveland-redland-bay-road-upgrade

### Captain Cook Bridge maintenance works

The Captain Cook Bridge is a critical link in Brisbane's state-controlled road network servicing up to 140,000 vehicles a day.

Complex maintenance works to improve the long-term integrity of this iconic structure were completed in December 2021.

Works included an early works contract facilitating safe access around the structure, installing two temporary work platforms at three locations, replacing six bearings (three per bridge) requiring two bridge closures (one northbound and one southbound), and works to strengthen eight halving joints.

The project required integrated capability across TMR in design, construction, and traffic management. It provided opportunities for technical staff to increase their skills using international best practice materials and processes, which also provided value for money.

TMR worked with several key stakeholders to deliver these complex works including Brisbane City Council, Queens Wharf Brisbane, Transurban, Queensland Fire and Emergency Services, Queensland Ambulance Service, and the Queensland Police Service.

**For more information visit:**
https://www.tmr.qld.gov.au/projects/captain-cook-bridge-maintenance-works

### Springfield Central station park 'n' ride

The Springfield Central station park 'n' ride opened in April 2022, increasing commuter parking capacity to cater for the growing Springfield area.

Located between the Springfield–Greenbank Arterial, Centenary Motorway and the Springfield–Greenbank Arterial off-ramp, the new multi-storey park 'n' ride has increased the total parking capacity at the station precinct to around 1100 car parks and provided improved access to public transport services for commuters.

The design of the new facility delivers significant features and benefits including:

- increased pedestrian safety and amenity
- easy vehicle access into and around the car park
- an overall design that complements the surrounding area.

Commuters also have 24-hour access, elevators, additional accessible parking spaces close to the station and improved security through CCTV and lighting.

The project was fully funded by the Queensland Government.

**For more information visit:**
https://www.tmr.qld.gov.au/projects/springfield-central-station-sir-llew-edwards-drive-park-n-ride

## Case study

### Springfield's new park 'n' ride is out of this world

The Springfield Central station park 'n' ride project is a critical piece of urban infrastructure and part of an integrated transport network for the people of the Greater Springfield Area.

The project was required to cater for the growing Springfield area while providing improved safety and security for customers using the park 'n' ride and train station.

One of the largest of its kind in Queensland, the new Springfield Central offers five levels of free parking to local commuters, nearly doubling previous spaces available. It has a sustainable and innovative design features such as recycled aluminium in the building façade and the ability to accommodate another parking level in the future if required.

The park 'n' ride is an integrated community asset. It not only fulfils its primary objective of providing commuter parking to increase the uptake of public transport and reduce peak hour congestion, but also supports multiple precincts outside of peak commute times and on weekends during sporting events.

### Gympie Road and Strathpine Road Interchange Upgrade

Changes to traffic configuration at Attley Street and Strathpine Road, Bald Hills, was completed in March 2022 as part of the Gympie Road and Strathpine Road Interchange Upgrade.

The Attley Street intersection upgrade included new traffic signals and pedestrian crossings to complement existing traffic signals at Bald Hills Road and Strathpine Road.

The upgrade supports the effective operation of the nearby diverging diamond interchange upgrade project, expected to be completed by mid-2023, weather permitting.

The upgrade of the interchange to a diverging diamond interchange eliminates the need for right-turning traffic to give way to opposing traffic, decreasing the number of traffic signals required.

It will be the first interchange of this type in Brisbane and the third diverging diamond interchange in Queensland.

The project is jointly funded by the Australian and Queensland governments on a 50:50 basis through the Urban Congestion Fund.

**For more information visit:**
https://www.tmr.qld.gov.au/projects/gympie-arterial-road-and-strathpine-road-bald-hills-improve-intersection

### Logan and Gold Coast Faster Rail

The Logan and Gold Coast Faster Rail project will increase capacity and improve reliability for rail services between Brisbane, Logan and the Gold Coast in both directions.

The project will deliver:

- double track capacity of the Gold Coast Rail Line between Kuraby and Beenleigh
- approximately 20km of new tracks and rail systems between Kuraby Station and Beenleigh Station, increasing the corridor from two tracks to four tracks
- new train signalling technology between Salisbury and Varsity Lakes
- nine station upgrades to improve accessibility, safety, and amenity for local commuters, including:
  - a new station at Trinder Park relocated to the straightened section of track to improve train speeds and connectivity to the rail network
  - a new station at Loganlea (delivered through the Loganlea Station Relocation project) to provide better connections to health, education and community services
- five level crossing removals at Kuraby, Woodridge, Bethania, Holmview and Beenleigh
- park 'n' ride upgrades, including a new multi-storey park 'n' ride at Beenleigh Station with an integrated bus interchange
- dedicated active transport facilities and paths along the corridor.

Community consultation on the Logan and Gold Coast Faster Rail project was undertaken in September and October 2021. Key insights gained from consultation are being used to refine the project design.

The $2.598 billion project is jointly funded by the Australian and Queensland governments on a 50:50 basis.

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

## Case Study

### Captain Cook Bridge Rehabilitation Project

The Captain Cook Bridge (CCB) is Brisbane's busiest bridge. With more than 1,000,000 vehicles crossing weekly, it is a vital piece of infrastructure connecting South East Queensland.

Since opening in 1972, loading on the structure has increased, carrying 50 per cent more load than what it was originally designed for.

The CCB Rehabilitation Project applied world-leading technological advances in design solutions, materials, and construction methods to replace distressed bearings and strengthen the halving joints across the bridge.

The project included:

- the latest advances in parametric design and spatial technologies
- adopting the first use of ultra-high tensile strength post-tensioning systems to strengthen an existing bridge in Australia
- developing sustainable, low shrinkage, early age strength super workable concrete mixes
- strengthening of the 48 halving joints across the structure.

In line with a commitment to continual process improvement, a 'lean' construction approach was adopted to optimise construction and establish the most efficient process to strengthen the 48 halving joints.

The project's innovative approaches challenged normal business practices and developed tailored solutions that minimised traffic disruptions, reduced environmental impacts, exceeded safety standards, and has extended the useable life of this iconic bridge.

The rehabilitation of Brisbane's CCB has delivered a safer and more sustainable asset that can meet Brisbane's evolving transport needs well into the future, ensuring the community and economy can continue to grow and thrive.

Our Regions

# South Coast

## Fast Facts

**1048 KM**
State-controlled road*

**179 KM**
National Land Transport Network*

**7585**
Vehicle and machinery registrations

**8**
Boating infrastructures

**27**
Community safety events held

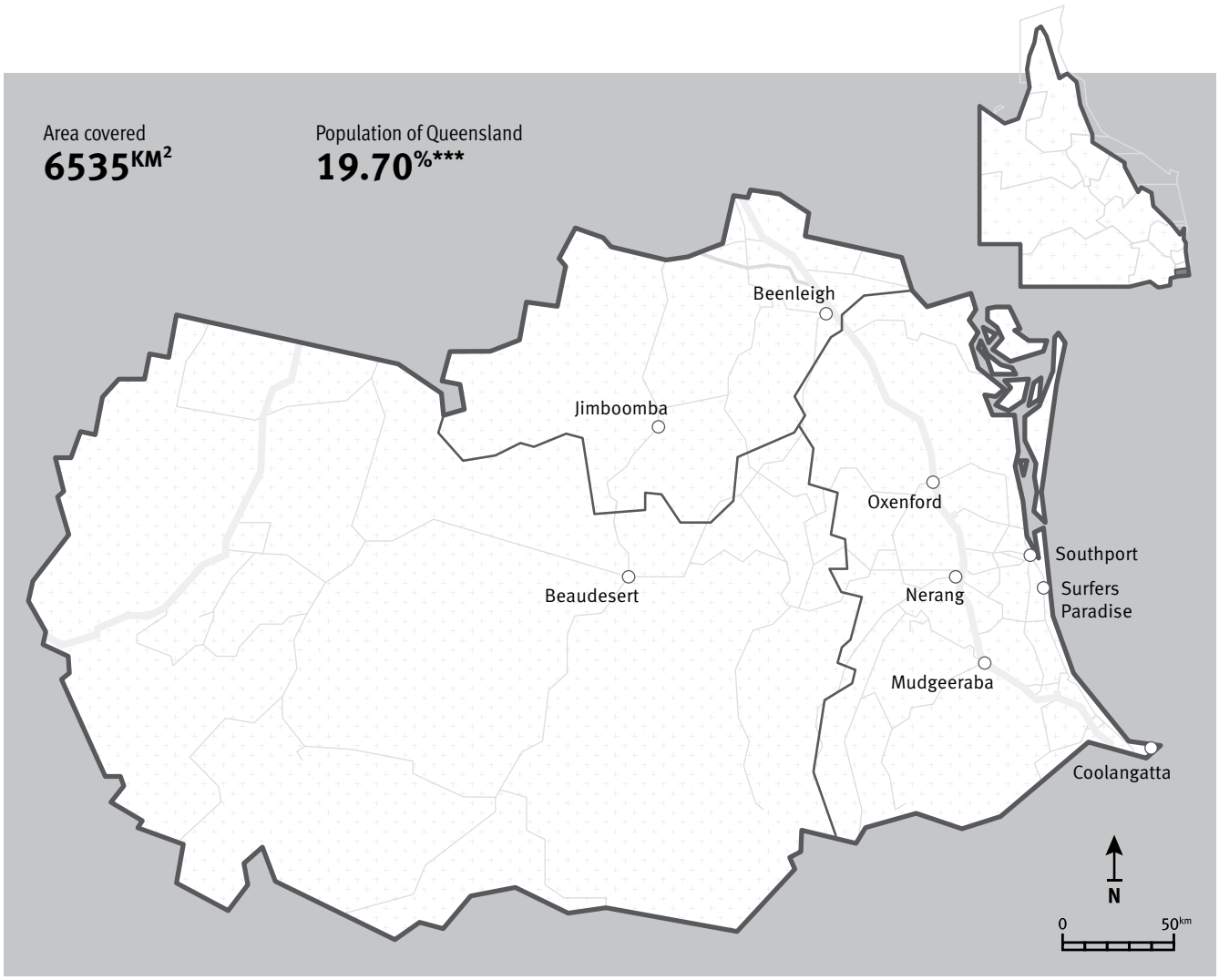
**1,080,903**
Vehicle and machinery inspections completed

**3153**
Bridges**

**40,192**
Driver licence tests conducted

**640,556**
Customer face-to-face interactions

**691**
Priority-enabled intersections

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## Highlights

- Continued multiple construction stages for Pacific Motorway M1 upgrade program between Brisbane and the Gold Coast.
- Continued pre-construction of the Coomera Connector Stage One from Coomera to Nerang.
- Continued construction on Gold Coast Light Rail Stage Three between Broadbeach South and Burleigh Heads.
- Completed design for the Cunninghams Gap Reconstruction Project.
- Continued construction for four-lane upgrade of Mount Lindesay Highway between Stoney Camp Road and Chambers Flat Road at Munruben.

### Coomera Connector (Stage One)

The Coomera Connector is a north-south road corridor between Loganholme and Nerang east of the Pacific Motorway (M1). Stage One, from Coomera to Nerang, is the priority section identified to meet traffic demands on the M1 and population growth in the northern Gold Coast.

Stage One will be delivered in three packages. Stage One North (Coomera to Helensvale) main construction is expected to start from late-2022, following Australian Government financial and environmental approvals.

Stage One Central (Helensvale to Smith Street Motorway, Molendinar) design and construction contract is anticipated to be awarded late-2022.

Stage One South (Smith Street Motorway, Molendinar to Nerang) design underway from late-2022 and construction expected to start in late-2023.

Coomera Connector (Stage One) is expected to open to traffic progressively from late-2024.

The $2.163 billion project is jointly funded by the Australian and Queensland governments on a 50:50 basis.

**For more information**
https://www.tmr.qld.gov.au/projects/coomera-connector-stage-1

### Pacific Motorway M1 upgrade program

The Pacific Motorway M1, between Brisbane and the Gold Coast, is being upgraded and widened in a series of stages jointly funded by the Australian and Queensland governments.

The M1 between Eight Mile Plains and Daisy Hill is currently under construction including additional lanes, extension of the South East Busway to Springwood, a new bus station and park 'n' ride at Rochedale and extension of the Veloway 1 cycleway.

Planning of the Daisy Hill to Logan Motorway section of the M1 upgrade is underway.

Works are also underway to upgrade the Exit 41 interchange at Yatala South, the Exit 45 interchange at Ormeau, and works will soon commence on the upgrade of the Exit 49 interchange at Pimpama.

Construction continues on all three packages of the M1 upgrade from Varsity Lakes to Tugun including construction of additional lanes. Significant progress has been made including the opening of the Gold Coast's first diverging diamond interchange at Burleigh Exit 87 in April 2022.

**For more information**
https://www.tmr.qld.gov.au/projects/programs/pacific-motorway-m1-upgrade-program

### Gold Coast Light Rail

The $1.219 billion Gold Coast Light Rail Stage Three will extend the current rail system a further 6.7 kilometres, from Broadbeach to Burleigh Heads.

Stage Three is jointly funded by all three levels of government, with. major construction underway. Following testing and commissioning, the system is expected to be operational in 2025.

Planning for Stage Four of the light rail is progressing with the Gold Coast Highway (Burleigh Heads to Tugun) Multi-modal Corridor Study identifying the Gold Coast Highway as the preferred route for a 13 kilometre extension linking Burleigh Heads to Coolangatta via the Gold Coast Airport.

The Gold Coast Highway (Tugun to Coolangatta) Multi-modal Corridor Study was completed in June 2022, building on the work completed for the Burleigh Heads to Tugun section.

A preliminary business case for Gold Coast Light Rail Stage Four is now underway, jointly funded by the Queensland Government and City of Gold Coast.

**For more information**
https://www.tmr.qld.gov.au/projects/gold-coast-light-rail
https://www.tmr.qld.gov.au/projects/gold-coast-light-rail-stage-4

### Mount Lindesay Highway Program

The Mount Lindesay Highway upgrades continued during 2021–22 to improve safety and efficiency on one of Queensland's busiest highways.

Design has progressed for the Johanna Street to South Street upgrade, which will duplicate the highway from two to four lanes, improve safety, and create new active transport connections around Jimboomba. Community consultation was undertaken in 2021, with results being considered during the design process.

Safety improvements are underway at key locations between Jimboomba and Beaudesert and will provide motorists with a safer, more reliable journey.

Early planning is underway for future highway upgrades between Chambers Flat Road and Camp Cable Road. Lane duplication, environmental protections, and safety improvements are key benefits being considered for future upgrades.

These important highway upgrades form part of the strategic 10-year Mount Lindesay Highway Program.

**For more information**
https://www.tmr.qld.gov.au/projects/programs/mount-lindesay-highway-upgrade-program

### Cunninghams Gap Reconstruction Project

Bushfires in late-2019 caused significant slope damage at Cunninghams Gap. Reduced speed limits and temporary steel safety barriers were installed for the safety of motorists until permanent slope protection works can be completed.

The reconstruction project involves restoring lanes on the eastern side to their original pre-bushfire functionality and the installation of new protective rockfall barriers with catch fencing to maintain safety for motorists.

In late-2021, TMR engaged with the local community, heavy vehicle industry, emergency services and other road users to identify and minimise possible impacts during reconstruction.

Following detailed design, Construction is due to commence in late-2022.

Initial works will involve removal of loose debris and stabilisation of high-risk rock faces above Cunninghams Gap to reduce the risk of rockfalls.

The $84.3 million project is jointly funded by the Australian and Queensland governments on an 75:25 basis. Assistance will be provided through the jointly funded Commonwealth-State Disaster Recovery Funding Arrangements.

**For more information**
https://www.tmr.qld.gov.au/projects/cunningham-highway-ipswich-warwick-2020-disaster-recovery-funding-arrangements-reconstruction-works

## Case study

### Big move for local osprey shows commitment to local wildlife

In January 2022, TMR relocated a large osprey nest from the top of a dying hoop pine on Currumbin Creek Road to a new home 30 metres away.

The department had been monitoring the 90-year-old hoop pine since 2008 and in December 2021 a certified arborist assessed it as being structurally unsound and needing removal. The nest needed to be relocated as soon as possible as there were signs of advanced wood decay and wood borer infestation, leading to concerns the tree may fall across the road.

Plans were drawn up to safely move the residing osprey nest to a new home and, working with the Department of Environment and Science, approvals were obtained to remove the tree and relocate the nest.

Contractors worked from a 23-metre-high platform. Using lifting swings and a special net, the two-metre-wide nest was moved by crane to a healthy hoop pine further down the road.

Great effort and care was demonstrated by all involved, resulting in a win-win for road safety and local wildlife with the osprey seen returning to their newly relocated nest. The dying hoop pine was safely cut down and removed as part of the operation.

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# Accessible to everyone

## Highlights

- TMR re-accredited as a 'Certified Customer Service Organisation' by the Customer Service Institute of Australia.
- Continued with Smart Ticketing project tests and trials, with 98.4 per cent positive or neutral customer feedback on the new devices installed on light and heavy rail.
- Launched trials of on-demand transport on the Gold Coast which provides flexible, booked and shared transport for people looking to travel around the same time within defined areas.
- Continued the School Transport Assistance Scheme working with 479 delivery partners, providing more than 1472 school routes using approximately 1838 buses.
- Continued to implement actions contained in the *Disability Action Plan 2018–2022* to improve accessibility of the passenger transport network.
- Progressed the development of a digital licence for Queenslanders, with the pilot to expand to Townsville in late-2022 followed by a state-wide rollout in 2023.
- Continued delivery of *Queensland Freight Action Plan 2020–2022* that includes over $600 million in infrastructure.
- Installed Intelligent Transport Systems technologies at heavy vehicle rest areas as part of the Bruce Highway heavy vehicle rest area trial, with positive feedback from users.
- Continued to modernise Queensland's fleet of wheelchair accessible taxis as part of the $21 million Wheelchair Accessible Taxi Grant Scheme.
- Shortlisted applicants for the supply of trains and construction of the facilities, to deliver 65 six-car passenger trains as part of the $7.1 billion investment in the Queensland Train Manufacturing Program.
- Released an *Environmental Sustainability Policy*, encouraging innovative solutions to minimise the environmental footprint and embed environmental sustainability in TMR's work.
- Approved bus operators for more battery electric buses to be rolled out across the Translink network, as part of TMR's commitment that all new urban buses in South East Queensland will be zero emission from 2025.
- Concluded the *Safer Roads, Safer Queensland: Queensland's Road Safety Strategy 2015–21*, which delivered more than 130 initiatives including significant behaviour change initiatives and over $1.22 billion invested into safety infrastructure.
- Made school children safer with flashing school zone signs installed at 1190 school zones since 2012, and an additional 100 school zones scheduled to have signs installed during 2022–23.
- Delivered StreetSmarts road safety campaigns and activities during 2021–22 to improve road safety in Queensland, including the successful 'All good. All bad' campaign providing critical drink driving reminders throughout summer.
- The Maritime Enforcement Team completed 3200 vessel intercepts in 2021–22, enhancing direct engagement with the boating community and keeping Queensland waterways safe.

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

# Shaping our products and services to customers' changing needs

## Certified Customer Service Organisation

TMR was reaccredited as a 'Certified Customer Service Organisation' against the *Customer Service Institute of Australia's* (CSIA) *International Customer Service Standard 2020–2025* (ICSS) in March 2022.

ICSS accreditation confirms that TMR's systems and processes are aligned, and that they support a 'Customers First' culture, and excellence in customer service and experience.

In TMR's March 2022 ICSS assessment, the CSIA noted that TMR's accreditation results are among the best achieved by any organisation assessed against the ICSS.

## Connecting with Queenslanders through Transport Talk

Transport Talk is TMR's online customer community that enables customers to share their thoughts, ideas and insights on transport-related topics that help shape the direction of Queensland's transport future.

In 2021–22, more than 6300 Transport Talk members from across Queensland, have engaged in over 18,300 interactions and shared their views on a range of transport related issues including:

- accessibility and inclusion on the transport network
- customer experiences when interacting with TMR via digital channels
- customer satisfaction with on-demand transport services
- customer perceptions of electric vehicles
- investment priorities for the Bruce Highway.

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

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

## QLD*Traffic* improvements

Further improvements to the QLD*Traffic* suite of services were undertaken during 2021–22 to provide travellers in Queensland with up-to-date traffic and road condition information, allowing informed journey decisions.

QLD*Traffic's* suite of services include:

- QLD*Traffic* website
- iPhone and Android smartphone applications
- 13 19 40 phone service
- open data feeds.

Key improvements delivered during 2021–22 included:

- publishing images associated with events, flooded roads, and congestion
- a trial to expand traffic camera functionality to include publicly available flood cameras onto the QLD*Traffic* website
- road lookup functionality to show road ownership.

The services continued to see significant use throughout 2021–22. Increases during wet weather events show the QLD*Traffic* application downloaded over 100,000 times, the QLD*Traffic* website accessed nearly four million times, and more than 135,000 phones calls received by the 13 19 40 phone service.

The QLD*Traffic* service has published more than 32,900 tweets. The engagement garnered through QLD*Traffic* twitter is consistently high, indicating that this is a valuable service for many Queenslanders.

## School Bus Upgrade Scheme

In 2021–22, TMR contributed $11.58 million to the purchase of 32 school buses and two seatbelt upgrades through the School Bus Upgrade Scheme (SchoolBUS).

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

**For more information**
https://www.tmr.qld.gov.au/Travel-and-transport/School-transport/Assistance-schemes/School-Bus-Upgrade-Scheme.aspx

## Taxi Subsidy Scheme

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

In 2021–22, the scheme assisted 52,179 Queenslanders to access more affordable taxi travel. During 2021–22, 1,492,150 subsidised taxi trips were taken by TSS members, with subsidies of more than $12.90 million (ex GST) paid. As at 30 June 2022, TMR paid an average subsidy of $8.64 (ex GST) per trip.

The Queensland Government also allocated $7.3 million to the lift payments incentive for drivers of Wheelchair Accessible Taxis (WAT) to prioritise services to members identified as requiring a wheelchair to travel. This lift payment incentive is paid in addition to the TSS payment. 386,729 trips attracted the lift payment incentive to WAT drivers.

**For more information**
https://www.qld.gov.au/disability/out-and-about/subsidies-concessions-passes/taxi-subsidy

### Smart Ticketing

Smart Ticketing project tests and trials continued to be progressed during 2021–22. The project is responding to customer needs, by providing more choice in how TMR's customers plan and pay for their public transport journeys. In addition to *go* card and cash, customers will be able to pay using their contactless Visa, Mastercard and American Express debit and credit cards, smartphone, smart watch or smart device.

Customers will also have access to more reliable travel information via an integrated ticketing and journey planning app. Customer insights are actively being used to inform the project with a focus on being accessible and inclusive.

With one of the fastest and highest uptakes of open loop contactless payment systems globally, Smart Ticketing project achievements in 2021–22 included:

- more than 1.16 million Smart Ticketing trips on the Gold Coast Light Rail (G:link) made by customers using Visa, Mastercard and American Express contactless payment methods since new ways to pay were launched in December 2020
- nearly 23,000 Smart Ticketing trips made by customers on the first heavy rail trial of Smart Ticketing on the Ferny Grove train line since it launched in early-June 2022
- positive customer feedback from 98.4 per cent of the 21,500 customers surveyed on their experience of using Smart Ticketing on the Ferny Grove train line trial
- successful installation of more than 230 Smart Ticketing gates across our 19 gated stations in South East Queensland continues in preparation for the first heavy rail trial of Smart Ticketing payment methods on the Ferny Grove line.

**For more information**
https://translink.com.au/about-translink/projects-and-initiatives/smart-ticketing

## Case Study

### Digital Service Design Office

Service Design is a human-centered design approach that equally values customer experience and the business process. TMR has established a Digital Service Design Office (DSDO) to establish enterprise capabilities and provide a strong foundation for future digital service delivery.

The DSDO offers business areas and projects strategic guidance, enterprise design resources, mentoring and delivery partnership to support digital service design capability uplift and maturity at TMR.

Recent achievements include:

- exploring the customer experience of application and approval for the Taxi Subsidy Scheme, which identified customer experience improvements and reduced waste administering the scheme
- investigating customer pain points and potential future states for the Written Off Vehicle Scheme, as well as identifying key safety objectives and processes to resolve these
- identifying a range of improvements to make paying fines online simpler and more accessible for customers through user experience testing and prototyping alternative solutions with the Queensland Disability Network
- developing and releasing of the first version of TMR's Digital Design Playbook, the first of the DSDO's enterprise design resource suite that makes digital service design repeatable and scalable
- collaborating with other Queensland Government agencies and Australian jurisdictions to leverage the Digital Design Playbook to help deliver benefits to their customers.

### On demand transport

As the transport environment continues to evolve, TMR continues to look for new mobility options which can support the delivery of a single integrated transport system which is accessible to everyone.

In March 2022, TMR launched trials of on demand transport on the Gold Coast at Nerang, Highland Park and Pacific Pines.

On demand transport provides flexible, booked and shared transport for people who are looking to travel at around the same time within defined operating areas.

The Gold Coast trial services operate flexibly to provide greater public transport coverage, increase access to services and effectively connect people to key destinations within their communities.

The trial of demand responsive transport in Logan continues with more than 175,000 passenger trips taken since its inception in 2017–18. The trial has been extended to 30 June 2023 while the new integrated Via technology platform for on demand transport is piloted on the Gold Coast and Hervey Bay. The technology platform will be considered for a number of on demand services, after successful trial completion.

**For more information**
https://www.translink.com.au/travel-with-us/on-demand

### Concessional fares for disadvantaged community members

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

In 2021–22, $283.10 million was provided in concessions and assistance to pensioners and seniors, veterans, students, people with a disability and their carers, job seekers, and asylum seekers to make public transport more affordable. Assistance ranges from public transport concessions, ticketing products, and subsidised transport schemes.

**For more information**
https://www.translink.com.au/tickets-and-fares/concessions

### School Transport Assistance Scheme

The School Transport Assistance Scheme (STAS) helps eligible students travel to and from school on rail, bus, ferry, and tram services. In 2021–22, approximately $183 million of funding assisted about 130,000 recipients, making it one of the largest state government schemes.

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

The department works with 479 delivery partners, providing more than 1472 school routes using approximately 1838 buses. Throughout 2021–22, TMR worked to achieve a simpler, more customer focused STAS through targeted amendments including the reduction of red tape for service providers by removing the requirement for a signed copy of the Recipient Created Tax Invoice to be returned, and the introduction of special assistance for families impacted by natural disasters.

**For more information**
https://www.qld.gov.au/transport/public/school/school-transport-assistance

### School transport operator payments

TMR provided funding assistance to 430 private operators to deliver school transport services in regional Queensland. Payments for these services in 2021–22 totalled $157.8 million (GST exclusive).

South East Queensland school transport services are paid as part of integrated urban and school transport service contracts and included in payments listed in Appendix 5.

**A full list of school transport operators in regional Queensland and payments is available on the Queensland Government Open Data Portal**
https://www.data.qld.gov.au

## Case Study

### Fairer fares and zones for regional public transport users

The Regional Refresh Program is rolling out changes to 16 regional urban bus networks across Queensland to deliver fairer, more consistent zones and fares, and improved customer service options for regional public transport users.

The program will see standardised fares and zones implemented across regional areas and the transition of all remaining *qconnect* branded networks to the Translink service model, to prepare for the future rollout of Smart Ticketing payment options across the whole of Queensland.

Under the new fare and zone structures, fares for the majority of adult and concession trips will remain the same or decrease slightly. Customers will also have access to new Translink customer channels, including the Translink website and journey planner, the MyTranslink app, and the Translink contact centre.

To prepare for the changes, in early-2022 the project team commenced a significant program of engagement with local bus delivery partners, local government agencies, and elected State representatives. This will ensure the changes meet the needs of local communities ahead of full implementation in 2022–23.

### Disability Action Plan

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

Key updates during 2021–22 included:

- $191.5 million (including $80 million Federal contribution for Brisbane Metro) allocated to the Passenger Transport

Infrastructure Investment Program for upgrading existing and new accessible public transport infrastructure

- responded to the Commonwealth's Consultation Regulation Impact Statement regarding proposed stage one reforms to the *Disability Standards for Accessible Public Transport 2002*
- held five accessibility reference group meetings which included representatives from government, industry and disability advocacy groups, including out-of-session engagement on key projects.

**For more information**
https://www.tmr.qld.gov.au/Travel-and-transport/Disability-access-and-mobility/Disability-Action-Plan

### Passenger Transport Accessible Infrastructure Program

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

These funding contributions allow local governments to:

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

In 2021–22, funding assistance was provided to 16 local governments across Queensland to support more than 250 bus stop upgrades to meet accessibility standards. In addition, funding assistance was also provided towards upgrading long-distance coach stops in regional and remote areas.

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

**For more information**
https://www.tmr.qld.gov.au/Travel-and-transport/Public-transport/Public-transport-infrastructure-grants

### Modernisation of the Disability Standards for Accessible Public Transport 2002

TMR has continued its critical role in the reform of the *Disability Standards for Accessible Public Transport 2002* (Cth) (Transport Standards), in partnership with the Department of Infrastructure, Transport, Regional Development and Communications.

As both the Chair and Secretariat for the National Accessible Transport Taskforce, entrusted with leading the reform process, TMR has worked with taskforce members throughout Stage Two of the reform to ensure the Transport Standards remain efficient and effective, are fit for purpose, and meet the current needs of Australian society.

TMR led the delivery of 39 of the 54 areas of reform for Stage Two, collaborating with working group members from the Australian Government, states and territory jurisdictions, the disability sector, transport sector, and subject matter experts.

The Consultation Regulation Impact Statement for Stage Two was released in March 2022.

**For more information**
https://www.infrastructure.gov.au/infrastructure-transport-vehicles/transport-accessibility/reform-disability-standards-accessible-public-transport-2002-transport-standards

## Case Study

### Co-designing a TMR Easy Read style

Working with customers who live with diverse cognitive and intellectual abilities, TMR ran a pilot in 2021-22 to co-design a more inclusive way to present information and create easier-to-read documents.

The pilot explored complex documents with a range of customers and investigated the use of Easy Read as an option. Easy Read is an accessible and alternative style of communication that uses images, simple language, and white space to convey information. However, there are no global Easy Read standards.

Throughout the pilot, 48 prototype pages were created, more than 1500 findings emerged, and a specific TMR Easy Read style was co-designed. The new style significantly increased customer comprehension of information and provided them with a greater sense of independence and trust in the department. Customers were quoted saying: 'It's easy, it explains everything clearly', 'It's not overwhelming' and 'I'm not getting a headache.'

Easy Read versions have been developed for a range of departmental communications including the TMR Complaints Management Policy and other factsheets. They are especially helpful for customers with low literacy, intellectual disabilities, and who are time poor or use English as a second language.

**For more information**
https://www.tmr.qld.gov.au/About-us/Contact-us/Compliments-and-complaints/Easy-to-read-complaints-policy

### New Customer Service Centre in Bundamba

A lease was signed in early-2022 for a new Department of Transport and Main Roads Customer Service Centre in Bundamba.

The new centre located at 28 Brisbane Road, will offer a full range of services including licensing, registration and other services to the community.

The new location has been chosen to provide expanded and improved services for the region, following the closure of the Redbank Select Service Centre in December 2020.

This new location will provide a safe and accessible facility that prioritises safety, functionality and accessibility for staff and the community.

The new centre is expected to open in late-2022, weather permitting.

### Move Together campaign

In June 2022, TMR launched the Move Together social media campaign aimed at encouraging respectful and inclusive behaviour on public transport.

Move Together was developed from an identified need to improve the behaviour and attitudes of public transport users towards vulnerable passengers. This is the first phase of a three-year campaign that will drive social change through a strong call to action about the practical things that can be implemented to improve the public transport experience for everyone.

This campaign is a critical initiative for TMR and is an action from the TMR *Accessibility and Inclusion Strategy* that was launched in 2020. It is another step in the journey to achieving TMR's vision of creating a single integrated transport network accessible to everyone.

**For more information**
https://www.translink.com.au/travel-with-us/accessibility/move-together

### Translink brand modernisation

After more than 15 years in the market, TMR updated the Translink consumer brand to a more modern, consistent, and user-friendly representation of the evolving services we are delivering, now and into the future.

The modernised brand was first applied to the Translink website and digital channels in March 2022 and will be progressively rolled out across the public transport network over time.

The new brand features an updated logo, new fonts, and a bold, more accessible colour palette, using pink and navy as the primary brand colours. Meeting visibility and accessibility requirements was a key focus of the new branding.

TMR is taking a practical, low-cost approach to the rollout, by only updating branding when it makes sense to do so, either in line with new projects or through existing maintenance programs.

## Case Study

### Gold Coast on demand transport trial

Operating seven days a week, on demand transport is a flexible, shared option for customers to connect with essential services in the local area and the wider Translink public transport network.

In March 2022, a new two-year on demand transport trial was launched in two areas of the Gold Coast, Pacific Pines and Nerang, Highland Park. More than 4000 Translink On Demand app downloads were recorded and around 11,000 trips taken across the two areas as at 30 June 2022.

Using a go card, customers simply touch on and off when they board and leave an on-demand service. Customers can pre-book and manage their trips from their smartphone using our new Translink On Demand app or by calling the Translink call centre.

On demand transport improves public transport coverage for northern Gold Coast residents in locations where regular public transport services are not available or possible. Community feedback has been positive for on demand transport with convenience a standout feature.

# Digitising customer interactions

### Digital transformation

TMR has continued to progress digital transformation of service delivery in 2021–22. Customers increasingly prefer to complete their transactions digitally, with use of TMR online services growing year on year. Further enhancements to online services have significantly improved the customer experience which has contributed to this growth. These included:

- easier change of address across more online services
- extended choice to receive transaction documents by email
- simplified language and instructions across many online services
- updated and improved online service look and feel
- expanded messaging services to support customers needing help while transacting online.

TMR has also expanded its Robotic Process Automation (RPA) program in 2021–22. RPA has been implemented for 12 more business processes which has delivered infringement processing efficiencies, completing customer refunds, processing disability parking permits and medical condition reporting. RPA has

improved response times for customers and freed staff to focus on more complex customer enquiries.

Processes for staff working in the field are also undergoing digital transformation. TMR Transport Inspectors perform a manual, paper-based, process for capturing and recording information obtained during Approved Inspection Station audit activities. To improve these processes, a new digital auditing tool will be implemented in September 2022 to deliver a more streamlined compliance auditing process through workflow redesign and automation of manual processes.

### Messaging service for customers

Following a successful pilot in February 2021, TMR's customer service staff implemented messaging as an ongoing offering to TMR customers.

Messaging allows customers to use their mobiles and other electronic devices to have a conversation with customer service staff on their terms, avoiding waiting on the telephone or attending a customer service centre. By utilising an SMS-style of conversation, customers can go about their day and be notified when TMR has further information for them.

As we look toward the future, TMR is implementing bots and other automated tools to help our customers on their online journey. This will work toward improving website interactions and reducing wait times for customers who need assistance.

From the implementation of messaging in May 2021 until March 2022, over 80,000 conversations have been conducted with customers in the messaging environment.

### Online buoy mooring management system trial

Following last year's online buoy mooring payment trial, TMR has successfully implemented online payments for all buoy moorings throughout the state.

This initiative has been well received by customers with a 73 per cent take-up state-wide. The change replaces the need for customers to physically attend a TMR customer service centre.

As the change has been so well received and successful, TMR is now rolling out similar options for other customer transactions.

### MyTranslink app

The MyTranslink app was rebranded in March 2022 as part of the broader Translink brand modernisation project to update Translink's corporate identity. Throughout 2021–22, an average of 142,000 customers use the app each week.

**For more information**
https://www.translink.com.au/mytranslink

### Digital Licence App

The digital licence app is a Queensland Government initiative that allows customers to access their licence and other government issued credentials through a mobile device. The digital licence will make it easier and safer for Queenslanders to share their information and control how much information they share with others.

In 2020, TMR piloted digital licences on the Fraser Coast, receiving a 94 per cent customer satisfaction rating. The pilot is being expanded to Townsville in late-2022 with a state-wide rollout to follow in 2023.

The digital licence will not be mandatory. A physical version of the licence will continue to be issued for the foreseeable future.

**For more information**
https://www.tmr.qld.gov.au/About-us/News-and-media/Digital-Licence-App-media-assets

### NaviLens

Translink's Digital Futures Program has recently completed an exciting Australian-first Proof of Concept of a publicly available solution called NaviLens.

Via an app, the NaviLens solution allows customers to scan colourful machine-readable codes on their phone to access real-time information, wayfinding and audible experiences for people with visual impairment.

The NaviLens codes which were installed in King George Square Station in March 2022, can be scanned from up to 20 metres away and within a fraction of a second can provide extremely accurate positioning and distance information.

Key customer stakeholder groups such as Vision Australia and Guide Dogs Queensland participated in testing the solution at King George Square Station and feedback was very positive.

The learnings gathered from the trial will help to inform any potential future applications for the solution.

### Realigning TMR with the new national datum

Since 2018, TMR has been preparing for a full transition of geospatial data and systems to Australia's new national datum—Geocentric Datum of Australia 2020.

Datum is the base information that Australian coordinates are derived from. This information is used widely across TMR.

In late-2020, TMR's Geocentric Datum of Australia 2020 Transformation commenced migrating systems and data to better align with global satellite positioning systems.

During 2021–22 TMR's current geospatial and survey systems and data were successfully migrated to the new datum ensuring seamless transfer and use of spatial data to plan, construct, and maintain Queensland's transport network.

Technical training and support have been provided to ensure that capability exists broadly across TMR and the civil construction industry.

## Case Study

### Smart Ticketing on track with new rail travel trial

Customers participating in the first Smart Ticketing trial on Queensland Rail's network have embraced the new ways to plan and pay for public transport in South East Queensland.

Launched on the Ferny Grove line on 6 June 2022, more than 98.4 per cent of the 21,500 Smart Ticketing customers surveyed during the month of June provided positive feedback.

Customers welcomed the new ways to pay with Visa, Mastercard and American Express and described new pink Smart Ticketing equipment as easy to use and identify during transit. Developed by Gilimbaa artist, Elisa Jane Carmichael (Quandamooka) 'The Connecting Thread' artwork design on the equipment symbolises and reflects the unique landscape of Queensland, exploring rainforest, bush, freshwater, saltwater, desert and the pathways that connect country and people.

Nearly 23,000 Smart Ticketing trips were made by customers on the Ferny Grove line trial to 30 June 2022. The Ferny Grove trial comes on the back of the successful Smart Ticketing trial on the Gold Coast Light Rail (G:link) in December 2020, which recorded more than 1.16 million Smart Ticketing trips to 30 June 2022.

# Engaging with industry

### National Services Transition to the National Heavy Vehicle Regulator

The National Services Transition is an operational reform program being undertaken by TMR and the National Heavy Vehicle Regulator. It will investigate a potential transition of TMR's heavy vehicle regulatory services, such as on-road heavy vehicle compliance, to the National Heavy Vehicle Regulator for direct delivery.

In July 2021, the Minister for Transport and Main Roads announced Queensland's involvement in the National Services Transition Program, which aims to provide consistent and streamlined regulation of heavy vehicles across participating Australian jurisdictions. Queensland is the last participating jurisdiction to investigate a transition of services to the National Heavy Vehicle Regulator.

TMR is undertaking a detailed due diligence process to ensure a strong understanding of existing service delivery arrangements that will inform the draft National Heavy Vehicle Regulator Concept of Operations. This collaborative process will guide how future heavy vehicle regulation will be conducted in Queensland.

### Heavy Vehicle National Notice development

TMR has continued to work closely with the National Heavy Vehicle Regulator and Queensland industry to develop National Notices.

These notices provide an alternative means of efficiently providing heavy vehicle access to Queensland's road network, without the requirement for a permit.

During 2021–22, a new Notice for Special Purpose Vehicles, such as heavy mobile cranes, weighing up to 40 tonnes, was developed and other National Notices have been enhanced to ensure practicality for industry stakeholders.

### Industry relationships

In 2021–22, TMR worked closely with industry groups to develop new and updated specifications and technical notes to assist industry in delivering effectively for all Queenslanders.

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

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

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

Through the National Asset Centre of Excellence, an initiative by TMR and the Australian Roads Research Board, a range of new collaborative research activities are in progress.

The Transport Infrastructure Collaboration Taskforce, a joint forum between the department and the civil transport industry, was established in 2021 to drive greater collaboration in procurement and delivery to address key industry challenges. The Taskforce delivered two key outputs in 2021–22, the TMR-Infrastructure Industry Engagement Charter and the Collaborative Procurement and Delivery Model Concept Paper.

## Queensland Freight Action Plan

The *Queensland Freight Action Plan* is a rolling two-year plan which actively supports and informs a range of national, state, regional and local government plans.

This ensures a clear line of sight, and alignment with Our Future State - Advancing Queensland's Priorities, TMR's strategic plan, the *Queensland Freight Strategy—Advancing Freight in Queensland, National Freight and Supply Chain Strategy and National Action Plan*.

It supports Queensland's freight system as a key enabler for the vital components of our economy, including production, distribution and trade.

Through collaboration with industry, it provides the opportunity for businesses to be efficient, keep shelves stocked, deliver online shopping, access construction materials on site when needed and for household waste to be collected every week.

The *Queensland Freight Action Plan* is consistent with the *Queensland Freight Strategy—Advancing Freight* in Queensland's shared commitments and critical enablers including:

- build effective partnerships
- unlock economic opportunity
- smarter connectivity and access
- resilient freight system
- safer freight movements
- quality freight data
- skilled workforce.

**For more information**
https://www.tmr.qld.gov.au/business-industry/Transport-sectors/Freight/Queensland-freight-strategy-advancing-freight

## Heavy vehicle rest area trial

The Bruce Highway heavy vehicle rest area trial began in 2020 to provide heavy vehicle drivers with real-time information about the availability of rest areas.

The availability of this information has enabled drivers to better plan their journeys and rest breaks. The trial was in response to the *Heavy Vehicle Safety Action Plan 2019–21*.

Intelligent Transport Systems technologies were installed at heavy vehicle rest areas along the Bruce Highway during 2021–22 at:

- Ogmore
- Gin Gin
- Miriam Vale
- Waverly Creek
- Christmas Creek
- Helens Hill
- Warrego Highway
- Gregory Developmental Road
- Landsborough Highway
- Flinders Highway.

The rest area upgrades during 2021–22 include:

- advanced information roadside warning signs approximately 10 kilometres ahead of the rest area to provide information on parking availability in real-time
- solar powered lighting and solar and wind power
- Closed-Circuit Television Cameras (CCTV)
- automatic number plate recognition cameras to increase safety and security for drivers at the rest area.

Feedback from the trial has been positive, with more drivers using the heavy vehicle rest stops.

## Temporary traffic management harmonisation

In 2021–22, TMR remained committed to ensuring the safety of road users and workers at road work sites across Queensland. TMR harmonised the Manual of Uniform Traffic Control Devices and temporary traffic management standards in Queensland with nationally recognised best practices of Australian Standard 1742.3 (2019) and Austroads Guide to Temporary Traffic Management.

The new standards improve protection for workers when they are performing construction and maintenance work on our roads and ensures the network remains accessible to all road users who need to travel through road work sites.

TMR is also working with a national reference group to establish the Austroads Innovative Temporary Traffic Management Device and Solution Assessment which will assess innovative devices and

solutions for use in temporary traffic management environments on public roads in Australia and New Zealand.

TMR continues to engage with industry to improve compliance with these standards and to identify innovative practices that improve safety outcomes.

# Delivering with partners

### Wheelchair Accessible Taxi Grant Scheme

Now in its third year, the four-year Wheelchair Accessible Taxi Funding program continues to modernise Queensland's fleet of wheelchair accessible taxis.

The $21 million program supports the taxi industry by providing accessible transport options for people with reduced mobility.

Funding was provided for new wheelchair accessible taxis to replace ageing vehicles or those written off by an accredited insurance provider, such as unrepairable or too costly, to repair.

The program also offers funding for replacing a conventional taxi with a wheelchair accessible taxi in some areas. Eligible taxi operators can apply for 50 per cent funding (a maximum of $45,000) towards the purchase of a new vehicle.

The scheme is administered by the Queensland Rural and Industry Development Authority. A total of 118 applications were received from across Queensland in 2021–22 of which, 105 were approved. In total, since inception, 275 applications have been received, 234 approved and 187 fulfilled and vehicles operating.

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

### Bus driver safety initiatives

Following the completion of the Queensland Bus Driver Safety Scheme in 2020, TMR has continued to work with the bus industry to ensure improved safety measures such as driver barriers are incorporated in the renewal of the fleet in coming years.

An independent review of bus driver barriers by PricewaterhouseCoopers identified future approaches for bus driver barriers. In March 2022, the Minister for Transport and Main Roads announced that driver barriers would be mandatory in all new urban service vehicle purchases from 1 July 2022.

Delivery partners have the flexibility to choose the barrier that best suits their operating environment, based on a risk assessment of their operating environment, consultation with their workforce and vehicle models in their fleet.

TMR is working with delivery partners to implement this approach, which also includes a focus on supporting measures such as de-escalation training.

In partnership with the Queensland Bus Industry Council (QBIC) and Griffith University, TMR launched the Minimising Passenger Hostility de-escalation training program in June 2021 to assist drivers in managing customer aggression.

This resource is available to all urban service drivers via the QBIC website and has received positive feedback. Between June 2021 and April 2022, 352 drivers from 43 different organisations across Queensland have accessed the training.

Bus driver safety also continued to be supported during 2021–22 through:

- deploying Translink Senior Network Officers in areas where incidents are occurring
- delivering partner-led enforcement using Network Officers (formerly known as customer service officers) including in Townsville and Cairns
- implementing a smart ticketing system that will limit the driver's role in cash handling across Queensland.

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

**For more information**
https://translink.com.au/about-translink/projects-and-initiatives/bus-driver-safety-review

### Queensland Bus Driver of the Year Awards

The winners for the 2021 Bus Driver of the Year Awards were announced at the Queensland Bus Industry Council's annual conference in April 2022.

The winners of each category were:

South East Queensland Bus Driver of the Year

- Kate Addley (Transdev, Capalaba)

Regional Queensland Bus Driver of the Year

- Jaswinder (Jessie) Singh (Bus Queensland, Toowoomba)

School Services Bus Driver of the Year

- John Maddy (CDC, Sunshine Coast)

More than 1200 nominations were received for the 2021 awards. The awards celebrated drivers who went above and beyond to deliver excellent customer service and recognised all Queensland bus drivers for the critical role they played in keeping Queenslanders connected to work, study, essential services and each other during COVID-19.

**For more information**
https://www.translink.com.au/news-and-media/competitions-and-offers/bus-driver-awards

## Regional Roads and Transport Groups

The Roads and Transport Alliance (Alliance) is a partnership between TMR and Queensland local governments, represented by the Local Government Association of Queensland.

Central to the Alliance are 17 Regional Roads and Transport Groups (RRTG), representing 67 local governments across Queensland, including seven First Nations local governments.

RRTGs are the primary decision-making bodies that determine regionally prioritised improvements to their communities' transport infrastructure utilising Transport Infrastructure Development Scheme (TIDS) funding.

In 2021–22, 235 projects were delivered, with joint investment of more than $120 million in local roads, safer school drop-off areas, and active transport infrastructure.

Projects that used TIDS funding during 2021–22 included:

- Far North Queensland RRTG, Mareeba Shire Council: Bower Road, widen and seal; $500,000
- Outback RRTG, Boulia Shire Council: Boulia - Tobermorey Road (Donohue Highway), pave and seal; $1.047 million
- Scenic Valleys RRTG, Ipswich City Council: Springfield Greenback Arterial, Springfield Parkway to Eden Station Drive, duplicate two to four lanes; $705,446.

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

## TMR's first digitised mailroom

TMR continues to face a changing work environment, requiring the management of customer population growth and face-to-face demand through digital migration increases whilst continuing to deliver an efficient, quality service to customers and stakeholders.

In May 2021, TMR partnered with Australia Post to pilot the digitisation of mailroom functions. The objective of this pilot was to streamline and digitise select functions of TMR's mailroom that were conducted in-house.

Benefits to TMR since the implementation of the Digitised Mailroom in November 2021 have included:

- reducing touch points and cost of the previous inbound mail process
- ensuring business continuity that supports a purpose-driven, capable and agile workforce
- more efficient utilisation of TMR's available workforce capacity state-wide and redirection of resources.

TMR is committed to exploring significant opportunities for robotic process automation to drive further efficiencies of the digitised mailroom and achieve enhanced customer experience.

## Transport Academic Partnership

The Transport Academic Partnership 2020–25 is a $3.7 million agreement between TMR, Motor Accident Insurance Commission, Queensland University of Technology, Griffith University, and The University of Queensland.

The partnership continues to facilitate innovative transport research and development and builds mutual capability across government, industry, and academic sectors. The partnership supports the mutual delivery of an annual work program of projects across various transport topics.

Research projects during 2021–22 included:

- improved fatigue management in the rideshare industry
- accessible designs for automated passenger transport vehicles
- opportunities for MaaS in regional Queensland
- enhanced use of TMR's digital video data
- sustainable disposal of derelict ships
- future options for fuelling of electric buses.

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

**For more information**
http://www.tmr.qld.gov.au/Community-and-environment/Research-and-education/Transport-Academic-Partnership

## Electrical licence partnership

The Electrical Safety Office (ESO) within the Office of Industrial Relations (OIR) has partnered with TMR to improve ESO licensing processes. TMR will work closely with OIR to deliver this initiative to mitigate the risk of fraudulent electrical licence use.

Since 2016, TMR has delivered the High-Risk Work Licence on behalf of OIR and this initiative is an extension of the positive partnership built between these two agencies.

OIR seeks to leverage TMR's capabilities to streamline application processes, strengthen identity verification, and leverage TMR's counter network and card production services.

Like the Working with Children (Blue Card) project delivered on behalf of the Department of Justice and Attorney-General and the Worker Screening Clearance Cards delivered on behalf of the Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships, this initiative is another opportunity to deliver making services more accessible to Queenslanders.

## Queensland Train Manufacturing Program

The Queensland Train Manufacturing Program (QTMP) was established to meet the increasing demand on rail transport in South East Queensland over the next 10 years.

TMR committed $7.1 billion to deliver 65 six-car passenger trains manufactured at a purpose-built manufacturing facility at Torbanlea, in the Maryborough region and a train stabling and maintenance facility at Ormeau.

An expression of interest phase for the supply of trains and construction of the facilities was completed with the announcement of three shortlisted applicants in June 2021. The shortlisted applicants entered the request for proposal phase in November 2021, which closed in mid-2022, with a successful applicant planned to be announced late-2022.

TMR conducted multi-criteria assessments to identify suitable sites for the manufacturing and rail facility. The Torbanlea site was gazetted in December 2021. A land acquisition process has commenced for the preferred site in the Gold Coast region for the rail facility. The successful applicant is expected to commence construction of the facilities from early-2023, with the first tranche of trains delivered from 2025.

The QTMP will deliver a pipeline of work over the next decade that will support skills development and training as well as hundreds of construction and manufacturing jobs in Maryborough and regional Queensland.

In forming design requirements for the new fleet, TMR incorporated all recommendations from the New Generation Commission of Inquiry and is working closely with Commissioner Michael Forde and the Queensland Accessible Transport Advisory Council.

TMR undertook early and comprehensive engagement with the disability sector to co-design the new trains and ensure a fully compliant fleet that is accessible and functional for all passengers.

**For more information**
https://www.tmr.qld.gov.au/projects/Queensland-Train-Manufacturing-Program-QTMP

## New Generation Rollingstock

The New Generation Rollingstock (NGR) fleet has provided reliable public transport for South East Queensland since it was introduced in 2017, delivering more than 476,000 passenger services. The fleet consistently achieves more than 99 per cent availability for day-to-day passenger services.

NGR trains have played an important part in delivering public transport throughout COVID-19, allowing the standard timetable services to continue throughout the year. TMR has provided additional cleaning and sanitisation on public transport, including on the NGR fleet.

Work is underway to modify the NGR fleet to allow them to travel on the Cross River Rail infrastructure. These modifications include installation of onboard hardware for European Train Control System Level 2, Automatic Train Operation and Platform Screen Doors.

The $335.7 million NGR accessibility upgrade program is proceeding, with the 23rd NGR train currently undergoing upgrades.

Accessibility upgrades include:

- a second accessible toilet module on every NGR train
- 10 per cent increase in circulation space inside the toilet modules
- improved sink design
- more grab/handrails
- priority seats increased from 24 to 88 per train.

The fleet upgrade is being delivered at the Downer facility in Maryborough. The design of the upgrades came after intensive consultation with a project working group from the disability sector, using an innovative co-design process.

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

**For more information**
https://www.tmr.qld.gov.au/projects/New-Generation-Rollingstock

## European Train Control System

A project to introduce European Train Control System (ETCS) signalling technology is underway to significantly improve safety and support more efficient services. The state is investing $717.3 million in the ETCS project for Cross River Rail to make the rail network work smarter and build future capacity for more services.

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

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

The fitment of ETCS onboard equipment on passenger trains is ongoing and in February 2022 a Queensland Rail passenger train successfully operated in an ETCS Level 2 mode on the purpose-built test track at the Redbank fitment facility. Level 2 mode is continuous supervision of train movement with constant communication via GSM-R (Global System for Mobile Communications—Railway) between the train and trackside. This significant milestone demonstrates the successful integration of the infrastructure and technology used to make the system work in a test environment.

A key focus during 2021–22 was the works to commission the Shorncliffe Pilot Line which runs from Boondall to Shorncliffe. The Shorncliffe Pilot Line will enable a number of integration testing and readiness activities to support the Cross River Rail tunnel opening.

On 22 December 2021, TMR entered into the ETCS Program Alliance Agreement with Hitachi Rail along with Queensland Rail and the Cross River Rail Delivery Authority. This collaborative contracting model helps bring all parties closer together in delivering ETCS on the network.

Some key achievements during 2021–22 to support progress on the Shorncliffe Pilot Line were as follows:

- the successful completion of end-to-end integration of the functions required for the Shorncliffe Pilot Line in the test lab
- the Rail Management Centre was fitted and powered with the new control system.

The first radio mast and supporting signalling infrastructure was installed at Sandgate to enable dynamic testing to occur on the Shorncliffe line in July 2022.

# Preserving our history and heritage

### Environmental sustainability

Aiming to be an industry leader in environmental sustainability, TMR released its *Environmental Sustainability Policy* during 2021–22. The main objective of the policy is to protect the environment by moving beyond compliance and encouraging innovative solutions to minimise the environmental footprint and embed environmental sustainability in its work.

Key to the policy's success will be collaboration with stakeholders in its implementation.

TMR has also developed a *Waste 2 Resource Strategy* outlining how it will achieve its vision to become a zero-waste organisation and transport industry leader through circular economy practices.

The strategy encourages the use of recycled materials and sets principles for their use, such as:

- the end result provides as good, if not better, performance than conventional materials
- they do not harm the environment, the community or workers
- they do not cause long-term operational issues
- they are 're-recyclable'.

**For more information**

https://www.tmr.qld.gov.au/Community-and-environment/Environmental-management/Environmental-sustainability-policy

https://www.tmr.qld.gov.au/business-industry/Technical-standards-publications/Project-waste-reporting

### Sustainability and recycled materials

TMR is committed to supporting the Queensland Government's *Waste Management and Resource Recovery Strategy* as outlined in TMR's *Waste 2 Resource Strategy*, using recycled materials in the construction and maintenance of the state-controlled road network.

In 2021–22, key achievements included:

- continuing to use recycled tyres (crumb rubber) in sprayed seal surfacings
- undertaking additional trials using recycled tyres (crumb rubber) in asphalt (following on from the trials done in 2020–21)
- continuing research into the potential to expand the responsible use of (selected) recycled waste materials in roads
- continuing research into the potential to responsibly use recycled waste plastics (e.g., for road furniture for example, bollards, posts or retaining walls)
- continuing to use insitu stabilisation (in-place recycling) techniques by pulverising the road and mixing various stabilising agents (including cement, bitumen, fly ash and slag) to strengthen and rejuvenate pavement.

### Minimising impacts on native fauna

TMR continued to implement initiatives during the construction and operation of transport infrastructure to minimise impacts on native fauna and to ensure compliance under state and federal legislation.

In 2021–22, a range of projects were delivered in addition to business-as-usual activities, such as the installation of fauna infrastructure on projects.

Key achievements during 2021–22 included:

- inspection and, where required, repair over 19 kilometres of koala exclusion fencing as part of a 4 year $5 million maintenance and rectification program for koala exclusion fencing in North Coast Region
- vegetation remediation under bridges over Big Maria Creek and North Hull Creek in Far North District to provide for Southern Cassowary Movement
- delivery of six kilometres of koala exclusion fencing, three arboreal fauna crossing poles, 44 nest boxes and multiple dedicated aquatic and terrestrial crossing structures on the Mount Lindesay Highway project in South Coast Region
- targeted social media campaign to reduce southern cassowary vehicle collisions in Far North Queensland
- displaying koala awareness messaging on departmental variable message signs for drivers during the koala breeding seasons to reduce koala vehicle collisions in South East Queensland.

TMR also initiated the commencement of updates to the Fauna Sensitive Road Design Manual to ensure the manual continues to provide best practice guidance on how to deliver transport infrastructure that better accommodates the needs of native fauna.

**For more information**
https://www.tmr.qld.gov.au/Community-and-environment/Environmental-management/Land/Fauna-management

## Zero emission buses

As set out in the *Zero Emission Vehicle Strategy*, TMR has made a commitment that from 2025 all new urban buses in SEQ will be zero emission buses, and for regional Queensland, implementation will begin between 2025–2030.

Since July 2021, TMR has given approval to the following bus operators for more battery electric buses to be rolled out across the Translink network during 2022:

- Sunbus Sunshine Coast introduced five Yutong electric buses across its routes on the Sunshine Coast
- Marlin Coast Sunbus will introduce five Yutong buses on its network in Cairns operating from the new Portsmith depot
- Clarks Logan City will introduce ten BusTech ZDI electric buses across the Logan network. These buses will be charged using Tritium chargers, locally built in Queensland with 100 per cent renewable energy accredited by GreenPower
- Surfside Buslines will introduce ten BYD/Volgren buses on the 777-airport route from its newly built dedicated electric bus depot at Currumbin
- Hornibrook Buslines will introduce 16 ZDI electric buses onto its network in northern Brisbane. These buses will operate from its zero-emission depot at North Lakes which will charge the buses using 100 per cent renewable energy accredited by GreenPower
- Translink will introduce its own two Volvo/Volgren buses onto the Spring Hill loop service in late-2022.

Logan Coaches continue to operate its BYD/Gemilang battery electric buses delivering Translink's first zero emission bus route to the community at Yarrabiliba.

Transdev Queensland lead the way with its pathfinding BYD/Volgren battery electric bus, known as Aurora 3, which operates across Redland Bay.

Both Logan Coaches and Transdev are providing critical learnings to enable a successful transition ahead of the 2025 commitment.

## Woorabinda community

The Director-General has continued in his role as Government Champion for Woorabinda marking the eighth year of TMR working with the community.

While quarterly visits were impacted by the effects of COVID-19 and weather events, TMR continued to work with the Mayor and Chief Executive Officer to progress the community's agenda during 2021–22 including:

- working with the community on its response to COVID-19
- continuing works under the Memorandum of Understanding, designed to build the community's capability in road infrastructure
- working with council to:
  - plan access in and around a new housing subdivision
  - plan and install road safety treatments around schools
  - secure funding to replace the town's water supply reservoir.

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

## Creating sustainable outcomes for First Nations Queenslanders

During 2021–22 TMR's commitment to working with First Nation Queenslanders was taken to new heights, with the establishment of the Indigenous Strategy Team. The team's initial focus is to co-design a strategy which creates sustainable economic outcomes for Aboriginal peoples and Torres Strait Islander peoples.

TMR will have a roadmap to increasing and sustaining procurement spend with Aboriginal and Torres Strait Islander businesses, maturing the cultural capability of the workforce, strengthening the Indigenous Employee Network, creating culturally inclusive spaces for the customers and employees, and identifying opportunities to celebrate First Nations cultures within TMR's service delivery.

The strategy is building on existing partnerships with the Woorabinda and Cape York communities, and directly aligns with the Australian Government's commitment to Closing the Gap, the *Queensland Government's Reconciliation Action Plan 2018–2021*, and 2032 Brisbane.

### Reconnecting the community after natural disasters

In 2021–22, TMR spent $111.09 million repairing state roads following natural disasters, including:

- reconstructing 73.7 kilometres of road pavement
- repairing 322 earthworks and batter locations
- repairing 55 structures (including bridges and culverts)
- clearing 319 silt and debris locations.

A significant reconstruction program is underway after extensive severe flooding across South East Queensland in late-February and March 2022. This will repair major road damage across 22 local government areas, including numerous landslips, widespread pavement damage and scouring around bridges and culverts.

TMR completed design for slope stabilisation works to repair bushfire damage at Cunninghams Gap, with construction to start in September 2022.

Heavy rainfall in the Gold Coast hinterland in December 2020 caused a significant landslip on Tamborine Mountain Road, which is due to reopen in August 2022 following repairs.

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

**For more information**
https://www.tmr.qld.gov.au/projects/programs/natural-disaster-program

## Road Safety

### Queensland Road Safety Strategy and Action Plan

The *Safer Roads, Safer Queensland: Queensland's Road Safety Strategy 2015–21*, concluded at the end of 2021 alongside the *Queensland Road Safety Action Plan 2020–21*, the third and final action plan under the strategy.

More than 130 initiatives were delivered during this seven-year period, including delivery of significant behaviour change initiatives, and over $1.71 billion invested into safety infrastructure through the Targeted Road Safety Program.

Highlights from the final year of the *Queensland Road Safety Action Plan 2020–21* included:

- delivery of a world-leading camera enforcement program that detects drivers using their mobile phones illegally or not wearing a seatbelt
- new education programs for drink drivers
- reforms to the Alcohol Ignition Interlock Program.

In April 2022, the *Queensland Road Safety Strategy 2022–31* and Queensland *Road Safety Action Plan 2022–24* were released, reaffirming Queensland's commitment to zero road trauma by 2050.

The strategy takes a new approach to road safety that involves responding to community needs at the local level, building partnerships with new stakeholders, and leveraging new technologies and data sets to improve road safety outcomes.

### Remade transport regulations

During 2021, TMR undertook the rewrite of three significant regulations—Driver Licensing, Vehicle Registration and the Vehicle Standards and Safety regulations.

In combination, these regulations govern significant aspects of the Queensland road network. The new regulations were made by Governor in Council, and commenced on 1 September 2021.

### Community Road Safety Grants Scheme

In 2021–22, the Community Road Safety Grants scheme awarded $23,440,181 over four and a half years to 18 community organisations for the delivery of Learner Driver Mentor and Road Safety Education Programs across Queensland.

Learner Driver Mentor Programs provide disadvantaged people with the opportunity to complete the supervised driving requirements of Queensland's graduated licensing system through organising and managing the support of a volunteer mentor network and vehicles.

Road Safety Education Programs aim to equip children, adolescents and young people with the attitudes, skills and knowledge they need to become safer road users.

Since 2013, the Community Road Safety Grants scheme has awarded more than $45 million to 536 community-based road safety education initiatives.

Examples of grants awarded during 2021–22 included:

- Queensland Police-Citizens Youth Welfare Association (PCYC) awarded $4.5 million to deliver a Learner Driver Mentor Program to 11 locations across Queensland
- the Royal Automobile Club of Queensland Limited (RACQ) awarded $3.15 million to deliver five in-school road safety

education programs influencing student behaviour to adopt life-saving road safety strategies

- Road Safety Education Limited awarded $2.925 million to deliver the RYDA program targeting secondary school students through a series of practical workshops that aim to change the way young people think about road safety
- $670,500 to You Belong Australia Ltd to deliver a Learner Driver Mentor Program for people from culturally and linguisticly diverse backgrounds located within the Toowoomba region
- Central Queensland Indigenous Development Limited awarded $292,500 to deliver a Learner Driver Mentor Program to the community of Woorabinda.

**For more information**
https://www.qld.gov.au/transport/safety/road-safety/community-road-safety-grants

## Targeted Road Safety Program

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

The Program has 13 sub-programs, including:

- high risk roads
- safer roads sooner
- black spot program
- mass actions
- route actions
- vulnerable users.

As at 30 June 2022, the Targeted Road Safety Program delivered a record $494.9 million in safety treatments across Queensland during 2021–22. It is primarily funded from the Camera Detected Offence Program (CDOP) and the Australian Government Road Safety Program and significantly improves safety on the state's road network.

One of the major projects delivered in 2021–22 was $14 million to install or replace rest areas on main highways across the State, including the Capricorn, Landsborough, Cunningham, Warrego, Moonie, Leichhardt, Gore and Bruce highways.

Other major projects included $8 million to pave and seal at Monto–Mount Perry Road (Mail Bag Creek to Kerwee Road); $7.49 million for Town Entry Treatments in Far North Queensland; $6.79 million upgrade of Carnarvon Highway and Warrego Highway intersection; $6.01 million for pavement strengthening and widening on the Landsborough Highway (Winton–Kyuna); and, $6.59 million to improve cycleway facilities on the Bruce Highway (Benaraby–Rockhampton).

## School Transport Infrastructure Program

Since it began in 2018–19, the $20 million School Transport Infrastructure Program (STIP) has improved the safety and operation of schools through enhanced school transport infrastructure.

The STIP aims to improve safety and provide long-term solutions for one of the Queensland's most vulnerable road user group, school children.

94 projects have been approved for funding in the past four years, with STIP funding infrastructure projects including school drop off and pick up zones, car parks, footpaths, wombat crossings, traffic islands and signs.

As at 30 June 2022, 89 of these projects have been delivered.

The STIP complements the Transport Infrastructure Development Scheme which provides funding to local governments for transport related initiatives which support state government objectives.

It also complements other ongoing initiatives to improve safety in and around Queensland schools, including the Flashing School Zone Sign Program, the School Crossing Supervisor Scheme and the Community Road Safety Grants Program.

## Flashing school zone signs

School children across Queensland are safer with flashing school zone signs installed at 1190 school zones since the program began in 2012.

Funded by the Camera Detected Offence Program, flashing school zone signs have been installed at sites across the state, including:

- Rockhampton Grammar School
- Warwick West State School
- Bowen State High School
- MacKillop Catholic Primary School, Mackay
- a number of sites in South East Queensland.

An additional 100 school zones are scheduled to have signs installed during 2022–23.

## Case Study

### Drink driving reform

Drink driving is a 'Fatal Five' driving behaviour and is responsible for more than 20 per cent of the lives lost each year on Queensland roads. Besides the human costs, death and serious injuries involving drink drivers cost the Queensland community an average of $741 million each year.

September 2021 saw the roll out of the most significant package of drink driving reforms since the introduction of random breath testing. These reforms incorporated two key elements: an expansion of the existing Alcohol Ignition Interlock Program (Interlock Program), and the introduction of education programs to support people to separate drinking from driving.

In the Interlock Program, participants must have an alcohol ignition interlock fitted to any vehicle(s) they drive. Before they can be re-licensed, first-time drink drivers must complete a short online education program. Repeat drink drivers must complete a more comprehensive face-to-face education program as a condition of completing the Interlock Program.

The education programs compliment the Interlock Program, which is now performance-based. This means a drink driver cannot remove the interlock until they have demonstrated they have separated their drinking from driving.

Within the first year, more than 5000 people have completed the short online education program, with 99 per cent reporting that they believe they are unlikely to drink and drive again.

**For more information**
https://www.qld.gov.au/transport/news/features/harsher-penalties-for-drink-drivers

### Road Safety Data Bureau

To better understand the social and economic costs of road trauma in Queensland, the Road Safety Data Bureau was established in 2019 to conduct complex analysis of road crash and trauma data from various government agencies.

The team includes representatives from TMR, the Queensland Police Service, Queensland's Motor Accident Insurance Commission and Queensland Health's Jamieson Trauma Institute.

The Bureau's purpose is to consolidate, integrate and analyse road crash-related data from all member agencies. The results will inform whole-of-government decision making and approaches to road safety policy and programs.

Major research projects undertaken in 2021–22 included:

- *Queensland Road Safety Strategy* Modelling—this project aimed to develop a Queensland road crash profile as well as a model of expected future road trauma trends to help inform the design of the next Queensland Road Safety Strategy and Action Plan
- 'Out-of-scope' fatal road crashes and fatalities—this project aimed to understand the extent, nature, and circumstances of out-of-scope fatal crashes and fatalities, as well as to identify the breadth and nature of information available to all relevant agencies on out-of-scope fatalities to better inform road safety initiatives.

### Takata Airbag Compulsory Recall Process

TMR worked with the Australian Competition and Consumer Commission, government agencies, and the automotive industry to assist in removing faulty Takata airbags from Queensland roads. This included taking action against the registration of vehicles subject to the compulsory Takata recall.

After a series of escalating actions focused initially on higher-risk vehicles, TMR removed these dangerous vehicles from the road network. Approximately 800,000 Queensland vehicles were originally subject to the compulsory recall. Ultimately, TMR cancelled the registration of over 2,500 of these vehicles, whose owners failed to respond to multiple requests to have the airbags replaced.

### Queensland Road Safety Week

The seventh celebration of Queensland Road Safety Week was held from 16 to 20 August 2021 and encouraged Queenslanders to 'Sign up for road safety'.

Participants were able to show their support by creating a sign featuring their road safety message and sharing it via the StreetSmarts website or social media channels. This online activation was introduced in 2020 in response to public health guidelines restricting the ability to hold public events.

Participants were particularly active via social media, utilising the campaign hashtag of #QRSW2021. A range of resources were available on the Queensland Road Safety Week website to support participation efforts, and the promotional campaign performed well across all digital channels.

The Queensland Police Service provided invaluable support across social media and also produced a video series to support the week.

### StreetSmarts road safety campaigns

The StreetSmarts road safety initiative delivered campaigns and activities during 2021–22 to improve road safety in Queensland.

The successful 'All good. All bad' campaign provided critical drink driving reminders throughout summer (December–January 2022), and the 'You lapse, You Lose' risky driving campaign ran during Easter (April–May 2022).

'Crash test' (seatbelts) ran in regional Queensland in July, and motorcyclists were targeted in the 'Ride Craft' campaign (September–November 2021).

StreetSmarts also supported a significant campaign program about road safety reforms during 2021–22 including:

- the introduction of seatbelt and mobile phone enforcement cameras: 'Is it worth it?' (June–November 2021)
- 'Drink Driving Reforms – Alcohol Ignition Interlock' campaign (September–October 2021)
- new penalties for speeding, not wearing a seatbelt and running red lights 'Anywhere, Anytime'. (Phase 1 May– June 2022)

With over 165,000 followers, StreetSmarts 'always on' social media channels (Facebook, Instagram, Snapchat and Twitter) delivered relevant, timely and targeted road safety messaging reaching around one million individuals monthly.

## Drink driving reforms

On 10 September 2021, TMR introduced tough new drink driving reforms, to improve road safety outcomes on Queensland roads.

The reforms include a focus on education and how to separate drinking from driving. Two new education programs were introduced, an online course for anyone convicted of a drink driving offence and a face-to-face comprehensive program for repeat offenders.

The Alcohol Ignition Interlock Program was enhanced to be a performance-based program to further educate participants before completing the program. It has also been expanded to include all mid-range and above offenders, as well as all repeat drink driving offenders. If a TMR customer chooses not to participate in the program, they will not be eligible for a driver's licence for five years.

A new online portal was delivered on 25 March 2022, designed to help participants to track their progress while on the program support behaviour change, while also enhancing online capability to submit applications.

**For more information**

https://www.qld.gov.au/transport/safety/road-safety/drink-driving/drink-driving-education-programs

https://www.qld.gov.au/transport/safety/road-safety/drink-driving/interlocks

https://www.qld.gov.au/transport/safety/road-safety/drink-driving/plan-drive-survive-hub

## Mobile phone distraction and seatbelts

Illegal phone use and non-seatbelt wearing contribute significantly to the number of lives lost and serious injuries on Queensland roads each year.

In partnership with the Queensland Police Service, TMR commenced the roll out of new camera technology to detect illegal mobile phone use while driving in July 2021. In an Australian-first, this technology also detects front seat occupants who fail to wear a properly fitted seatbelt.

Fixed and portable cameras were introduced in urban and regional areas across Queensland enabling those committing these dangerous behaviours to be caught anywhere, anytime.

TMR also strengthened road rules relating to mobile phone use on 26 July 2021. A driver must not have a mobile phone in their hand or resting on any part of their body, including their lap, while driving—regardless of whether the phone is on or in use. Previously the rule only applied to drivers holding the mobile phone in their hand.

From 26 July to 30 October 2021, a three-month warning letter period for camera-detected offences was applied to encourage drivers to change their behaviour. Penalties for camera-detected mobile and seatbelt offences commenced on 1 November 2021.

## Programmed Vehicle Inspection Reforms

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

As part of the Programmed Vehicle Inspection Reform project, TMR introduced further changes to how Programmed Vehicle Inspections are managed in Queensland.

The changes provided greater consistency in relation to inspection requirements for the balance of the passenger transport fleet, addressed practical challenges for vehicles owners undertaking inspections in remote Queensland and standardised the categorisation of light and heavy trailers to be consistent with other jurisdictions.

## Rest Area Upgrade project

TMR manages more than 1100 roadside amenities on the Queensland state-controlled road network. These amenities are established primarily to meet the needs of long-distance travellers and are aimed at reducing fatigue-related crashes while enhancing the travel experience.

The jointly funded Road Safety Program has so far committed $34.85 million to the Rest Area Upgrade Project to provide new and upgrades to existing roadside amenities, to encourage drivers to stop and rest, which may reduce fatigue-related crashes.

Although the scope varies from site to site, generally major construction activities include upgrades to toilet facilities, accessibility for all road users, shade shelters, table and picnic facilities, solar lighting, and pavement rehabilitation and all-weather spray seal access.

The Rest Area Upgrade Project has so far completed upgrades at 90 locations across Queensland, with another 13 locations of tranche three works across South Coast, Wide Bay and Mackay/Whitsunday Districts scheduled for completion before 30 September 2022.

## Case Study

### Mobile phone and seatbelt cameras

Mobile phone and seatbelt cameras have been operating since December 2021 throughout Queensland to improve road safety. Distracted driving is a major cause of road crashes and contributes to almost 20% of serious injuries on Queensland roads, with use of a mobile phone while driving just as dangerous as drink driving. Not wearing a seatbelt contributed to almost one quarter of all fatalities between 2016 and 2021 on Queensland roads.

The introduction of the cameras is to help reduce the occurrence of mobile phone and seatbelt offences and their associated injuries and fatalities.

Although 141,812 infringements have been issued since the program started, the average overall detections of mobile phone offences has reduced, indicating positive changes in driver behaviors.

Between December 2021 and March 2022, an average of 22,360 detections of probable distracted driving were received per month. Between April and July 2022, this had reduced to an average of 18,035 detections. The same number of cameras were operating during these time periods.

The funds from camera detected offences are reinvested in road safety initiatives and education programs.

**For more information**
https://www.tmr.qld.gov.au/Safety/Road-safety/Camera-Detected-Offence-Program

# Rail safety

TMR enhances rail safety outcomes in Queensland through initiatives that complement the activities of the Office of the National Rail Safety Regulator (ONRSR).

TMR continues to maintain the *Rail Safety National Law (Qld) Act 2017* in consultation with ONRSR and other stakeholders, ensuring that Queensland's interests are reflected in any legislative amendments.

TMR provides rail safety-related policy advice to the Queensland Government, maintains regulatory oversight of the safe transport of dangerous goods by rail and provides support to accredited tourist and heritage rail operators.

TMR leads the Queensland Level Crossing Safety Group in overseeing the *Queensland Level Crossing Safety Strategy*, which brings together relevant stakeholders to work collaboratively on current level crossing safety issues in Queensland.

The Director-General continues in his role as a board member of the Australasian Centre for Rail Innovation and TMR is an active member of the National Level Crossing Safety Committee.

During 2021–22, TMR engaged with stakeholders and worked with ONRSR on its proposal to mandate in-cab audio and visual safety recording equipment for all mainline and freight locomotives. The benefits of installing this equipment includes assisting accident/incident investigations and to improve safety.

# Marine safety

## Marine fatalities and marine injuries

In 2021–22, reported marine incidents in Queensland included 13 fatalities and 38 serious injuries. The number of reported marine incidents involving at least one Queensland Regulated Ship (QRS) has substantially decreased from 397 to 346 and the number of fatalities has fallen as the result of a reduction in the number of persons overboard incidents resulting in a fatality.

Figure 3 below indicates the number of people who have died during the last ten financial years in a reported marine incident that involved at least one QRS (post-2013) or one recreational ship (pre-2013).

These people have been classified as masters or passengers of boats, the masters or passengers of personal watercraft (PWC), swimmers which includes divers, snorkelers, and water skiers, which includes anyone being towed by a vessel of any kind.

**Figure 3: Marine fatalities in Queensland**

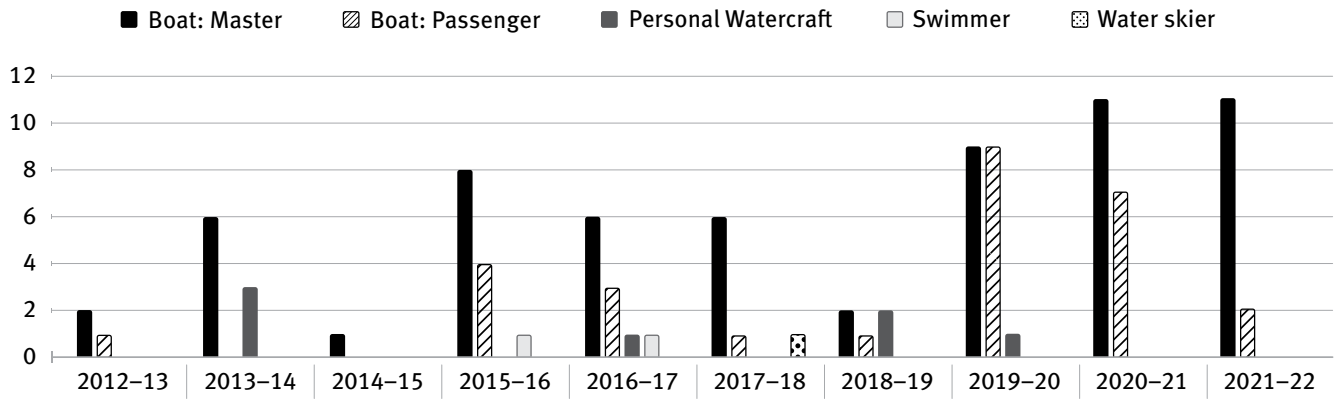
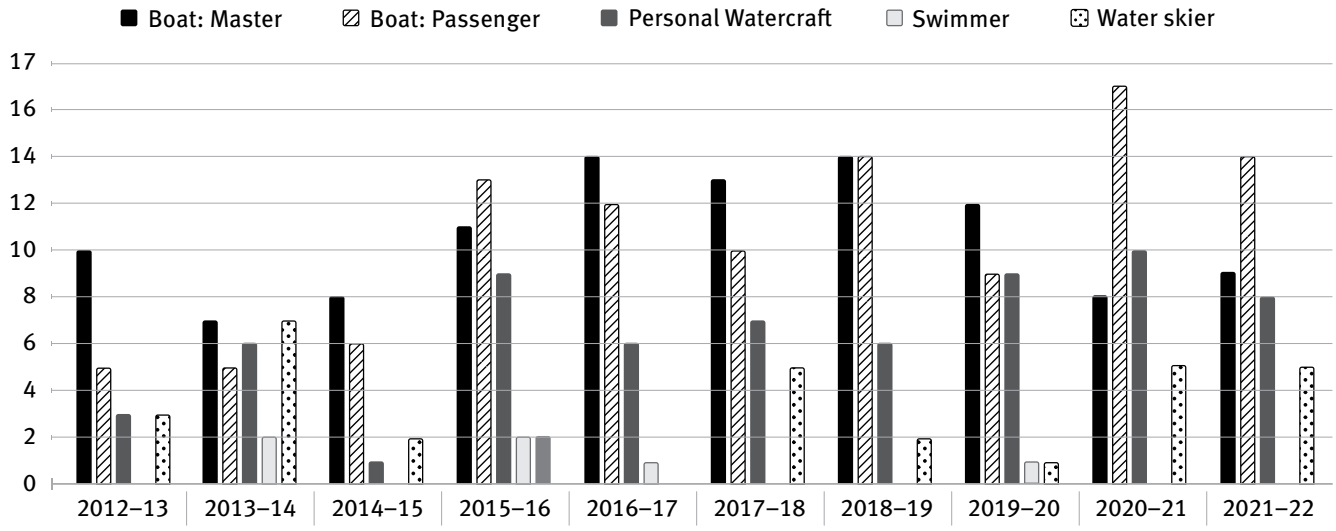



Figure 4 indicates the number of people who have been admitted to a hospital during the last ten financial years for the treatment of injuries sustained in a reported marine incident that involved at least one QRS.

These people have been classified as the masters or passengers of boats, the masters and passengers of PWC, swimmers, which includes divers, snorkels, and water skiers which includes anyone being towed by a vessel of any kind.

**Figure 4: Serious injuries from maritime incidents in Queensland**



## War on Wrecks

Along with a commitment of $20 million in 2018, a War on Wrecks Taskforce was established to address the issue of derelict and abandoned vessels in Queensland waterways.

The Taskforce undertook community consultation and made recommendations in 2019 which collectively seek to develop a culture of responsible boat ownership to reduce derelict vessels into the future.

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

During 2021–22, TMR and partner agencies removed 100 derelict vessels across Queensland. There were an additional 36 derelict vessels removed by their owners or by other means and a further 44 that are no longer present which includes those made seaworthy by the owner.

Since the War on Wrecks program was established in 2018 owners have repaired or resolved 422 boats. Cumulatively, as of 30 June 2022 there are 1026 fewer derelicts in Queensland waters then when the program commenced.

TMR will continue to support the Taskforce in its work to monitor derelict removals, implement the recommendations and engage with the community on ways to enhance safety on Queensland's waterways.

## Boatsafe program compliance

BoatSafe provides competency-based training and assessment for the licensing of recreational ship and personal watercraft masters.

During 2021–22, MSQ undertook more than 100 compliance observation audits to monitor BoatSafe Training Organisations and/or BoatSafe Training Providers as part of the program's compliance activities.

A focus on the practical delivery of the BoatSafe program has provided an opportunity for accredited trainers to review how they structure and deliver the prescribed competency training. This has resulted in trainers connecting to more considered parallels to real-world recreational boating practices, such as voyage planning.

The number of students trained under the BoatSafe program has remained steady in 2021–22, whilst the number of accredited trainers has reduced by 40 trainers throughout the state in this period. This has resulted in a more sustainable training platform for BoatSafe training organisations and BoatSafe training providers. Current trainers have seen a growth in their small businesses and several trainers in the position to expand or purchase new training ships and equipment.

MSQ continues to develop a cooperative and collaborative approach to compliance to drive continual improvement and marine safety with industry.

## Smartship expansion

Smartship Australia plays an important role assisting with port developments and training marine pilots, ship officers and tug masters to safely move ships.

Training for ports and their ships draws on the extensive mariner experience of instructors and Smartship's technical support to create and deliver a customised, high fidelity simulation and challenging training experience.

Projects during 2021–22 included:

- expansion of training facilities to now cover over 1500 m2 including a new flagship lecture facility, a second tug simulator and space for new services (e.g., Vessel Traffic Services)
- tug simulator ultra-high resolution display array upgrade and refit of computer hardware thus improving the fidelity, visual interface and the customer experience
- state-of-the-art audio-visual system for the new lecture facility with seamless integration with multiple media sources.

Smartship continues to collaborate with pilotage providers to design and develop effective training to meet their needs within its simulated environment.

It is also through these partnerships that Smartship has built up an extensive library of ports (over 80) and one of the world's largest catalogue of ship models (close to 200).

In 2021–22, Smartship's distance training services have been further developed and new services added to ensure that customers have access to online training that meets their needs. An example of this is the blended Electronic Chart Display Information Systems course launched in October 2021. This course now has a mix of theory delivered via online tutorials and three face-to-face practical sessions in-house.

In addition, Smartship has continued to support Tug Master training and contingency skills development and is working closely with tug companies to expand the training available to Tug Masters.

## Maritime Enforcement Team

The Maritime Enforcement Team (MET) undertakes enhanced compliance and education activities on Queensland's Waterways.

In 2021–22, MET completed 3200 vessel intercepts enhancing direct engagement with the boating community and keeping Queensland waterways safe. From July 2021 to January 2022, MET undertook the majority of MSQ's border patrols on the Gold Coast and engaged extensively with recreational boaties and PWC operators to highlight water safety.

MET coordinated targeted safety campaigns with MSQ compliance partners, Queensland Police Service, SEQ Water, Queensland Parks and Wildlife, Queensland Water Police and Queensland Boating and Fishing Patrol during 2021–22.

### Exercise CABIN

Under Australia's *National Plan for Maritime Environmental Emergencies* (National Plan), TMR is required to conduct regular exercises to test Queensland's response capability for a maritime environmental emergency. In 2022, the state ship-sourced marine pollution response exercise was held in Gladstone.

MSQ hosted the exercise from 21–23 June 2022. The exercise, named 'CABIN' involved an oil spill response in the vicinity of the Gladstone Harbour.

The exercise was multi-agency and multi-jurisdictional, with engagement and ongoing consultation underway with traditional owners, as well as relevant Australian and Queensland government departments.

The exercise was aimed at testing the operational management of a response under the National Plan and the *Queensland Coastal Contingency Action Plan* and their integration with Queensland's disaster management arrangements in the Gladstone region.

Exercise 'CABIN' also involved a training component as a refresher on emergency management principles and a comprehensive user acceptance testing for a new incident tracking database.

### Safety messaging

MSQ has undertaken a planned program of campaigns during 2021–22 to deliver risk-based safety messaging to a Queensland- wide audience.

In October 2021, MSQ participated in National Safe Boating Week with all other state marine safety organisations. The theme was Safety Equipment. In early-2022, MSQ's 'Fatal Five' safety messaging was launched aligning the fatal five road safety messages with matching marine risks.

Another focus during 2021–22 has been publishing critical marine safety messaging during cyclone and flooding events that have affected waterways in Queensland on TMR's social media platforms.

MSQ work with other state water safety organisations such as Queensland Police Service (Water Police), Department of Agriculture and Fisheries, inland waterways managers, and marine rescue groups to ensure the boating public are aware of how to stay safe on the seas and inland waterways.

### Trainee Marine Officers

In April 2021, TMR welcomed four MSQ trainees to be based in Cairns, Townsville, Mackay and Hervey Bay.

The Marine Officer traineeship program offers opportunities for young Queenslanders to immerse themselves in the maritime industry. The trainees have completed all practical components of their Coxswains Certificate of Competency qualification, with the final theory training and examinations delivered in May 2022.

In addition to the vessel qualifications, trainees have acquired forklift licences, working at heights and marine pollution response qualifications. These formal qualifications combine with practical skills acquired in all facets of MSQ marine operations.

Whilst the next stage is up to the trainees and their individual aspirations, experience suggests the marine industry remains keen to embrace the graduates with employment opportunities across coastal Queensland's waterways.

## Case Study

### Channel beacon replacements build resilience through innovation

The Cairns and Weipa channel beacons in far north Queensland are critical to the safety of large ships that handle a variety of commodities including bulk exports, general cargo and fuel, as well as cruise ships, supply barges to remote communities, tourist vessels, and recreational boaties.

MSQ's investment to replace beacons—12 in the Cairns channel and 18 in the channels to Weipa—will improve the quality and serviceability of the navigation beacons.

MSQ's local staff and its engineering expertise, combined with that of local waterway users, informed the improved design and infrastructure components for the beacons. Taking the approach of replacing the beacons under one contract resulted in better value than the usual approach to have individual contracts for each port.

MSQ also partnered with the Infrastructure Sustainability Council to pilot the IS Essentials toolkit and drive sustainable design and delivery methods. As a result, the channel beacons off Cairns and Weipa will have more resilient stainless-steel ladders and sustainable solar marine lanterns with technical advancements to extend the life and reduce maintenance times and risks for MSQ's service teams.

Upon completion in 2022, the project's innovations will reduce maintenance times and costs, provide a more reliable and safe service to vessel Masters, and minimise risks of damage to Barrier Reef and Gulf of Carpentaria environments and the critical port infrastructure that supports the economy of Far North Queensland.

# Designing solutions that create value

## Light Emitting Diode (LED) lighting replacement project

In 2021–22, TMR replaced 3000 obsolete road lights with high performing LED luminaires and Smart Light Control units.

More than 35,000 road lights were identified for replacement on state-controlled roads and over 17,000 have been installed since delivery commenced in 2017.

Combining LED road lighting with smart light technology has delivered the following benefits:

- greatly improved lighting quality
- reduced energy consumption by up to 45 per cent
- reduced operating and maintenance costs
- longer lifecycle
- improved road safety and environmental conditions
- improved asset management processes
- enabled intelligent controls and performance monitoring capability.

In collaboration with the Endeavour Foundation, TMR has recycled 95 per cent of legacy luminaires. As of 30 June 2022, over 90 tonnes of scrap metal were saved from ending up in landfill.

The project is ahead of schedule to deliver the remaining Smart LED road lighting by 2026.

## Ipswich Connected Vehicle Pilot

The Ipswich Connected Vehicle Pilot (ICVP), that ran over 12 months, concluded in September 2021. Cooperative equipment was retrofitted into 355 public participant vehicles enabling them to interact with 29 instrumented traffic lights and a central cloud service covering 300 square kilometres of Ipswich.

The pilot was used to generate driver safety warning for red lights, pedestrians crossing, road works, hazards, and back of queues on motorways—supplemented by the provision of speed limits. A simulator was also used to examine vehicle-to-vehicle warnings for emergency braking and slow vehicles.

The participant's speed data was analysed with and without warnings indicating a 20 per cent reduction in crashes. Participants also reported a positive rating of 7 to 9 out of 10.

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

**For more information**
https://www.qld.gov.au/transport/projects/cavi/ipswich-connected-vehicle-pilot

## Audio tactile line marking program

In 2021–22, TMR completed Stage one of the statewide audio tactile line marking project. Over 1000 kilometres of audio tactile line marking was installed along the edge and centre line of rural state-controlled roads.

Audio tactile line marking is a proven road safety treatment that is effective in reducing the risk of run-off-road and head-on crashes, particularly where driver fatigue and/or inattention are contributing factors.

Stage two works commenced early-2022 and included audio tactile line marking on prioritised roads in Cairns, Mackay, Central Queensland, Wide Bay and North Queensland which have a history of fatigue related crashes.

The project is jointly funded by the Australian and Queensland governments as part of the $415 million Road Stimulus Package. The program aims to deliver road safety improvements across Queensland and to provide an immediate boost to the economy and local jobs.

## Cooperative and Highly Automated Driving pilot

The Cooperative and Highly Automated Driving pilot successfully delivered two regional demonstrations of its Cooperative and Automated Vehicle (CAV), 'ZOE2'; during 2021–22.

From 27 to 29 August 2021, 1000 attendees at the Gold Coast Show visited the 'ZOE2' display to learn about Australia's most advanced CAV. The team spread awareness regarding levels of automation and automated vehicle capabilities. It also included research into public perceptions led by, project partner, Queensland University of Technology (QUT).

Then from 6 to 10 June 2022 the team ran a public dynamic demonstration in Bundaberg where they showcased several Australian first CAV scenarios to 18 participants.

'ZOE2' navigated 4.5 kilometres in automated mode through suburban streets, adapting speed through 2 school zones, maneuvering through more than 20 intersections, and picking up participants with a driverless summon where no human was in the driver's seat of the vehicle.

The project is co-funded by the Motor Accident Insurance Commission and is being delivered with the support of QUT, iMOVE Australia and other pilot partners.

### Managing structures with virtual Weigh-in-Motion data

Virtual Weigh-in-Motion (vWiM) leverages existing heavy vehicle data collection systems, to enhance value, data quality, coverage, and evidence-based decisions.

The concept of vWiM was developed during research by the National Asset Centre of Excellence, an initiative by TMR and the Australian Roads Research Board.

vWiM is supporting improved bridge management decisions by increasing the effective coverage and quality of heavy vehicle data across Queensland.

vWiM has been applied to bridges on the Bruce Highway, Peak Downs Highway, and Kennedy Highway to quantify how bridges respond to heavy vehicles accessing the network to enhance the sustainability of the bridge network.

A program of continual improvement is integrating vWiM into bridge and access management decision-making while supporting road and user safety and compliance management.

## Reducing the impact of network disruption

### Queensland Disaster Management Arrangements

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

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

The Director-General leads TMR's recovery and reconstruction of roads and transport networks for disaster affected communities and provides strategic oversight for implementation and delivery of resilience initiatives. The Director-General is a member of the State Disaster Coordination Group, Queensland Disaster Management Committee, the Leadership Board Recovery Sub-Committee, and is Chair of the Roads and Transport Functional Recovery Group.

The QDMA also underpin TMR's approach to disruptive event management. Annual programs such as the Preseason Program and Business Continuity Management Program are aligned with QDMA principles and support TMR in reducing the impact of network disruption.

TMR's business continuity management program has been in place since 2010. The program includes a broad range of collaborative initiatives including a community of practice, annual discussion-based exercise initiatives and promotion of business continuity awareness activities. The outcomes from these initiatives are reported in a consistent manner and an annual review is undertaken for continuity of business processes across all business areas of TMR.

The 2021–22 severe weather season saw numerous and ongoing responses to COVID-19 and multiple disruptive events including Central, Southern and Western Queensland rainfall and flooding December 2021, Ex-Tropical Cyclone Seth in January 2022, and South East Queensland Rainfall and Flooding February–March 2022.

Events saw district and regional staff consistently provide direct management of impacts in support of the state led response through the State Disaster Coordination Centre.

TMR supported numerous COVID-19 programs via committees and working, response and recovery groups with government and industry partners and facilitated the delivery of COVID-19 specialist worker, essential worker, transport plans, and critically essential worker applications.

Preparations for the severe weather season are supported by TMR's annual preseason program, the purpose of which is to encourage a sustainable and consistent departmental approach to disruptive event management and in doing so, support staff in understanding their roles and responsibilities as outlined under the QDMA.

### Queensland Transport Security Program and Queensland Security and Counter-Terrorism Strategy

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

TMR works in partnership with the Queensland Police Service, the surface transport industry, and local, state, and Australian governments' partners to help prepare for, prevent, respond to, and recover from significant security incidents.

Operating under the guidance of the *National Surface Transport Security Strategy, Australia's Strategy for the Protection of Crowded Places from Terrorism, the National Counter-Terrorism Plan and the Queensland Counter-Terrorism Strategy, Protecting Critical Infrastructure and Systems of National Security Regulatory Reforms*, the Transport Security Program includes:

- national and state surface transport counter-terrorism policy coordination
- regulation and security of Queensland's Security-Identified Surface Transport Operations
- facilitation of Queensland's Transport Precinct Security Program
- support to State Major Event Security Planning and police operations

- facilitation of intelligence and information sharing events for transport and transport hub operators
- critical infrastructure protection.

### Roadway Flood Data Exchange

Disseminating information about the condition of TMR's road network is essential for the public to navigate Queensland roads.

TMR has worked collaboratively with the Bureau of Meteorology (BoM) during 2021–22 to establish the TMR - Bureau of Meteorology Roadway Flood Data Exchange.

The exchange includes roadway flood level data collected from TMR owned ITS Roadway Flood Monitoring Sites being sent to BoM and TMR receiving selected relevant flood data from the very extensive range of BoM Queensland-wide existing field flood monitoring stations.

The implementation of this system-to-system interface for exchanging the flood monitoring data between both agencies aims to improve the availability and coverage of data for both agencies and optimises the investment in new monitoring assets.

### ICT asset disaster recovery

ICT Asset Disaster Recovery Plan continues to play a vital role in ensuring TMR maintains resilient with highly available ICT systems that support frontline employees and ensure essential services are provided to the community.

In 2021–22, TMR continued to place a key focus on the capability of vital systems ensuring support for business continuity. This was driven by the following factors:

- continued response to COVID-19
- natural disasters
- increased demand for online engagement by TMR's customers
- large scale remote working arrangements support.

Key achievements during 2021–22 included:

- transitioned regional network services to whole-of-government managed service arrangements
- refreshed remote desktop and connectivity solutions
- established Cloud Business Office to drive the transition to contemporary and resilient online services
- continued investment in TMR's information security management system, including security tools, processes, and the risk management framework.

## Case Study

### TMR and Bureau of Meteorology strategic relationship

Since 2018, TMR has held a strategic relationship with the Bureau of Meteorology (the Bureau) to support planning and response to weather events. Over the past year, this relationship has been crucial to the department's response to multiple weather events that have impacted the state.

Each year, the Bureau supports the department in pre-season engagement activities. This preparation was put to the test when high intensity rainfall events commenced in the Central and Southern Queensland regions in November 2021. Wide Bay/Burnett region was subsequently impacted in January 2022.

In February–March 2022, multi-day rainfall records were broken across southeast Queensland, resulting in riverine flooding. The intense and sustained rainfall, coupled with saturated soils in catchments, caused major flooding across many catchments in South East Queensland.

These events impacted the whole transport network—road, rail and maritime. The department made critical safety decisions to close roads, cease public transport services and suspend maritime operations. This impacted communities and the broader Queensland economy.

The department relied on the intelligence and support from the Bureau to ensure that planning and response decisions were considered and efficient. Detailed forecast information from the Bureau informed TMR's approach, delivering improved outcomes for stakeholders and customers.

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# Our People

## Highlights

- Eighth annual CUBIES Awards.
- Australia Day Achievement Awards.
- White Ribbon Day Event.
- Queensland Women's Week Event.
- Third year of TMR Wonder Woman program.
- Revised the *TMR Strategic Workforce Plan 2020–2024 for 2021–22*.
- Celebrated NAIDOC week 2021 and National Reconciliation Week 2022.
- Took part in the Push Up Challenge, raising $7874.20 in donations.
- Took part in Darkness to Daylight 2022, raising over $16,911 in donations.
- Partnered with WorkHaven to implement a Fresh Start for Me online coaching program to support victims of domestic and family violence.
- Continued to roll out the Griffith University MATE Bystander prevention program, with over 1500 employees completing face-to-face or online training to raise awareness of domestic and family violence.
- Launched the new Positive Performance Management Program, to support mangers to build a culture that supports communication, development, and wellbeing, through positive performance conversations.
- Delivered the OneTMR and Women in Leadership TMR mentoring programs.
- Welcomed 48 new graduates in 2022 as part of TMR's graduate program. This intake brings TMR's graduate program total to 93 across 20 disciplines.
- Launched the new employer brand video (*TMR: an experience like no other*).
- Commenced development of the Fitness for Duty: Drugs and Alcohol Policy Statement and Procedure.
- Progressing the Service Delivery Model safety functions and services in consultation with members and their divisions.
- Reviewed and endorsed the TSafe Safety Charter.

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

# Getting the best from our people to deliver for Queensland

Human resources were put in the spotlight for many organisations in 2021–22. The unknowns related to COVID-19, combined with new hybrid work models and uptake of flexible work options, has meant TMR being even more strategic about its work program.

We recognise that our workforce is our most valued resource, as they are key in helping us deliver projects to the community and the Queensland Government's priorities.

The multi-faceted approach to supporting TMR's workforce over the past year has required a lot of forethought, with a particular emphasis on upskilling our human resource network and supporting the new ways we work.

The safety of our people has been paramount, and considerable work has been done to ensure staff continue to be healthy, safe, and well in their workplaces. Supporting our frontline roles both through the pandemic and flooding has meant that we were able to continue providing vital services to the Queensland community.

One of the key indicators of employee sentiment is the annual Working for Queensland survey which, despite the global challenges, showed improvements across the board.

Results indicated that TMR's COVID-19 response paired with an increased focus on employee wellbeing were key drivers in these improved results. Moving forward, the focus will be on continuing to improve workload and work/life balance, wellbeing, learning and development, as well as performance.

Given the many unique global challenges we are currently facing, the focus on employee wellbeing and maintaining a safe, capable, and adaptable workforce has never been more warranted. Because of this, we revised the *TMR Strategic Workforce Plan 2020–2024* which sets out the roadmap to meet our vision for a healthy, purpose-driven, capable and mobile workforce.

An employer brand campaign with the tagline *'TMR: an experience like no other'* was used to seek, attract and retain talent. The campaign was developed to reflect what every employee experiences when working for TMR—be it onsite, remote, or hybrid.

We continued our OneTMR graduate program, which saw our total graduates reach 93 across 20 disciplines. This program offers technical and professional capability development to ensure TMR is continuing to support the growth of future leaders. This program is supported by TMR's *Learning Strategy* that promotes a culture of lifelong learning and encourages our people to take the lead in their professional development and become future-skills ready.

Another focus area was diversity and inclusion programs, such as the annual Queensland Women's Week event held in March 2022 which included the announcement of the third cohort of TMR's Wonder Women. Women in leadership roles in TMR increased to 36 per cent.

TMR also supports employees through the *LGBTIQ+ Plan 2021-2023* and the OneTMR Pride Network, which works closely with Pride in Diversity to provide awareness, education and support to employees.

COVID-19 has increased the rates of domestic and family violence, which is why TMR continues to roll-out the Griffith University MATE Bystander prevention program. As at 30 June 2022, the program has been attended by more than 1500 employees through either face-to-face or online training.

A holistic focus on wellbeing will remain a key priority going forward. Employee wellbeing is embedded in all TMR practices and processes, and we continue to embrace initiatives to ensure every employee is supported and represented.

Initiatives include the Indigenous Employee Assistance Program, domestic and family violence prevention training, 'Be Your Best You' campaign, pride network, suicide prevention training for managers and supervisors, and Women in Leadership mentoring program.

Our people are our greatest asset, and TMR will continue to do all it can to foster a healthy workforce to maintain the highest quality of delivery for our customers.

# Establishing an agile and future-ready workforce

## Workforce profile

As at 17 June 2022, there were 7405 full-time equivalent (FTE) (see page 79) employees within TMR, representing an increase of 23 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.

**Table 4: Workforce statistics for TMR as at 17 June 2022**

| | 2021–22 | 2020–21 | 2019–20 | 2018–19 | 2017–18 | 2016–17 | 2015–16 | 2014–15 | 2013–14 |
|---|---|---|---|---|---|---|---|---|---|
| Full-time equivalent employees* | 7405 | 7382 | 7333 | 7199 | 7180 | 7192 | 7032.49 | 6890.52 | 6857 |
| Employee headcount | 9474 | 9460 | 9446 | 9186 | 9181 | 9112 | 8899 | 8737 | 8721 |
| Permanent | 71.7% | 72% | 70% | 70% | 70% | 70% | 71% | 73% | 73% |
| Temporary | 7.6% | 7% | 8% | 7% | 8% | 8% | 7% | 5% | 4% |
| Casual | 20.7% | 21% | 22% | 22% | 22% | 22% | 22% | 22% | 23% |
| Permanent employee separation rate | 7.90% | 5.4 | 5.60% | 6.10% | 6% | 5% | 6% | 5% | 8% |
| Non-Corporate roles | 84% | 84% | 82% | 82% | 82% | 82% | 82% | 81% | 81% |
| Average age | 48.8 | 48.5 | 48.3 | 48.1 | 47.6 | 47.1 | 46.2 | 45.8 | 45.1 |
| Manager to employee ratio | 01:06.3 | 01:06.8 | 01:07.2 | 01:07.3 | 01:07.2 | 01:07.5 | 01:07.9 | 01:08.2 | 01:10.8 |
| SES/SO eligible to retire** | 16% | 20% | 29% | 29% | 25% | 22% | 22% | 23% | 23% |
| Located outside SEQ | 30% | 31% | 31% | 32% | 32% | 36% | 36% | 37% | 38% |
| Average retirement age | 63.9 | 64.5 | 64.2 | 63.9 | 64.3 | 62.9 | 63.8 | 63.1 | 62.7 |
| Average length of service | 10.58 | 10.58 | 10.29 | 10.26 | 10.08 | 9.84 | n/a | n/a | n/a |
| Occupational groups | 79 | 79 | 79 | 79 | 79 | 80 | 79 | 80 | 80 |
| Permanent Retention Rate | 92.60% | 94.9 | 94.70% | 94.10% | 94% | | | | |

*Data source: TMR SAP Business Warehouse.*

*Note: Unless noted percentages have been rounded to the nearest whole number. Permanent, Temporary, Casual, Average age, Average retirement age, Average length of Service and permanent retention rate rounded to first decimal place.*

**From 1 July 2019 the methodology for calculating the number of public sector full-time equivalent (FTE) workers was amended. The Review into Queensland Public Sector Workforce Stage One – Reporting, undertaken by Professor Peter Coaldrake recommended a shift in methodology from calculating the number of public sector workers by their substantive appointment, to calculating the number of public sector workers by where they are actually paid.*

*** SES/SO employee's birth date and the preservation age has been interrogated to provide the most accurate information on retirement date.*

*FTE data for fortnight ending 17 June 2022.*

**Table 5: Workforce Profile Data as at 17 June 2022** [1]

| | | Diversity groups | | | | | | Gender | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | Women | Aboriginal Peoples and Torres Strait Islander Peoples | People with disability | Culturally and Linguistically Diverse - Born overseas | Culturally and Linguistically Diverse - Speak a language at home other than English (including Aboriginal and Torres Strait Islander languages or Australian South Sea Islander languages)*** | Women in Leadership Roles 2 | Woman | Man | Non-binary |
| 2021–22 | Headcount** | 4982 | 153 | 416 | 213 | 251 | 131 | 4982 | 4491 | <5 |
| | % of TMR | 53% | 1.60% | 4.40% | 2.20% | 2.60% | 36% | 53% | 47% | 0.01% |
| 2020–21 | Headcount** | 5018 | 146 | 440 | | 698 | 116 | | | |
| | % of TMR | 53.04% | 1.54% | 4.65% | | 7.38% | 34% | | | |
| 2019–20 | Headcount** | 4993 | 131 | 470 | | 674 | 106 | | | |
| | % of TMR | 53% | 1% | 5% | | 7% | 32% | | | |
| 2018–19 | Headcount** | 4892 | 132 | 480 | | 600 | 97 | | | |
| | % of TMR | 53% | 1% | 5% | | 7% | 30% | | | |
| 2017–18 | Headcount** | 4885 | 122 | 543 | | 596 | 104 | | | |
| | % of TMR | 53% | 1% | 6% | | 6% | 32% | | | |

*Data Source: TMR SAP Business Warehouse*

*1 To ensure privacy, in tables where there are less than 5 respondents in a category, specific numbers should be replaced by <5.*

*2 Women in Leadership Roles are considered those positions that are Senior Officer and equivalent and above.*

*** Headcount is the actual number of employees at a point in time.*

**** The data decrease for Culturally and Linguistically Diverse—Speak a language at home other than English (including Aboriginal and Torres Strait Islander languages or Australian South Sea Islander languages) can be attributed to the Public Service Commission providing new questions to more accurately capture CALD information when the EEO census was reviewed.*

**Table 6: Comparative Workforce data as at 17 June 2022**

| | Headcount | | | | Full Time Equivalent (FTE) | | | |
|---|---|---|---|---|---|---|---|---|
| | FULL TIME | PART TIME | CASUAL | Total | FULL TIME | PART TIME | CASUAL | Total |
| Gender | | | | | | | | |
| Female | 2730 | 814 | 1438 | 4982 | 2666 | 558 | 214 | 3438 |
| Male | 3875 | 93 | 523 | 4491 | 3814 | 65 | 87 | 3966 |
| Non-Binary | 1 | 0 | 0 | 1 | 1 | 0 | 0 | 1 |
| **Grand Total** | **6606** | **907** | **1961** | **9474** | **6481** | **623** | **301** | **7405** |

| | FULL TIME | PART TIME | CASUAL | Total | FULL TIME | PART TIME | CASUAL | Total |
|---|---|---|---|---|---|---|---|---|
| Age | | | | | | | | |
| ‹ 25 Years | 197 | 22 | 55 | 274 | 194 | 13 | 12 | 219 |
| 25 - 34 Years | 1053 | 128 | 101 | 1282 | 1023 | 83 | 27 | 1133 |
| 35 - 44 Years | 1705 | 338 | 199 | 2242 | 1671 | 238 | 32 | 1942 |
| 45 - 54 Years | 1914 | 198 | 345 | 2457 | 1892 | 142 | 56 | 2089 |
| 55 - 64 Years | 1480 | 180 | 508 | 2168 | 1450 | 121 | 74 | 1644 |
| › 65 Years | 257 | 41 | 753 | 1051 | 251 | 26 | 101 | 378 |
| **Grand Total** | **6606** | **907** | **1961** | **9474** | **6481** | **623** | **301** | **7405** |

| | FULL TIME | PART TIME | CASUAL | Total | FULL TIME | PART TIME | CASUAL | Total |
|---|---|---|---|---|---|---|---|---|
| Equivalent Salary Level | | | | | | | | |
| AO1 | 12 | 3 | 0 | 15 | 12 | 1 | 0 | 13 |
| AO2 | 684 | 57 | 1900 | 2641 | 673 | 35 | 264 | 972 |
| AO3 | 1252 | 437 | 39 | 1728 | 1225 | 291 | 19 | 1536 |
| AO4 | 960 | 75 | 0 | 1035 | 945 | 53 | 0 | 998 |
| AO5 | 924 | 94 | 0 | 1018 | 902 | 65 | 0 | 968 |
| AO6 | 876 | 103 | 12 | 991 | 859 | 76 | 10 | 944 |
| AO7 | 913 | 81 | 10 | 1004 | 896 | 60 | 8 | 963 |
| AO8 | 625 | 48 | 0 | 673 | 615 | 36 | 0 | 650 |
| SO | 249 | 7 | 0 | 256 | 245 | 5 | 0 | 251 |
| SES | 111 | 2 | 0 | 113 | 110 | 1 | 0 | 111 |
| **Grand Total** | **6606** | **907** | **1961** | **9474** | **6481** | **623** | **301** | **7405** |

| Comparison | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Jun-22 | 6606 | 907 | 1961 | 9474 | 6481 | 623 | 301 | 7405 |
| Jun-21 | 6531 | 909 | 2020 | 9460 | 6431 | 630 | 321 | 7382 |
| Jun-20 | 6487 | 844 | 2115 | 9446 | 6404 | 583 | 346 | 7333 |

### Strategic workforce planning

TMR is people-focused and strives to build, grow, and inspire its workforce to be agile, adaptable, capable, purpose-driven, safe, healthy, and resilient.

This includes, investing in and building capability, mobilising staff to areas of need, and ensuring people are safe at work and supported to lead healthy lives.

*TMR's Strategic Workforce Plan 2020–2024 (revised for 2021–22)* sets out the roadmap to meet purpose-driven, capable, mobile and healthy workforce priorities. Roadmap priority projects include:

- Learning Strategy
- positive performance engagement
- talent mobility
- future of work
- transforming safety.

### Cloud enablement

In 2021–22, TMR continued to invest in cloud platforms, forming a strong hybrid cloud strategy underpinned by the whole-of-government *Cloud Computing Strategy*.

New cloud-based solutions have increased by 30 per cent in 2021–22, with TMR continuing to adopt a cloud first approach for new services and progressing the transition of on-premises data centre workload to the cloud within Australia. This transition has been commenced through the Department's hugely successful Cloud Horizon project. The project is expected to be complete by October 2023.

Adoption of cloud-based services enables enhanced agility, resiliency, security, and cost transparency to deliver digital online solutions for Queenslanders and line of business solutions for TMR business units.

### Digital capability

To assist in building an agile and future-ready workforce in TMR, the Digital Capability (DC) Explorer Learning Pathway was developed in 2021–22.

DC Explorer is a guided learning pathway consisting of 10 eLearning courses and monthly learning circles. The learning pathway enables staff to learn about a range of future-focused topics, including:

- agile ways of working
- data and analytics
- digital collaboration
- digital leadership.

As a lifelong learning organisation, TMR is committed to connecting employees to continuous learning opportunities to support employee engagement and overall wellbeing.

Digital and data is one of the priority capabilities identified in the *TMR Learning Strategy*.

### Industrial relations

During 2021–22, TMR continued to experience a range of complex case management issues, as supervisors and managers continued to meet their obligations under the *Public Service Act 2008* and the positive performance management directive, to proactively manage employee performance.

TMR's human resources practitioners continued to support senior leaders by providing multidisciplinary analysis on complex matters and strategic advice and guidance on early intervention strategies to mitigate such cases from escalating to investigation and potential disciplinary processes.

TMR continued to advance its practices with respect to the management of appeals made to the Queensland Industrial Relations Commission and continued to collaborate internally and with its union partners to manage TMR's industrial instruments.

There was an increase in the number of appeals made to the Queensland Industrial Relations Commission. The increase can be attributed to amendments made to the *Public Service Act 2008* and related directives. TMR has focused on enhanced its internal practices regarding the management of appeals to address this rise.

TMR also continued to foster strong relationships with other Queensland Government departments, the Public Service Commission, and the Office of Industrial Relations to support whole-of-government policies and directives being met.

### Redundancy and retrenchment

No redundancy, early retirement or retrenchment packages were paid during the 2021–22 financial period.

## Digital uplift of our information and processes

### Information and Communications Technology resources strategic planning

An Information and Communications Technology (ICT) asset register is used to uphold a consistent and evidenced-based approach for managing ICT assets and planning. In conjunction with the ICT portfolio of work, it provides details on current and planned activities that impact the ICT resources of the organisation, and the effectiveness and efficiency of those resources in supporting the delivery of departmental services.

TMR's ICT asset register records functional, financial, and lifecycle information about the application, technology, and information assets that TMR has investment authority over.

The register supports business capability planning and ICT portfolio investment analysis at TMR and whole-of-government level. Additionally, it is the enterprise source of information for the Queensland Government Customer and Digital Group ICT Resources reporting which contributes to improving whole-of-government ICT policies and custodianship.

TMR has robust planning processes supported by an ICT Portfolio Management Framework. The ICT Portfolio of Work is determined by the Information and Systems Committee using a portfolio definition cycle to set the direction of the ICT portfolio over a planning horizon of three years aligned to TMR's strategic plan.

### Accelerating TMR's modern digital workplace

TMR continued to evolve as a digital workplace and consolidate capabilities during 2021–22.

A program of work to modernise TMR's virtual desktop experience introduced a replacement for virtual corporate desktop, Windows 365, improving the remote working experience for staff and gaining efficiencies and IT platform cost savings.

In preparation for the migration to Microsoft Teams voice capability, 118 meeting rooms at TMR sites state-wide were upgraded allowing for greater collaboration and remote working experience.

The IT support functions have also been updating processes to improve support to the digital workforce. Continuous support process automation has advanced during 2021–22 as well as an IT Service Centre upgrade to a cloud contact centre solution.

### Source to Pay project

SAP Ariba, a new online payment and procurement platform was launched in 2021–22, enabling a more contemporary, streamlined, and customer-focused way of procuring goods and services. Wave one went live in April 2022, with future waves planned in 2023 and beyond.

The technology streamlines procurement and payment approval processes, that are compliant by design, and will provide staff more flexibility and support to perform their day-to-day roles. Processes will be quicker and simpler allowing for rapid purchasing and approval 'on the go' resulting in less red tape, while ensuring accountability and transparency in purchasing.

The implementation will also improve how TMR collaborates with suppliers and enable improvement to payment turn-around times in support of small business.

The SAP Ariba rollout is a significant step in TMR's digital transformation journey, transitioning away from manual procurement processes and focus resources on frontline service delivery.

### Transport Information, Policy and Procedures System

In August 2021, TMR delivered and implemented the Transport Information, Policy and Procedures System (TIPPS).

The system is a modern enterprise knowledge management solution that integrates diverse information used by frontline staff and is scalable for future requirements. Key drivers for this initiative included:

- enabling staff to easily access information needed to address customer enquiries efficiently
- improving the Customer Service Centre experience for customers by enabling faster, more accurate advice and assistance.

Through implementing the TIPPS solution, TMR stands to realise the following benefits:

- easy access to information needed to deliver enhanced customer service
- enhanced information visibility and collaboration
- improved workflow and efficiency through digitisation
- information that is accessible anywhere, any time and on any device
- access to analytics to support strategic decision making.

## Case Study

### Source 2 Pay project

TMR commenced delivery of the Source 2 Pay project in March 2021. The project is transforming the way the department has traditionally procured goods and services, using cloud-based technology to improve the experience for our people, suppliers and customers.

Sitting within the Finance and Procurement Branch, the project team is taking an agile delivery approach in conjunction with the technology provider, SAP. The team is largely made up of TMR staff on loan from their substantive business units, an approach that has greatly assisted with the development of TMR's business requirements while also providing rewarding capability uplift. opportunities.

Team members are also collaborating across other TMR projects to share lessons and develop communities of practice in specific disciplines such as change management and data analysis.

The project was shortlisted for the 2022 SAP Best Run award, along with two other significant interstate projects.

The project will deliver digitation of manual procurement and accounts payable processes and functions currently undertaken by staff, based on an incremental wave plan over the next five years. Processes will be quicker and simpler allowing for rapid purchasing and approval 'on the go' resulting in less red tape.

Source 2 Pay is also working closely with the Queensland Audit Office and TMR's Internal Audit team to ensure the Source 2 Pay solution meets the rigorous security and control requirements expected within a government setting.

# Creating a diverse and inclusive workforce

### Cultural Capability Action Plan

TMR has continued to make progress in raising the cultural awareness of employees through the celebration of significant First Nations events, such as Reconciliation Week and NAIDOC Week.

In July 2021, COVID-19 restrictions impacted NAIDOC Week for the second time, resulting in the Musgrave Park Family Fun Day to be cancelled. To commemorate NAIDOC week, employees were able to participate in NAIDOC events in Cairns and Bundaberg. First Nations employees also shared elements of their traditional language through video.

TMR's Aboriginal and Torres Strait Islander Traineeship Program currently has 10 dedicated trainees statewide. The program offers a Certificate III in business, regular education sessions and monthly learning circles for the participants. Supervisors also receive face-to-face and online cultural capability development.

During National Reconciliation Week (27 May 2022–3 June 2022), TMR employees were asked to 'Be Brave. Make Change' for the benefit of all Australians.

To mark the week, Indigenous business owner, Mundanara Bayles from BlackCard took part in a video chat with the TMR Indigenous Employee Network and an event was held on 2 June with singer, songwriter and artist Uncle Robert 'Rocko' Langton.

TMR has also commenced reviewing its *Cultural Capability Action Plan* to provide a strengthened commitment to improving our cultural capability.

### Indigenous Employee Network

TMR's Indigenous Employee Network was formed in 2015. The network supports First Nations employees and looks to grow the knowledge and capability of TMR, to deliver a culturally inclusive service to Queensland communities.

The network boasts 63 members from across Queensland who meet quarterly in an online forum, to keep informed of activities taking place and provide feedback on policies impacting First Nations people.

The annual forum in November provides an opportunity for the IEN to meet face-to-face and to connect with each other culturally and socially. The Director-General is also invited to provide an update and listen to any concerns from members.

In 2021, members provided valuable input on the Queensland Government's *Reconciliation Action Plan* Evaluation Review and the Cross River Rail Delivery Authority's *Reconciliation Action Plan* launch.

### Gender diversity and equity

TMR continues to ensure that we have a gender diverse workforce and workplaces that are inclusive for all.

The annual Queensland Women's Week event was held in March 2022. Keynote speaker, Dr Kellie Nuttall, Partner, Artificial Intelligence Lead at Deloitte, delivered an inspiring speech in line with the theme of 'Keep Making Noise', about her career in the Transport Industry and her passion for how Artificial Intelligence makes our lives easier.

At the event, the third cohort of TMR's Wonder Women was announced, showcasing our diverse and talented women who inspire others and lead positive change. TMR's Wonder Women program is made up of visible role models who are actively involved in gender equity initiatives and lead change across TMR.

The number of women in leadership roles in TMR increased from 33.7 per cent in Quarter one of 2021 to 36 per cent in Quarter one of 2022. TMR will continue to make progress in the area of participation and leadership for women in the workplace through the Women in Leadership mentoring program.

TMR also supports gender diverse employees through the L*GBTIQ+ Plan 2021-2023*. The OneTMR Pride Network has grown from three members to 40 members since 2021 and works closely with Pride in Diversity to provide awareness, education and support to employees.

### Women in Engineering program

The Women in Engineering program aims to attract, support, retain, and celebrate women in engineering by focusing on:

- early awareness – providing an opportunity for primary and secondary school students to engage with science, technology, engineering, and mathematics (STEM) through relevant activities
- continued engagement – supporting female high school and university students to consider or continue studies in engineering and STEM
- professional support and development – retaining, promoting, and celebrating females in the engineering profession.

TMR supported initiatives during 2021–22 included:

- awarded four bursaries of $1000 each to female undergraduate students supported by the National Council of Women of Queensland
- sponsored two school STEM initiatives through the Engineering Link Group, the Engineering Link Project workshops and the Spaghetti Bridge Competition. Almost 375 students participated across the two initiatives.

### Women in Maritime

In 2021–22, the Women in Maritime committee continued to seek opportunities to encourage and promote the role of women in maritime.

In November 2021 the Committee sponsored MSQ's first Women in Maritime One Day Equipment Familiarisation Day (ODEF) at the Airlie Beach Marine Operations Base.

Women from across MSQ, RoadTek, the Great Barrier Reef Marine Park Authority and the Queensland Parks and Wildlife Service came together to learn how to operate pollution response equipment such as boom, skimmers, holding tanks and generators. Participants also learnt how to clean down and store equipment after use.

A second ODEF event is being planned due to the success of the committee's first event.

### RoadTek Respect Action Plan

During 2021–22, TMR continued its commitment to safe, inclusive, and respectful workplaces through the development of the RoadTek Respect Action Plan.

RoadTek is taking active steps to prevent and respond to disrespectful conduct in the workplace by promoting a culture that supports:

- respectful relationships
- challenges gender stereotypes
- enhances staff's capability to recognise and respond to unacceptable behaviour.

To support this, work commenced on several initiatives during 2021–22 including:

- face-to-face MATE Bystander training for all employees
- investigated how we can improve safety at RoadTek camps and depot accommodation
- established a Women in RoadTek working group
- revised the RoadTek Work Ready Induction materials
- setup specialist support services for employees who experience sexual harassment and/or assault.

RoadTek will continue to encourage workers to be active participants in creating and maintaining safe and respectful workplaces and communities.

### Women in construction program

RoadTek welcomed its seventh women in construction program cohort of 20 staff in February 2022. The program provides women from across Queensland with an entryway into the construction industry.

Participants undertook a mix of theoretical and practical training to gain qualification in six units of a Certificate III in civil construction. This unique blend of classroom and operational training ensures the cohort are equipped for a long-term career in the civil construction industry.

The success of the program is evidenced by the increase in female construction workers in RoadTek's workforce from two per cent in 2017 to currently over five per cent.

### Prevention of domestic and family violence programs

In 2021–22, TMR continued to champion domestic and family violence (DFV) awareness and prevention.

The Griffith University MATE Bystander prevention program continued to be rolled out with over 1500 employees completing face to face or online training. The program empowers people to take action when they witness problematic behaviours in the workplace, home or community.

TMR raised awareness regarding DFV within TMR by supporting the following events during 2021–22:

- sponsorship of Challenge DV's Darkness to Daylight 2022
- road to respect event
- event on the Brisbane River arranged by TMR which saw 50 jet skis form the shape of a White Ribbon and raised $5000 for White Ribbon Australia.
- TMR also partnered with WorkHaven to implement a Fresh Start for Me online coaching program to assist employees who are impacted by domestic and family violence to build a life beyond DFV.

### Women in Project Management program

Following the successful delivery of the Women in Construction program, the inaugural Women in Project Management program was launched in 2022.

The program aims to attract and engage more female project managers to the civil construction industry.

Participants have been engaged from a variety of industry backgrounds and have had the opportunity to build on their current skill sets, receiving on the job training while working with existing project managers.

Working at both site and office locations, duties involve project managing the delivery of assigned civil activities including:

- construction
- maintenance
- rehabilitation
- preconstruction
- electrical
- business projects.

The first program cohort will graduate in 2023.

## Attracting talented people

### OneTMR graduate program

In February 2022, TMR onboarded 48 new graduates in roles, across the state. The additional intake of graduates increased the program total to 93 graduates across 20 disciplines.

Over 50 per cent of TMR graduates are in technical streams, building an ongoing pipeline of capabilities in these critical roles.

Alongside technical development, professional capability development for these 93 graduates is aligned to TMR's *Strategic Workforce Plan 2021–2024* and the attributes of future TMR employees. This will ensure TMR has a pipeline of employees who hold capabilities to become TMR's future leaders.

TMR is an inclusive organisation that supports staff to bring different perspectives, beliefs, ideas and cultures to the workplace. Of the 48 new graduate roles:

- 30 per cent identified as people from a non-English speaking background
- 4 per cent identified as disabled
- 24 per cent identified as female.

The OneTMR Graduate Program, as part of the Queensland Government sector programs was among the *Financial Review*'s top 100 graduate programs for 2022.

**For more information**
https://www.tmr.qld.gov.au/About-us/Employment-and-careers/Entry-Pathways-Program/Graduate-program

### Learning Strategy

TMR's *Learning Strategy 2021–2024* supports a purpose-driven, capable, and mobile workforce. It promotes a culture of lifelong learning and encourages TMR's people to take the lead in their professional development and become future-skills ready

Under the strategy, the TMR Development Library was launched as our dedicated learning platform, housing 17 resources. The six priority capability areas are co-designed with the relevant lead specialists and include:

- digital and data
- portfolio, program, and project management
- safety and wellbeing
- leadership and management
- general business skills
- occupational technical competencies.

The TMR Learning Network, comprised of representatives across HR and operational business areas, continue to champion initiatives across TMR.

The 2021 Working for Queensland survey results reflect the strategy's success, with improvements in all learning and development areas compared to 2020, and up by 16 points on the public sector average for commitment to developing employees.

Since its launch in February 2021, TMR's LinkedIn Learning membership has been well received and as of 30 June 2022, 41 per cent employees have activated their accounts.

### Leadership development

Developing TMR's leadership and management capability is a key priority of the *Learning Strategy 2021–2024*.

Building this important competency in TMR's leaders is critical to prepare them for managing complex situations, recruiting the right people and supporting the performance of their employees.

TMR continued to invest in leadership and management capability by offering different development pathways during 2021–22 including:

- manager information sessions on fundamental activities such as positive performance, learning, flexible working and early intervention
- 12 places in the Performance conversation workshop delivered by Australian Institute of Management (plus in-house program for 22 staff)
- 62 participants in Good Decision training conducted by the Queensland Ombudsman's Office.
- Four scholarships for Public Sector Management Program, delivered by QUT
- Inhouse blended learning program for middle management, Passport2Leadership, for 60 managers
- Five participants for the Australia and New Zealand School of Government (ANZSOG) Executive Master of Public Administration
- 60 participants in Public Service Commission's leadership assessment tool LEAD4QLD, bringing our total participation to 517
- 32 participants on the People Matters: Performance Conversations training.
- 201 participants in ANZSOG Masterclasses
- 13 participants in ANZSOG Learning groups
- Launched the new Positive Performance Management Program currently 41 participants.

Formal training as well as coaching, mentoring, job shadowing, networking, individual research and on-the-job learning opportunities, and relieving in senior roles was also offered to eligible employees.

TMR's leadership and management capability was reviewed in May 2022, in consultation with Senior Leadership and OneHR leadership teams. The review outcomes are informing a roadmap that will support current and emerging leaders with a range of scalable and blended learning opportunities.

## Mentoring in TMR

### Women in Leadership Mentoring program

The Women in Leadership Mentoring Program is now in its eighth year and is a key initiative within TMR's *Gender Equity Plan*.

The mentoring programs continue to support TMR's commitment to increasing women in senior leadership positions (SES/SO). The program provides participants with support to achieve their goals and offers an exciting opportunity to further develop leadership skills and create broader networks.

In 2022, the program matched 31 pairs with participation from across TMR's divisions. The program runs from June to December and launches with virtual workshops in early-June with a mid-program reflection planned for September, followed by an end-of-program webinar in December 2022.

### OneTMR Mentoring Program

The OneTMR Mentoring Program is now in its ninth year and assists employees with accessing guidance and support from experienced peers. The program drives the creation of new networks and collaborative partnerships, breaking down workplace barriers to make OneTMR a reality.

The 2022 mentoring program runs from June to December, with virtual workshops in early-June with a mid-program reflection planned for September, followed by an end of program webinar in early-December 2022. There are 34 matched pairs for the 2022 mentoring program.

## Employer brand released

In November 2021, TMR launched a new employer brand, a 90 second video showcase, *TMR: an experience like no other*. The new employer brand was developed as part of TMR's talent mobility project.

Global environments have transformed significantly, and expectations of employees continue to change TMR has also evolved since 2017 when the former Brand 'Drive the Journey' was released. As a result of these factors, a new employee value proposition was needed to demonstrate to potential employees what it is like to work at TMR.

The themes for TMR's new employer brand are:

- Be the difference - with responsibility for projects that make a difference to people and communities of Queensland
- Be challenged - with development opportunities to fast-track your career and build transferable skills for the future
- Be rewarded - with competitive pay, conditions and benefits
- Be balanced - with access to contemporary work practices and flexible work arrangements
- Be you - with an organisation committed to diversity and inclusion.

**For more information**
https://www.tmr.qld.gov.au/About-us/Employment-and-careers/TMR-an-experience-like-no-other

## Case Study

### TMR Graduate Development Program realignment

In October 2021, a team came together to realign the TMR Graduate Development Program, acting on feedback from stakeholders to streamline the process and responding to changes in conditions in the radically different post-COVID-19 employment market.

In a TMR first, 71 graduate roles were advertised to ensure TMR can achieve its vision to create a single integrated transport system accessible to everyone.

To respond to challenges such as talent shortages, increased competition in the graduate marketplace and difficulty in attracting regional candidates, TMR was able to:

- offer permanent roles to new graduates to ensure quality talent stays within TMR
- accelerate recruitment processes to enter the graduate market six months earlier than previously to reach graduates at the peak recruitment period
- streamline recruitment and selection processes based on best practice and stakeholder feedback
- boost recruitment campaigns using graduate ambassadors and best practice marketing.

These program improvements have ensured that TMR is best placed in the graduate market and can attract and recruit high performing individuals.

# Building a Strong Culture

### Working for Queensland survey

The Working for Queensland (WfQ) survey provides an opportunity for TMR to help shape the future of the Queensland Public Service, while improving employees' work experience.

Survey results inform focus on enhancing employee engagement and building a positive workplace culture, strategy development and resource investment.

Despite ongoing challenges during 2021, the WfQ survey results showed improvements across key areas including:

- learning and development
- performance and development
- organisational leadership.

Ongoing communications by ELT regarding the COVID-19 response and an increased focus on employee wellbeing have been identified by employees as key drivers in these improved results.

During 2021–2022, TMR has continued with the four focus areas including:

- workload and work/life balance
- wellbeing
- learning and development
- performance and development.

Survey results continued to assist TMR in identifying local opportunities to improve employee engagement.

### Values and culture network

TMR's Values and Culture Network, with over 30 permanent volunteer members, actively promotes the Queensland public sector values and fosters a OneTMR culture. The network meets quarterly to discuss areas of focus which, during 2021–22 included:

- continuing to build relationships in regional and remote areas
- championing values and culture across key department initiatives, such as People 4 People Week, R U OK Day, Fly the Flag Day for Mates in Construction and the 10,000 Step Challenge
- hosting a WfQ focus group. The event received positive feedback including 100 per cent of respondents reporting initiatives having an impact, particularly positive performance management information sessions and the launch of the *Learning Strategy 2021–2024*. Nearly 100 per cent of respondents indicated the WfQ highlights reflected their local experience.

### CUBIE Awards 2021

In November 2021, the annual CUBIE Awards were held for the eighth year. The awards are aligned to the Queensland Public Sector values and candidates are nominated by their peers and managers based on their commitment to these values.

Winners are awarded in eight categories including:

- customers first
- unleash potential
- be courageous
- ideas into action
- empower people
- OneTMR Individual
- OneTMR Team
- Director-General's all-rounder.

A total of 1415 submissions were received, with nominations shortlisted by TMR's 17 branches before progressing to the Values and Culture Network panel and then to the final judging panel convened by the Director-General. The 2021 CUBIE awards ceremony was held in Brisbane and livestreamed to employees across Queensland.

People for People (P4P) Week is an annual event in TMR, where teams come together to recognise local CUBIE winners. 2021–22 celebrated 20 years since the first 'People for People' celebration occurred at the former Department of Transport.

**Table 7: Winners for the 2021 CUBIE awards**

| Category | Winner | Highly Commended |
|---|---|---|
| Customer First | Robyn Cahill, Translink, Passenger Transport Integration | Annabel Kolkka, Infrastructure Management and Delivery, Program Delivery and Operations |
| Unleash Potential | Jennifer Mashiter, Customer Services, Safety and Regulation, Land Transport Safety and Regulation | Matthew Layne, Customer Services, Safety and Regulation, Customer Services Branch |
| Be courageous | Tess Raby, Corporate, Human Resources Branch Davina Jones, Translink, Office of the Deputy Director-General | |
| Ideas into Action | Emma Davie, Customer Services, Safety and Regulation, Customer Services Branch | Nerissa Bartlett, Policy, Planning and Investment, Transport Strategy and Planning |
| Empower people | Craig Reimers, Translink, Passenger Transport Integration | Michael Dove, Corporate, Finance and Procurement Siobhan McCarville, Policy, Planning and Investment, Transport Strategy and Planning |
| OneTMR Individual | Jo Dolan, Infrastructure Management and Delivery, RoadTek | Mathew Yong, Policy, Planning and Investment, Transport Policy Branch Anne Moffat, Office of the Director-General |
| OneTMR Team | Border Closures Team | Responsible Boat Ownership Team Strategic Futures Community of Practice |
| Director-General's All-Rounder | Brydie Bodnar Corporate, Internal Audit | |

## Daily Cargo News awards

Captain Jennifer Tumbers was awarded the Maritime Services Award at the Daily Cargo News (DCN) 2021 Australian Shipping and Maritime Industry Awards, held in Sydney in February 2022.

Captain Tumbers won the award for exceptional achievements to the Australian maritime industry which included:

- amalgamated five MSQ regions taking responsibility for all navigation aids for recreational and trade shipping
- ensured all Queensland waterways are kept safe and clean
- established a permanent on-water compliance Maritime Enforcement Team in MSQ
- maintained an overview of all State Boat Harbours to ensure mariners have mooring and marina facilities that provide requisite safe havens.

## Community recovery awards

Each year TMR employees volunteer to become part of a group of public service volunteers working away from their regular roles to assist with disaster recovery, called the Ready Reserves.

Through their participation in community recovery, they make a real difference to supporting vulnerable people and communities of Queensland when its needed most.

The Ready Reserve Reward and Recognition Awards ceremony was presented in Brisbane in December 2021.

The awards ceremony provided an opportunity to recognise and thank the Ready Reserves for their efforts, promote cross-government collaboration and to highlight Ready Reserve members who have made an exceptional difference in one or more of the following recovery efforts:

- Southern and Eastern Queensland bushfires in late-2019
- Camp Hill tragedy in February 2020
- Grosvenor Coal Mine explosion in May 2020
- South East Queensland Hailstorms in October 2020
- COVID-19 response, including educating and participating in the roll out of the COVID-19 vaccine
- Central, Southern and Western Queensland rainfall and flooding events
- South East Queensland Rainfall and Flooding event.

A total of eight TMR employees were nominated this year.

**Quiet Achievers Award**

*Winner:* David Wone, Bentley Park Customer Services Centre, Customer Services Branch

*Finalist:* Owen Sadler, Portfolio Management Office, Policy, Planning and Investment

*Nominated:* Veronica Krahe, Darling Downs Program Support, Program Delivery and Operations

**Exceptional Services Award**

*Finalist:* Chris Oldham, Corridor Management and Protection, Transport Strategy and Planning

*Nominated:* Brett Collard, Service Operations, Information Technology Branch

**Team Excellence Award**

*Winner:* Stephen Brooks, Service Operations, Information Technology Branch (Stephen was part of a multi-agency team for the Woodgate Hub)

*Nominated:* Catherine Novak, Technical Services, Engineering and Technology Branch and Kim Price, Property Acquisitions and Disposals, Portfolio Investment and Programming Branch.

**10 years' service**

Adam Robertson, Corridor Management and Protection, Transport Strategy and Planning, and Tamarrah Hellings, Smart Ticketing Project, Passenger Transport Strategy and Technology Branch were also recognised for their 10 years of service to the Ready Reserves.

# Health and Wellbeing

## Wellbeing programs

TMR has developed a holistic approach to wellbeing that aligns to the Queensland Government Be Healthy, Be Safe, Be Well Frameworks' five pillars of wellbeing including physical, psychological, social, financial, and work.

'Managing mental ill-health in the workplace' training for managers and 'Mental Health Awareness' training for employees and 'Resilience at Work' for teams continued during 2021–22. As at 30 June 2022, 2097 employees have completed this training, since 2020. This training aims to develop mental health capabilities and increase the confidence of managers and employees to discuss mental health issues.

The 'Be Your Best You' challenge, launched in 2021, encouraged employees to address an area of their wellbeing in alignment with six building blocks—get healthy, show kindness, connect more, keep learning, take notice, and embrace nature.

One of the highlights of the challenge was a Question and Answer talk between Health and Wellbeing Champion Amanda Yeates and Kurek Ashley (renowned success coach) about managing mental health and building resilience.

TMR continued its focus on wellbeing at work, offering employees in high-stress environments with support including:

- proactive wellness check-ins
- embedded flexible work practices
- conducted welfare checks
- delivered self-care webinars to employees on:
  - building mental fitness and self-care
  - managing vicarious trauma and compassion fatigue
  - having an 'r u ok?' conversation
  - burnout, fatigue and self-care.
- delivered webinars to managers to support their teams during COVID-19 and other significant events, such as the South East Queensland floods in February 2022:
  - supporting teams through a crisis
  - leading teams to effectively transition back to the workplace
  - building skills to have effective change conversations
  - developing resilient leadership.

TMR will continue to build a culture where employee wellbeing is embedded in all TMR practices and processes.

## Injury management

Through the *Workplace Rehabilitation Policy* and centralised management of rehabilitation and workers' compensation claims, TMR remained committed to ensuring that rehabilitation and return to work services are provided in keeping with injury management best practice.

TMR recognises that workplace rehabilitation assists in the recovery process and helps restore the employee's normal function sooner. In the event of an injury or illness, regardless of whether it is work-related, TMR is committed to assisting employees to achieve a safe return to work in a way that will facilitate their best possible recovery, this is achieved by:

- accommodating a gradual return to work, with a focus on suitable duties in accordance with medical advice
- building a positive culture around injury management and providing suitable duties to assist in employees' recovery
- working closely with WorkCover Queensland and QSuper to ensure proactive case management.

**Table 8: Comparison of workers' compensation claims lodged over a five-year period**

| | 2021–22* | 2020–21 | 2019–20 | 2018–19 | 2017–18 |
|---|---|---|---|---|---|
| Claims | 210 | 241 | 280 | 301 | 317 |

*Data source: WorkCover Queensland – Online services for employers.*

*Note: Figures are subject to revision as more information becomes available.*

**Based on data from July 2021 to June 2022 extrapolated for 2021–22 FY*

**Table 9: Comparison of final return to work percentages**

| | 2021–22 | 2020–21 | 2019–20 | 2018–19 | 2017–18 |
|---|---|---|---|---|---|
| Final FTW | 94.00% | 95.25% | 99.00% | 96.00% | 99.00% |

*Data source: WorkCover Queensland – Online services for employers.*

*Note: Figures are subject to revision as more information becomes available.*

# Safety of our staff

## Safety performance

Reporting on Workplace Health and Safety demonstrates how safety is managed and where improvements are needed. Whole-of-department and division safety performance reports are developed quarterly based on safety activities undertaken across TMR and reported workplace incidents and injuries.

In 2021–22, TMR recorded a total of 2274 incidents, which is a decrease from the 2409 incidents reported for the previous financial year. The majority of these incidents related to reported customer aggression (277, an increase from 204 the previous financial year). Through consultation it was established client aggression incidents were being previously under reported. In response TMR has established a digital solution for front-line workers to increase accessibility to report incidents, leading to an increase in reporting maturity which is reflective in our increase in reporting figures.

For 2021–22, TMR recorded 65 lost time injuries, which is more than the 52 recorded during the last financial year. There was also an increase in the number of working days lost (1381) compared to last financial year (1090). This indicates it took workers longer to recover and to return to the workplace safely.

The comprehensive Transforming Safety Program continued to be implemented during 2021–22 to raise maturity across safety and transition to risk-based proactive workplace safety management.

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# Our Organisation

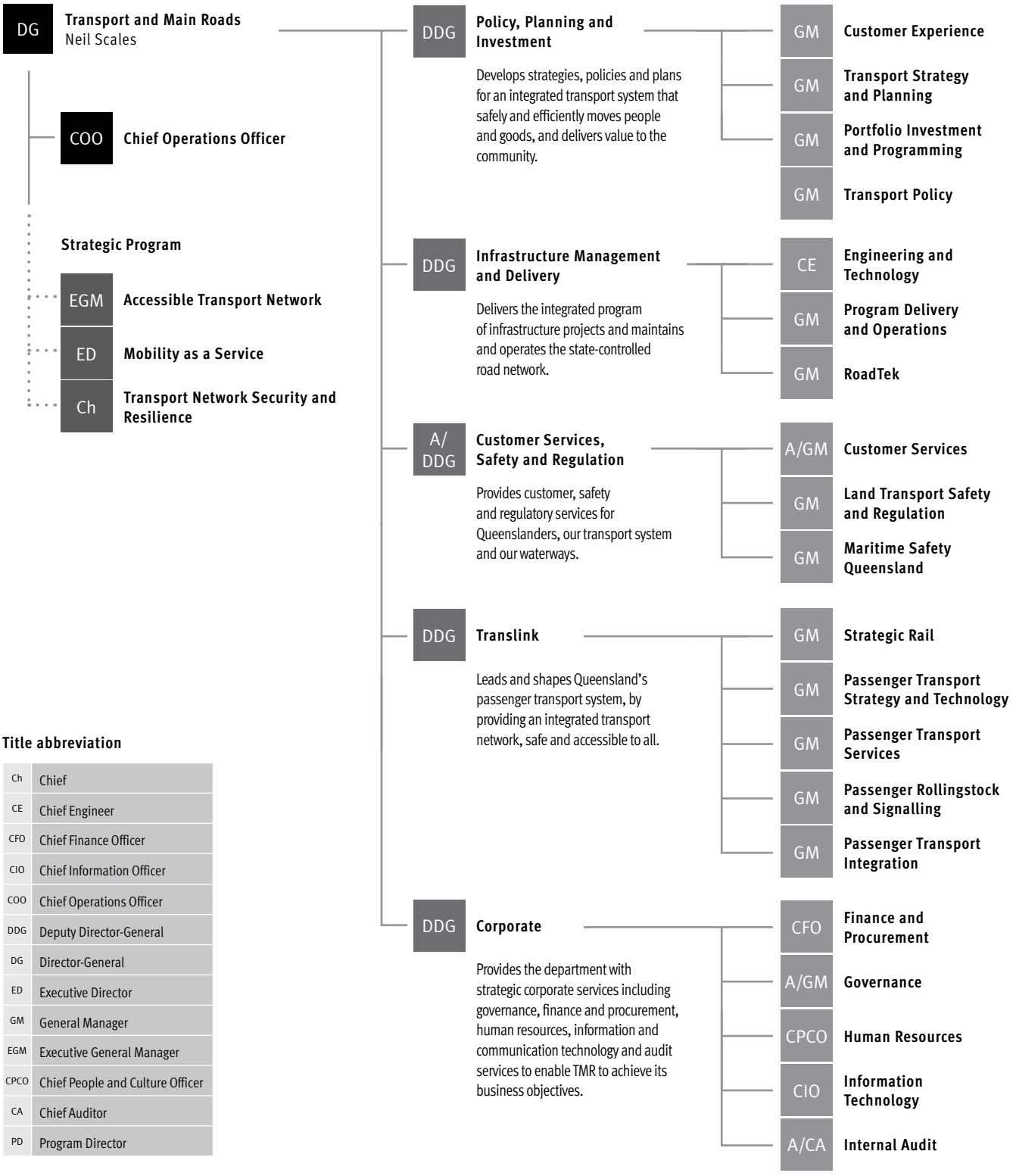
## Highlights

- Reviewed the impacts of COVID-19 and broader talent challenges on the TMR workforce.
- Developed and implemented a new mandatory online course to provide employees with a comprehensive awareness of information privacy and how it applies to day-to-day responsibilities.
- Awarded 2534 contracts to Queensland suppliers through strategic procurement activities, that injected $4.1 billion directly to local economies including $2.4 billion to 2792 regional suppliers and $51 million directly to First Nations businesses.
- Developed the *TMR Fleet Strategy 2022–2027* to ensure TMR's fleet of vehicles meets business requirements, accessibility needs, and are environmentally friendly.
- Completed 35 internal audit reports, covering assurance and improving effectiveness of controls, systems, project management, operations, and risk management.
- Managed 19 human rights complaints, reflecting on outcomes to improve the TMR's decision-making processes.
- Assisted with Parliamentary inquiries into vehicle safety, standards and technology (including engine immobiliser technology) and two infrastructure projects.
- Updated the *Risk Management Framework* and revised the Risk Appetite Statement to consider levels of acceptance and tolerance in pursuit of TMR's strategic and operational objectives.

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

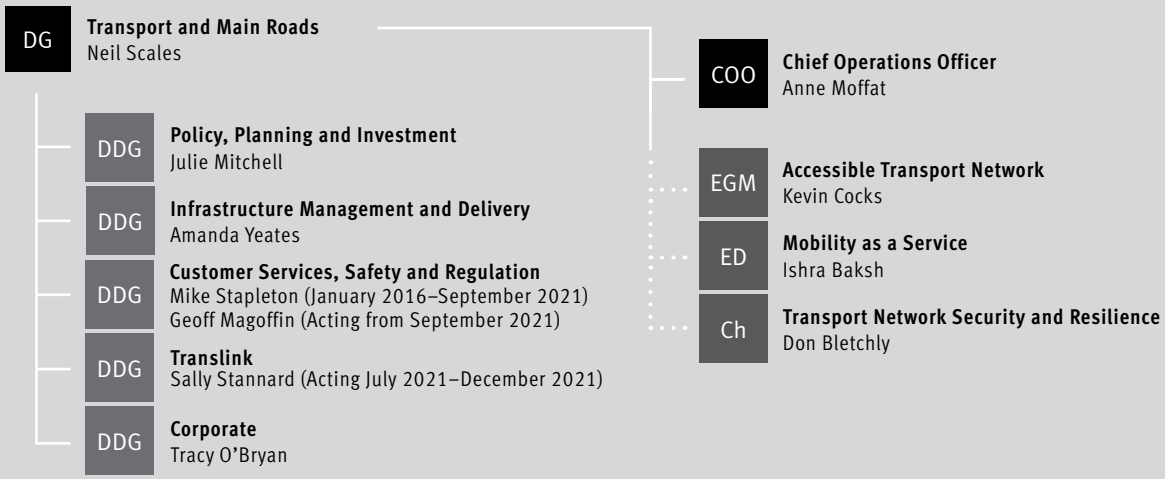
# Management and structure

*Organisation Chart as at 30 June 2022*




**Title abbreviation**

| | |
|---|---|
| Ch | Chief |
| CE | Chief Engineer |
| CFO | Chief Finance Officer |
| CIO | Chief Information Officer |
| COO | Chief Operations Officer |
| DDG | Deputy Director-General |
| DG | Director-General |
| ED | Executive Director |
| GM | General Manager |
| EGM | Executive General Manager |
| CPCO | Chief People and Culture Officer |
| CA | Chief Auditor |
| PD | Program Director |




## Neil Scales OBE
## Director-General (Transport and Main Roads)

*ONC (Eng), HNC (EEng), BSc (Eng), C.Eng (UK), MSc (ContEng&CompSys), DMS, MBA, FIEAust CPEng, EngExec, NER APEC Engineer Int PE (Aus), Hon FLJMU, FIMechE, FIET, FICE, FCIT, FILT, FRSA, FIRTE, FSOE, RPEQ, MAICD, VFF*

- Appointed as Director-General January 2013
- Champion for Accessibility
- Champion for Domestic and Family Violence Awareness
- Champion for Privacy
- Champion for Safety
- Government Champion for Woorabinda

Under the *Financial Accountability Act 2009*, the Director-General is accountable to the Minister for Transport and Main Roads and the Premier of Queensland for the efficient, effective and financially responsible performance of the Department of Transport and Main Roads. He leads the department with an operating budget of almost $10 billion, capital budget of $3.7 billion and managed assets worth $86 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. Neil is a Vincent Fairfax Fellow after successfully completing a course in Ethical Leadership. In 2021, Neil was awarded the Roads Australia John Shaw Medal in recognition of his outstanding contribution to roads in Australia.

## Anne Moffat
## Chief Operations Officer

*BBus, FSBCQ, MAICD*

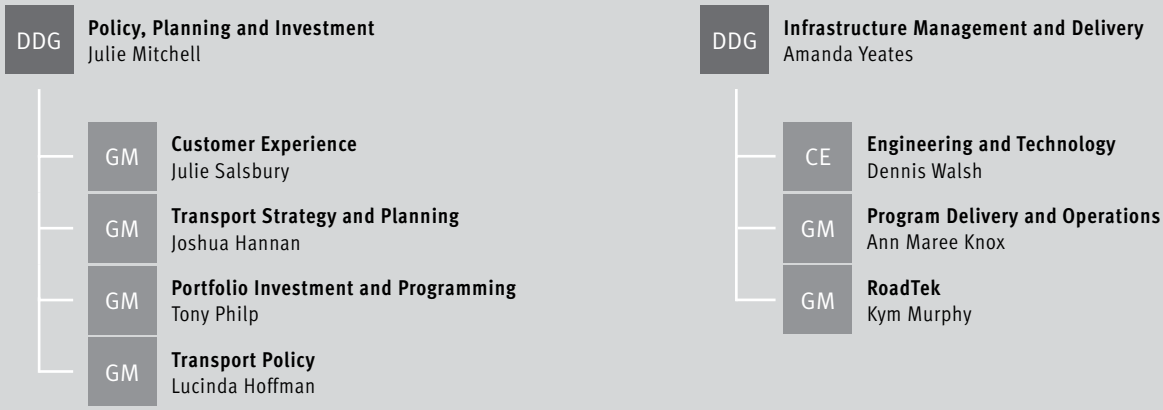
- Appointed as Chief Operations Officer in December 2018
- Champion for Gender Equity

Anne supports the Director-General with the day-to-day operations of the department allowing the Director-General to focus on strategy, the government's objectives, and key stakeholder relationships.

Former positions:

- Project Director South East Queensland Asset Management (Infrastructure Management and Delivery)
- Executive Director, State Services (Department of the Premier and Cabinet)
- Executive Director (Planning Management, Planning and Investment)
- Executive Director, Strategy and Policy (Passenger Transport)

Anne has more than 20 years' experience across both state and local government in Queensland. She has held a number of senior roles across the infrastructure programming and delivery areas, as well as urban and regional planning. She has delivered a number of large policy and engagement projects, plus reform agendas.




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

*BE, MBA, MEnvMan, FIEAust, RPEQ, GAICD, PSM*

- Appointed as Deputy Director-General (Policy, Planning and Investment) March 2018
- Champion for Innovation and Digital Capability
- Registered Professional Engineer, Fellow of Engineers Australia
- Public Service Medal Recipient 2018

Julie sets the future direction of the transport system in Queensland. She defines and shapes the long-term vision, key strategies, policies and plans for TMR's integrated transport network. Julie drives the planning, economic and sustainability policy solutions that support the safe and efficient movement of people and goods, while driving value and a positive customer experience for the community.

She ensures the investment across road, rail and public transport, active transport, and freight networks is balanced as part of a single integrated transport network.

Julie is a highly respected leader with over 30 years' civil engineering experience which covers a broad range of transport related engineering and leadership roles including Chief Engineer for eight years.

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

*BE (Civil), RPEQ, FIEAust, CPEng, EngExec, NER, APEC Engineer, IntPE(Aus), MAICD*

- Appointed as Deputy Director-General (Infrastructure Management and Delivery) July 2018
- Registered Professional Engineer, Fellow of Engineers Australia
- Champion for Health and Wellbeing

Amanda oversees the delivery of the integrated program of infrastructure projects and the maintenance and operation of the state-controlled road network. This includes delivery of the majority of the department's $29.7 billion program of works over four years (QTRIP 2022–23 to 2025–26).

Former positions:

- General Manager (Program Delivery and Operations)
- General Manager (Integrated Transport Planning)
- Regional Director (North Coast and Wide Bay Burnett)
- Deputy Regional Director (Metropolitan Region)

With over 20 years' civil engineering experience, Amanda sets and leads the strategic direction for best practice infrastructure management and delivery and the department's role in driving economic vibrancy and shaping local communities.

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

*BBus, MPA, MANCAP, MNRSS, MAustroads, MQLCSG*

- Appointed as Deputy Director-General (Customer Services, Safety and Regulation) January 2016 to 17 September 2021
- Champion for Inclusion and Diversity

Mike oversaw the delivery of safety, regulatory and transactional transport services for the department. This division is critical to TMR's current and future transport system, managing the State's regulation, marine, road safety and frontline services for Queenslanders.

Former positions:

- Deputy Director-General (Infrastructure Management and Delivery)
- General Manager (Land Transport Safety)

Mike 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 reoffending drink drivers, and the expansion of the Camera Detected Offence Program.

## Geoff Magoffin
## A/Deputy Director-General (Customer Services, Safety and Regulation)

*MBA, GradDipBusAdmin, GradCertMgt, GAICD*

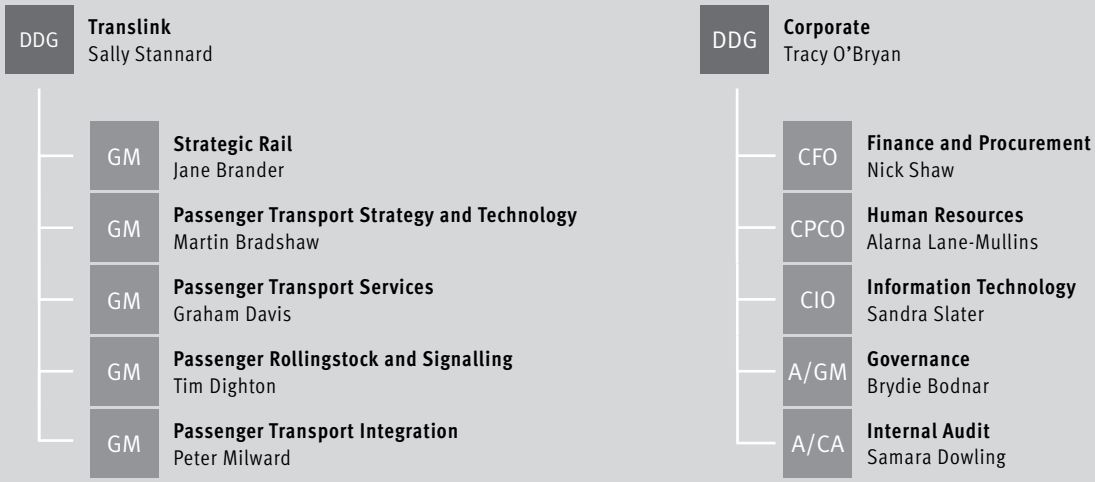
- Appointed as Acting Deputy Director-General (Customer Services, Safety and Regulation) 20 September 2021
- Champion for Inclusion and Diversity

Geoff oversees the delivery of safety, regulatory and transactional transport services for the department. This division is critical to TMR's current and future transport system, managing the State's regulation, marine, road safety and frontline services for Queenslanders.

Former positions:

- General Manager (Customer Services)

For over 30 years, Geoff has held leadership positions within the customer service industry, initially as a Stock and Station Agent with Elders, before starting a banking career with QIDC (now Suncorp) in 1991. Geoff's banking career spanned 20 years, primarily in senior agribusiness management roles in Suncorp, before taking up a senior executive position with Rural Bank as the State Manager for New South Wales, Queensland and the Northern Territory.




## Sally Stannard
### Deputy Director-General (Translink)

*BE/BA Hons, Dip Eng Prac, GAICD*

- Appointed as Deputy Director-General (Translink) 11 December 2021
- Champion for Active Transport

Sally leads the delivery of customer-focused passenger transport services across Queensland including policy, planning, ticketing, contract management and customer services.

Translink Division is responsible for the integrated rail, bus, ferry and tram network in South East Queensland and long-distance rail, bus and aviation services in regional, rural and remote Queensland, in addition to school transport, personalised transport and on demand services.

Former positions:

- Acting Deputy Director-General (Translink)
- Executive Director (Service Planning and Infrastructure)
- Director (Strategy and Planning)

Sally is a public transport professional with almost twenty years' experience in both public and private sectors. Since April 2022 she has been Vice Chair of the Public Transport Association Australia New Zealand. She is passionate about public transport and developing sustainable communities.

## Tracy O'Bryan
### Deputy Director-General (Corporate)

*LLB, LLM, EMPA (ANZSOG), A member of the ANZSOG Alumni Advisory Council, GAICD, Solicitor of Supreme Court of Queensland and High Court of Australia.*

- Appointed Deputy Director-General in May 2017
- Champion for Customers

Tracy leads the department's corporate services, including governance (encompassing cabinet and legislation, legal, media and communications, Right to Information, risk and information management), finance and procurement, ICT, human resources and internal audit to enable TMR to achieve its business objectives.

Former positions include:

- Executive Director (Department of National Parks, Sport and Racing)
- Acting Deputy Director-General, Corporate (Department of Environment and Heritage Protection).

Tracy has over 20 years' 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 including the Department of the Premier and Cabinet. Tracy has also won ministerial awards and been nominated for a Premier's Excellence Award.

### Key organisational changes

The following structural changes occurred within TMR during the 2021–22 period:

- July 2022: Translink Division created a Rail Program Management Office and Rail Planning and Operations unit to align with Strategic Rail's program of work.
- January 2022: Transition of the Digital Licence Program team from Customer Services, Safety and Regulation Division to Translink Division.
- January 2022: Land Transport Safety and Regulation Branch created the Mobile Phone and Seatbelt section.

## Governance Committees

### Audit and Risk Committee

The Audit and Risk Committee (ARC) plays a key advisory role in TMR, ensuring TMR's risk systems and governance processes are effective.

The committee performs an independent assurance role, monitoring the effectiveness of TMR's risk management, internal control framework and compliance with legislative and regulatory requirements.

Internal ARC members are appointed based on their skills and experience, and not based on their position in TMR. They are nominated by the Director-General and assist the Director-General in oversight of:

- integrity of TMR's financial statements and supporting internal controls
- compliance with legislative and regulatory requirements, including TMR's ethical standards and policies
- risk management, performance management, integrity oversight, misconduct prevention, the internal control environment and key supporting systems
- performance of the internal and external audit functions.

As at 30 June 2022, the committee membership consisted of:

#### Chair

- Julie-Anne Schafer *LLB (Honours) FAICD*

#### External Members

- Ian Webb *BA (Honours), Post Graduate development program, AGSM*
- Abigail Cheadle *BBus, CA*

#### Internal Members

- Tracy O'Bryan (see page 131)
- Michelle Connolly, Executive Director (Policy, Planning, and Investment), *BSocSc*
- William Lansbury, General Manager (Indigenous Strategy) *FIEAust, MAICD, RPEQ, EMPA, MTech(Pavements), BTech(Civil), AdvDipPM, JP(Qual)*
- Andrew Mahon, General Manager (Land Transport Safety and Regulation) *Bach(Justice), GAICD, GCert(PA)*
- Graham Davis, General Manager (Passenger Transport Services) *GAICD, FCIL*.

During 2021–22 the committee reviewed its charter and updated roles and responsibilities to align with the oversight and coordination of assurance activities under TMR's internal control framework. The committee continued a review of:

- the integrity of TMR's financial statements and supporting internal controls
- compliance with legislative and regulatory requirements, including TMR's ethical standards and polices
- processes for risk management, performance management, integrity oversight, misconduct prevention, the internal control environment, and key supporting systems
- performance of the internal and external audit functions.

ARC met six times in 2021–22 and had due regard to Queensland Treasury's Audit Committee Guidelines. All costs associated with external members fees as at 30 June 2022 totalled $52,914 (including GST).

### Finance and Procurement Committee

The Finance and Procurement Committee monitors financial and procurement performance across TMR to ensure all entities operate within departmental budget parameters as specified by the government, and that the procurement function operates effectively to achieve value for money.

A key role of the committee is to ensure TMR's resources are directed towards delivering on the government's *Unite and Recover - Queensland's Economic Recovery Plan* through Building Queensland; Growing our Regions; and Backing our frontline services through responsible fiscal management.

The committee also ensures that the Transport and Infrastructure Services Category spend is aligned with the *Queensland Procurement Policy*, which is aimed at prioritising Queensland business by focusing on local, economic and employment opportunities.

The finance and procurement functions operate in a centre-led model with the business operations carried out locally in line with the standards, policies and procedures established in the centre.

The key role of the committee is to:

- ensure all financial resources are allocated consistently with approved strategic direction, priorities, and ongoing commitments
- identify reform initiatives and associated savings
- realise savings in line with government savings targets
- ensure cost control and longer-term funding sustainability
- approve procurement strategic direction, priorities, and ongoing commitments
- provide strategic oversight of the procurement policy environment
- monitor functional performance and category benefits realisation.

**Chair:** Deputy Director-General (Corporate)

**Members:**

- Director-General
- Deputy Director-General (Translink)
- A/Deputy Director-General (Customer Services, Safety and Regulation)
- Deputy Director-General (Infrastructure Management and Delivery)
- Deputy Director-General (Policy, Planning and Investment)
- Chief Operations Officer
- Chief Finance Officer.

The committee met 10 times during 2021–22 and:

- oversaw the 2021–22 budget development ensuring the overall budget aligned to agreed business plans to contribute towards creating a single integrated transport network accessible to everyone
- monitored TMR's financial position and workforce, ensuring that cost pressures, trends and future opportunities are well understood
- reviewed TMR's key financial related risks and took necessary action to mitigate these risks where required
- monitored progress in implementing TMR's *Financial Sustainability Plan*
- oversaw the continued implementation of the *Queensland Procurement Policy*.

## Information and Systems Committee

The Information and Systems Committee (ISC) is the peak ICT governance board for all business-led ICT and ICT-enabled investments.

The committee helps ensure TMR achieves maximum value for investments. The ISC also acts as the information security governance body, establishing the information security strategy and ensuring information security objectives are achieved.

The Chair is rotated annually at the start of each calendar year between the Deputy Director-General (Customer Services, Safety and Regulation) and Deputy Director-General, (Translink) and meets monthly.

**Members:**

- Director-General
- Deputy Director-General (Corporate)
- Deputy Director-General (Translink)
- Deputy Director-General (Customer Services, Safety and Regulation)
- Deputy Director-General (Infrastructure Management and Delivery)
- Deputy Director-General (Policy, Planning and Investment)
- Chief Operations Officer
- Chief Information Officer
- Chief Finance Officer.

The committee met 13 times during 2021–22 and:

- continued to strengthen ICT delivery through improved governance, practices, methods and tools
- maintained a three-year rolling program of work, ensuring ICT investments aligned to departmental and government priorities and supported the *Queensland Government Savings and Debt Plan*
- embedded benefits management and assurance recommendation management processes across the portfolio
- oversaw of the performance of critical department ICT systems.

## RoadTek Performance Committee

The RoadTek Performance Committee provides strategic guidance and assessment, while reviewing RoadTek's annual performance contract, strategic and business plans, and performance indicators.

**Chair:** Director-General

**Members:**

- Deputy Director-General (Corporate)
- Deputy Director-General (Translink)
- Deputy Director-General (Customer Services, Safety and Regulation)
- Deputy Director-General (Infrastructure Management and Delivery)
- Deputy Director-General (Policy, Planning and Investment)
- Chief Operations Officer
- Chief Finance Officer
- General Manager (RoadTek).

Key achievements of the committee during 2021–22:

- monitored RoadTek's performance against the Service Delivery Statement measures and forecast end of year results
- developed and implemented the *RoadTek Respect Action Plan*
- reflected on RoadTek's work to date in safety and agreed to escalate reporting on serious claims frequency rates
- renewed RoadTek's aspirational targets for environmental performance
- recognised the success of various entry pathway programs such as the Women in Construction program
- reviewed the Transport and Main Roads Commercialisation Framework.

## TMR Safety Board (TSafe)

TMR's Safety Board (TSafe) is a governance board of the ELT and meets bi-monthly. It is responsible for setting and enabling clear strategic direction and priorities that will build and maintain an effective safety culture and systems across TMR, and includes:

- monitoring of our safety risk profile and our strategic response
- sharing of safety information and lessons learnt across TMR
- building our safety capability across TMR
- ensuring the successful delivery of the safety management system
- enabling strong safety performance, including the achievement of safety objectives
- ensuring safety priorities are communicated and workers are consulted on the potential impact of safety in their workplace
- promoting safety programs and initiatives.
- providing a forum where members can mature their understanding of risk and responsibility
- complying with the *Work Health and Safety Act 2011* (the Act), associated regulations, codes of practice and advisory standards.

**Chair:** Director-General

**Members:**

- Chief People and Culture Officer - Deputy Chair
- Deputy Director-General (Corporate)
- Deputy Director-General (Policy, Planning and Investment)
- Deputy Director-General (Infrastructure Management and Delivery)
- Deputy Director-General (Customer Service, Safety and Regulation)
- Deputy Director-General (Translink)
- Chief Operations Officer.

Key achievements during 2021–22:

- progressed the Service Delivery Model safety functions and services in consultation with members and their divisions.
- developed the draft TMR Drug and Alcohol policy and procedure in consultation with numerous stakeholders,
- developed a new reporting framework with contemporary safety measures that drive behavioral change
- oversaw TMR's safety response to COVID-19.

## TMR People and Capability Board

The TMR People and Capability Board (TPaC) provides governance to the ELT and the Chief People and Culture Officer on the attraction, development, engagement and wellbeing of TMR's workforce.

In 2021, TPaC approved the *TMR Strategic Workforce Plan 2020–2024 (revised for 2021–2022)* and continues to drive and monitor our workforce capability, culture and wellbeing objectives, that will foster TMR as an employer of choice.

**Chair:** Director-General

**Members:**

- Deputy Director-General (Corporate) - Deputy Chair
- Deputy Director-General (Customer Services, Safety and Regulation)
- Deputy Director-General (Infrastructure Management and Delivery)
- Deputy Director-General (Policy, Planning and Investment)
- Deputy Director-General (Translink)
- Chief Operations Officer
- Chief People and Culture Officer.

Key achievements during 2021–22:

- explored the an internal talent mobility platform
- provided guest speaker led discussions on multi-generational workforce, where the TMR Talent Mobility Platform was approved to progress
- reviewed the impacts of COVID-19 and broader talent challenges on the TMR workforce.
- oversaw TMR's three enterprise bargaining agreements approach for 2022–23
- oversaw TMR's Mental Health and Wellbeing of our employees, including current strategies and programs and future priorities
- oversaw TMR's workforce performance data.

# Robust Management Standards

### Information Management

Good information management is instrumental in delivering better services to TMR's customers and the community, empowering TMR staff to achieve efficiencies, meet requests and make better decisions, and while meeting right to information, security, and privacy obligations under the *Public Records Act 2002*.

TMR has embarked on a five-year roadmap to raise the bar on its Information Management digital solutions and contemporary ways of working. Driven by the new *Information Management Strategy 2021–2026*, TMR has invested in an enterprise-wide Information Management Program.

The program will involve a holistic approach, transforming not only our systems and processes, including moving our records management platform to the cloud, but also driving a cultural and workplace capability shift. It will bring TMR in line with industry best practice and build on the previous 2020–22 strategy that introduced governance-by-design and a paper-lite culture.

### Information Privacy

TMR is committed to protecting the personal information it holds in accordance with its obligations under the *Information Privacy Act 2009* (IP Act). The IP Act regulates how personal information is collected, stored, used and disclosed by all Queensland Government agencies and their contracted service providers.

TMR remains committed to continually improving its guidelines, policies and procedures to support the effective management of personal information, to meet community expectations and compliance obligations.

TMR developed and implemented a new mandatory online information privacy course in 2021–22. The course provides employees with a comprehensive awareness of information privacy and how the information privacy principles apply to an employee's day-to-day responsibilities.

TMR's *Information Privacy Plan* demonstrates to members of the public how TMR meets its obligations under the IP Act. This plan provides a guideline for employees and contractors of TMR who deal with personal information in relation to the functions and activities of TMR and illustrates TMR's commitment to respecting the privacy rights of employees and members of the public.

As TMR is increasingly turning to emerging technologies to carry out functions, inform policy and deliver services. To ensure compliance with the Information Privacy Principles, TMR actively conducts Privacy Impact Assessments to factor in privacy when planning and delivering projects and programs that involve the management of personal information.

As TMR's dedicated Privacy Champion, the Director-General continues to provide and support mandatory awareness campaigns and resources to TMR staff to assist in promoting a culture that respects the personal information of staff and customers.

**For more information**
https://www.tmr.qld.gov.au/Help/Privacy

### Information Security Management System

TMR is heavily reliant on digital technologies, devices, applications and business systems to deliver a range of core and critical services to our customers.

To ensure TMR's information, application, technology and critical infrastructure assets are appropriately protected, TMR complies with the requirements of the Queensland Government *Information Security Policy (IS18:2018)*.

In accordance with IS18:2018, TMR has an Information Security Management System (ISMS) in place which forms the basis of the governance, processes, and controls necessary to ensure risks to TMR's systems and information are understood and effectively managed.

Over the last three years, TMR has made significant progress with maturing the ISMS and continues to improve TMR's security posture through:

- ongoing cyber security education and awareness campaigns supported by mandatory annual training for all staff
- effective governance responsible for the implementation of strategy, policy, standards and processes
- actively reporting, monitoring, mitigating and ongoing management of information security and cyber risks.

During the mandatory annual Information Security reporting process, the Director-General attested to the appropriateness of the information security risk management within TMR to the Queensland Government Chief Information Security Officer, noting that appropriate assurance activities have been undertaken to inform this opinion and TMR's information security risk position.

# Suppliers and procurement

TMR is committed to delivering social, environmental and economic outcomes through strategic procurement activities to support Queensland industries and suppliers through TMR's $8.7 billion procurement program.

Putting Queenslanders first, TMR leverages the *Queensland Procurement Policy* to incorporate a range of local, social, and innovative procurement objectives that create opportunities for local, regional and Queensland suppliers.

Since 2016, TMR has awarded 90.4 per cent of contracts to Queensland suppliers. In 2021–22, TMR awarded 2534 contracts to Queensland suppliers that injected $4.1 billion directly into local economies. This included $2.4 billion to 2792 regional suppliers and $51 million directly to Aboriginal and Torres Strait Islander businesses.

**Table 10: TMR addressable spend with Aboriginal and Torres Strait Islander (ATSI), Regional and Queensland Vendors by financial year**

| | 2019–20 | 2020–21 | 2021–22 |
|---|---|---|---|
| ATSI | $33,574,379 | $32,257,234 | $51,402,940 |
| Regional | $1,818,628,488 | $2,121,476,520 | $2,367,306,824 |
| Qld | $6,154,066,846 | $7,122,693,376 | $7,786,082,694 |
| Total Spend | $7,176,219,465 | $7,571,206,324 | $8,745,468,369 |
| Regional spend as % | 25.34% | 28.02% | 27.07% |

*Data source: Aboriginal and Torres Strait Islander vendor list supplied by the Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships. Regional and Queensland vendors identified by applying SAP Vendor Master Data.*

*Spend data sourced from TMR Spend Cube.*

# Internal accountability

## Performance management and monitoring

TMR monitors performance against service standards in the Service Delivery Statements (SDS) (see Appendix 3) and progress of strategic initiatives through quarterly performance reports to the ELT.

The internal quarterly performance reports inform strategic decisions, drive improvements and allow course correction or re-evaluation of objectives to ensure value is continually delivered to our customers, stakeholders and the community.

These reports also fulfil the requirements of the Queensland Government's *Financial and Performance Management Standard 2019* and *Financial Accountability Act 2009*.

TMR's commitment to continuous improvement is affirmed through the Planning and Performance Network, representatives from each division/branch, who connect regularly to strengthen planning and performance capability and to champion a performance culture across TMR.

## TMR Fleet Strategy 2022–2027

TMR is one of the Queensland Government's largest owners of corporate fleet, with over 1000 passenger vehicles in over 100 locations across the state.

Recent changes in fleet management such as increasing the uptake of low emission vehicles, implementation of electronic logbooks and associated introduction of safety reporting, with a focus on improving driver behaviour, has provided an opportunity for TMR to develop the *TMR Fleet Strategy 2022–2027*.

The strategy seeks to:

- establish an optimum configuration of fleet vehicles incorporating business requirements, accessibility and environmentally friendly vehicles
- lead by example in sustainable fleet management
- support and enable safe driver behaviour.

The strategy outlines key measures of success including fleet utilisation, benchmarking of fleet costs, the level of safety incidents and an increase in the uptake of zero emission vehicles in the fleet.

## Data and Business Analytics Strategy

TMR's *Data and Business Analytics Strategy* details the approach to becoming an insight driven organisation, utilising the rapidly expanding availability of data to develop new and improved customer services, improve service delivery and better connect Queenslanders through our transport network.

Underpinned by the Transport Data Exchange (TDx), a strategic data analytics framework, TMR continued to implement cloud-based analytics solutions to solve complex business and customer challenges.

Examples included:

- multiple self-service finance dashboards, which automate financial reporting and enable reuse of data pipelines and on demand access to data
- the implementation of a technical solution which enables 'write back' functionality on identified reports, automating previously manual, complex and time-consuming processes through interactive dashboards
- a tested and documented TDx funding model which supports more efficient distribution and monitoring of costs for cloud-based data and analytics solutions.

**For more information**
https://www.tmr.qld.gov.au/-/media/aboutus/corpinfo/Publications/data-and-business-analytics-strategy-2017-2022.pdf?la=en

## Complaints management

TMR recognises that feedback from customers is central to providing Queenslanders with responsive government services. TMR is committed to learning from customer feedback to innovate and enhance services, improve decision-making, and increase government accountability.

TMR's complaints management system complies with the *Public Service Act 2008* (Section 219A), is compatible with the *Human Rights Act 2019* and meets the guiding principles of the Australian/New Zealand Standard AS 10002:2022 Guidelines for complaint management in organizations.

Between 1 July 2021 to 30 June 2022, TMR reported 28,674 customer complaints, including 30 human rights complaints, 13 of which were deemed to be a breach of the *Human Rights Act 2019*. The 28,673 complaints managed in the 2021–22 financial year predominantly related to the dissatisfaction of services delivered by customer service staff and delivery partners, including the service delivery and performance of services on the network.

**Table 11: Complaints received**

| Year | Customer Complaints Volume | Customer Interactions Volume |
|---|---|---|
| 2017–18 | 45,820 | 12,600,000 |
| 2018–19 | 45,057 | 16,000,000 |
| 2019–20 | 35,159 | 16,800,000 |
| 2020–21 | 18,850 | 14,500,000 |
| 2021–22 | 28,674 | 19,000,000 |

*Data source: TMR Complaints Management System*

**For more information**
https://www.tmr.qld.gov.au/About-us/Contact-us/Compliments-and-complaints

### Internal Audit

Internal Audit is a key component of TMR's corporate governance. The function operates under a charter aligned with the Institute of Internal Auditors' international 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 is risk based and adds value to TMR.

This includes the implementation of risk-based strategic and annual internal audit plans, and coordinating internal audit activities with the external auditors, Queensland Audit Office (QAO), to best achieve appropriate objectives for TMR.

The Chief Auditor reports regularly to the Audit and Risk Committee (see page 132), which is responsible for reviewing the work of the internal audit function. The relationship with the committee is based on Queensland Treasury's Audit Committee Guidelines.

The Internal Audit team has a central role in improving operational processes and financial practices by:

- assessing the effectiveness and efficiency of TMR 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 the risk and internal control environments
- bringing a broad range of issues to management's attention, including performance, efficiency, and economy
- monitoring whether agreed remedial actions are undertaken.

Key achievements during 2021–22 included:

- developed and delivered an annual plan of internal audits approved by the Director-General and completed 35 internal audit reports, covering assurance and improving effectiveness of controls, systems, project management, operations and risk management
- engaged an independent external professional to review the operations of the Internal Audit branch. The reviewer was the Institute of Internal Auditors itself and the branch received the highest achievable score of 'complies' and 'optimised'
- engaged with the Audit and Risk Committee about proposed internal audit plans and their alignment to the risks of TMR
- provided advice and assistance on key projects and initiatives
- monitored and reported on the implementation of agreed recommendations
- maintained an effective working relationship with the QAO.

## External accountability

### Integrity Commissioner

In accordance with the provisions of the *Integrity Act 2009*, TMR maintains a lobbyist contact register, and, upon request reports lobbyist contact with TMR employees to the Integrity Commissioner—a statutory officer holder and officer of the Queensland Parliament.

In order to encourage integrity principles within the workplace, TMR provides advice, training and awareness to staff and manages conduct matters pertaining to conflicts of interest.

TMR's on-line and mandatory ethical awareness training is available to all staff with 86 per cent having completed the training. The remainder of officers are currently attending to the training and afforded one month to complete same. Further, 972 staff have attended a dedicated face to face ethical awareness training during 2021–22.

## Auditor-General reports

TMR is subject to regular scrutiny from external oversight bodies. In addition to the audit of TMR's financial statements, during 2021–22 the Auditor-General conducted audits where recommendations were either specifically:

- addressed to TMR
- were for all agencies to consider
- included learnings potentially applicable to TMR.

These areas included:

- Report 4: 2021–22 2021 Status of Auditor-General's recommendations
- Report 10: 2021–22 Transport 2021
- Report 11: 2021–22 Establishing the Queensland Future Fund
- Report 13: 2021–22 State finances 2021
- Report 14: 2021–22 State entities 2021
- Report 17: 2021–22 Appointing and renewing government boards
- Report 18: 2021–22 Enhancing government procurement.

**For more information**
https://www.qao.qld.gov.au/

## Protecting Public Interest: Queensland Ombudsman

During 2021–22 TMR responded to 26 Ombudsman matters referred to the Director-General for administrative review or investigation. 26 of these matters were concluded following TMR review, with nil matters remaining active.

TMR works closely with the Queensland Ombudsman to enhance agency decision-making and administrative practices. The outcomes of investigations or reviews can identify significant opportunities for organisational improvement. TMR readily implements appropriate recommendations based on Queensland Ombudsman advice to advance the shared commitment to continuous improvement in public administration.

Furthermore, TMR's Senior Leadership Team recently attended dedicated 'Good Decisions Training' conducted by the Queensland Ombudsman where important ethical dilemmas and ethical insights were shared to maintain and enhance the importance of ethical decision making in public administration.

## Transparency and the Right to Information

TMR remains committed to providing open and transparent access to information about our services and activities. This is achieved through the proactive release of information and compliance with our statutory obligations under the *Right to Information Act 2009* (RTI Act) and the *Information Privacy Act 2009* (IP Act).

TMR's website contains many publications describing our business operations, however people may still wish to lodge a formal application for access to information under either the RTI or IP Act.

Applications for documents that do not contain an applicant's personal information are processed under the RTI Act, while requests for documents containing an applicant's personal information are processed under the IP Act.

Details on how to make an application under the RTI or IP Act is available on our website: www.tmr.qld.gov.au/About-us/Right-to-Information.

As TMR is responsible for overseeing Queensland's transport network, information concerning vehicle registrations, domestic commercial vessels, incidents captured on CCTV footage and major projects (including passenger transport and roadworks) is commonly requested from TMR.

During 2021–22, TMR received 761 applications under the RTI and IP Acts, with 682 applications being completed in this period. The remaining applications will be finalised in 2022–23 in accordance with legislative requirements

Details about applications received under the RTI Act are published on TMR's disclosure log which is also available on TMR's website.

**For more information**
https://www.tmr.qld.gov.au/About-us/Right-to-Information/Disclosure-log

### *Human Rights Act 2019*

TMR is committed to ensuring we act and make decisions compatible with the *Human Rights Act 2019* (the Act). TMR undertook a full review of the legislation we administer and updated vital policies, including our external customer Complaints Management and Managing Employee Complaints Policies.

Between 1 July 2021 and 30 June 2022, TMR managed 40 human rights complaints consisting of 30 customer and 10 employee complaints. Of the 40 complaints, 16 were substantiated based on actions or decisions deemed incompatible with the Act. The complaints provided TMR with an opportunity to reflect and improve our decision-making processes.

To ensure we embed respect for human rights in our culture and build workforce capability, TMR delivered an initial multi-channel awareness and education campaign incorporating a dedicated Human Rights Act Sharepoint site, animations and case studies based on real customer complaints. TMR published and maintains a library of new case studies to build understanding and improve decision-making across TMR.

As at 30 June 2022, 8807 staff had completed the mandatory online *Human Rights Act 2019* training course and 305 staff have participated in human rights complaints training workshops.

TMR has played an important role protecting Queenslanders during COVID-19 and will act and make decisions that support the government's human rights obligations.

Following the direction from the Chief Health Officer for Queenslanders to undertake social distancing and restrict movement, departmental services were reviewed and adapted to protect the right to life, under section 16 of the Act.

For example, TMR delivered the *Transport Legislation (COVID-19 Emergency Response) Regulation 2020* which allowed drivers aged 75 and over to either extend their current medical certificate for up to six months, or in some cases, provide an exemption to enable certain customers to drive without holding a valid medical certificate during the COVID-19 emergency period.

To ensure essential workers had access to safe, accessible and reliable public transport services, a *COVID-Safe Public Transport Plan* was developed and implemented. The plan ensured full services of bus, train, ferry and tram transport continued to operate as scheduled during travel restrictions and incorporated additional cleaning and social distancing requirements.

### COVID-19 front door bus entry restrictions

As a result of COVID-19, TMR implemented a *COVID-safe Public Transport Plan*. The plan was published on Translink's website and communicated to third-party service providers. The plan, implemented at the service provider's discretion, introduced new safety measures including boarding buses from the rear door where possible. Customers who required assistance boarded via the front door.

An elderly customer, who possessed a letter of authority from a service provider to enter bus services using the front doors, reported that bus drivers sighting the authority repeatedly denied access to board bus services through the front doors. The customer complained to TMR, citing discrimination and public humiliation. The customer reported nearly falling several times while boarding a bus from the rear door as the reason for needing to board services using the front doors.

TMR identified the customer's right to recognition and equality before the law and protection from torture and cruel, inhuman or degrading treatment was impacted. An investigation concluded that the driver failed to follow internal processes, and in doing so, their actions contributed to the customer feeling degraded and humiliated. While entry restrictions were implemented on bus services to adhere to social distancing requirements, the limitation was assessed as incompatible under the *Human Rights Act 2019*.

The investigation offered TMR an opportunity to review third-party provider practices and for providers to implement a system of daily reminders for drivers of their responsibilities.

TMR uses learnings from any complaints to inform future practice.

## Open data

TMR is one of the largest contributors to the Queensland Government's open data portal, with a collection of 256 published datasets in 2021–22, down from 279 in 2020–21.

This change represents a growth in maturity, with 23 separate datasets able to be combined into one dataset, enabling easier access and use for data consumers.

Datasets empower Queenslanders to make informed decisions about how and when they travel and enable business partners and industry to help deliver better traffic and transport services for the community.

**For more information**
https://www.data.qld.gov.au/dataset?organization=transport-and-main-roads

## Coronial inquests and recommendations

Under the whole-of-government coronial reporting arrangements, Ministers are required to inform the Attorney-General within six months of coronial findings being handed down as to whether the recommendations are supported. Ministers must also provide progress updates every six months until the recommendation is implemented.

Where recommendations are directed to more than one department, the government is required to produce a single, coordinated response to the recommendation. These responses are published on the coroner's website by the Department of Justice and Attorney-General.

TMR's response for the period January to June 2022 is required to be provided to the Attorney-General by 30 September 2022.

One new recommendation was directed toward TMR 2021–22. TMR's report for the period January to June 2022 will provide an update on 17 recommendations in total.

## Crime and Corruption Commission Reports

The Crime and Corruption Commission (CCC) is a statutory oversight body accountable to the Parliamentary Crime and Corruption Committee. Set up to combat and reduce the incidence of major crime and corruption in the public sector, its functions and powers are set out in the *Crime and Corruption Act 2001*.

Pursuant to the *Crime and Corruption Act 2001*, the Director-General has a statutory obligation to notify the CCC when there is a reasonable suspicion of corrupt conduct. TMR maintains a robust investigative capacity to ensure the expectations of the CCC and the Director-General are effectively discharged consistent with the CCC publication 'Corruption in Focus'.

The Director-General has statutory obligations within the *Crime and Corruption Act 2001* to thoroughly investigate allegations of suspected corrupt conduct, ensure any person involved in a corruption investigation is afforded natural justice and provide timely outcome advice to the complainant.

TMR maintains dedicated policies for dealing with suspected corrupt conduct and serious misconduct to ensure investigations are open and honest.

TMR has zero tolerance to suspected corrupt conduct. In addition to reacting to any allegation of wrongdoing by investigation, TMR provides employees with mandatory ethical awareness training, both on-line and in face-to-face presentations to foster a strong corruption prevention focus.

### Parliamentary committees

Parliamentary committees are responsible for the review of legislation, investigating specific issues, reporting to the Queensland Parliament and can have continuing roles to monitor and review public sector organisations or keep areas of the law or other activities under review.

The committee which relates to TMR's portfolio is the Transport and Resources Committee.

The committee is responsible for:

- examining bills and subordinate legislation to consider the policy to be enacted and the application of the fundamental legislative principles set out in section 4 of the *Legislative Standards Act 1992*, and compatibility with the *Human Rights Act 2019*
- examining the budget estimates of TMR
- assessing public accounts in its portfolio area regarding integrity, economy, efficiency, and effectiveness of financial management, and
- assessing the public works of each department regarding the suitability of the works for the purpose.

The committee may initiate an inquiry into any matter it considers appropriate within its portfolio area.

During 2021–22, the committee either commenced or completed the following Parliamentary inquiries relating to TMR's portfolio:

- inquiry into vehicle safety, standards and technology, including engine immobiliser technology
- inquiry into Peninsula Developmental Road (Laura to Weipa) Project
- inquiry into Sumners Road Interchange Upgrade Project.

## Risk management

Risk management is an essential component of managerial responsibility and accountability to achieve TMR's vision and purpose, as outlined in TMR's *Strategic Plan*. TMR's risk management approach is in accordance with the obligations outlined in the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2019*.

TMR's risk management framework, which is based on the international standard ISO 31000:2018, ensures that risk management is integrated with all management responsibilities, such as strategic and operational planning, decision making processes, the management of fraud and corruption as well as workplace health and safety.

Risk-based decision making aligns with our risk appetite to support the achievement of strategic plan objectives, challenges and opportunities. Operational planning is undertaken annually across TMR to identify risks that may impact business objectives.

Given the diverse and evolving nature of TMR's business environment, significant risks are reviewed regularly by ELT. Governance committees such as the Fraud Risk Oversight Group provide additional assurance, while the Audit and Risk Committee provides independent oversight responsibilities and advice.

Strategic, enterprise operating, portfolio, divisional and branch risks are reviewed on a quarterly basis. These risks are captured in the TMR Risk Management System which allows for better visibility and accountability.

TMR's recent focus has been on the development of a wide range of interactive risk management dashboards to provide more in-depth comparative analysis and insights to support decision making.

COVID-19 exposed TMR to new risks in areas such as health and safety, supply chain dependency and business continuity. Our robust risk management processes and procedures enabled greater collaboration across multiple functions to effectively address these risks and adapt to a 'new normal'.

Key achievements during 2021–22 included:

- ELT continued to focus on consolidating its strategic risk management practices through a commitment to regular strategic risk review workshops
- TMR's Risk Management Framework was updated and endorsed by the ELT. The framework establishes the foundation for the formal adoption of integrated risk management practices into activities and functions throughout TMR
- TMR's Risk Appetite Statement was revised and endorsed by the ELT to consider levels of acceptance and tolerance in pursuit of TMR's strategic and operational objectives
- enhanced risk dashboard reporting providing for interactive graphical and statistical risk information.

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# Financial Statements

# Department of Transport and Main Roads Financial Statements as at 30 June 2022

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*Department of Transport and Main Roads*
Statement of comprehensive income
for the year ended 30 June 2022

| OPERATING RESULT | Note | 2022 $'000 | 2021 $'000 |
|---|---|---|---|
| **Income** | | | |
| Appropriation revenue | 2 | 5,927,541 | 5,713,024 |
| User charges and fees | 3 | 703,281 | 615,524 |
| Grants and other contributions | 4 | 216,753 | 187,184 |
| Service concession arrangements revenue | 16 | 232,180 | 232,180 |
| Other revenue | | 50,448 | 33,422 |
| **Total revenue** | | **7,130,203** | **6,781,334** |
| Gains on disposal of assets | | 3,127 | 4,073 |
| **Total income** | | **7,133,330** | **6,785,407** |
| **Expenses** | | | |
| Employee expenses | 5 | 650,326 | 603,083 |
| Supplies and services | 7 | 4,250,502 | 4,038,765 |
| Grants and subsidies | 8 | 812,378 | 695,471 |
| Finance and borrowing costs | 9 | 79,971 | 117,878 |
| Impairment losses | 12 | 1,162 | 2,375 |
| Depreciation and amortisation | 10 | 1,355,679 | 1,265,135 |
| Other expenses | 11 | 28,131 | 40,094 |
| **Total expenses** | | **7,178,149** | **6,762,801** |
| **Operating result before income tax equivalent expense** | | **(44,819)** | **22,606** |
| Income tax equivalent expense | 22 | 16,260 | 7,930 |
| **OPERATING RESULT FOR THE YEAR** | | **(61,079)** | **14,676** |
| **Items not reclassified to operating result** | | | |
| Increase in asset revaluation surplus | 15, 16 | 10,757,900 | 2,953,688 |
| **Total other comprehensive income** | | **10,757,900** | **2,953,688** |
| **TOTAL COMPREHENSIVE INCOME** | | **10,696,821** | **2,968,364** |

*The accompanying notes form part of these financial statements.*

*Department of Transport and Main Roads*
Statement of financial position
as at 30 June 2022

| | Note | 2022 $'000 | 2021 $'000 |
|---|---|---|---|
| **Assets** | | | |
| **Current assets** | | | |
| Cash | | 245,430 | 344,348 |
| Receivables | 12 | 226,713 | 222,840 |
| Inventories | | 17,936 | 16,010 |
| Prepayments | 13 | 93,791 | 129,551 |
| Non-current assets classified as held for sale | | 2,824 | 4,515 |
| **Total current assets** | | **586,694** | **717,264** |
| **Non-current assets** | | | |
| Receivables | 12 | 3,274 | 3,229 |
| Prepayments | 13 | 144,427 | 181,759 |
| Intangible assets | 14 | 90,176 | 85,554 |
| Property, plant and equipment | 15 | 86,999,719 | 74,527,821 |
| Service concession assets | 16 | 12,917,452 | 11,876,959 |
| Deferred tax assets | 22 | 3,296 | 3,852 |
| Right-of-use assets | | 2 | 169 |
| Investment in subsidiary | 25 | 5,601 | 5,601 |
| **Total non-current assets** | | **100,163,947** | **86,684,944** |
| **Total assets** | | **100,750,641** | **87,402,208** |
| **Liabilities** | | | |
| **Current liabilities** | | | |
| Payables | 17 | 683,237 | 687,167 |
| Borrowings | 18 | 40,372 | 36,716 |
| Provisions | 19 | 228,718 | 195,097 |
| Accrued employee benefits | 20 | 31,859 | 31,231 |
| Unearned revenue – Service concession arrangements | 16 | 232,180 | 232,179 |
| Other | 21 | 234,194 | 191,118 |
| **Total current liabilities** | | **1,450,560** | **1,373,508** |
| **Non-current liabilities** | | | |
| Borrowings | 18 | 1,255,229 | 1,219,134 |
| Provisions | 19 | 181,810 | 238,474 |
| Unearned revenue – Service concession arrangements | 16 | 7,155,314 | 7,387,494 |
| **Total non-current liabilities** | | **8,592,353** | **8,845,102** |
| **Total liabilities** | | **10,042,913** | **10,218,610** |
| **NET ASSETS** | | **90,707,728** | **77,183,598** |
| **Equity** | | | |
| Contributed equity | | 66,098,620 | 63,271,312 |
| Accumulated surplus | | 3,677,607 | 3,735,072 |
| Asset revaluation surplus | | 20,931,501 | 10,177,214 |
| **TOTAL EQUITY** | | **90,707,728** | **77,183,598** |

*The accompanying notes form part of these financial statements.*

*Department of Transport and Main Roads*

## Statement of comprehensive income by major departmental services for the year ended 30 June 2022

| OPERATING RESULT | Transport system investment planning and programming 2022 $'000 | Transport infrastructure management and delivery 2022 $'000 | Transport safety and regulation 2022 $'000 | Customer experience 2022 $'000 | Passenger transport services 2022 $'000 | Transport infrastructure construction and maintenance 2022 $'000 | Inter-departmental services eliminations 2022 $'000 | Total 2022 $'000 |
|---|---|---|---|---|---|---|---|---|
| **Income** | | | | | | | | |
| Appropriation revenue | 105,703 | 2,429,967 | 12,726 | 334,505 | 3,044,640 | - | - | **5,927,541** |
| User charges and fees | 36,540 | 138,748 | 286,359 | 14,997 | 220,560 | 833,272 | (827,195) | **703,281** |
| Grants and other contributions | 62 | 163,448 | 2,884 | 771 | 49,588 | - | - | **216,753** |
| Service concession arrangements revenue | - | 232,180 | - | - | - | - | - | **232,180** |
| Other revenue | 208 | 57,787 | 11,987 | 36 | 12,175 | 1,686 | (33,431) | **50,448** |
| **Total revenue** | **142,513** | **3,022,130** | **313,956** | **350,309** | **3,326,963** | **834,958** | **(860,626)** | **7,130,203** |
| Gains on disposal of assets | 571 | - | 116 | 217 | - | 2,223 | - | **3,127** |
| **Total income** | **143,084** | **3,022,130** | **314,072** | **350,526** | **3,326,963** | **837,181** | **(860,626)** | **7,133,330** |
| **Expenses** | | | | | | | | |
| Employee expenses | 70,619 | 184,622 | 81,968 | 180,508 | 97,718 | 157,283 | (122,392) | **650,326** |
| Supplies and services | 32,262 | 908,423 | 210,773 | 164,307 | 3,010,249 | 629,291 | (704,803) | **4,250,502** |
| Grants and subsidies | 27,555 | 526,201 | 7,154 | 73 | 251,392 | 3 | - | **812,378** |
| Finance and borrowing costs | 2 | 22,530 | 4 | 4 | 57,476 | 1,190 | (1,235) | **79,971** |
| Impairment losses/(reversals) | 36 | 1,738 | (674) | (30) | 126 | (34) | - | **1,162** |
| Depreciation and amortisation | 4,657 | 1,229,336 | 12,189 | 5,051 | 93,662 | 10,784 | - | **1,355,679** |
| Other expenses | 7,953 | 13,377 | 2,658 | 613 | 2,244 | 33,482 | (32,196) | **28,131** |
| **Total expenses** | **143,084** | **2,886,227** | **314,072** | **350,526** | **3,512,867** | **831,999** | **(860,626)** | **7,178,149** |
| **Operating result before income tax equivalent expense** | **-** | **135,903** | **-** | **-** | **(185,904)** | **5,182** | **-** | **(44,819)** |
| Income tax equivalent expense | - | - | - | - | - | 16,260 | - | **16,260** |
| **OPERATING RESULT FOR THE YEAR** | **-** | **135,903** | **-** | **-** | **(185,904)** | **(11,078)** | **-** | **(61,079)** |
| **Items not reclassified to operating result** | | | | | | | | |
| Increase in asset revaluation surplus | 652 | 10,571,551 | 11,612 | 1,642 | 172,400 | 43 | - | **10,757,900** |
| **Total other comprehensive income** | **652** | **10,571,551** | **11,612** | **1,642** | **172,400** | **43** | **-** | **10,757,900** |
| **TOTAL COMPREHENSIVE INCOME** | **652** | **10,707,454** | **11,612** | **1,642** | **(13,504)** | **(11,035)** | **-** | **10,696,821** |

*Department of Transport and Main Roads*

Statement of comprehensive income by major departmental services (continued)
for the year ended 30 June 2022

| OPERATING RESULT | Transport system investment planning and programming 2021 $'000 | Transport infrastructure management and delivery 2021 $'000 | Transport safety and regulation 2021 $'000 | Customer experience 2021 $'000 | Passenger transport services 2021 $'000 | Transport infrastructure construction and maintenance 2021 $'000 | Inter-departmental services eliminations 2021 $'000 | Total 2021 $'000 |
|---|---|---|---|---|---|---|---|---|
| **Income** | | | | | | | | |
| Appropriation revenue | 110,709 | 2,339,135 | - | 264,439 | 2,998,741 | - | - | **5,713,024** |
| User charges and fees | 29,009 | 53,186 | 282,529 | 14,468 | 224,376 | 745,523 | (733,567) | **615,524** |
| Grants and other contributions | 167 | 131,218 | 5,628 | 473 | 49,698 | - | - | **187,184** |
| Service concession arrangements revenue | - | 232,180 | - | - | - | - | - | **232,180** |
| Other revenue | 264 | 36,920 | 915 | 56 | 15,954 | 1,520 | (22,207) | **33,422** |
| **Total revenue** | **140,149** | **2,792,639** | **289,072** | **279,436** | **3,288,769** | **747,043** | **(755,774)** | **6,781,334** |
| Gains on disposal of assets | 1,827 | 24 | 192 | 67 | 4 | 1,959 | - | **4,073** |
| **Total income** | **141,976** | **2,792,663** | **289,264** | **279,503** | **3,288,773** | **749,002** | **(755,774)** | **6,785,407** |
| **Expenses** | | | | | | | | |
| Employee expenses | 67,169 | 169,395 | 77,667 | 165,846 | 93,767 | 145,210 | (115,971) | **603,083** |
| Supplies and services | 47,430 | 860,932 | 193,275 | 106,697 | 2,903,902 | 544,125 | (617,596) | **4,038,765** |
| Grants and subsidies | 22,275 | 393,603 | 6,507 | 45 | 273,041 | - | - | **695,471** |
| Finance and borrowing costs | 2 | 22,237 | 4 | 4 | 95,657 | 1,174 | (1,200) | **117,878** |
| Impairment losses/(reversals) | 129 | 2,630 | (18) | 62 | (185) | (243) | - | **2,375** |
| Depreciation and amortisation | 4,674 | 1,139,889 | 10,889 | 6,402 | 94,387 | 8,894 | - | **1,265,135** |
| Other expenses | 297 | 35,387 | 940 | 447 | 1,604 | 22,426 | (21,007) | **40,094** |
| **Total expenses** | **141,976** | **2,624,073** | **289,264** | **279,503** | **3,462,173** | **721,586** | **(755,774)** | **6,762,801** |
| **Operating result before income tax equivalent expense** | **-** | **168,590** | **-** | **-** | **(173,400)** | **27,416** | **-** | **22,606** |
| Income tax equivalent expense | - | - | - | - | - | 7,930 | - | **7,930** |
| **OPERATING RESULT FOR THE YEAR** | **-** | **168,590** | **-** | **-** | **(173,400)** | **19,486** | **-** | **14,676** |
| **Items not reclassified to operating result** | | | | | | | | |
| Increase/(decrease) in asset revaluation surplus | (4,524) | 2,998,919 | 38,560 | 286 | (79,553) | - | - | **2,953,688** |
| **Total other comprehensive income** | **(4,524)** | **2,998,919** | **38,560** | **286** | **(79,553)** | **-** | **-** | **2,953,688** |
| **TOTAL COMPREHENSIVE INCOME** | **(4,524)** | **3,167,509** | **38,560** | **286** | **(252,953)** | **19,486** | **-** | **2,968,364** |

*Department of Transport and Main Roads*

## Statement of assets and liabilities by major departmental services as at 30 June 2022

| Assets | Transport system investment planning and programming 2022 $'000 | Transport infrastructure management and delivery 2022 $'000 | Transport safety and regulation 2022 $'000 | Customer experience 2022 $'000 | Passenger transport services 2022 $'000 | Transport infrastructure construction and maintenance 2022 $'000 | Inter-departmental services eliminations 2022 $'000 | Total 2022 $'000 |
|---|---|---|---|---|---|---|---|---|
| **Current assets** | | | | | | | | |
| Cash | 5,769 | 57,594 | 15,377 | 17,981 | 161,902 | (13,193) | - | **245,430** |
| Receivables | 11,110 | 59,419 | 90,199 | 4,545 | 70,363 | 86,087 | (95,010) | **226,713** |
| Inventories | - | - | 1,101 | 137 | 1,899 | 108,162 | (93,363) | **17,936** |
| Prepayments | 5,409 | 7,439 | 2,993 | 1,844 | 74,947 | 1,159 | - | **93,791** |
| Non-current assets classified as held for sale | 2,824 | - | - | - | - | - | - | **2,824** |
| **Total current assets** | **25,112** | **124,452** | **109,670** | **24,507** | **309,111** | **182,215** | **(188,373)** | **586,694** |
| **Non-current assets** | | | | | | | | |
| Receivables | - | - | - | - | 3,274 | - | - | **3,274** |
| Prepayments | 48 | 4,505 | 258 | 32 | 139,584 | - | - | **144,427** |
| Intangible assets | 15,703 | 4,507 | 48,478 | 19,593 | 1,895 | - | - | **90,176** |
| Property, plant and equipment | 21,309 | 84,360,358 | 251,934 | 106,374 | 2,190,193 | 69,551 | - | **86,999,719** |
| Service concession assets | - | 11,629,066 | - | - | 1,288,386 | - | - | **12,917,452** |
| Deferred tax assets | - | - | - | - | - | 3,296 | - | **3,296** |
| Right-of-use assets | - | 2 | - | - | - | - | - | **2** |
| Investment in subsidiary | - | 5,601 | - | - | - | - | - | **5,601** |
| **Total non-current assets** | **37,060** | **96,004,039** | **300,670** | **125,999** | **3,623,332** | **72,847** | **-** | **100,163,947** |
| **Total assets** | **62,172** | **96,128,491** | **410,340** | **150,506** | **3,932,443** | **255,062** | **(188,373)** | **100,750,641** |
| **Liabilities** | | | | | | | | |
| **Current liabilities** | | | | | | | | |
| Payables | 7,427 | 170,233 | 39,416 | 30,457 | 556,330 | 48,747 | (169,373) | **683,237** |
| Borrowings | - | 10,229 | - | - | 30,143 | 19,000 | (19,000) | **40,372** |
| Provisions | - | 182,203 | - | - | 46,515 | - | - | **228,718** |
| Accrued employee benefits | 3,013 | 7,878 | 3,497 | 7,702 | 4,170 | 5,599 | - | **31,859** |
| Unearned revenue – Service concession arrangements | - | 223,020 | - | - | 9,160 | - | - | **232,180** |
| Other | 51,344 | 86,377 | 1,227 | - | 95,246 | - | - | **234,194** |
| **Total current liabilities** | **61,784** | **679,940** | **44,140** | **38,159** | **741,564** | **73,346** | **(188,373)** | **1,450,560** |
| **Non-current liabilities** | | | | | | | | |
| Borrowings | - | 394,694 | - | - | 860,535 | - | - | **1,255,229** |
| Provisions | - | 122,271 | - | - | 59,539 | - | - | **181,810** |
| Unearned revenue – Service concession arrangements | - | 7,037,755 | - | - | 117,559 | - | - | **7,155,314** |
| **Total non-current liabilities** | **-** | **7,554,720** | **-** | **-** | **1,037,633** | **-** | **-** | **8,592,353** |
| **Total liabilities** | **61,784** | **8,234,660** | **44,140** | **38,159** | **1,779,197** | **73,346** | **(188,373)** | **10,042,913** |

*Department of Transport and Main Roads*

Statement of assets and liabilities by major departmental services (continued)

as at 30 June 2022

| Assets | Transport system investment planning and programming 2021 $'000 | Transport infrastructure management and delivery 2021 $'000 | Transport safety and regulation 2021 $'000 | Customer experience 2021 $'000 | Passenger transport services 2021 $'000 | Transport infrastructure construction and maintenance 2021 $'000 | Inter-departmental services eliminations 2021 $'000 | Total 2021 $'000 |
|---|---|---|---|---|---|---|---|---|
| **Current assets** | | | | | | | | |
| Cash | 8,610 | 79,861 | 20,369 | 20,456 | 222,096 | (7,044) | - | **344,348** |
| Receivables | 10,096 | 31,076 | 97,753 | 5,009 | 82,885 | 115,168 | (119,147) | **222,840** |
| Inventories | - | 203 | 970 | 165 | 2,270 | 86,512 | (74,110) | **16,010** |
| Prepayments | 1,934 | 8,689 | 5,273 | 1,758 | 110,628 | 1,269 | - | **129,551** |
| Non-current assets classified as held for sale | 4,515 | - | - | - | - | - | - | **4,515** |
| **Total current assets** | **25,155** | **119,829** | **124,365** | **27,388** | **417,879** | **195,905** | **(193,257)** | **717,264** |
| **Non-current assets** | | | | | | | | |
| Receivables | 144 | 442 | 1,392 | 71 | 1,180 | - | - | **3,229** |
| Prepayments | 22 | 5,216 | 225 | 23 | 176,273 | - | - | **181,759** |
| Intangible assets | 19,249 | 4,230 | 35,010 | 17,814 | 9,251 | - | - | **85,554** |
| Property, plant and equipment | 3,870 | 72,836,057 | 200,692 | 84,901 | 1,332,780 | 69,521 | - | **74,527,821** |
| Service concession assets | - | 10,908,802 | - | - | 968,157 | - | - | **11,876,959** |
| Deferred tax assets | - | - | - | - | - | 3,852 | - | **3,852** |
| Right-of-use assets | - | 149 | 2 | 1 | 12 | 5 | - | **169** |
| Investment in subsidiary | - | 5,601 | - | - | - | - | - | **5,601** |
| **Total non-current assets** | **23,285** | **83,760,497** | **237,321** | **102,810** | **2,487,653** | **73,378** | **-** | **86,684,944** |
| **Total assets** | **48,440** | **83,880,326** | **361,686** | **130,198** | **2,905,532** | **269,283** | **(193,257)** | **87,402,208** |
| **Liabilities** | | | | | | | | |
| **Current liabilities** | | | | | | | | |
| Payables | 22,253 | 442,160 | 24,581 | 9,407 | 312,519 | 50,504 | (174,257) | **687,167** |
| Borrowings | - | 9,727 | - | - | 26,989 | 19,000 | (19,000) | **36,716** |
| Provisions | - | 148,582 | - | - | 46,515 | - | - | **195,097** |
| Accrued employee benefits | 3,084 | 7,778 | 3,566 | 7,616 | 4,305 | 4,882 | - | **31,231** |
| Unearned revenue – Service concession arrangements | - | 223,019 | - | - | 9,160 | - | - | **232,179** |
| Other | 68,645 | 26,963 | 1,610 | - | 93,900 | - | - | **191,118** |
| **Total current liabilities** | **93,982** | **858,229** | **29,757** | **17,023** | **493,388** | **74,386** | **(193,257)** | **1,373,508** |
| **Non-current liabilities** | | | | | | | | |
| Borrowings | - | 404,922 | - | - | 814,212 | - | - | **1,219,134** |
| Provisions | - | 151,027 | - | - | 87,447 | - | - | **238,474** |
| Unearned revenue – Service concession arrangements | - | 7,260,776 | - | - | 126,718 | - | - | **7,387,494** |
| **Total non-current liabilities** | **-** | **7,816,725** | **-** | **-** | **1,028,377** | **-** | **-** | **8,845,102** |
| **Total liabilities** | **93,982** | **8,674,954** | **29,757** | **17,023** | **1,521,765** | **74,386** | **(193,257)** | **10,218,610** |

*Department of Transport and Main Roads*
Statement of changes in equity
for the year ended 30 June 2022

| | Note | 2022 $'000 | 2021 $'000 |
|---|---|---|---|
| **Contributed equity** | | | |
| Opening balance | | 63,271,312 | 60,908,788 |
| Transactions with owners as owners: | | | |
| Appropriated equity injections | 2 | 2,841,289 | 2,363,643 |
| Net asset transfer to other Queensland Government entities | | (13,981) | (1,119) |
| **Closing balance** | | **66,098,620** | **63,271,312** |
| | | | |
| **Accumulated surplus/(deficit)** | | | |
| Opening balance | | 3,735,072 | 3,871,375 |
| Restatement of opening balance due to change in accounting policy for cloud computing arrangements | 1 | - | (150,979) |
| Derecognition of heritage and cultural asset class * | 15 | 3,614 | - |
| Operating result for the year | | (61,079) | 14,676 |
| **Closing balance** | | **3,677,607** | **3,735,072** |
| | | | |
| **Asset revaluation surplus** | | | |
| Opening balance | | 10,177,214 | 7,223,526 |
| Derecognition of heritage and cultural asset class through accumulated surplus/deficit * | 15 | (3,614) | - |
| Rounding adjustment | | 1 | - |
| Increase in asset revaluation surplus | 15, 16 | 10,757,900 | 2,953,688 |
| **Closing balance** | | **20,931,501** | **10,177,214** |
| | | | |
| **TOTAL EQUITY** | | **90,707,728** | **77,183,598** |

The closing balance of Asset revaluation surplus comprises:

| | | |
|---|---|---|
| Land | 2,892,698 | 2,299,876 |
| Buildings | 166,025 | 95,999 |
| Heritage and cultural * | - | 3,614 |
| Major property, plant and equipment | 105,519 | 86,980 |
| Infrastructure | 16,241,831 | 7,151,754 |
| Service concession assets | 1,525,428 | 538,991 |
| Closing balance | 20,931,501 | 10,177,214 |

* The heritage and cultural asset class is no longer separately disclosed in the financial statements due to its insignificant value. Accordingly the balance of the heritage and cultural asset revaluation surplus has been derecognised through accumulated surplus/deficit. These assets are carried at cost in the plant and equipment asset class. Refer to Note 15.

*The accompanying notes form part of these financial statements.*

**Accounting policy**

Non-reciprocal transfers of assets and liabilities between wholly-owned Queensland State Public Sector entities are adjusted to contributed equity. These adjustments are made in accordance with Interpretation 1038 *Contributions by Owners Made to Wholly-Owned Public Sector Entities*. Appropriations for equity adjustments are similarly designated.

*Department of Transport and Main Roads*
Statement of cash flows
for the year ended 30 June 2022

| | 2022 $'000 | 2021 $'000 |
|---|---|---|
| **Cash flows from operating activities** | | |
| *Inflows:* | | |
| Service appropriation receipts | 5,944,558 | 5,632,724 |
| User charges and fees | 670,648 | 559,313 |
| Grants and other contributions | 145,177 | 182,162 |
| GST input tax credits from ATO | 853,228 | 749,290 |
| GST collected from customers | 67,297 | 67,466 |
| Other | 51,967 | 29,721 |
| *Outflows:* | | |
| Employee expenses | (653,361) | (650,182) |
| Supplies and services | (4,180,982) | (3,936,787) |
| Grants and subsidies | (702,273) | (685,465) |
| Finance and borrowing costs | (76,487) | (94,177) |
| GST paid to suppliers | (840,708) | (771,361) |
| GST remitted to ATO | (68,322) | (66,449) |
| Income tax equivalent paid | (14,519) | (8,799) |
| Other | (22,940) | (15,193) |
| **Net cash provided by operating activities** | **1,173,283** | **992,263** |
| | | |
| **Cash flows from investing activities** | | |
| *Inflows:* | | |
| Sales of property, plant and equipment | 18,878 | 3,430 |
| *Outflows:* | | |
| Payments for property, plant and equipment | (4,077,969) | (3,260,501) |
| Payments for intangibles | (17,912) | (21,963) |
| **Net cash used in investing activities** | **(4,077,003)** | **(3,279,034)** |
| | | |
| **Cash flows from financing activities** | | |
| *Inflows:* | | |
| Equity injections | 4,032,675 | 3,498,060 |
| *Outflows:* | | |
| Equity withdrawals | (1,191,386) | (1,134,417) |
| Borrowing redemptions | (36,487) | (71,019) |
| **Net cash provided by financing activities** | **2,804,802** | **2,292,624** |
| | | |
| Net increase/(decrease) in cash | (98,918) | 5,853 |
| Cash – opening balance | 344,348 | 338,495 |
| **CASH – CLOSING BALANCE** | **245,430** | **344,348** |

*The accompanying notes form part of these financial statements.*

**Cash disclosure**

Cash represents all cash on hand, cash at bank and cheques receipted but not banked at 30 June.

The department's bank accounts are grouped within the whole of government banking set-off arrangement with Queensland Treasury Corporation and do not earn interest. The department has an overdraft facility with the Commonwealth Bank of Australia with an approved limit of $200m (2021: $200m). There is no interest charged on this overdraft facility.

*Department of Transport and Main Roads*
Notes to the Statement of cash flows
for the year ended 30 June 2022

| | 2022 $'000 | 2021 $'000 |
|---|---|---|
| **RECONCILIATION OF OPERATING RESULT TO NET CASH PROVIDED BY OPERATING ACTIVITIES** | | |
| **OPERATING RESULT** | (61,079) | 14,676 |
| **Non-cash items included in operating result** | | |
| Goods, services and assets received at below fair value | (71,576) | (5,121) |
| Gains on disposal of assets | (3,127) | (4,073) |
| Gain on finance lease modification | - | (5,469) |
| Service concession arrangements revenue | (232,180) | (232,180) |
| Assets provided at below fair value | 64,742 | 13,406 |
| Depreciation and amortisation | 1,355,679 | 1,265,135 |
| Loss on disposed assets | 5,191 | 24,901 |
| **Change in assets and liabilities:** | | |
| (Increase)/decrease in receivables | (3,918) | (99,871) |
| (Increase)/decrease in inventories | (1,926) | (2,329) |
| (Increase)/decrease in prepayments | 73,092 | (111,576) |
| (Increase)/decrease in deferred tax assets | 556 | 2,090 |
| Increase/(decrease) in payables | (11,682) | 53,761 |
| Increase/(decrease) in accrued employee benefits | 628 | (41,747) |
| Increase/(decrease) in current tax liabilities | - | (473) |
| Increase/(decrease) in other liabilities | 58,883 | 121,133 |
| **Net cash provided by operating activities** | **1,173,283** | **992,263** |

## CHANGES IN LIABILITIES ARISING FROM FINANCING ACTIVITIES

### BORROWINGS – Note 18

| | | |
|---|---|---|
| Opening balance | 1,255,850 | 1,308,553 |
| New borrowings – leases | 75,824 | 294 |
| Accrued repayments | (360) | 23,491 |
| Remeasurement of liability | 774 | (5,469) |
| Non-cash changes | 76,238 | 18,316 |
| Cash repayments | (36,487) | (71,019) |
| **Closing balance** | **1,295,601** | **1,255,850** |

*Department of Transport and Main Roads*
Notes to the financial statements 2021–22

## 1 ACCOUNTING POLICIES AND BASIS FOR FINANCIAL STATEMENTS PREPARATION

Refer to individual notes for specific accounting policies.

**STATEMENT OF COMPLIANCE**

The department has prepared these financial statements in compliance with section 38 of the *Financial and Performance Management Standard 2019*.

These financial statements are general purpose financial statements and have been prepared on an accrual basis in accordance with Australian Accounting Standards and Interpretations and requirements applicable to not-for-profit entities. Except where stated, historical cost is used as the measurement basis in the financial statements.

The financial statements are authorised for issue by the Director-General and Chief Finance Officer at the date of signing of the management certificate.

**THE REPORTING ENTITY**

The Department of Transport and Main Roads is a Queensland Government department established under the *Public 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:
- Accessible – Deliver a transport system that is accessible and inclusive for our customers
- Safe – Provide a safe and secure transport system and Department of Transport and Main Roads workplaces
- Responsive – Actively manage a transport system that is responsive to evolving customer expectations and business disruptions
- Efficient – Deliver an efficient and reliable system to advance the movement of people and goods and optimise our resources
- Sustainable – Create an environmentally, economically and socially sustainable transport system that supports liveable and prosperous communities.

The financial statements include the value of all income, expenses, assets, liabilities and equity of the Department of Transport and Main Roads.

The department has elected not to consolidate its investment in the controlled entity Transmax Pty Ltd in accordance with AASB 127 *Separate Financial Statements*. Refer to Note 25.

**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 policy, planning and investment frameworks to deliver an integrated transport network accessible to everyone.

**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 enhance the safety of the transport system through quality regulation, road and maritime safety programs.

**Customer experience**

The objective of this service area is to understand evolving customer needs and expectations, to improve customer experiences and reduce complaints.

**Passenger transport services**

The objective of this service area is to connect Queensland through the delivery of customer focused passenger transport services.

**Transport infrastructure construction and maintenance (RoadTek)**

RoadTek provides transport infrastructure solutions, including construction and maintenance services, to enable the department to deliver on Queensland Government priorities and outcomes for the community.

## 1 ACCOUNTING POLICIES AND BASIS FOR FINANCIAL STATEMENTS PREPARATION (continued)

### AGENCY ARRANGEMENTS

The department performs certain transactions in an agent capacity, and the receipts of such funds are not considered to be revenue for the department, nor are payments of these amounts considered to be expenses of the department. These transactions are not recognised in the financial statements but are disclosed in these notes for the information of users. Significant agency transactions are disclosed in Note 27.

### ACCOUNTING ESTIMATES AND JUDGEMENTS

The preparation of financial statements necessarily requires the determination and use of certain critical accounting estimates, assumptions, and management judgements that have potential to cause a material adjustment to the carrying amounts of assets and liabilities within the next reporting period. Such estimates, judgements and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in future periods as relevant.

Estimates and assumptions that have a potential significant effect are outlined in the following financial statement notes:
- Note 12 Receivables
- Note 14 Intangible assets
- Note 15 Property, plant and equipment
- Note 16 Public private partnerships
- Note 19 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.

### CLIMATE RISK DISCLOSURE

The department considers specific financial impacts relating to climate related risks by identifying and monitoring material accounting judgements and estimates used in preparing the financial report. This includes the potential for changes in asset useful lives, changes in the fair value of assets, provisions or contingent liabilities and changes in expenses and revenue.

The department has not identified any material climate related risks relevant to the financial statements at the reporting date, and no adjustments to the carrying value of recorded assets or other adjustments to the amounts recorded in the financial statements were recognised during the financial year.

The State of Queensland, as the ultimate parent of the Department of Transport and Main Roads, has published a wide range of information and resources on climate change including the following whole-of-government publications in relation to climate risk, strategy and action:
- Climate Adaptation Strategy
- Climate Transition Strategy
- Climate Action Plan 2030
- Queensland Sustainability Report.

The department constantly monitors the emergence of climate risks under the Queensland Government's Climate Transition Strategy. As part of the Queensland Climate Change Response, the department is undertaking projects specifically designed to reduce greenhouse gas emissions and decarbonise the Queensland transport sector, and to improve the department's capability to assess climate risk, undertake adaptation planning and build climate resilience across the network.

### FINANCIAL IMPACTS FROM THE COVID-19 PANDEMIC

The department continuously assesses the financial impacts of the COVID-19 pandemic, particularly in relation to fare revenue. The financial impact from reduced public transport patronage is estimated to cost the department $186.0m in 2022 ($173.0m in 2021) compared to the pre-pandemic level.

### NEW AND REVISED ACCOUNTING STANDARDS

Australian Accounting Standards and Interpretations that have been issued or amended, but are not yet effective, have not been adopted by the department in accordance with Queensland Treasury policy.

## 1 ACCOUNTING POLICIES AND BASIS FOR FINANCIAL STATEMENTS PREPARATION (continued)

**CHANGE IN ACCOUNTING POLICY**

**Configuration or customisation costs in cloud computing arrangements**

Following the issuance of the International Financial Reporting Interpretations Committee's (IFRIC) agenda decision on Configuration or Customisation Costs in a Cloud Computing Arrangement in March 2021, the department has changed its accounting policy for certain cloud computing and software-as-a-service (SaaS) costs. The effects of these changes are detailed in Note 14 and Note 15.

In completing the analysis of previously capitalised software the department must demonstrate control of the asset by obtaining economic benefits from the software and the ability to restrict access of others.

Where there is no control, configuration and customisation costs do not qualify as an intangible asset and are further assessed as to the appropriate timing of expense recognition using the following criteria:

- Where the configuration or customisation is considered as a distinct, separately identifiable, service from the subsequent access to the cloud software, the costs are expensed when the configuration or customisation received.
- Where the configuration or customisation is not a distinct service from the department's right to access the software, the costs are expensed over the period of access on a straight-line basis. A prepayment asset is recognised when the payment is made upfront.

Changes have been applied retrospectively with an adjustment to comparative opening balances as at 1 July 2020. However, a separate statement of financial position as at 1 July 2020 is not provided because the overall impact of these changes is not considered material.

The impacts are summarised in the table below:

| **Category** | **$'000** |
|---|---|
| *Impact on balances in 2020–21* | |
| Intangible assets | ($141,217) |
| Property, plant and equipment | ($54,207) |
| Prepayments | $21,916 |
| Accumulated Surplus | ($173,508) |
| | |
| *Revenue and expenses for 2020–21* | |
| Supplies and services | $35,372 |
| Depreciation and amortisation | ($12,843) |

**MACHINERY-OF-GOVERNMENT CHANGES**

**Fines and penalty debt administration**

As a result of the Public Service Departmental Arrangements Notice (No.1) 2022, the fines and penalty debt administration functions of the department were transferred to the Queensland Revenue Office within Queensland Treasury, effective from 1 February 2022. There were no assets or liabilities transferred as part of the arrangement, however 23 employees were transferred from the department to the Queensland Revenue Office.

## 2 APPROPRIATIONS

| | 2022 $'000 | 2021 $'000 |
|---|---|---|
| **Reconciliation of payments from Consolidated Fund to appropriation revenue recognised in operating result** | | |
| Budgeted appropriation revenue | 5,947,975 | 5,673,004 |
| Transfers to other departments | (1,322) | - |
| Transfers to other headings | (2,095) | (40,280) |
| Total appropriation received | 5,944,558 | 5,632,724 |
| Less: Opening balance of appropriation revenue receivable | (19,010) | - |
| Plus: Closing balance of appropriation revenue receivable | 1,993 | 19,010 |
| Plus: Opening balance of deferred appropriation payable to Consolidated Fund | - | 61,290 |
| Less: Closing balance of deferred appropriation payable to Consolidated Fund | - | - |
| Net appropriation revenue | 5,927,541 | 5,713,024 |
| **Appropriation revenue recognised in Statement of comprehensive income** | **5,927,541** | **5,713,024** |
| | | |
| **Reconciliation of payments from Consolidated Fund to equity adjustment recognised in contributed equity** | | |
| Budgeted equity adjustment appropriation | 2,419,324 | 2,019,337 |
| Transfers from other headings | 91,639 | 344,306 |
| Unforeseen expenditure * | 330,326 | - |
| Equity adjustment receipts | 2,841,289 | 2,363,643 |
| **Equity adjustment recognised in contributed equity** | **2,841,289** | **2,363,643** |

* Unforeseen expenditure in 2022 is primarily due to accelerated expenditure on various capital programs.

**Accounting policy**

Appropriations provided under the *Appropriation Act 2021* are recognised as revenue when received. Where the department has an obligation to return unspent or unapplied appropriation receipts to the Consolidated Fund at year end, a deferred appropriation liability to the Consolidated Fund is recognised with a corresponding reduction to appropriation revenue, reflecting the net appropriation revenue position with the Consolidated Fund for the reporting period. Capital appropriations are recognised as adjustments to equity.

## 3 USER CHARGES AND FEES

| | | |
|---|---|---|
| Compulsory third party administration fees | 39,628 | 38,271 |
| Fare revenue * | 202,654 | 208,942 |
| Merchant fees collected | 10,431 | 9,552 |
| National Heavy Vehicle Regulator | 15,462 | 19,997 |
| Personalised plates sales | 88,182 | 86,146 |
| Pilotage | 96,927 | 94,532 |
| Property rental | 36,420 | 28,962 |
| Recoverable works ** | 98,072 | 14,328 |
| Registration fee surcharge | 19,452 | 20,339 |
| Services rendered | 26,474 | 29,999 |
| Toll revenue | 19,727 | 18,748 |
| Other | 49,852 | 45,708 |
| **Total** | **703,281** | **615,524** |

* Fare revenue has decreased across passenger transport services due to the ongoing COVID-19 pandemic.

** Increase due to works completed for Queensland Rail relating to park and ride infrastructure of $66.907m, and $16.923m from the City of Gold Coast for local infrastructure improvements.

**Accounting policy**

User charges and fees are recognised as performance obligations are met and as goods or services are provided to the customer.

## 4 GRANTS AND OTHER CONTRIBUTIONS

| | 2022 $'000 | 2021 $'000 |
|---|---|---|
| Goods, services and assets received at below fair value * | 71,576 | 5,022 |
| Grants from City of Gold Coast ** | 17,000 | - |
| Grants from Motor Accident Insurance Commission *** | 187 | 4,240 |
| Grants from Queensland Health **** | 8,726 | 12,856 |
| Grants from Queensland Reconstruction Authority ***** | 71,270 | 122,996 |
| Subsidies from Department of Education for students with disabilities | 43,137 | 39,568 |
| Other | 4,857 | 2,502 |
| **Total** | **216,753** | **187,184** |

* Includes infrastructure assets received from local governments of $54.840m.

** Grants related to the Gold Coast Light Rail system Stage 3.

*** Grants received for road safety campaigns.

**** Grants received for additional cleaning and sanitising costs incurred due to the COVID-19 pandemic.

***** Grants received for the rebuilding of transport infrastructure following natural disasters under the Natural Disaster Relief and Recovery Arrangements (NDRRA) and Disaster Recovery Funding Arrangements (DRFA).

**Accounting policy**

Grants, contributions and donations are non-reciprocal transactions where the department does not directly give approximately equal value to the grantor.

Where the grant agreement is enforceable and contains sufficiently specific performance obligations for the department to transfer goods or services to a third-party on the grantor's behalf, the transaction is accounted for under AASB 15 *Revenue from Contracts with Customers*. In this case revenue is initially deferred as a contract liability and recognised as or when the performance obligations are satisfied.

Otherwise, the grant is accounted for under AASB 1058 *Income of Not-for-Profit Entities*, whereby revenue is recognised upon receipt of the grant funding, except for special purpose capital grants received to construct non-financial assets controlled by the department. Special purpose capital grants are recognised as unearned revenue when received, and subsequently recognised progressively as revenue as the department satisfies its obligations under the grant through construction of the asset.

Contributions of services are recognised only if the services would have been purchased if they had not been donated and their fair value can be measured reliably. Where this is the case, the amount representing the fair value is recognised as revenue with a corresponding expense for the same amount.

Contributed physical assets are recognised at their fair value.

## 5 EMPLOYEE EXPENSES

| | | |
|---|---|---|
| **Employee benefits** | | |
| Annual leave levy | 47,365 | 42,608 |
| Employer superannuation contributions | 62,555 | 59,064 |
| Long service leave levy | 13,613 | 12,034 |
| Wages and salaries | 506,510 | 472,400 |
| Other employee benefits | 4,393 | 4,367 |
| **Employee related expenses** | | |
| Workers' compensation premium | 3,029 | 2,821 |
| Other employee related expenses | 12,861 | 9,789 |
| **Total** | **650,326** | **603,083** |

The department's total employee expenditure was $897.836m in 2022 (2021: $846.384m). Of this $247.510m (2021: $243.301m) was capitalised to construction work in progress leaving $650.326m (2021: $603.083m) reported as employee expenses.

| | | |
|---|---|---|
| **Number of full-time equivalent employees** | **7,405** | **7,382** |

Refer to Note 20 for the policies related to employee entitlements.

## 6 KEY MANAGEMENT PERSONNEL AND REMUNERATION EXPENSES

**Key management personnel**

The department's responsible Minister, the Minister for Transport and Main Roads, is identified as part of the department's key management personnel, consistent with guidance included in AASB 124 *Related Party Disclosures*.

The following details for non-Ministerial key management personnel include those positions that form the department's Executive Leadership Team (ELT) that had authority and responsibility for planning, directing and controlling the activities of the department during the financial year. Further information on these positions can be found in the Annual Report under the section titled Our Organisation.

**Remuneration expenses**

Ministerial remuneration entitlements are outlined in the Legislative Assembly of Queensland's Members' Remuneration Handbook. The department does not bear any cost of remuneration for the Minister. The majority of Ministerial entitlements are paid by the Legislative Assembly, with the remaining entitlements being provided by Ministerial Services Branch within the Department of the Premier and Cabinet.

As all Ministers are reported as key management personnel of the Queensland Government, aggregate remuneration expenses for all Ministers is disclosed in the Queensland General Government and Whole of Government Consolidated Financial Statements, which are published as part of Queensland Treasury's Report on State Finances.

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 and post employment expenses including:
  - amounts expensed in respect of long service leave entitlements earned
  - amounts expensed in respect of employer superannuation obligations.
- Termination benefits include payments in lieu of notice on termination and other lump sum separation entitlements payable on termination of employment.

**1 July 2021 – 30 June 2022**

| Position | Short term employee expenses $'000 | Long term and post employment expenses $'000 | Termination benefits $'000 | Total expenses $'000 |
|---|---|---|---|---|
| Director-General | 553 | 79 | - | **632** |
| Deputy Director-General (Customer Services, Safety and Regulation) (Exited 17.09.2021) | 59 | 8 | - | **67** |
| Acting Deputy Director-General (Customer Services, Safety and Regulation) (20.09.2021–30.06.2022) | 212 | 31 | - | **243** |
| Deputy Director-General (Infrastructure Management and Delivery) | 299 | 38 | - | **337** |
| Deputy Director-General (Policy, Planning and Investment) | 295 | 38 | - | **333** |
| Deputy Director-General * (Translink) (Appointed December 2021) | 305 | 20 | - | **325** |
| Deputy Director-General (Corporate) | 259 | 34 | - | **293** |
| Chief Operations Officer | 242 | 31 | - | **273** |

* Includes $151,071 as the key management personnel officer was employed as a contractor for the period 1 July 2021 to 10 December 2021. The recruitment followed standard departmental policies and conditions for the procurement of such services.

## 6 KEY MANAGEMENT PERSONNEL AND REMUNERATION EXPENSES (continued)

**Remuneration expenses (continued)**

**1 July 2020 – 30 June 2021**

| Position | Short term employee expenses $'000 | Long term and post employment expenses $'000 | Termination benefits $'000 | Total expenses $'000 |
|---|---|---|---|---|
| Director-General | 554 | 79 | - | **633** |
| Deputy Director-General (Customer Services, Safety and Regulation) | 283 | 38 | - | **321** |
| Deputy Director-General (Infrastructure Management and Delivery) | 293 | 38 | - | **331** |
| Deputy Director-General (Policy, Planning and Investment) | 288 | 38 | - | **326** |
| Deputy Director-General (Translink) | 268 | 37 | - | **305** |
| Deputy Director-General (Corporate) | 253 | 35 | - | **288** |
| Chief Operations Officer | 244 | 31 | - | **275** |

Comparatives have been restated following a review of the calculation methodology and the removal of immaterial balances relating to short term relieving arrangements.

The alignment of payroll dates and calendar dates lead to an extra pay period in 2021.

**Performance payments**

None of the non-Ministerial key management personnel remuneration packages provide for performance or bonus payments.

**Transactions with related parties of key management personnel**

There are no material related party transactions for non-Ministerial key management personnel during the period, other than domestic transactions that form part of the usual course of business, which are not required to be reported as related party disclosures.

## 7 SUPPLIES AND SERVICES

| | 2022 $'000 | 2021 $'000 |
|---|---|---|
| Administration | 65,749 | 63,785 |
| Contractors – including service contracts: | | |
| Administrative and professional * | 59,956 | 77,846 |
| Information technology | 78,320 | 40,725 |
| Queensland Transport and Roads Investment Program (QTRIP) | 483,024 | 446,053 |
| Repairs and maintenance | 86,948 | 55,263 |
| Transport services – Queensland Rail ** | 1,998,842 | 1,912,301 |
| Transport services – other | 1,086,346 | 1,059,045 |
| Other | 40,270 | 31,466 |
| Communication equipment and service charges | 55,304 | 48,992 |
| Motor vehicles – Qfleet | 10,265 | 10,025 |
| Office accommodation | 53,984 | 51,258 |
| Payments to other government agencies *** | 50,641 | 44,694 |
| Utilities | 54,808 | 53,420 |
| Raw materials | 44,395 | 44,440 |
| Other | 81,650 | 99,452 |
| **Total** | **4,250,502** | **4,038,765** |

## 7 SUPPLIES AND SERVICES (continued)

* Comparatives have changed following the reclassification of expenditure associated with departmental cloud computing arrangements due to a change in accounting policy. Refer to Note 1.

** The department has a contract with Queensland Rail to provide rail passenger services in suburban and regional Queensland, and to ensure the Queensland Rail network can support safe and reliable passenger and freight services.

*** Payments to other government agencies includes Queensland Shared Services of $20.802m in 2022 (2021: $19.171m), the Queensland Government's primary information services provider CITEC of $24.952m in 2022 (2021: $23.125m), and other government entities of $4.887m in 2022 (2021: $2.398m).

The department's total supplies and services expenditure was $7.994b in 2022 (2021: $7.109b). Of this $3.743b (2021: $3.070b) was capitalised to construction work in progress leaving $4.251b (2021: $4.039b) reported as supplies and services.

## 8 GRANTS AND SUBSIDIES

| | 2022 $'000 | 2021 $'000 |
|---|---|---|
| Assets provided to third parties at below fair value * | 64,742 | 13,406 |
| Public transport | 89,208 | 94,034 |
| School transport | 164,927 | 156,500 |
| Transport infrastructure ** | 410,337 | 313,822 |
| Transport Infrastructure Development Scheme (TIDS) | 69,870 | 82,923 |
| Other | 13,294 | 34,786 |
| **Total** | **812,378** | **695,471** |

* Includes $61.068m in 2022 for infrastructure assets transferred to local governments.

** Includes $80.0m in 2022 paid to the Brisbane City Council for the Brisbane Metro project.

## 9 FINANCE AND BORROWING COSTS

| | | |
|---|---|---|
| Interest on lease liabilities | 90 | 91 |
| Interest on service concession arrangements | 46,653 | 48,369 |
| Interest on New Generation Rollingstock arrangement | 33,228 | 69,418 |
| **Total** | **79,971** | **117,878** |

**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 DEPRECIATION AND AMORTISATION

| | | |
|---|---|---|
| **Depreciation incurred for property, plant and equipment** | | |
| Buildings | 48,950 | 51,299 |
| Plant and equipment | 39,294 | 41,100 |
| Major plant and equipment | 42,535 | 40,560 |
| Infrastructure | 1,038,373 | 951,074 |
| Service concession assets | 174,729 | 169,770 |
| Right-of-use assets | 167 | 321 |
| **Total** | **1,344,048** | **1,254,124** |
| | | |
| **Amortisation incurred** | | |
| Software purchased | 2,642 | 2,192 |
| Software internally generated * | 8,989 | 8,819 |
| **Total** | **11,631** | **11,011** |

* Comparatives have changed following the reclassification of expenditure associated with departmental cloud computing arrangements due to a change in accounting policy. Refer to Note 1.

*Department of Transport and Main Roads*
Notes to the financial statements 2021–22

## 11 OTHER EXPENSES

| | 2022 $'000 | 2021 $'000 |
|---|---|---|
| Queensland Audit Office – external audit fees * | 741 | 750 |
| Audit fees – other ** | 1,033 | 793 |
| Fees, permits and other charges | 1,795 | 1,344 |
| Insurance premiums | 9,350 | 8,491 |
| Loss on disposal of property, plant and equipment *** | 3,941 | 24,551 |
| Losses: | | |
| Public monies | 356 | 222 |
| Public property | 33 | 34 |
| Special payments: | | |
| Ex gratia payments | 784 | 131 |
| Court awarded damages | - | 4 |
| Compensation claims **** | 8,233 | 2,302 |
| Other | 1,865 | 1,472 |
| **Total** | **28,131** | **40,094** |

* Total audit fees quoted by the Queensland Audit Office relating to the 2022 financial statements are $0.740m. Actual fees paid relating to the 2021 audit were $0.742m.

** Relates mainly to probity audits associated with road infrastructure projects.

*** Includes $13.580m in 2021 associated with Cross River Rail project related asset disposals.

**** Includes $7.206m paid to toll road operators for suspension of tolling due to the South East Queensland flood event.

The department's total other expenses was $48.405m in 2022 (2021: $72.570m). Of this $20.274m (2021: $32.476m) was capitalised to construction work in progress leaving $28.131m (2021: $40.094m) reported as other expenses.

**Insurance**

With the exception of bridge and tunnel assets, the department's road assets are not insured. The risk associated with these assets is therefore borne by government. In certain circumstances, damage to the road network may be proportionally covered through the Australian Government's *Disaster Recovery Funding Arrangements* (previously *Natural Disaster Relief and Recovery Arrangements*).

The department insures its open tender road construction contract activities for material damage, public and products liability, environmental impairment liability and professional indemnity under the Principal Arranged Insurance Program. As well as providing cover for the department and its employees, it also covers the other parties to open tender construction contracts such as contractors and sub-contractors.

The department's project risks and other non-current physical assets are insured through the Queensland Government Insurance Fund, with the exception of land, and New Generation Rollingstock and Gold Coast Light Rail assets which are insured by the service operator. Under this scheme the department's liability is limited to $10,000 for each claim.

In addition, the department pays premiums to WorkCover Queensland for its obligations for employee compensation and insures its fleet assets through the open insurance market.

## 12 RECEIVABLES

| | 2022 $'000 | 2021 $'000 |
|---|---|---|
| **Current** | | |
| Trade debtors | 123,738 | 99,549 |
| Other debtors | 5,574 | 4,707 |
| Less: Loss allowance * | (5,406) | (11,776) |
| | **123,906** | **92,480** |
| GST receivable | 82,165 | 94,685 |
| GST payable | (6,779) | (7,804) |
| | **75,386** | **86,881** |
| Annual leave reimbursements | 15,406 | 13,545 |
| Appropriation revenue receivable | 1,993 | 19,010 |
| Long service leave reimbursements | 5,012 | 3,210 |
| Other | 5,010 | 7,714 |
| | **27,421** | **43,479** |
| **Total** | **226,713** | **222,840** |
| **Non-current** | | |
| Sublease receivable | 3,274 | 3,229 |
| **Total** | **3,274** | **3,229** |

*** Movements in the loss allowance**

| | | |
|---|---|---|
| Opening balance | 11,776 | 10,050 |
| Increase in allowance recognised in the operating result | 1,162 | 2,375 |
| Amounts written off during the year | (613) | (653) |
| Impairment loss reversal (amount recovered) ** | (6,935) | - |
| Amounts recovered during the year previously written off | 16 | 4 |
| Closing balance *** | 5,406 | 11,776 |

** Individually impaired financial assets are more than 90 days overdue.

*** Recovery of previously impaired debt following renegotiation of the outstanding amount with the customer.

**Receivables credit risk – ageing analysis**

| Past due but not impaired | Overdue | | | | |
|---|---|---|---|---|---|
| | 1-30 days $'000 | 31-60 days $'000 | 61-90 days $'000 | More than 90 days $'000 | Total $'000 |
| **2022** Trade debtors | 2,372 | 106 | 406 | 1,390 | **4,274** |
| **2021** Trade debtors | 2,093 | 524 | 533 | 1,458 | **4,608** |

**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.

Under AASB 9 *Financial instruments* the department has assessed the historical trend of its receivables to calculate loss rates adjusted for forward-looking information. Historical rates are calculated using credit losses experienced during the past 10 years preceding 30 June 2022, adjusted by the unemployment rate, which is determined to be the most relevant forward-looking indicator for the department. The calculated lifetime expected credit loss allowance is then applied to trade receivables. No additional loss allowance has been recognised in the current financial year based on materiality.

All known bad debts were written off as at 30 June each year.

The department's annual and long service leave receivables relate to the Queensland Government's Annual Leave and Long Service Leave Central Schemes which are administered by QSuper on behalf of the state. Refer to Note 20.

## 13 PREPAYMENTS

| | 2022 $'000 | 2021 $'000 |
|---|---|---|
| **Current** | | |
| Insurance | 2,805 | 3,868 |
| New Generation Rollingstock accessibility works * | 61,109 | 60,519 |
| Pilotage | 1,030 | 2,030 |
| Prepaid salaries | 2,941 | 5,582 |
| Queensland Rail transport services contract | - | 17,500 |
| Software and data agreements ** | 24,996 | 36,606 |
| Other | 910 | 3,446 |
| **Total** | **93,791** | **129,551** |
| **Non-current** | | |
| Insurance | 4,019 | 5,020 |
| New Generation Rollingstock accessibility works * | 138,994 | 175,648 |
| Software and data agreements | 1,353 | 743 |
| Other | 61 | 348 |
| **Total** | **144,427** | **181,759** |

* Milestone payments on rectification works for New Generation Rollingstock train sets made in accordance with the variation deed entered into with the vendor. Residual payments have been recognised as a provision. Refer to Note 19.

** Comparatives have changed following the reclassification of expenditure associated with departmental cloud computing arrangements due to a change in accounting policy. Refer to Note 1.

## 14 INTANGIBLE ASSETS

| | Software purchased 2022 $'000 | Software internally generated* 2022 $'000 | Software work in progress 2022 $'000 | Other 2022 $'000 | Total 2022 $'000 |
|---|---|---|---|---|---|
| Gross value | 33,536 | 281,981 | 44,114 | 4,350 | **363,981** |
| Less: Accumulated amortisation | (19,050) | (254,751) | - | (4) | **(273,805)** |
| **Carrying amount at 30 June** | **14,486** | **27,230** | **44,114** | **4,346** | **90,176** |
| **Reconciliation** | | | | | |
| Carrying amount at 1 July | 9,847 | 35,426 | 35,935 | 4,346 | **85,554** |
| Acquisitions (including upgrades) | - | - | 17,912 | - | **17,912** |
| Transfers between classes | 7,281 | 793 | (8,074) | - | **-** |
| Transfers to property, plant and equipment | - | - | (409) | - | **(409)** |
| Projects written off | - | - | (1,250) | - | **(1,250)** |
| Amortisation | (2,642) | (8,989) | - | - | **(11,631)** |
| **Carrying amount at 30 June** | **14,486** | **27,230** | **44,114** | **4,346** | **90,176** |

## 14 INTANGIBLE ASSETS (continued)

| | Software purchased | Software internally generated* | Software work in progress | Other | Total |
|---|---|---|---|---|---|
| | 2021 $'000 | 2021 ** $'000 | 2021 $'000 | 2021 $'000 | 2021 $'000 |
| Gross value | 26,254 | 282,718 | 35,935 | 4,350 | **349,257** |
| Less: Accumulated amortisation | (16,407) | (247,292) | - | (4) | **(263,703)** |
| **Carrying amount at 30 June** | **9,847** | **35,426** | **35,935** | **4,346** | **85,554** |
| **Reconciliation** | | | | | |
| Carrying amount at 1 July | 12,039 | 36,662 | 23,290 | 4,207 | **76,198** |
| Acquisitions (including upgrades) | - | - | 21,963 | - | **21,963** |
| Transfers between classes | - | 4,473 | (4,473) | - | **-** |
| Transfers from/(to) property, plant and equipment | - | 3,110 | (4,495) | 139 | **(1,246)** |
| Projects written off | - | - | (350) | - | **(350)** |
| Amortisation | (2,192) | (8,819) | - | - | **(11,011)** |
| **Carrying amount at 30 June** | **9,847** | **35,426** | **35,935** | **4,346** | **85,554** |

* The department holds significant internally generated software assets as follows:

- Portfolio, Program, Project and Contract Management software that has a carrying amount of $12.533m (2021: $16.710m) and a remaining amortisation period of 3 years.
- New Queensland Drivers Licence software that has a carrying amount of $6.382m (2021: $7.654m) and a remaining amortisation period of 5 years.

** Comparatives have changed following the reclassification of expenditure associated with departmental cloud computing arrangements due to a change in accounting policy. Refer to Note 1.

**Accounting policy**

Intangible assets with a cost equal to or greater than $100,000 are recognised in the financial statements. Items with a lesser cost are expensed.

Expenditure on research activities relating to internally-generated intangible assets is recognised as an expense in the period in which it is incurred. Any training costs are expensed as incurred.

The department's intangible assets are not revalued as there is no active market for any of these assets. Such assets are recognised and carried at cost less accumulated amortisation and accumulated impairment losses.

For each class of intangible asset, the following amortisation rates are used:

| Class | Amortisation method | Average useful life |
|---|---|---|
| Intangibles – purchased | Straight-line | 11 |
| Intangibles – internally generated | Straight-line | 15 |
| 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.

## 15 PROPERTY, PLANT AND EQUIPMENT

| | Land | Buildings | Plant and equipment | Major plant and equipment | Infrastructure * ** | Work in progress | Total |
|---|---|---|---|---|---|---|---|
| | 2022 $'000 | 2022 $'000 | 2022 $'000 | 2022 $'000 | 2022 $'000 | 2022 $'000 | 2022 $'000 |
| Gross value | 6,023,069 | 1,108,316 | 679,290 | 1,322,862 | 96,904,142 | 5,574,785 | **111,612,464** |
| Less: Accumulated depreciation | - | (297,630) | (494,664) | (153,319) | (23,667,132) | - | **(24,612,745)** |
| **Carrying amount at 30 June** | **6,023,069** | **810,686** | **184,626** | **1,169,543** | **73,237,010** | **5,574,785** | **86,999,719** |
| **Reconciliation** | | | | | | | |
| Carrying amount at 1 July | 5,250,177 | 764,733 | 199,372 | 1,129,823 | 61,106,934 | 6,076,782 | **74,527,821** |
| Acquisitions (including upgrades) | 204,348 | 26,192 | 16,059 | - | 74 | 3,650,529 | **3,897,202** |
| Assets received at below fair value | 9,676 | 25 | - | - | 59,643 | 2,232 | **71,576** |
| Transfers from/(to) other Queensland Government entities | (19,037) | - | - | - | 5,056 | - | **(13,981)** |
| Transfers between classes | - | - | 9,712 | 63,716 | 4,081,330 | (4,154,758) | **-** |
| Transfers from intangibles | - | - | 409 | - | - | - | **409** |
| Disposals | - | (128) | (1,632) | - | (2,989) | - | **(4,749)** |
| Assets provided to third parties at below fair value | - | - | - | - | (64,742) | - | **(64,742)** |
| Assets reclassified as held for sale | (14,915) | (1,212) | - | - | - | - | **(16,127)** |
| Net revaluation increments | 592,820 | 70,026 | - | 18,539 | 9,090,077 | - | **9,771,462** |
| Depreciation | - | (48,950) | (39,294) | (42,535) | (1,038,373) | - | **(1,169,152)** |
| **Carrying amount at 30 June** | **6,023,069** | **810,686** | **184,626** | **1,169,543** | **73,237,010** | **5,574,785** | **86,999,719** |

**Fair value reconciliation for land and building assets classified as level 3 – fair value substantially derived from unobservable inputs (refer to the following accounting policy)**

| | Land | Buildings |
|---|---|---|
| | 2022 $'000 | 2022 $'000 |
| Carrying amount at 1 July | 94,364 | 506,442 |
| Acquisitions | - | 353 |
| Transfer from level 2 to level 3 | (2,274) | - |
| Transfer from level 3 to level 2 | (6) | - |
| Transfers to other Queensland Government entities | (13) | - |
| Disposals | - | (121) |
| Assets reclassified as held for sale | (280) | - |
| Net revaluation increments | 13,037 | 43,956 |
| Depreciation | - | (22,393) |
| Carrying amount at 30 June | 104,828 | 528,237 |

* Infrastructure consists of roads with a gross replacement cost of $76.458b and a current replacement cost of $60.770b, structures with a gross replacement cost of $19.612b and a current replacement cost of $11.978b and other infrastructure with a gross replacement cost of $0.834b and a current replacement cost of $0.489b.

** The department has assessed market sensitivity and the fair value movements from the valuation date to 30 June 2022 for its significant assets. Accordingly an additional adjustment of $7.055b has been made to the carrying amount of road assets since the valuation, as a result of significant increases in the market rates of inputs such as raw materials and plant and labour.

## 15 PROPERTY, PLANT AND EQUIPMENT (continued)

| | Land | Buildings | Plant and equipment * | Major plant and equipment | Infrastructure ** | Work in progress *** | Total |
|---|---|---|---|---|---|---|---|
| | 2021 $'000 | 2021 $'000 | 2021 $'000 | 2021 $'000 | 2021 $'000 | 2021 $'000 | 2021 $'000 |
| Gross value | 5,250,177 | 1,039,577 | 671,440 | 1,234,092 | 81,752,936 | 6,076,782 | **96,025,004** |
| Less: Accumulated depreciation | - | (274,844) | (472,068) | (104,269) | (20,646,002) | - | **(21,497,183)** |
| **Carrying amount at 30 June** | **5,250,177** | **764,733** | **199,372** | **1,129,823** | **61,106,934** | **6,076,782** | **74,527,821** |
| **Reconciliation** | | | | | | | |
| Carrying amount at 1 July | 4,652,623 | 851,886 | 219,170 | 1,104,194 | 58,745,687 | 4,083,868 | **69,657,428** |
| Acquisitions (including upgrades) | 58,868 | 81 | 31,995 | - | - | 3,174,622 | **3,265,566** |
| Assets received at below fair value | 1,047 | - | - | - | - | 3,975 | **5,022** |
| Transfers from/(to) other Queensland Government entities | (1,119) | - | - | - | - | - | **(1,119)** |
| Transfers between classes | 1,792 | 12,808 | (10,894) | 46,945 | 1,135,032 | (1,185,683) | **-** |
| Transfers from/(to) intangibles | (139) | - | 1,385 | - | - | - | **1,246** |
| Disposals | (846) | (21,099) | (1,527) | - | (2,207) | - | **(25,679)** |
| Assets provided to third parties at below fair value | - | (5,485) | - | - | (7,921) | - | **(13,406)** |
| Assets reclassified as held for sale | (23,350) | (851) | - | - | - | - | **(24,201)** |
| Net revaluation increments | 561,301 | (21,308) | 343 | 19,244 | 2,187,417 | - | **2,746,997** |
| Depreciation | - | (51,299) | (41,100) | (40,560) | (951,074) | - | **(1,084,033)** |
| **Carrying amount at 30 June** | **5,250,177** | **764,733** | **199,372** | **1,129,823** | **61,106,934** | **6,076,782** | **74,527,821** |

**Fair value reconciliation for land and building assets classified as level 3 – fair value substantially derived from unobservable inputs (refer to the following accounting policy)**

| | Land | Buildings |
|---|---|---|
| | 2021 $'000 | 2021 $'000 |
| Carrying amount at 1 July | 12,074 | 564,885 |
| Acquisitions | 1 | - |
| Transfer from level 2 to level 3 | 94,157 | 33,062 |
| Transfer from level 3 to level 2 | (1,463) | (425) |
| Transfers to other Queensland Government entities | (58) | - |
| Transfers between classes | 4,987 | 499 |
| Disposals | (62) | (13,958) |
| Assets provided to third parties at below fair value | - | (5,485) |
| Net revaluation decrements | (15,272) | (54,169) |
| Depreciation | - | (17,967) |
| Carrying amount at 30 June | 94,364 | 506,442 |

* The heritage and cultural asset class is no longer separately disclosed in the financial statements due to its insignificant value. These assets are carried at cost under the plant and equipment asset class.

** Infrastructure consists of roads with a gross replacement cost of $62.807b and a current replacement cost of $49.262b, structures with a gross replacement cost of $18.195b and a current replacement cost of $11.410b and other infrastructure with a gross replacement cost of $0.751b and a current replacement cost of $0.434b.

*** Comparatives have changed following the reclassification of expenditure associated with departmental cloud computing arrangements due to a change in accounting policy. Refer to Note 1.

## 15 PROPERTY, PLANT AND EQUIPMENT (continued)

**Accounting policy**

***Recognition threshold***

All items of property, plant and equipment are recognised when the cost exceeds the following thresholds:

- Land $1
- Buildings $10,000
- Plant and equipment $5000
- Major plant and equipment $5000
- Infrastructure $10,000

All other items with a cost less than the above thresholds are expensed.

***Acquisition***

Actual cost is used for the initial recording of all non-current physical asset acquisitions. Cost is determined as the value given as consideration plus costs directly attributable to the acquisition, including all other costs incurred in preparing the assets ready for use.

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

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

***Depreciation***

For each class of property, plant and equipment other than infrastructure assets, the following depreciation rates are used:

| Class | Depreciation method | Average useful life |
|---|---|---|
| Land | Not depreciated | Indefinite life |
| Buildings | Straight-line | 37 |
| Plant and equipment | Straight-line | 10 |
| Major plant and equipment | Straight-line | 30 |
| Work in progress | Not depreciated | – |

Complex assets consist of significant separately identifiable components with different service lives, which are subject to regular replacement during the life of the complex asset. When the change in depreciation expense from separately identifying significant components is material to the class to which the assets relate, the significant components are separately identified and depreciated. The department's road infrastructure has a componentised structure as shown below.

The following depreciation rates are used for infrastructure sub-components:

| Component | Sub-component | Depreciation method | Average useful life |
|---|---|---|---|
| Roads | Surfaces | Straight-line | 24 |
| | Pavements | Straight-line | 61 |
| | Formation earthworks | Not depreciated | Indefinite life |
| | Formation earthworks | Straight-line | 27 |
| Structures – bridges, tunnels and major culverts | – | Straight-line | 89 |
| Other – mainly marine infrastructure | – | Straight-line | 55 |

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.

## 15 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 Resources in accordance with Queensland Government policy.

***Non-current assets classified as held for sale***

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

In accordance with AASB 5 *Non-current Assets Held for Sale and Discontinued Operations*, when an asset is classified as held for sale its value is measured at the lower of the asset's carrying amount and fair value less costs to sell. Such assets are no longer amortised or depreciated upon being classified as held for sale.

***Fair value measurement***

All assets and liabilities of the department for which fair value is measured or disclosed in the financial statements, are categorised within the following fair value hierarchy, based on the data and assumptions used in the most recent specific appraisals:

- Level 1 – represents fair value measurements that reflect unadjusted quoted market prices in active markets for identical assets and liabilities
- Level 2 – represents fair value measurements that are substantially derived from inputs other than quoted prices included within level 1 that are observable, either directly or indirectly
- Level 3 – represents fair value measurements that are substantially derived from unobservable inputs.

***Valuation of property, plant and equipment***

Plant and equipment assets and capital work in progress are measured at cost in accordance with Queensland Treasury's *Non-Current Asset Policies for the Queensland Public Sector*.

Land, buildings, major plant and equipment and infrastructure assets are measured and reported at their revalued amounts, being the fair value at the date of valuation, less any subsequent relevant accumulated depreciation and accumulated impairment.

The cost of items acquired during the financial year materially represent their fair value at the end of the reporting period.

Effective from 1 July 2021, heritage and cultural assets are included in the plant and equipment asset class and are no longer revalued as cost is considered to be fair value.

Road infrastructure assets are valued on an annual basis by suitably qualified departmental officers and external experts. Land, buildings, major plant and equipment and other infrastructure assets are assessed by qualified valuers at least once every five years with appropriate indices being applied in the intervening years.

During 2021–22 fair values within the land, buildings and major plant and equipment assets class were updated using suitable indices.

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

For assets revalued using a cost valuation approach accumulated depreciation is adjusted to equal the difference between the gross amount and carrying amount.

For assets revalued using a market or income based valuation approach accumulated depreciation is eliminated against the gross amount of the asset prior to restating for the revaluation.

## 15 PROPERTY, PLANT AND EQUIPMENT (continued)

**Accounting policy (continued)**
***Valuation of property, plant and equipment (continued)***

*Land*

The department's land was last revalued based on specific appraisal by external valuers and the department's Strategic Property Management unit as at September 2020. The fair value of land was based on recent comparable sales of similar land. Factors such as land restrictions, availability of market information and comparable sales were also taken into consideration during this specific appraisal.

The State Valuation Service has provided an individual factor change per property to determine fair value in 2022. In determining indices, the valuation incorporated market sales data, land valuations issued by the Valuer-General, the location of the department's land, its size, shape, street or road frontage and access and any other significant restrictions.

In accordance with AASB 13 *Fair Value Measurement,* the department's land assets are generally categorised as level 2.

Land subject to restrictions due to its size or use, and or ability to be sold, such as land located in areas where there is not an active market, has been classified as level 3.

*Buildings*

The department's buildings were last revalued based on specific appraisal by various external valuers and registered valuers from the departments Strategic Property Management unit effective as at September 2020. The fair value of building assets was based on recent comparable sales. Factors such as current building use, availability of market information and building condition were also taken into consideration during this specific appraisal.

The department's buildings were revalued in 2022 based on indexation information provided by various external valuers.

The department's building assets are categorised as a combination of level 2 and level 3 in accordance with AASB 13 *Fair Value Measurement*. Significant buildings not used for residential purposes without an active market have been classified as level 3.

*Major plant and equipment*

The department's major plant and equipment was last revalued based on specific appraisal by an external valuer as at September 2020.

The valuation method used is current replacement cost as there is no active market existing for such assets. The approach consists of reviewing recent local and international rolling stock contracts adjusted for the relevant producer price index and historical exchange rates.

The department's major plant and equipment was revalued in 2022 based on indexation information provided by an external valuer.

Significant judgement is also used to assess the remaining service potential of the assets, including current condition.

In accordance with AASB 13 *Fair Value Measurement*, major plant and equipment assets are categorised as level 3.

*Infrastructure*

A full management valuation of the road infrastructure network asset as at 31 March 2022 was completed by suitably qualified and experienced departmental engineers and staff. The valuation methodology adopted to calculate fair value is based on the cost to acquire the service potential embodied in an asset and adjusted to reflect the asset's present condition, functionality, technological and economic obsolescence. This is the estimated cost to replace an asset with an appropriate modern equivalent using current construction materials and standards, adjusted for changes in utility and service level.

The valuation involves a resource-based assessment to develop unit rates that provide a sound representation of the cost of replacing the service potential embodied in the asset. This process utilises the following key assumptions and judgements:

- Stereotypical roads – The road network is broken down into stereotypical roads as a way of standardising the complexities involved in road construction.
  The department estimates 13 different road stereotypes based on the road segments' complexity in relation to the number and width of traffic lanes, standard of construction (based on date), number of carriageways, age of construction, and location (rural or urban). Stereotypes range from unformed roads through to major motorways and busways and are further defined by complex category and sub-category mapping (for example, terrain – rolling, level, mountainous).

## 15 PROPERTY, PLANT AND EQUIPMENT (continued)

**Accounting policy (continued)**
***Valuation of property, plant and equipment (continued)***

*Infrastructure (continued)*

- Project work breakdown structure (WBS) – Each stereotype is supported by a complex breakdown of WBS schedules representing the types of projects that would be undertaken to replace and renew relevant asset components.
  As WBS represent a standardised road construction, assumptions are made on the area used for each WBS. The areas have been determined by a firm of consultant engineers and are reviewed and updated as necessary. There is a small number of derived WBS schedules that are based on other similar WBS instead of their own schedule of work activities.
- Unit rates – The unit rates applied to stereotypical roads are priced by an expert estimating firm using current market rates of inputs such as raw materials, plant and labour to underpin the detailed WBS schedules representing the way in which certain stereotypical roads would be replaced. Inputs are sourced directly from suppliers and subcontractors competing in the marketplace in Queensland.

  The unit rates, including underlying assumptions and specific details contained in the stereotypes, are ratified annually by an expert panel consisting of engineers and staff from a range of disciplines across the department in conjunction with local government and industry.

Remaining useful lives are estimated using past experience as detailed in the department's road condition models and in the extensive rule set that is applied to determine when an appropriate works intervention will occur. Consideration is also given to planned replacement programs as a result of observation of road use deterioration and environmental factors such as:

- Traffic volume
- Rutting
- Cracking
- Roughness
- Safety
- Number of years in use.

As there is no active market for the department's infrastructure assets, the valuation approach used is current replacement cost. This is the assets' measurement of their highest and best use. While the unit rates database consists of market derived component costs which includes raw materials and other costs of construction (level 2 inputs), there are also significant level 3 unobservable inputs such as useful life and asset condition which require extensive professional judgement. Differences in the assessment of these level 3 inputs would not result in material changes in the reported fair value.

The department determines the current replacement cost of structures on the infrastructure network through an approach that takes into consideration an expert review of actual construction costs and resource rates to replace existing bridges, tunnels and major culverts. This is achieved by referencing past works of similar construction method and moderating for changes in market movements through a combination of market indexation and referencing of recent actual construction costs and resource rates.

Unit rates for the current replacement cost of bridges and tunnels are derived from a combination of the current and prior four years' project costs and other departmental system reports, and market indexation, moderated by internal engineering experts. Unit rates for the current replacement cost of major culverts are derived from resource rates and use of the Expert Estimation tool, moderated by internal engineering experts. These unit rates are then certified by the department's Deputy Chief Engineer (Structures).

The department's other infrastructure was revalued as at September 2020 based on specific appraisal by an external valuer using a costing database similar to the unit rates process used for road infrastructure. During 2022 these asset values were indexed using suitable indices supplied by external valuers.

As with the department's road infrastructure assets, there is no active market for other infrastructure. Therefore current replacement cost is the measurement of the other infrastructure assets highest and best use.

In accordance with AASB 13 *Fair Value Measurement*, the department's infrastructure assets are categorised as level 3.

As the department is a not-for-profit entity with no cash generating units, impairment under AASB 136 *Impairment of Assets* is unlikely to arise, since property, plant and equipment is carried at fair value or an amount that approximates fair value in rare circumstances.

## 16 PUBLIC PRIVATE PARTNERSHIPS

### SERVICE CONCESSION ARRANGEMENTS UNDER AASB 1059

| Service concession assets | Gold Coast Light Rail – G:link 2022 $'000 | Toowoomba Bypass 2022 $'000 | Airportlink M7 2022 $'000 | Gateway Motorway 2022 $'000 | Logan Motorway 2022 $'000 | Port Drive 2022 $'000 | Brisbane Airport Rail Link 2022 $'000 | Work in progress * 2022 $'000 | Total 2022 $'000 |
|---|---|---|---|---|---|---|---|---|---|
| Gross value | 855,582 | 1,499,952 | 6,720,198 | 3,352,154 | 1,651,864 | 48,810 | 493,813 | 228,784 | **14,851,157** |
| Less: Accumulated depreciation | (126,563) | (63,423) | (913,410) | (485,701) | (179,137) | (2,241) | (163,230) | - | **(1,933,705)** |
| **Carrying amount at 30 June** | **729,019** | **1,436,529** | **5,806,788** | **2,866,453** | **1,472,727** | **46,569** | **330,583** | **228,784** | **12,917,452** |
| **Reconciliation** | | | | | | | | | |
| Carrying amount at 1 July | 650,600 | 1,313,963 | 5,334,682 | 2,439,358 | 1,775,177 | 45,622 | 317,557 | - | **11,876,959** |
| Acquisitions | - | - | - | - | - | - | - | 228,784 | **228,784** |
| Net revaluation increments/(decrements) ** | 100,698 | 141,198 | 557,318 | 454,400 | (287,539) | 1,456 | 18,907 | - | **986,438** |
| Depreciation | (22,279) | (18,632) | (85,212) | (27,305) | (14,911) | (509) | (5,881) | - | **(174,729)** |
| **Carrying amount at 30 June** | **729,019** | **1,436,529** | **5,806,788** | **2,866,453** | **1,472,727** | **46,569** | **330,583** | **228,784** | **12,917,452** |
| **Liabilities** | | | | | | | | | |
| Financial liabilities | 256,069 | 404,922 | - | - | - | - | - | 76,367 | **737,358** |
| Unearned revenue | - | - | 4,111,070 | 1,737,302 | 1,370,952 | 41,451 | 126,719 | - | **7,387,494** |
| **Total** | **256,069** | **404,922** | **4,111,070** | **1,737,302** | **1,370,952** | **41,451** | **126,719** | **76,367** | **8,124,852** |

* Work in progress relates to the Gold Coast Light Rail stage 3 assets.

** The department has assessed market sensitivity and fair value movements from the valuation date to 30 June 2022 for its significant assets. Accordingly an additional adjustment of $329.530m has been made to the carrying amount of the Toowoomba Bypass, AirportLink, Gateway and Logan motorway assets since the valuation, as a result of significant increases in the market rates of inputs such as raw materials, plant and labour.

## 16 PUBLIC PRIVATE PARTNERSHIPS (continued)

### SERVICE CONCESSION ARRANGEMENTS UNDER AASB 1059 (continued)

| Service concession assets | Gold Coast Light Rail – G:link 2021 $'000 | Toowoomba Bypass 2021 $'000 | Airportlink M7 2021 $'000 | Gateway Motorway 2021 $'000 | Logan Motorway 2021 $'000 | Port Drive 2021 $'000 | Brisbane Airport Rail Link 2021 $'000 | Work in progress 2021 $'000 | Total 2021 $'000 |
|---|---|---|---|---|---|---|---|---|---|
| Gross value | 741,279 | 1,352,856 | 6,085,425 | 2,943,032 | 1,980,490 | 47,557 | 465,906 | - | **13,616,545** |
| Less: Accumulated depreciation | (90,679) | (38,893) | (750,743) | (503,674) | (205,313) | (1,935) | (148,349) | - | **(1,739,586)** |
| **Carrying amount at 30 June** | **650,600** | **1,313,963** | **5,334,682** | **2,439,358** | **1,775,177** | **45,622** | **317,557** | **-** | **11,876,959** |
| **Reconciliation** | | | | | | | | | |
| Carrying amount at 1 July | 753,451 | 1,116,267 | 5,401,408 | 2,430,539 | 1,770,778 | 47,133 | 320,462 | - | **11,840,038** |
| Net revaluation increments/(decrements) | (80,762) | 212,417 | 16,755 | 36,190 | 20,228 | (907) | 2,770 | - | **206,691** |
| Depreciation | (22,089) | (14,721) | (83,481) | (27,371) | (15,829) | (604) | (5,675) | - | **(169,770)** |
| **Carrying amount at 30 June** | **650,600** | **1,313,963** | **5,334,682** | **2,439,358** | **1,775,177** | **45,622** | **317,557** | **-** | **11,876,959** |
| **Liabilities** | | | | | | | | | |
| Financial liabilities | 279,787 | 414,622 | - | - | - | - | - | - | **694,409** |
| Unearned revenue | - | - | 4,228,247 | 1,796,195 | 1,417,426 | 41,927 | 135,878 | - | **7,619,673** |
| **Total** | **279,787** | **414,622** | **4,228,247** | **1,796,195** | **1,417,426** | **41,927** | **135,878** | **-** | **8,314,082** |

## 16 PUBLIC PRIVATE PARTNERSHIPS (continued)

**SERVICE CONCESSION ARRANGEMENTS UNDER AASB 1059 (continued)**

**Accounting policy**

Service concession assets are measured at current replacement cost on initial recognition or reclassification, and are subsequently measured at fair value determined using current replacement cost.

Assets under service concession arrangements were last revalued by suitably qualified and experienced departmental engineers and various external valuers during the 2020–21 financial year. Assets under service concession arrangements consist of major plant and equipment, plant and equipment, buildings and infrastructure asset classes.

During 2021–22, fair values of assets under Gold Coast Light Rail - G:link, Toowoomba Bypass, Airportlink and Brisbane Airport Rail Link were remeasured using suitable indices. A full management valuation as at 31 March 2022 was completed by suitably qualified and experienced departmental engineers and staff for assets under Gateway Motorway, Logan Motorway and Port Drive.

Major plant and equipment, plant and equipment, buildings and infrastructure asset measurement and valuation methodologies are disclosed in Note 15.

The current replacement cost valuation of infrastructure assets undertaken by external valuers takes into consideration the cost of a similar standard asset providing the same functionality in the same location. The new asset is assumed to be constructed to current standards however with no additional functionality.

In accordance with AASB 13 *Fair Value Measurement*, the department's service concession assets are categorised as level 3.

Straight-line depreciation has been applied to all depreciable asset components and the following depreciation rates are applied in each arrangement:

| Component | Service concession arrangement | Average useful life |
|---|---|---|
| Buildings | Gold Coast Light Rail – G:link | 29 |
| Plant and equipment | Gold Coast Light Rail – G:link | 29 |
| Major plant and equipment | Gold Coast Light Rail – G:link | 33 |
| Infrastructure | Gold Coast Light Rail – G:link | 78 |
| | Toowoomba Bypass * | 82 |
| | Airportlink M7 * | 46 |
| | Gateway Motorway * | 78 |
| | Logan Motorway * | 67 |
| | Port Drive * | 44 |
| | Brisbane Airport Rail Link | 46 |

* Arrangements containing formation earthworks asset components which are non-depreciable.

**Gold Coast Light Rail – G:link**

In May 2011 the department entered into a contractual arrangement with GoldLinQ Consortium to finance, design, build, operate and maintain a 13 kilometre light rail system linking key activity centres from Griffith University (Gold Coast Campus) and the Gold Coast University Hospital to Broadbeach via Southport. On 20 July 2014 construction was completed and the G:link commenced operations.

On 28 April 2016 the department entered into a contractual arrangement with GoldLinQ for stage two of the Gold Coast Light Rail system. The 7.3km stage two route connects the existing light rail system at Gold Coast University Hospital to heavy rail at Helensvale station. Stage two of the system commenced operations on 18 December 2017.

During the 15 year operations period, at an implicit rate of 9.23%, GoldLinQ is paid monthly performance based payments for operations, maintenance and repayment of the debt finance used to construct the light rail system. The state receives fare-box and advertising revenue generated by the light rail system.

In March 2022 the department entered into a contractual arrangement with GoldLinQ for stage three of the Gold Coast Light Rail system. Early works have been completed and construction on Stage three of the system has commenced. Stage three will extend the light rail from Broadbeach to Burleigh Heads. The 6.7km extension south of the existing tram network will link Helensvale to Burleigh Heads and provide eight additional stations and 5 new light rail vehicles.

Planning has begun for the Gold Coast Light Rail Stage four, a 13km extension south of the light rail Stage three, linking Burleigh Heads to Coolangatta via the Gold Coast Airport.

At the expiry of the concession period the department will retain ownership of the light rail system.

| | Note | 2022 $'000 | 2021 $'000 |
|---|---|---|---|
| **16 PUBLIC PRIVATE PARTNERSHIPS (continued)** | | | |
| **SERVICE CONCESSION ARRANGEMENTS UNDER AASB 1059 (continued)** | | | |
| **Gold Coast Light Rail – G:link (continued)** | | | |
| The estimated future cash flows excluding GST are detailed below: | | | |
| **Estimated cash flows** | | | |
| *Inflows:* | | | |
| Not later than one year | | 17,721 | 21,996 |
| Later than one year but not later than five years | | 96,732 | 94,230 |
| Later than five years but not later than ten years | | 103,165 | 128,290 |
| *Outflows:* | | | |
| Not later than one year | | (111,650) | (111,048) |
| Later than one year but not later than five years | | (506,474) | (460,676) |
| Later than five years but not later than ten years | | (281,783) | (384,376) |
| **Estimated net cash flow** | | **(682,289)** | **(711,584)** |
| **Operating statement impact** | | | |
| **Revenue** | | | |
| Advertising | | 458 | 271 |
| Fare revenue | 3 | 11,813 | 10,890 |
| **Expenses** | | | |
| Depreciation | 10 | 22,279 | 22,089 |
| Interest | 9 | 24,204 | 26,193 |
| Service expenses | | 62,553 | 60,810 |
| **Net impact on operating result** | | **(96,765)** | **(97,931)** |

**Toowoomba Bypass**

In August 2015 the department entered into a contractual arrangement with Nexus Infrastructure Consortium to finance, design, build, operate and maintain a range crossing connecting the Warrego Highway at Helidon Spa in the east with the Gore Highway at Athol in the west, via Charlton. The bypass opened to traffic in September 2019 and toll collection commenced in December 2019, with Transurban Queensland contracted to provide the tolling collection service on behalf of the department.

The department will make ongoing quarterly service payments over the 25 year operation and maintenance period at an implicit interest rate of 5.32%, which includes repayment of the debt finance used to construct the bypass. Maintenance payments are expensed during the relevant year.

At the expiry of the concession period the department will retain ownership of the road infrastructure.

The estimated future cash flows excluding GST are detailed below:

| | | | |
|---|---|---|---|
| **Estimated cash flows** | | | |
| *Inflows:* | | | |
| Not later than one year | | 19,269 | 17,571 |
| Later than one year but not later than five years | | 87,467 | 75,656 |
| Later than five years but not later than ten years | | 129,186 | 108,246 |
| Later than ten years | | 453,455 | 395,529 |
| *Outflows:* | | | |
| Not later than one year | | (46,997) | (47,297) |
| Later than one year but not later than five years | | (202,062) | (198,206) |
| Later than five years but not later than ten years | | (296,108) | (289,753) |
| Later than ten years | | (748,988) | (807,120) |
| **Estimated net cash flow** | | **(604,778)** | **(745,374)** |

| | Note | 2022 $'000 | 2021 $'000 |
|---|---|---|---|

## 16 PUBLIC PRIVATE PARTNERSHIPS (continued)

**SERVICE CONCESSION ARRANGEMENTS UNDER AASB 1059 (continued)**

**Toowoomba Bypass (continued)**

| | | | |
|---|---|---|---|
| **Operating statement impact** | | | |
| **Revenue** | | | |
| Interest rate adjustment | | 13,496 | 6,931 |
| Toll revenue | 3 | 19,727 | 18,748 |
| **Expenses** | | | |
| Depreciation | 10 | 18,632 | 14,721 |
| Interest | 9 | 21,675 | 22,176 |
| Service expenses | | 8,579 | 24,267 |
| Tolling operations | | 1,687 | 1,674 |
| **Net impact on operating result** | | **(17,350)** | **(37,159)** |

**Airportlink M7**

In 2008 the state entered into a 45 year service concession arrangement with BrisConnections to design, construct and maintain Airportlink, a 6.7km toll road, connecting the Clem 7 Tunnel, Inner City Bypass and local road network at Bowen Hills, to the northern arterials of Gympie Road and Stafford Road at Kedron, Sandgate Road and the East West Arterial leading to the airport. In April 2016 Transurban Queensland assumed responsibility for Airportlink and now operates Airportlink under a service concession arrangement.

In return for collecting the tolls, Transurban Queensland must maintain, operate and manage the toll road for the concession period and also assume the demand and patronage risk.

At the expiry of the concession period, the department will retain ownership of the toll road assets.

| | | | |
|---|---|---|---|
| **Operating statement impact** | | | |
| **Revenue** | | | |
| Amortisation of unearned revenue | | 117,181 | 117,181 |
| **Expenses** | | | |
| Depreciation | 10 | 85,212 | 83,481 |
| **Net impact on operating result** | | **31,969** | **33,700** |

**Gateway and Logan Motorways**

A Road Franchise Agreement (RFA) was established between the state and Queensland Motorways Limited (QML) in 2011 to operate, maintain and manage the Gateway and Logan motorways including the Gateway Extension for a period of 40 years. In 2014, Transurban Queensland acquired QML and now operates the Gateway Motorway and Logan Motorway toll roads under the RFA with the state.

In return for collecting the tolls, Transurban Queensland must maintain, operate and manage the toll roads for the period of the franchise and also assume the demand and patronage risk for the franchise period.

At the expiry of the concession period, the department will retain ownership of the toll road assets.

| | | | |
|---|---|---|---|
| **Operating statement impact** | | | |
| **Revenue** | | | |
| Amortisation of unearned revenue | | 105,365 | 105,365 |
| **Expenses** | | | |
| Depreciation | 10 | 42,216 | 43,200 |
| **Net impact on operating result** | | **63,149** | **62,165** |

| | Note | 2022 $'000 | 2021 $'000 |
|---|---|---|---|

## 16 PUBLIC PRIVATE PARTNERSHIPS (continued)

### SERVICE CONCESSION ARRANGEMENTS UNDER AASB 1059 (continued)

**Port Drive**

A Road Franchise Agreement (RFA) was established between the state and Port of Brisbane Pty Ltd in November 2000 to maintain and manage the Port Drive motorway. In 2010, APH Consortium signed a 99 year lease over the port, which included an agreement to fund a major upgrade to the motorway.

The Port Drive motorway is a franchised road, but is not a toll road. The operator obtains indirect benefits of ongoing maintenance of the road infrastructure through increased capacity and access to the port precinct.

At the expiry of the concession period the department will retain ownership of the motorway assets.

| | | | |
|---|---|---|---|
| **Operating statement impact** | | | |
| **Revenue** | | | |
| Amortisation of unearned revenue | | 474 | 474 |
| **Expenses** | | | |
| Depreciation | 10 | 509 | 604 |
| **Net impact on operating result** | | **(35)** | **(130)** |

**Brisbane Airport Rail Link (Airtrain)**

In 1998, the state entered into a 35 year concession arrangement with Airtrain Citylink Limited to design, construct, maintain and operate the Brisbane Airport Rail Link (BARL), a public passenger rail system connecting the Queensland Rail City network to the Brisbane Domestic and International Airports. The BARL is currently in the maintain and operate phase of the agreement after the commencement of operations on 7 May 2001.

In return for collecting passenger fares, Airtrain Citylink Limited must maintain, operate and manage the rail link for the period of the concession and also assume the demand and patronage risk for the concession period.

At the expiry of the concession period the department will retain ownership of the rail system.

| | | | |
|---|---|---|---|
| **Operating statement impact** | | | |
| **Revenue** | | | |
| Amortisation of unearned revenue | | 9,160 | 9,160 |
| **Expenses** | | | |
| Depreciation | 10 | 5,881 | 5,675 |
| **Net impact on operating result** | | **3,279** | **3,485** |

### PUBLIC PRIVATE PARTNERSHIPS OUTSIDE OF THE SCOPE OF AASB 1059

**New Generation Rollingstock (NGR)**

In January 2014 the department entered into a contractual arrangement with NGR Project Company Pty Ltd (Bombardier NGR Consortium) for the design, construction and maintenance of 75 new six-car train sets for south-east Queensland and a new purpose-built maintenance centre at Wulkuraka in Ipswich, over 32 years at an implicit rate of 12.21%. The arrangement involves the department paying the consortium a series of availability payments over the concession period. The project was refinanced from July 2021 to a floating interest rate. The interest rates for 2021–22 ranged from 5.90% to 6.12%. Alstom acquired Bombardier Transportation in January 2021.

In June 2016 the maintenance centre was accepted by the department and a lease asset and lease liability was recognised. All 75 train sets were accepted and recognised by December 2019.

Upon the application of AASB 1059 *Service Concession Arrangements: Grantors*, the NGR public private partnership was assessed and determined to be out of scope of the accounting standard, as the provider of the assets does not operate or manage the passenger train services provided by the train sets. Accordingly, the department accounts for the arrangement as an outsourced service contract with the payment stream representing availability payments and borrowing repayments.

The train sets are recognised as major plant and equipment assets, while the maintenance centre, associated rail infrastructure and technical equipment are classified as buildings, infrastructure, plant and equipment and work in progress respectively in Note 15.

| | Note | 2022 $'000 | 2021 $'000 |
|---|---|---|---|

## 16 PUBLIC PRIVATE PARTNERSHIPS (continued)

**PUBLIC PRIVATE PARTNERSHIPS OUTSIDE OF THE SCOPE OF AASB 1059 (continued)**

**New Generation Rollingstock (NGR) (continued)**

| | | | |
|---|---|---|---|
| **Assets** | | | |
| Buildings | | 174,818 | 166,022 |
| Major plant and equipment | | 1,149,491 | 1,111,413 |
| Infrastructure | | 41,184 | 37,394 |
| Plant and equipment | | 11,531 | 13,488 |
| Work in progress | | 46,199 | 67,581 |
| **Closing balance** | | **1,423,223** | **1,395,898** |
| | | | |
| **Liabilities** | | | |
| Financial liabilities | 18 | 554,873 | 557,974 |
| **Total** | | **554,873** | **557,974** |

In March 2019, an amendment deed was signed by NGR Project Company Pty Ltd to rectify the trains in accordance with the *Disability Standards for Accessible Public Transport 2002 (Cth).* Rectification of the trains is expected to be completed by 2024. Rectification works have been completed for fifteen trains in 2021–22, with a total of 18 units upgraded to date under this agreement. Refer to Note 19.

Ownership of the train sets and maintenance centre resides with the department during the period of the arrangement.

The estimated future cash flows excluding GST are detailed below:

| | | | |
|---|---|---|---|
| **Estimated cash flows** | | | |
| *Inflows:* | | | |
| Not later than one year | | - | - |
| Later than one year but not later than five years | | - | - |
| Later than five years but not later than ten years | | - | - |
| Later than ten years | | - | - |
| *Outflows:* | | | |
| Not later than one year | | (46,764) | (98,656) |
| Later than one year but not later than five years | | (356,386) | (666,892) |
| Later than five years but not later than ten years | | (812,509) | (723,933) |
| Later than ten years | | (2,512,194) | (2,385,094) |
| **Estimated net cash flow** | | **(3,727,853)** | **(3,874,575)** |
| | | | |
| **Operating statement impact** | | | |
| **Expenses** | | | |
| Depreciation | 10 | 49,659 | 47,718 |
| Interest | 9 | 33,228 | 69,418 |
| Service expenses | | 46,048 | 45,516 |
| **Net impact on operating result** | | **(128,935)** | **(162,652)** |

## 17 PAYABLES

| | | |
|---|---|---|
| **Current** | | |
| Grants and subsidies payable | 75,092 | 42,890 |
| Trade creditors | 575,496 | 608,343 |
| Other | 32,649 | 35,934 |
| **Total** | **683,237** | **687,167** |

**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.

## 18 BORROWINGS

| | 2022 $'000 | 2021 $'000 |
|---|---|---|
| **Current** | | |
| Lease liabilities | 96 | 238 |
| Financial liabilities – Service concession arrangements | 36,775 | 33,417 |
| New Generation Rollingstock arrangement | 3,501 | 3,061 |
| **Total** | **40,372** | **36,716** |
| **Non-current** | | |
| Lease liabilities | 3,274 | 3,229 |
| Financial liabilities – Service concession arrangements | 700,583 | 660,992 |
| New Generation Rollingstock arrangement | 551,372 | 554,913 |
| **Total** | **1,255,229** | **1,219,134** |

## 19 PROVISIONS

| | | |
|---|---|---|
| **Current** | | |
| Property resumptions | 182,203 | 148,582 |
| New Generation Rollingstock rectification works | 46,515 | 46,515 |
| **Total** | **228,718** | **195,097** |
| **Non-current** | | |
| Property resumptions | 122,271 | 151,027 |
| New Generation Rollingstock rectification works | 59,539 | 87,447 |
| **Total** | **181,810** | **238,474** |

**Movements in provision for property resumptions**

| | | |
|---|---|---|
| **Current** | | |
| Opening balance | 148,582 | 161,065 |
| Restatement of provision | 6,009 | 7,787 |
| Additional provision recognised | 11,686 | 31,926 |
| Reduction in provision as a result of payments | (29,857) | (41,897) |
| Reclassification from/(to) non-current provision | 45,783 | (10,299) |
| Closing balance | 182,203 | 148,582 |
| **Non-current** | | |
| Opening balance | 151,027 | 120,605 |
| Restatement of provision | (9,584) | (15,850) |
| Additional provision recognised | 27,269 | 40,630 |
| Reduction in provision as a result of payments | (658) | (4,657) |
| Reclassification (to)/from current provision | (45,783) | 10,299 |
| Closing balance | 122,271 | 151,027 |

**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.

| | 2022 $'000 | 2021 $'000 |
|---|---|---|

## 19 PROVISIONS (continued)

**Movements in provision for New Generation Rollingstock rectification works**

| | | |
|---|---|---|
| **Current** | | |
| Opening balance | 46,515 | 67,375 |
| Reduction in provision as a result of payments | (27,908) | (67,375) |
| Reclassification from/(to) non-current provision | 27,908 | 46,515 |
| Closing balance | 46,515 | 46,515 |
| **Non-current** | | |
| Opening balance | 87,447 | 133,962 |
| Reclassification (to)/from current provision | (27,908) | (46,515) |
| Closing balance | 59,539 | 87,447 |

**Provision for New Generation Rollingstock rectification works**

The department undertook a review of the New Generation Rollingstock (NGR) train sets' compliance with the disability legislation and functional requirements in June 2017 and it was identified that the train sets required rectification works to be undertaken to ensure compliance with the *Disability Standards for Accessible Public Transport 2002 (Cth)*. In 2018 the Minister for Transport and Main Roads committed to working with the disability sector to modify the trains. Rectification works are scheduled to be completed by 2024. This gives rise to a constructive obligation as there is an expectation that the department will honour this commitment. The department recognises a provision to account for the remainder of the rectification works it expects to pay for NGR train sets based on the variation deed entered into with the vendor.

**Accounting policy**

Provisions are recorded when the department has a present obligation, either legal or constructive as a result of a past event. They are recognised at the amount expected at reporting date for which the obligation will be settled in a future period. Provisions are reviewed at each reporting date to ensure the amounts accurately reflect the best estimate available.

## 20 ACCRUED EMPLOYEE BENEFITS

| | | |
|---|---|---|
| **Current** | | |
| Annual leave levy payable | 18,078 | 19,056 |
| Long service leave levy payable | 5,078 | 4,457 |
| Salaries and wages outstanding | 6,087 | 5,340 |
| Other | 2,616 | 2,378 |
| **Total** | **31,859** | **31,231** |

**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.

## 20 ACCRUED EMPLOYEE BENEFITS (continued)

**Accounting policy (continued)**

***Sick leave***

Prior history indicates that on average, sick leave taken each reporting period is less than the entitlement accrued. This is expected to continue in future periods. Accordingly, it is unlikely that existing accumulated entitlements will be used by employees and no liability for unused sick leave entitlements is recognised.

As sick leave is non-vesting, an expense is recognised for this leave as it is taken.

***Superannuation***

Post-employment benefits for superannuation are provided through defined contribution (accumulation) plans or the Queensland Government's QSuper defined benefit plan as determined by the employee's conditions of employment. The former QSuper defined benefit categories are now administered by Australian Retirement Trust.

Contributions are made to eligible complying superannuation funds based on the rates specified in the relevant enterprise bargaining agreement or other conditions of employment. Contributions are expensed when they are paid or become payable following completion of the employee's service each pay period.

The liability for defined benefits is held on a whole-of-government basis and reported in those financial statements pursuant to AASB 1049 *Whole of Government and General Government Sector Financial Reporting*. The amount of contributions for defined benefit plan obligations is based upon the rates determined on the advice of the State Actuary. Contributions are paid by the department at the specified rate following completion of the employee's service each pay period. The department's obligations are limited to those contributions paid.

## 21 OTHER LIABILITIES

| | 2022 $'000 | 2021 $'000 |
|---|---|---|
| **Current** | | |
| Advance payments by Queensland Reconstruction Authority * | 29,286 | 25,761 |
| Advance payments by Australian Rail Track Corporation ** | 103,740 | 67,524 |
| *go* card deposits held | 43,940 | 44,150 |
| *go* card stored value – unearned revenue *** | 51,005 | 49,416 |
| Other | 6,223 | 4,267 |
| **Total** | **234,194** | **191,118** |

* Advance payments received from Queensland Reconstruction Authority for projects relating to natural disasters.

** Land acquisition payments received from the Australian Rail Track Corporation (ARTC) for the Inland Rail project.

*** Represents unused *go* card balances which are recognised as revenue as patrons undertake travel.

## 22 INCOME TAX EQUIVALENTS

| | 2022 $'000 | 2021 $'000 |
|---|---|---|
| **Income tax equivalent expense** | | |
| Current tax equivalents | 9,500 | 5,840 |
| Deferred tax equivalent expense relating to temporary differences | 556 | 2,090 |
| Under provision in previous years | 6,204 | - |
| **Income tax equivalent expense attributable to profit from ordinary activities** | **16,260** | **7,930** |
| **Numerical reconciliation of income tax equivalent expense to prima facie tax payable** | | |
| Accounting profit before tax | 33,580 | 26,437 |
| Prima facie tax at applicable rate of 30% | 10,074 | 7,930 |
| Adjustments for non-temporary differences and excluded temporary differences: | | |
| Other non-deductible expenses | (18) | - |
| Under provision in previous years | 6,204 | - |
| **Income tax equivalent expense attributable to profit from ordinary activities** | **16,260** | **7,930** |
| **Deferred tax equivalent expense/(income) included in income tax equivalent expense comprises:** | | |
| Deferred tax assets opening balance | 3,852 | 5,942 |
| Decrease in deferred tax assets | (556) | (2,090) |
| **Deferred tax assets at 30 June** | **3,296** | **3,852** |
| **Proof of deferred tax assets** | | |
| Deferred tax assets: | | |
| Property, plant and equipment | 3,153 | 3,734 |
| Other items | 143 | 118 |
| **Net deferred tax assets at 30 June** | **3,296** | **3,852** |
| **Reconciliation of current tax (receivable)/payable** | | |
| Opening balance | (2,486) | 473 |
| Net movements | 1,185 | (2,959) |
| **Current tax receivable at 30 June** | **(1,301)** | **(2,486)** |

**Accounting policy**

The department is a State body as defined under the *Income Tax Assessment Act 1936* and is generally exempt from Australian Government taxation with the exception of Fringe Benefits Tax (FBT) and Goods and Services Tax (GST).

The RoadTek business unit 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, in the ordinary course of business.

A deferred tax asset is recognised only to the extent that it is probable that future taxable profits will be available against which the tax asset can be used. Deferred tax assets and liabilities are set off on the basis that they relate to income taxes levied by the same taxation authority and the department has a legally enforceable right to set off current tax assets against current tax liabilities.

## 23 COMMITMENTS FOR EXPENDITURE

Commitments inclusive of non-recoverable GST input tax credits are payable as follows:

Refer to Note 16 for commitments related to service concession arrangements.

| | 2022 $'000 | 2021 $'000 |
|---|---|---|
| **Property, plant and equipment commitments *** | | |
| Not later than one year | 1,242,285 | 575,229 |
| Later than one year and not later than five years | 2,761,947 | 3,047,635 |
| Later than five years | - | - |
| **Total** | **4,004,232** | **3,622,864** |
| **Grants and subsidies commitments **** | | |
| Not later than one year | 580,511 | 525,038 |
| Later than one year and not later than five years | 1,427,412 | 1,123,278 |
| Later than five years | 32,500 | - |
| **Total** | **2,040,423** | **1,648,316** |
| **Other commitments ***** | | |
| Not later than one year | 4,135,391 | 3,840,719 |
| Later than one year and not later than five years | 9,488,934 | 2,196,961 |
| Later than five years | 3,485,431 | 3,076,671 |
| **Total** | **17,109,756** | **9,114,351** |

* Increase relates mainly to upgrade programs on various sections of the Bruce Highway and Pacific Motorway.

** Increase mainly due to $200.0m for the Brisbane Metro project.

*** Increase in 2022 relates mainly to the renewal of the transport service contract with Queensland Rail for the provision of rail services.

## 24 CONTINGENCIES

**Contingent liabilities**

At balance date the department has been named as defendant in four cases and 76 other claims not yet subject to court action. The department's legal advisers and management believe it would be misleading to estimate the final amounts payable for litigation filed in the courts.

The Queensland Government Insurance Fund limits the department's liability in a majority of these cases to $10,000.

## 25 INVESTMENT IN SUBSIDIARY

**Transmax Pty Ltd**

Transmax Pty Ltd (Transmax) was established to enhance and market the STREAMS traffic management system. STREAMS is a multifunctional intelligent transport system that provides freeway, traffic signal and incident management as well as driver and passenger information capabilities.

The department exercises control over Transmax through 100 percent ownership of all its issued shares. This investment is recognised at cost and is valued at $5.601m (2021: $5.601m). The amount of the investment and transactions relating to Transmax are not material to these financial statements, and the department has elected not to prepare consolidated financial statements in accordance with AASB 127 *Separate Financial Statements*.

The department engaged Transmax for the provision of software licencing, technical support and related professional services to the value of $23.240m (2021: $16.700m) GST inclusive during the financial year.

Transmax prepares separate financial statements which are audited by the Queensland Audit Office and are tabled in parliament in accordance with government policy.

| | Note | 2022 $'000 | 2021 $'000 |
|---|---|---|---|

## 26 FINANCIAL INSTRUMENTS

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

### CATEGORISATION OF FINANCIAL INSTRUMENTS

The department has the following categories of financial assets and financial liabilities:

| | | | |
|---|---|---|---|
| **Financial assets** | | | |
| Cash | | 245,430 | 344,348 |
| Financial assets at amortised cost: | | | |
| Receivables | 12 | 229,987 | 226,069 |
| **Total** | | **475,417** | **570,417** |
| | | | |
| **Financial liabilities** | | | |
| Financial liabilities measured at amortised cost: | | | |
| Payables | 17 | 683,237 | 687,167 |
| Lease liabilities | 18 | 3,370 | 3,467 |
| Service concession arrangements | 18 | 737,358 | 694,409 |
| New Generation Rollingstock arrangement | 18 | 554,873 | 557,974 |
| **Total** | | **1,978,838** | **1,943,017** |

### FINANCIAL RISK MANAGEMENT

The department's activities have the potential to expose it to a variety of financial risks such as interest rate risk, credit risk, liquidity risk and market risk. Financial risk management is implemented pursuant to government and departmental policy and seeks to minimise possible adverse effects on the financial performance of the department.

All financial risk is managed by each division under policy established by the Finance and Procurement Branch.

### CREDIT RISK EXPOSURE

Credit risk exposure refers to the situation where the department may incur financial loss as a result of another party to a financial instrument failing to discharge their obligation.

The maximum exposure to credit risk at balance date in relation to each class of recognised financial asset is the gross carrying amount of those assets inclusive of any provision for impairment less any collateral held as security, such as deposits.

The department manages credit risk through the use of a credit management strategy. This strategy aims to reduce the exposure to credit default by ensuring the department invests in secure assets and monitors all funds owed. Exposure to credit risk is monitored on an ongoing basis.

Refer to Note 12 for receivables credit risk ageing analysis.

### LIQUIDITY RISK

The department manages liquidity risk through regular fortnightly appropriation payments from the Consolidated Fund. This strategy reduces the exposure to liquidity risk by ensuring the department has sufficient funds available to meet its obligations when they fall due.

## 26 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 |
| **2022** | | | | | |
| Payables | 17 | 683,237 | - | - | **683,237** |
| Lease liabilities | | 185 | 924 | 3,492 | **4,601** |
| Service concession arrangements | | 155,483 | 324,932 | 621,218 | **1,101,633** |
| New Generation Rollingstock arrangement | | 35,870 | 181,619 | 1,346,314 | **1,563,803** |
| **Total** | | **874,775** | **507,475** | **1,971,024** | **3,353,274** |
| **2021** | | | | | |
| Payables | 17 | 687,167 | - | - | 687,167 |
| Lease liabilities | | 326 | 709 | 3,701 | 4,736 |
| Service concession arrangements | | 79,296 | 322,831 | 703,210 | 1,105,337 |
| New Generation Rollingstock arrangement | | 71,099 | 284,545 | 1,419,809 | 1,775,453 |
| **Total** | | **837,888** | **608,085** | **2,126,720** | **3,572,693** |

**MARKET RISK**

The department does not trade in foreign currency and is not materially exposed to commodity price changes.

**INTEREST RATE SENSITIVITY ANALYSIS**

The department is exposed to interest rate risk through floating interest rate components for the Toowoomba Bypass and New Generation Rollingstock public private partnerships.

The following interest rate sensitivity analysis depicts the outcome on net income if the interest rates would change by +/-1 percent from the year-end rates applicable to the department's financial liabilities. The department would have a surplus/(deficit) and equity increase/(decrease) of $9.598m.

| Financial liabilities | Carrying amount | Interest rate risk | | | |
|---|---|---|---|---|---|
| | | -1% | | 1% | |
| | | Profit $'000 | Equity $'000 | Profit $'000 | Equity $'000 |
| **2022** | | | | | |
| Toowoomba Bypass | 404,922 | (4,049) | (4,049) | 4,049 | 4,049 |
| New Generation Rollingstock arrangement | 554,873 | (5,549) | (5,549) | 5,549 | 5,549 |
| **Potential impact** | | **(9,598)** | **(9,598)** | **9,598** | **9,598** |
| **2021** | | | | | |
| Toowoomba Bypass | 414,622 | (4,146) | (4,146) | 4,146 | 4,146 |
| New Generation Rollingstock arrangement | 557,974 | (5,580) | (5,580) | 5,580 | 5,580 |
| **Potential impact** | | **(9,726)** | **(9,726)** | **9,726** | **9,726** |

**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.

## 27 SCHEDULE OF ADMINISTERED ITEMS

The department administers, but does not control, certain resources on behalf of the government. In doing so, it has responsibility and is accountable for administering related transactions and balances but does not have the discretion to deploy these resources for the achievement of the department's objectives.

The department also performs the following certain agency transactions which are not recognised in the department's financial statements:

| | 2022 $'000 | 2021 $'000 |
|---|---|---|
| **Agency** | | |
| Licensed Compulsory Third Party (CTP) insurers – premiums | 1,061,188 | 1,078,286 |
| Motor Accident Insurance Commission – levy | 130,547 | 127,523 |
| National Injury Insurance Agency Queensland – levy | 505,164 | 433,886 |
| Queensland Revenue Office – stamp duty, fines and penalties | 779,967 | 662,196 |
| National Heavy Vehicle Regulator – registration fee | 46,125 | 43,680 |
| **Total** | **2,522,991** | **2,345,571** |

Administered revenue is recognised upon receipt.

Following the Fines and penalty debt administration machinery-of-government change, from 1 February 2022 Penalty Infringement Notices and Traffic Offence Notices collected by the department are then transferred to the Queensland Revenue Office within Queensland Treasury, with the exception of the recently enacted mobile phone use and seat belt use-based fines. Refer to Note 30.

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, with the exception of land assets which relate to the Transport Infrastructure Management and Delivery departmental service area.

| | | |
|---|---|---|
| **Administered income** | | |
| Appropriation revenue | 77,841 | 66,244 |
| Grants and other contributions | 11,397 | 2,935 |
| User charges, fees and fines * | 2,909,272 | 2,858,172 |
| Other | 9,812 | 9,377 |
| **Total income** | **3,008,322** | **2,936,728** |
| | | |
| **Administered expenses** | | |
| Grants and subsidies | 86,385 | 66,348 |
| Impairment losses on trade receivables | 27 | 8 |
| Transfers of administered revenue to government | 2,919,052 | 2,867,542 |
| Other | 505 | - |
| **Total expenses** | **3,005,969** | **2,933,898** |
| | | |
| **OPERATING RESULT FOR THE YEAR** | **2,353** | **2,830** |
| * User charges, fees and fines includes: | | |
| Fines and forfeiture | 107,853 | 191,327 |
| Motor vehicle registration | 2,108,230 | 2,020,279 |
| Transport and traffic fees | 532,758 | 487,381 |
| Other registration | 83,059 | 82,063 |
| Other regulatory fees | 76,348 | 76,095 |
| Other | 1,024 | 1,027 |
| Total | 2,909,272 | 2,858,172 |

## 27 SCHEDULE OF ADMINISTERED ITEMS (continued)

| | 2022 $'000 | 2021 $'000 |
|---|---|---|
| **Administered assets** | | |
| *Current* | | |
| Cash | 19,849 | 22,337 |
| Receivables | 157,984 | 66,005 |
| **Total current assets** | **177,833** | **88,342** |
| *Non-current* | | |
| Land | 123,279 | 110,692 |
| **Total non-current assets** | **123,279** | **110,692** |
| **Total assets** | **301,112** | **199,034** |
| **Administered liabilities** | | |
| *Current* | | |
| Payables * | 171,480 | 81,921 |
| Unearned revenue | 6,119 | 6,187 |
| **Total liabilities** | **177,599** | **88,108** |
| **NET ADMINISTERED ASSETS** | **123,513** | **110,926** |
| **Administered equity** | | |
| Contributed equity | 9,939 | 10,414 |
| Accumulated deficit | (75,868) | (78,221) |
| Asset revaluation surplus | 189,442 | 178,733 |
| **TOTAL ADMINISTERED EQUITY** | **123,513** | **110,926** |

* Includes $127.101m of payables in 2022 relating to grant funding for the Cross River Rail Delivery Authority.

## 28 ADMINISTERED APPROPRIATIONS

| | | |
|---|---|---|
| **Reconciliation of payments from Consolidated Fund to administered income** | | |
| Budgeted administered appropriation revenue | 44,930 | 41,621 |
| Transfers to other headings | (33,950) | - |
| Lapsed administered appropriation | - | (750) |
| Total administered revenue | 10,980 | 40,871 |
| Transfer of appropriation receivable from other department * | (34,867) | - |
| Less: Opening balance of administered revenue receivable | (25,373) | - |
| Plus: Closing balance of administered revenue receivable | 127,101 | 25,373 |
| **Administered income recognised in Note 27** | **77,841** | **66,244** |
| **Reconciliation of payments from Consolidated Fund to administered equity adjustment** | | |
| Budgeted administered equity adjustment appropriation | 1,544,448 | 547,318 |
| Transfers to other headings | (55,594) | (304,026) |
| Lapsed administered equity adjustment | - | (105,000) |
| Total administered equity adjustment receipts | 1,488,854 | 138,292 |
| Plus: Opening balance of administered equity adjustment payable | 1,000 | - |
| Less: Closing balance of administered equity adjustment payable | - | (1,000) |
| **Administered equity adjustment recognised in contributed equity** | **1,489,854** | **137,292** |

* Relates to the transfer of funding arrangements for the Cross River Rail Delivery Authority from the Department of Tourism, Innovation and Sport in November 2020.

## 29 BUDGETARY REPORTING

| STATEMENT OF COMPREHENSIVE INCOME | Original budget 2022 $'000 | Actual result 2022 $'000 | Variance 2022 $'000 |
|---|---|---|---|
| **Income** | | | |
| Appropriation revenue | 5,946,653 | 5,927,541 | (19,112) |
| User charges and fees | 730,375 | 703,281 | (27,094) |
| Grants and other contributions | 205,257 | 216,753 | 11,496 |
| Service concession arrangements revenue | 215,330 | 232,180 | 16,850 |
| Other revenue | 16,615 | 50,448 | 33,833 |
| **Total revenue** | **7,114,230** | **7,130,203** | **15,973** |
| Gains on disposal of assets | 3,730 | 3,127 | (603) |
| **Total income** | **7,117,960** | **7,133,330** | **15,370** |
| **Expenses** | | | |
| Employee expenses | 613,189 | 650,326 | 37,137 |
| Supplies and services | 4,097,974 | 4,250,502 | 152,528 |
| Grants and subsidies | 766,490 | 812,378 | 45,888 |
| Finance and borrowing costs | 114,414 | 79,971 | (34,443) |
| Impairment losses | 1,670 | 1,162 | (508) |
| Depreciation and amortisation | 1,264,448 | 1,355,679 | 91,231 |
| Other expenses | 18,506 | 28,131 | 9,625 |
| **Total expenses** | **6,876,691** | **7,178,149** | **301,458** |
| **Operating result before income tax equivalent expense** | **241,269** | **(44,819)** | **(286,088)** |
| Income tax equivalent expense | 7,313 | 16,260 | 8,947 |
| **OPERATING RESULT FOR THE YEAR** | **233,956** | **(61,079)** | **(295,035)** |
| **Items not reclassified to operating result** | | | |
| Increase in asset revaluation surplus | - | 10,757,900 | 10,757,900 |
| **Total other comprehensive income** | **-** | **10,757,900** | **10,757,900** |
| **TOTAL COMPREHENSIVE INCOME** | **233,956** | **10,696,821** | **10,462,865** |

**Explanation of major variances**

***Other revenue***

Variance of $33.833m to budget is explained by the following:

- $13.496m for the recognition of additional revenue for Toowoomba Bypass to reflect the floating rate component due to refinancing of borrowings
- $10.738m reflects debt recovery and overdue interest charges from a departmental customer
- $4.0m higher than anticipated contributions received from developers
- $3.536m reflects unspent funding returned from the Queensland Rural and Industry Development Authority for financial assistance for the Taxi and Limousine Industry.

***Employee expenses***

Variance of $37.137m mainly reflects:

- $24.280m due to lower than budgeted employee costs being charged to capital programs leading to these costs being reported in the Statement of comprehensive income
- $6.362m higher than anticipated due to increases for enterprise bargaining pay rises and no disadvantage payments for the Defined Benefit superannuation scheme as a result of wage deferral decisions after the budget was published.

***Finance and borrowing costs***

Variance of ($34.443m) mainly reflects a reduction of $35.306m in the base rate adjustment payment for New Generation Rollingstock when refinancing occurred in July 2021.

***Increase in asset revaluation surplus***

Variance of $10.758b mainly consists of a revaluation increment in infrastructure assets as a result of the annual revaluation for 2021–22. A budget was not allocated due to the unavailability of reliable measures for future movement in replacement costs of existing and new infrastructure assets.

## 29 BUDGETARY REPORTING (continued)

| STATEMENT OF FINANCIAL POSITION | Original 2022 | Actual 2022 | Variance 2022 |
|---|---|---|---|
| **Assets** | | | |
| **Current assets** | | | |
| Cash | 112,889 | 245,430 | 132,541 |
| Receivables | 130,049 | 226,713 | 96,664 |
| Inventories | 14,798 | 17,936 | 3,138 |
| Prepayments | 125,737 | 93,791 | (31,946) |
| Non-current assets classified as held for sale | 2,587 | 2,824 | 237 |
| **Total current assets** | **386,060** | **586,694** | **200,634** |
| **Non-current assets** | | | |
| Receivables | 3,285 | 3,274 | (11) |
| Prepayments | 60,425 | 144,427 | 84,002 |
| Intangible assets | 90,959 | 90,176 | (783) |
| Property, plant and equipment | 74,827,611 | 86,999,719 | 12,172,108 |
| Service concession assets | 11,125,952 | 12,917,452 | 1,791,500 |
| Deferred tax assets | 5,171 | 3,296 | (1,875) |
| Right-of-use assets | 62 | 2 | (60) |
| Investment in subsidiary | 5,601 | 5,601 | - |
| **Total non-current assets** | **86,119,066** | **100,163,947** | **14,044,881** |
| **Total assets** | **86,505,126** | **100,750,641** | **14,245,515** |
| **Liabilities** | | | |
| **Current liabilities** | | | |
| Payables | 555,324 | 683,237 | 127,913 |
| Borrowings | 41,473 | 40,372 | (1,101) |
| Provisions | 213,161 | 228,718 | 15,557 |
| Accrued employee benefits | 73,184 | 31,859 | (41,325) |
| Unearned revenue – Service concession arrangements | 215,330 | 232,180 | 16,850 |
| Other | 152,312 | 234,194 | 81,882 |
| **Total current liabilities** | **1,250,784** | **1,450,560** | **199,776** |
| **Non-current liabilities** | | | |
| Borrowings | 1,180,838 | 1,255,229 | 74,391 |
| Provisions | 152,236 | 181,810 | 29,574 |
| Unearned revenue – Service concession arrangements | 6,821,951 | 7,155,314 | 333,363 |
| **Total non-current liabilities** | **8,155,025** | **8,592,353** | **437,328** |
| **Total liabilities** | **9,405,809** | **10,042,913** | **637,104** |
| **NET ASSETS** | **77,099,317** | **90,707,728** | **13,608,411** |
| **TOTAL EQUITY** | **77,099,317** | **90,707,728** | **13,608,411** |

**Explanation of major variances**

***Cash***
Variance of $132.541m reflects a higher than anticipated opening balance of $242.430m 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 ($109.889m) as disclosed in the Statement of cash flows.

***Receivables – current***
Variance of $96.664m reflects higher than anticipated reimbursements of $67.233m from Queensland Rail for park and ride facilities, and the recognition of Queensland Reconstruction Authority accrued grant revenue of $22.399m for natural disaster events.

***Prepayments – current***
Variance of ($31.946m) mainly comprises of ($48.847m) from a reduction in New Generation Rollingstock accessibility rectification prepayments, offset by a $13.657m increase for software and data agreement prepayments after a revision of the accounting treatment for intangible assets.

## 29 BUDGETARY REPORTING (continued)

**STATEMENT OF FINANCIAL POSITION (continued)**

**Explanation of major variances (continued)**

***Prepayments – non-current***
Variance of $84.002m mainly reflects the recognition of additional milestone payments of $81.330m as a prepayment for New Generation Rollingstock accessibility rectification works.

***Property, plant and equipment***
The variance of $12.172b is mainly due to the timing differences to obtain reliable measures for road infrastructure valuations to enable budget allocations. Actual asset revaluation increments were not able to be determined at the time of budget development.

***Service concession assets***
The variance of $1.792b is mainly due to the timing differences of $0.986b to obtain reliable measures for service concession asset valuations to enable budget allocations. Asset revaluation increments were not able to be determined at the time of budget development. Variance also includes the initial recognition of assets related to the Logan Enhancement Project after the published budget amounting to $0.512b.

***Payables***
Variance of $127.913m is primarily due to higher than anticipated capital program delivery.

***Accrued employee benefits***
Variance of ($41.325m) primarily reflects lower than anticipated outstanding salaries and wages of ($29.763m), which includes back pay for the 2019–20 enterprise bargaining pay rise that was paid in 2020–21.

***Other Liabilities – current***
Variance of $81.882m mainly comprises:
- $47.406m higher than anticipated land acquisition payments received from the Australian Rail Track Corporation for the Inland Rail project
- $29.286m reflects advance payments from the Queensland Reconstruction Authority for expenditure incurred on works related to natural disaster events.

***Provisions – non-current***
Variance of $29.574m reflects an increase in the provision of $27.908m to account for accessibility modifications to be made to New Generation Rollingstock train sets in future years.

***Total equity***
Variance of $13.608b is mainly due to timing differences to obtain reliable measures for asset revaluation increments which were not able to be determined at the time of budget development.

| STATEMENT OF CASH FLOWS | Original budget 2022 $'000 | Actual result 2022 $'000 | Variance 2022 $'000 |
|---|---|---|---|
| **Cash flows from operating activities** | | | |
| *Inflows:* | | | |
| Service appropriation receipts | 5,946,653 | 5,944,558 | (2,095) |
| User charges and fees | 732,053 | 670,648 | (61,405) |
| Grants and other contributions | 203,142 | 145,177 | (57,965) |
| GST input tax credits from ATO | 676,499 | 853,228 | 176,729 |
| GST collected from customers | 67,011 | 67,297 | 286 |
| Other | 16,615 | 51,967 | 35,352 |
| *Outflows:* | | | |
| Employee expenses | (613,086) | (653,361) | (40,275) |
| Supplies and services | (4,091,593) | (4,180,982) | (89,389) |
| Grants and subsidies | (766,490) | (702,273) | 64,217 |
| Finance and borrowing costs | (114,414) | (76,487) | 37,927 |
| GST paid to suppliers | (677,710) | (840,708) | (162,998) |
| GST remitted to ATO | (63,086) | (68,322) | (5,236) |
| Income tax equivalent paid | (7,607) | (14,519) | (6,912) |
| Other | (14,042) | (22,940) | (8,898) |
| **Net cash provided by operating activities** | **1,293,945** | **1,173,283** | **(120,662)** |

## 29 BUDGETARY REPORTING (continued)

| STATEMENT OF CASH FLOWS (continued) | Original budget 2022 $'000 | Actual result 2022 $'000 | Variance 2022 $'000 |
|---|---|---|---|
| **Cash flows from investing activities** | | | |
| *Inflows:* | | | |
| Sales of property, plant and equipment | 24,788 | 18,878 | (5,910) |
| *Outflows:* | | | |
| Payments for property, plant and equipment | (3,671,169) | (4,077,969) | (406,800) |
| Payments for intangibles | (18,557) | (17,912) | 645 |
| **Net cash used in investing activities** | **(3,664,938)** | **(4,077,003)** | **(412,065)** |
| **Cash flows from financing activities** | | | |
| *Inflows:* | | | |
| Equity injections | 3,568,807 | 4,032,675 | 463,868 |
| *Outflows:* | | | |
| Equity withdrawals | (1,149,483) | (1,191,386) | (41,903) |
| Borrowing redemptions | (37,360) | (36,487) | 873 |
| **Net cash provided by financing activities** | **2,381,964** | **2,804,802** | **422,838** |
| Net increase/(decrease) in cash | 10,971 | (98,918) | (109,889) |
| Cash – opening balance | 101,918 | 344,348 | 242,430 |
| **CASH – CLOSING BALANCE** | **112,889** | **245,430** | **132,541** |

**Explanation of major variances**

***Grants and other contributions***
Variance of ($57.965m) mainly reflects:
- $72.313m lower than budgeted reimbursements by the Queensland Reconstruction Authority due to timing

Offset by:
- $9.0m higher than budget due to unforeseen grant funding received from local governments for Gold Coast Light Rail – Stage 3 and Yorkey's Landside Project.

***GST input tax credits from ATO***
Variance is due to variability of the timing, value and payment of invoices issued to and received from external parties.

***Other operating activities inflows***
Variance of $35.352m to budget is explained by the following:
- $13.496m for the recognition of additional revenue for the Toowoomba Bypass project to reflect the floating rate component due to refinancing of borrowings
- $10.738m reflects debt recovery and overdue interest charges from a departmental vendor
- $4.000m higher than anticipated contributions received from developers
- $3.536m reflects unspent funding returned from Queensland Rural and Industry Development Authority for financial assistance for the Taxi and Limousine Industry.

***Finance and borrowing costs***
Variance of $37.927m mainly reflects a reduction of $38.121m in the base rate adjustment payment for New Generation Rollingstock when refinancing occurred in July 2021.

***GST paid to suppliers***
Variance is due to variability of the timing, value and payment of invoices issued to and received from external parties.

***Payments for property, plant and equipment***
Variance of ($406.800m) mainly comprises:
- $291.473m accelerated capital program in line with updated delivery schedules
- $68.965m for European Train Control System relating to the Rollingstock Expansion Project
- $46.362m for Coomera Connector Stage 1 in line with the detailed business case, including provision for Best Practice Industry Condition payments.

## 29 BUDGETARY REPORTING (continued)

**STATEMENT OF CASH FLOWS (continued)**

**Explanation of major variances (continued)**

***Equity injections***
Variance of $463.868m mainly comprises:
- $406.725m for accelerated Queensland and Australian Government funding to align with capital program delivery
- $150.0m cash injection to supplement working capital due to COVID-19 impacts
- $46.362m increase in funding for Coomera Connector Stage 1 in line with business case including provision for Best Practice Industry Condition payments

Offset by:
- $65.900m decreased funding for Gold Coast Light Rail Stage 3 to align with project delivery
- $44.634m decreased funding for Roads of Strategic Importance Initiative to align with project delivery.

| SCHEDULE OF ADMINISTERED ITEMS | Original budget 2022 $'000 | Actual result 2022 $'000 | Variance 2022 $'000 |
|---|---|---|---|
| **Administered income** | | | |
| Administered appropriation | 109,746 | 77,841 | (31,905) |
| Grants and other contributions | - | 11,397 | 11,397 |
| User charges, fees and fines | 2,862,837 | 2,909,272 | 46,435 |
| Other | 9,233 | 9,812 | 579 |
| **Total income** | **2,981,816** | **3,008,322** | **26,506** |
| | | | |
| **Administered expenses** | | | |
| Grants and subsidies | 109,746 | 86,385 | (23,361) |
| Impairment losses on trade receivables | - | 27 | 27 |
| Transfers of administered revenue to government | 2,872,070 | 2,919,052 | 46,982 |
| Other | - | 505 | 505 |
| **Total expenses** | **2,981,816** | **3,005,969** | **24,153** |
| | | | |
| **OPERATING RESULT FOR THE YEAR** | **-** | **2,353** | **2,353** |
| | | | |
| **Administered assets** | | | |
| *Current* | | | |
| Cash | 21,774 | 19,849 | (1,925) |
| Receivables | 150,759 | 157,984 | 7,225 |
| **Total current assets** | **172,533** | **177,833** | **5,300** |
| *Non-current* | | | |
| Land | 272,090 | 123,279 | (148,811) |
| **Total non-current assets** | **272,090** | **123,279** | **(148,811)** |
| **Total assets** | **444,623** | **301,112** | **(143,511)** |
| | | | |
| **Administered liabilities** | | | |
| *Current* | | | |
| Payables | 166,378 | 171,480 | 5,102 |
| Unearned revenue | 5,921 | 6,119 | 198 |
| **Total liabilities** | **172,299** | **177,599** | **5,300** |
| | | | |
| **NET ADMINISTERED ASSETS** | **272,324** | **123,513** | **(148,811)** |
| | | | |
| **TOTAL ADMINISTERED EQUITY** | **272,324** | **123,513** | **(148,811)** |

## 29 BUDGETARY REPORTING (continued)

**SCHEDULE OF ADMINISTERED ITEMS (continued)**

**Explanation of major variances**

***Administered item appropriation***
Variance of ($31.905m) mainly reflects the deferral of funding to 2022–23 for the Mount Isa to Townsville Rail Line of ($33.500m).

***Grants and other contributions***
Variance of $11.397m mainly reflects Ferny Grove railway station carpark lots valued at $10.325m received from Queensland Rail.

***Grants and subsidies***
Variance of ($23.361m) largely reflects the deferral of funding to 2022–23 for the Mount Isa to Townsville Rail Line of ($33.500m) offset by $8.450m for Ferny Grove railway station carpark lots provided below fair value from Queensland Rail.

***Land***
Variance of ($148.811m) mainly consists of prior year adjustments relating to administered land disposals and transfers due to sublease arrangements and road dedications.

***Equity***
Variance of ($148.811m) mainly consists of prior year adjustments relating to administered land disposals and transfers due to sublease arrangements and road dedications.

## 30 EVENTS AFTER THE BALANCE DATE

In July 2022 stage two of the Public Service Departmental Arrangements Notice (No.1) 2022, was signed to transfer the fines and penalty debt administration functions of the department associated with mobile phone and seatbelt offences to the Queensland Revenue Office within Queensland Treasury, effective from 30 November 2022.

## MANAGEMENT CERTIFICATE OF THE DEPARTMENT OF TRANSPORT AND MAIN ROADS for the year ended 30 June 2022

These general purpose financial statements have been prepared pursuant to section 62(1) of the *Financial Accountability Act 2009* (the Act), section 38 of the *Financial and Performance Management Standard 2019* and other prescribed requirements. In accordance with section 62(1)(b) of the Act we certify that in our opinion:

a) the prescribed requirements for establishing and keeping the accounts have been complied with in all material respects; and

b) the financial statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of the Department of Transport and Main Roads for the financial year ended 30 June 2022 and of the financial position of the department at the end of that year.

The Director-General, as the Accountable Officer of the Department, acknowledges responsibility under sections 7 and 11 of the *Financial and Performance Management Standard 2019* for the establishment and maintenance, in all material respects, of an appropriate and effective system of internal controls and risk management processes with respect to financial reporting throughout the reporting period.

**Nick Shaw FCPA**
Chief Finance Officer

23 August 2022

**Neil Scales OBE**
Director-General

23 August 2022

Queensland Audit Office
*Better public services*

# INDEPENDENT AUDITOR'S REPORT

To the Accountable Officer of the Department of Transport and Main Roads

## Report on the audit of the financial report

### Opinion

I have audited the accompanying financial report of the Department of Transport and Main Roads.

In my opinion, the financial report:

a) gives a true and fair view of the department's financial position as at 30 June 2022, and its financial performance and cash flows for the year then ended

b) complies with the *Financial Accountability Act 2009*, the *Financial and Performance Management Standard 2019* and Australian Accounting Standards.

The financial report comprises the statement of financial position and statement of assets and liabilities by major departmental service as at 30 June 2022, the statement of comprehensive income, statement of changes in equity, statement of cash flows and statement of comprehensive income by major departmental service for the year then ended, notes to the financial statements including summaries of significant accounting policies and other explanatory information, and the management certificate.

### Basis for opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

I am independent of the department in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

### Key audit matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial report for the current period. I addressed these matters in the context of my audit of the financial report as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

Queensland Audit Office
*Better public services*

***Valuation of infrastructure assets ($73.237 billion) and estimating depreciation expense ($1.038 billion)***

*Refer to note 15 in the financial report*

| Key audit matter | How my audit addressed the key audit matter |
|---|---|
| The fair value measurement of infrastructure assets is based on current replacement cost (cost approach). The valuations are dependent on certain key assumptions that require significant management judgement including for the following:<br>• componentising the assets into the significant parts that have different useful lives.<br>• classifying assets into categories that have similar replacement costs.<br>• estimating the gross replacement cost for each combination of asset component and category to develop unit rates for the modern equivalent asset.<br>• estimating the remaining useful life of each asset. | My procedures included, but were not limited to:<br>• assessing the reasonableness of the methods and accounting principles used in the cost approach and depreciation expense estimates<br>• evaluating the qualifications, competence, capability, and objectivity of the internal subject matter experts involved in developing and approving internally generated unit rates<br>• examining a sample of the input data used in the unit pricing model for relevance, completeness, and accuracy<br>• examining a sample of unit rates and evaluating the reasonableness of key assumptions and relevance, completeness, and accuracy of supporting documentation<br>• examining a sample of asset valuation movements since the last revaluation date and corroborating the changes with other available information<br>• examining the reasonableness of the funding available used as input for the remaining useful lives and relevance of supporting documentation for the estimates<br>• testing the mathematical accuracy of the infrastructure valuation and depreciation models. |

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**Recognition and measurement of *service concession assets ($12.917 billion), borrowings – financial liabilities on service concession arrangements ($737.358 million) and other liabilities on service concession arrangement ($7.387 billion)***

*Refer to note 16 and note 18 in the financial report*

| Key audit matter | How my audit addressed the key audit matter |
|---|---|
| AASB 1059 *Service Concession Arrangements: Grantors* involves a high degree of complexity and certain key assumptions that require significant management judgement including the following:<br>• estimating the recognition and measurement of the service concession asset at current replacement cost in accordance with the cost approach described in AASB 13 Fair Value Measurement:<br>- componentising the assets into the significant parts that have different useful lives.<br>- classifying assets into categories that have similar replacement costs.<br>- estimating the gross replacement cost for each combination of component and asset category to develop unit rates for the modern equivalent asset.<br>- estimating the remaining useful life of each asset.<br>• classifying and measuring the service concession liabilities as a financial liability or unearned revenue depending on how the operator is compensated. | My procedures included, but were not limited to:<br>• assessing the appropriateness of the recognition and accounting measurement principles used to determine the value and classification of service concession assets, unearned revenue and financial liabilities on service concession arrangements.<br>• evaluating the qualifications, competence, capability and objectivity of the internal and external subject matter experts involved in developing the current replacement cost valuations for service concession assets<br>• examining the measurement estimates of service concession assets, unearned revenue and financial liabilities on service concession arrangements and evaluating a sample of supporting documentation for reasonableness, relevance, completeness and accuracy.<br>• testing the mathematical accuracy of the models used to calculate the service concession assets, unearned revenue estimates and financial liabilities including depreciation, interest and service payments. |

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**Responsibilities of the department for the financial report**

The Accountable Officer is responsible for the preparation of the financial report that gives a true and fair view in accordance with the *Financial Accountability Act 2009*, the *Financial and Performance Management Standard 2019* and Australian Accounting Standards, and for such internal control as the Accountable Officer determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

The Accountable Officer is also responsible for assessing the department's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the department or to otherwise cease operations.

**Auditor's responsibilities for the audit of the financial report**

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. This is not done for the purpose of expressing an opinion on the effectiveness of the department's internal controls, but allows me to express an opinion on compliance with prescribed requirements.
- 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.

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- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Accountable Officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

From the matters communicated with the Accountable Officer, I determine those matters that were of most significance in the audit of the financial report of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

**Report on other legal and regulatory requirements**

**Statement**

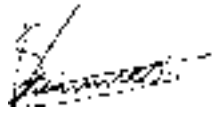
In accordance with s.40 of the *Auditor-General Act 2009*, for the year ended 30 June 2022:

a) I received all the information and explanations I required.

b) I consider that, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.

**Prescribed requirements scope**

The prescribed requirements for the establishment and keeping of accounts are contained in the *Financial Accountability Act 2009*, any other Act and *the Financial and Performance Management Standard 2019*. The applicable requirements include those for keeping financial records that correctly record and explain the department's transactions and account balances to enable the preparation of a true and fair financial report.



25 August 2022

Vaughan Stemmett
as delegate of the Auditor-General

Queensland Audit Office
Brisbane

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# Appendices

# Appendix 1 – Legislation administered by the department

The Department of Transport and Main Roads administers a range of Acts for transport-related purposes listed below:

**Minister for Transport and Main Roads**

- *Air Navigation Act 1937*
- *Century Zinc Project Act 1997 (sections 5(2) to (7), 11, 12 and 13)*
- *Civil Aviation (Carriers' Liability) Act 1964*
- *Cross River Rail Delivery Authority Act 2016*
- *Gold Coast Waterways Authority Act 2012*
- *Heavy Vehicle National Law Act 2012*
- *Maritime Safety Queensland Act 2002*
- *Photo Identification Card Act 2008*
- *Queensland Rail Transit Authority Act 2013*
- *Rail Safety National Law (Queensland) Act 2017*
- *State Transport Act 1938*
- *State Transport (People Movers) Act 1989*
- *Sustainable Ports Development Act 2015*
- *Thiess Peabody Mitsui Coal Pty Ltd Agreements Act 1965**
- *Tow Truck Act 1973*
- *Transport Infrastructure Act 1994*
- *Transport Operations (Marine Pollution) Act 1995*
- *Transport Operations (Marine Safety) Act 1994*
- *Transport Operations (Marine Safety – Domestic Commercial Vessel National Law Application) Act 2016*
- *Transport Operations (Passenger Transport) Act 1994*
- *Transport Operations (Road Use Management) Act 1995*
- *Transport Planning and Coordination Act 1994*
- *Transport (South Bank Corporation Area Land) Act 1999*
- *Transport Security (Counter-Terrorism) Act 2008*

**Except to the extent administered by the Treasurer and Minister for Trade and Investment and the Minister for Resources.*

# Appendix 2 – Associated authorities

TMR works collaboratively with three statutory authorities, four government-owned corporations (GOC) and one publicly owned private (Pty Ltd) company. TMR provides strategic advice to the Minister for the Ports and Gold Coast Waterways Authority.

## Statutory authorities

- Gold Coast Waterways Authority
- Queensland Rail
- Cross River Rail Delivery Authority.

## Government-owned corporations

- Far North Queensland Ports Corporation Limited (Ports North) *
- Gladstone Ports Corporation (GPC)*
- North Queensland Bulk Ports Corporation (NQBP)*
- Port of Townsville Limited (POTL)*.

**Government-owned corporation with shareholding Ministerial obligations.*

## Publicly-owned private company

- Transmax Pty Ltd**

***Director-General of the Department of Transport and Main Roads is the company's sole shareholder.*

## Gold Coast Waterways Authority

The Gold Coast Waterways Authority was established to strategically plan for, facilitate and manage the development and use of the Gold Coast waterways. The authority manages the waterways south of the Logan River to the New South Wales border. The Gold Coast Waterways Authority operates in accordance with the *Gold Coast Waterways Authority Act 2012*.

**For more information**
https://www.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 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**
https://www.queenslandrail.com.au/aboutus/governance/annualreports

## Transmax

Transmax Pty Ltd is an unlisted Australian company incorporated in 2002. Transmax is wholly owned by TMR and is governed by a board that includes independent directors.

**For more information**
https://www.transmax.com.au/who-we-are/media

## Cross River Rail Delivery Authority

The Cross River Rail Delivery Authority was created to plan, carry out, promote and coordinate activities to facilitate economic development, and development for community purposes, in a cross river rail priority development area, and to facilitate the efficient delivery of the cross river rail project and transport-related projects. The *Cross River Rail Delivery Authority Act 2016* has been administered by TMR's Director-General since 12 November 2020 as Chair of the Cross River Rail Delivery Board.

**For more information**
https://crossriverrail.qld.gov.au

## Shareholding ministers

The listed ports are GOCs governed under the *Government Owned Corporations Act 1993*. Each GOC must fulfil its obligations and keep the shareholding minister(s) reasonably informed of the operations, financial performance, financial position, and governance of the company and its subsidiaries. The companies must report in a timely manner on all issues likely to have a significant financial or operating impact. Each must also develop a Corporate Plan, Statement of Corporate Intent and table an annual performance report each year which are available on their website.

# Appendix 3 – Performance statements 2021–22

## Service area: Transport System Investment Planning and Programming

### Service area objective

To provide policy, planning and investment frameworks to deliver an integrated transport network accessible to everyone.

| Service standards | Notes | 2021–22 Target / Estimate | 2021–22 Actual |
|---|---|---|---|
| *Effectiveness measures* | | | |
| Road system condition (the percentage of urban and rural state-controlled roads with condition better than the specified benchmark): | | | |
| Urban | | 97–99% | 98.66% |
| Rural | | 95–97% | 96.46% |
| Road ride quality – Traffic weighted roughness (percentage of the network in very poor/poor condition) | | 11.0–12.0% | 10.74% |
| *Efficiency measure* | | | |
| Administrative cost to plan, develop and manage the Queensland Transport and Roads Investment Program (QTRIP) as a percentage of the overall value of the program | 1 | 1.0% | 0.26% |

*Notes:*

1 *The favourable variance between the 2021–22 Actual and 2021–22 Target / Estimate was achieved by managing QTRIP administration costs through efficiencies and savings.*

## Service area: Transport Infrastructure Management and Delivery

### Service area objective

To construct, maintain and operate an integrated transport network accessible to all.

| Service standards | Notes | 2021–22 Target / Estimate | 2021–22 Actual |
|---|---|---|---|
| **Service: Transport Infrastructure Management** | | | |
| *Effectiveness measures* | | | |
| South East Queensland road network efficiency – Average travel time (minutes) per 10km: | | | |
| AM peak | | 9.5 mins | 9.2 mins |
| Off peak | | 9.2 mins | 9.1 mins |
| PM peak | | 10.0 mins | 10.1 mins |
| South East Queensland road network reliability – Percentage of the road network with reliable travel times: | | | |
| AM peak | | 86% | 84% |
| Off peak | | 90% | 89% |
| PM peak | | 79% | 76% |
| South East Queensland road network productivity – Percentage of the road network with good productivity: | | | |
| AM peak | | 75% | 75% |
| Off peak | | 75% | 75% |
| PM peak | | 71% | 70% |
| South East Queensland arterial intersection performance – Percentage of intersections congested less than 20 minutes per hour: | | | |
| AM peak | | 87% | 89% |
| Off peak | | 91% | 91% |
| PM peak | | 81% | 83% |
| *Efficiency measure* | | | |
| 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) | 1 | 12.5% | 14.4% |
| **Service: Transport Infrastructure Delivery** | | | |
| *Effectiveness measure* | | | |
| Number of fatal crashes on state-controlled roads per 100 million vehicle kilometres travelled where the road condition was likely to be a contributing factor | | 0.05 | 0.08 |
| *Efficiency measure* | | | |
| Administration costs of managing and delivering the QTRIP as a percentage of the current financial year QTRIP allocation | 2 | ‹5.1% | 2.6% |

*Notes:*

1 *This service standard will be discontinued for the 2022–23 Service Delivery Statements and will be replaced by 'Average cost per 100 vehicle kilometres travelled to operate state-controlled roads' which is a more suitable measure of efficiency for the Service 'Transport Infrastructure Management'.*

2 *The favourable variance between the 2021–22 Actual and 2021–22 Target / Estimate was due to relatively stable administrative costs being maintained.*

## Service area: Transport Safety and Regulation

### Service area objective

To enhance the safety of the transport system through quality regulation, road and maritime safety programs.

| Service standards | Notes | 2021–22 Target / Estimate | 2021–22 Actual |
|---|---|---|---|
| *Effectiveness measures* | | | |
| Fatalities per 100,000 population on state-controlled roads | 1 | 2.60 | 3.27 |
| Road fatalities per 100,000 population | 1 | 4.30 | 5.57 |
| Hospitalised road casualties per 100,000 population | 1 | 110 | 150.09 |
| Marine fatalities per 100,000 registered vessels regulated in Queensland | 2 | 6.06 | 4.74 |
| Percentage of vessel movements without serious incidents: | | | |
| Pilotage areas | | 100% | 100% |
| ReefVTS area | | 100% | 100% |
| *Efficiency measure* | | | |
| Direct operational cost of Vessel Traffic Services per monitored vessel movement | | $620 | $604 |

*Notes:*

1 *The variance between the 2021–22 Actual and 2021–22 Target / Estimate was based on a number of societal influences that can vary throughout the year resulting in changes in numbers of road crashes.*

2 *The variance between the 2021–22 Actual and 2021–22 Target / Estimate reflects decreased marine fatalities during a period where recreational vessel registration increased significantly.*

## Service area: Customer Experience

### Service area objective

To understand evolving customer needs and expectations, to improve customer experiences and reduce complaints.

| Service standards | Notes | 2021–22 Target / Estimate | 2021–22 Actual |
|---|---|---|---|
| *Effectiveness measures* | | | |
| Overall customer satisfaction with transactional services (on a scale of 1 to 10) | | 8.0 | 8.4 |
| Customer experience ratings of passenger transport service by type (on a scale of 1 to 5): | | | |
| South East Queensland bus | | ≥ 3.5 | 4.2 |
| South East Queensland rail | | ≥ 3.5 | 4.1 |
| South East Queensland ferry | | ≥ 3.5 | 4.4 |
| South East Queensland tram | | ≥ 3.5 | 4.2 |
| Regional urban bus | | ≥ 3.5 | 4.3 |
| Customer service complaints in South East Queensland per 10,000 trips | | ‹ 3.0 | 2.2 |
| *Efficiency measures* | | | |
| Average unit cost per transaction in a Customer Service Centre | 1 | $21.14 | $22.24 |
| Average cost per customer enquiry – Translink Contact Centre | 2 | $5.97 | $6.71 |

*Notes:*

1 *The variance between the 2021–22 Actual and 2021–22 Target / Estimate was due to an Enterprise Bargaining Agreement / CPI increase of 2.5 per cent.*

2 *The variance between the 2021–22 Actual and 2021–22 Target / Estimate was due to lower than forecast call volume received during the period.*

## Service area: Passenger Transport Services

### Service area objective

To connect Queensland through the delivery of customer focused passenger transport services.

| Service standards | Notes | 2021–22 Target / Estimate | 2021–22 Actual |
|---|---|---|---|
| *Effectiveness measures* | | | |
| Patronage on government contracted services (millions): | | | |
| South East Queensland: | 1 | 154.76 | 113.42 |
| Bus | | 98.89 | 72.70 |
| Rail | | 43.08 | 31.23 |
| Tram | | 8.01 | 6.34 |
| Ferry | | 4.78 | 3.15 |
| Rest of Queensland: | | 11.51 | 10.61 |
| Regional air | | 0.13 | 0.12 |
| Long distance bus | | 0.06 | 0.06 |
| Regional urban bus | | 9.20 | 8.18 |
| Traveltrain | | 0.22 | 0.24 |
| Regional ferry | | 1.90 | 2.01 |
| Average on-time running performance in peak times – Citytrain | | 95.0% | 94.73% |
| Scheduled services delivered – Citytrain | | 99.5% | 99.64% |
| *Efficiency measure* | | | |
| Cost per passenger trip to administer statewide government contracted passenger transport services | 2 | $18.33 | $25.13 |

*Notes:*

1 *Patronage on government contracted services across South East Queensland was 41.3 million trips below the 2021–22 Target / Estimate as public transport usage was significantly impacted by COVID-19 restrictions, as well as severe flooding in early 2022.*

2 *The variance between the 2021–22 Actual and 2021–22 Target / Estimate was due to lower patronage on the back of continued COVID-19 impacts, flooding in South East Queensland in early 2022 and travel behaviour changes.*

## Service area: (RoadTek) Transport Infrastructure Construction and Maintenance

### Service area objective

To provide transport infrastructure solutions, including construction and maintenance services to enable the department to deliver on Queensland Government priorities and outcomes for the community.

| Service standards | Notes | 2021–22 Target / Estimate | 2021–22 Actual |
|---|---|---|---|
| *Effectiveness measures* | | | |
| Lost Time Injury Frequency Rate | 1 | ‹12.1 | 18.7 |
| Customers' and stakeholders' value of RoadTek (on a scale of 1 to 5) | | ›4 | 4.47 |
| *Efficiency measures* | | | |
| Long term debt / equity | | 10.1% | 10.2% |
| Long term debt / total assets | | 7.5% | 7.4% |
| Return on equity | | 9.1% | 12.7% |
| Return on revenue (after tax) | | 2.5% | 2.8% |
| Profit margin (earnings before income tax / user charges) | | 3.5% | 4.0% |

*Notes:*

1 *This service standard will be discontinued for the 2022–23 Service Delivery Statements as it is considered to be a workforce measure rather than a measure of effectiveness on the outcome of the services delivered by RoadTek as required by the Queensland Government Performance Management Framework Policy. It will not be replaced by a new measure as an effectiveness measure already exists.*

# Appendix 4 – Camera Detected Offence Program

**Table 12: Camera Detected Offence Program (CDOP) financial overview for 2021–22**

| Revenue | $'000 |
|---|---|
| Department of Transport and Main Roads | 112,397 |
| Queensland Treasury | 162,135 |
| **Total Revenue** | **274,532** |

| Administrative/operational costs | |
|---|---|
| Department of Transport and Main Roads - operating | 20,311 |
| Department of Transport and Main Roads - equity | 5832 |
| Queensland Police Service - operating (including road safety enforcement initiatives) | 42,231 |
| Queensland Police Service - equity | 934 |
| Queensland Treasury | 16,366 |
| **Total administrative/operational costs** | **85,674** |

| Expenditure from remaining revenue | |
|---|---|
| **Road safety education and awareness** | |
| Department of Transport and Main Roads - operating | 19,377 |
| Department of Transport and Main Roads - equity | 2159 |
| Queensland Fire and Emergency Services | 1068 |
| **Road accident injury rehabilitation programs** | |
| Queensland Health - to support the purchase of blood products used in the treatment of victims of road trauma | 4500 |
| **Improvements to the safety of state-controlled roads** | |
| Department of Transport and Main Roads - operating | 1240 |
| Department of Transport and Main Roads - equity | 172,250 |
| **Total Expenditure from remaining funds** | **200,594** |
| **Total Expenditure 2021–22** | **286,268** |
| **Total Revenue less Total Expenditure** | **-11,736** |

*Note. Total 2021–22 expenditure on CDOP related activities can include funding from prior year and expenditure brought forward.*

## Community attitudes

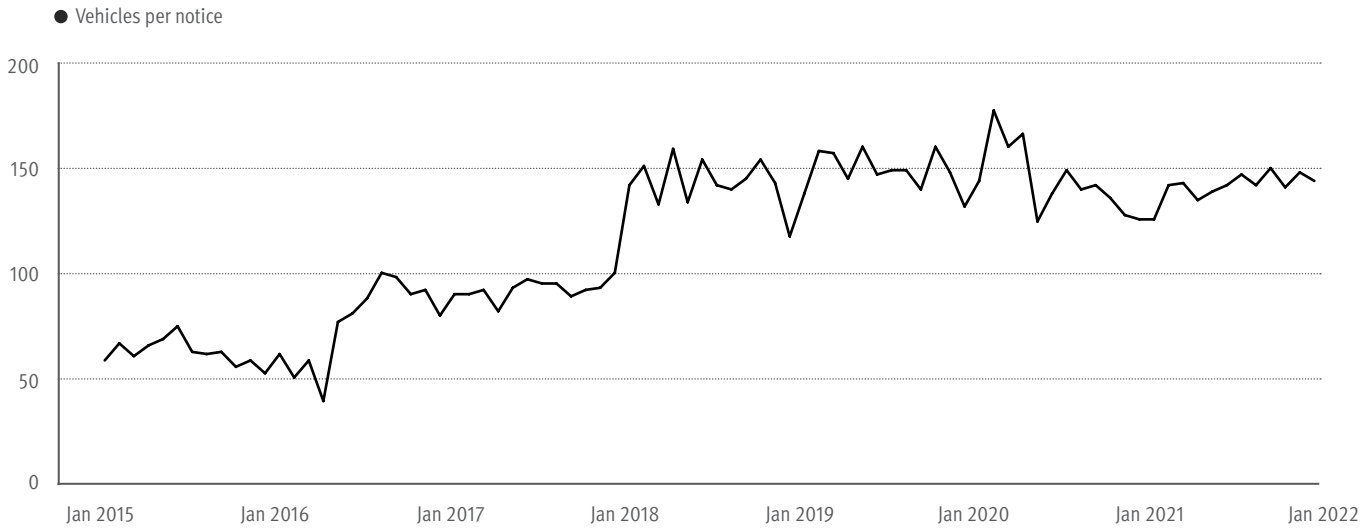
The following results were drawn from recent research* indicating that the community generally regards speeding to be a dangerous and unacceptable behaviour. With regards to low-level speeding, the community has paradoxical attitudes, such that they understand the risks associated with the behaviour, but many still report engaging in the behaviour themselves.

- 75 per cent agreed with the statement 'Speeding is unsafe in most circumstances'.
- 47 per cent agreed with the statement 'Low-level speeding is a major contributor to crashes'.
- 83 per cent agreed with the statement 'The faster you drive, the more severe the crash'.
- 80 per cent agreed with the statement 'If I drive 10 km/h over the speed limit, I have a greater risk of being in a crash, than if I was driving at the speed limit'.
- 33 per cent were classified as compliant with speed limits, while 46 per cent were classified as low-level speeders**.

** Each year, Transport and Main Roads commissions a study investigating road safety attitudes and behaviours, which is conducted by an independent market research company. The 2021 survey asked transport-related questions of a sample of 901 Queensland motorists.*

*** Respondents were classified as "low-level speeders" if they reported travelling at 1-10 km/h for more than 10 per cent of the time they were driving, but never reported travelling more than 20 km/h over the limit.*

**Figure 5: Mobile speed cameras – Vehicles monitored per notice issued**




*Note: Prior to 2018 data reported included all mobile speed camera notices including overt, covert and portable camera units. For 2018 onwards, data displays overt and covert cameras only.*

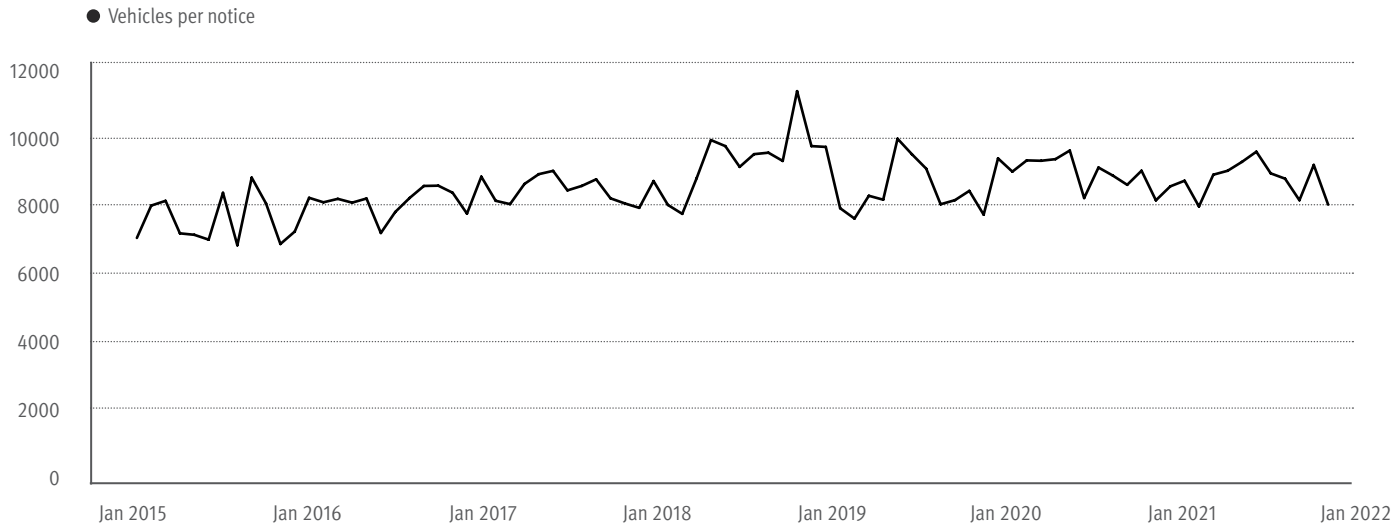
**Table 13: Number of mobile speed camera infringements per penalty bracket for 2021**

| 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 | 459,755 | 103,499 | 14,196 | 2142 | 878 | 580,470 |
| Percentage | 79.20% | 17.83% | 2.45% | 0.37% | 0.15% | |

*Data source: Transport and Main Roads Data Analysis Team*

*Note: Penalty bracket is vehicle exceeding the speed limit by this amount.*

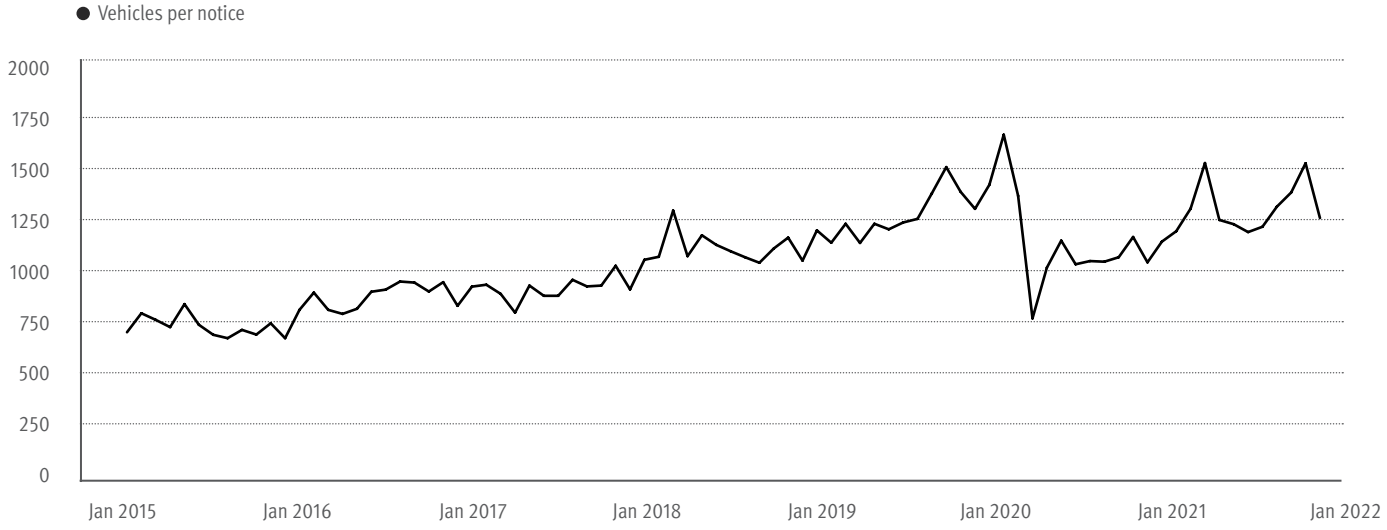
**Figure 6: Red light cameras – Vehicles monitored per notice issued**




*Data source: Queensland Police Service*

*Note: This graph does not include red light camera notices issued by combined red light/speed cameras. See Figure 8.*

**Figure 7: Fixed speed cameras – Vehicles monitored per notice issued**




*Data source: Queensland Police Service*

*Note: This graph does not include fixed speed camera notices issued by combined red light/speed cameras. See Figure 8.*

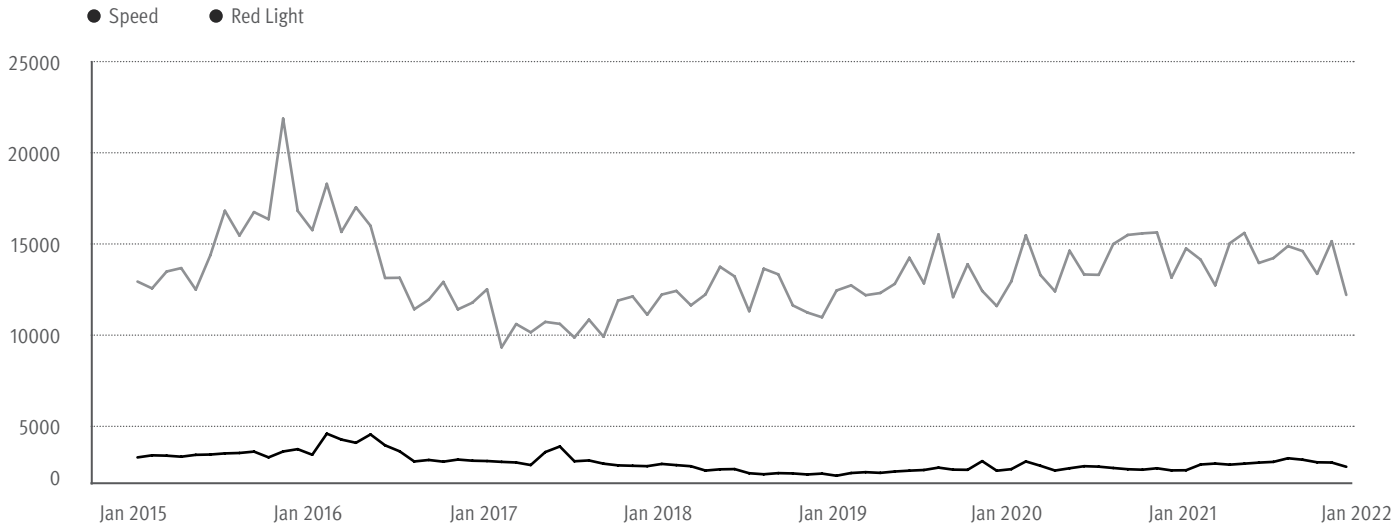
**Table 14: Number of fixed speed camera infringements per penalty bracket for 2021**

| Penalty bracket | Less than 13 km/h | 13–20 km/h | 21–30 km/h | 31–40 km/h | More than 40 km/h | Total |
|---|---|---|---|---|---|---|
| Number of fixed speed camera infringements | 165,403 | 34,229 | 4681 | 858 | 512 | 205,683 |
| Percentage | 80.42% | 16.64% | 2.28% | 0.42% | 0.25% | |

*Data source: Queensland Police Service*

*Notes: Penalty bracket is vehicle exceeding the speed limit by this amount. This data reflects all fixed speed camera notices including those detected by combined red light/speed cameras.*

**Figure 8: Combined red light/speed 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 15: Number of point-to-point speed camera* infringements per penalty bracket for 2021****

| Penalty bracket | Less than 13 km/h | 13–20 km/h | 21–30 km/h | 31–40 km/h | More than 40 km/h | Total |
|---|---|---|---|---|---|---|
| Number of point-to-point speed camera infringements | 3045 | 2246 | 353 | 54 | 26 | 5724 |
| Percentage | 53.20% | 39.24% | 6.17% | 0.94% | 0.45% | |

*Data source: Queensland Police Service*

*Notes: *A point-to-point (or average) speed camera system uses a number of cameras over a length of road to measure a vehicle's average speed. The system uses the time it takes for a vehicle to travel between the two points to calculate the average speed of the vehicle: Speed = Distance ÷ Time.*

***Penalty bracket is vehicle exceeding the speed limit by this amount.*

# Appendix 5 – Transport Operator Payments

**Table 16: Passenger transport operator payments: South East Queensland**

*Payments are for the period of 1 July 2021 to 30 June 2022 and are GST exclusive.*

| Operator | 2021–22 Amount $ |
|---|---|
| **Bus** | |
| Brisbane Bus Lines Pty Ltd ACN 009 739 593 | 163,816 |
| Brisbane City Council (Transport for Brisbane) ABN 72 002 765 795 | 341,403,039 |
| Bus Queensland Pty Ltd ACN 010 516 757 t/a Park Ridge Transit | 16,753,934 |
| Bus Queensland (Lockyer Valley) Pty Ltd ACN 140 535 888 | 1,696,431 |
| CDC South East Queensland Pty Ltd ACN 085 000 693 formerly known as Buslink Sunshine Coast Pty Ltd ACN 085 000 693 | 15,372,299 |
| Caboolture Bus Lines Pty Ltd ACN 010 974 599 | 13,543,775 |
| Reginald Graham Clark & Yvonne Hazel Clark t/a Clarks Bus Service ABN 26 755 113 656 | 34,645,364 |
| GK & JM Thompson Pty Ltd ACN 064 465 176 t/a Thompson Bus Services | 10,445,746 |
| Hornibrook Bus Lines Pty Ltd ACN 010 013 224 | 21,505,689 |
| Mt Gravatt Bus Service Pty Ltd ACN 010 232 827 atf The L G Cole Family Trust | 5,413,788 |
| S & S Webster Investments Pty Ltd ACN 004 804 497 t/a Kangaroo Bus Lines | 18,097,185 |
| Southern Cross Transit (QLD) Pty Ltd ACN 097 130 615 atf the G. Oliveri Family Trust (QLD) | 141,535 |
| Surfside Buslines Pty Ltd ACN 010 957 552 | 103,329,579 |
| Transdev Queensland Pty Ltd ACN 087 046 044 | 29,862,523 |
| Transit Australia Pty Limited ACN 065 794 943 t/a Sunshine Coast Sunbus | 40,646,293 |
| Westside Bus Co Pty Ltd ACN 083 497 312 atf Westside Unit Trust | 27,699,971 |
| Cavbus Pty Ltd ACN 096 924 677 | 570,412 |
| | **$681,291,380** |
| **Ferry** | |
| Brisbane City Council (Transport for Brisbane) ABN 72 002 765 795 | 22,287,533 |
| Amity Trader Pty Ltd ACN 38 951 090 375 atf the trustee for the Scorpio Trust t/a Coochiemudlo Island Ferry Service | 289,296 |
| Kellstar Pty Ltd ACN 073 449 439 t/a Stradbroke Flyer | 1,067,877 |
| Stradbroke Ferries Pty Ltd ACN 009 725 713 | 1,003,045 |
| Bits Assets Pty Ltd ACN 54 108 661 945 | 8,993,923 |
| | **$33,641,674** |

| Operator | 2021–22 Amount $ |
|---|---|
| **Citytrain** | |
| Queensland Rail Limited ACN 132 181 090 | 1,520,126,018 |
| **Rail replacement bus services** | |
| CAV Queensland Pty Ltd ACN 115 410 725 | 2,130,261 |
| S & S Webster Investments Pty Ltd ACN 004 804 497 t/a Kangaroo Bus Lines | 4,053,475 |
| Brisbane Bus Lines Pty Ltd ACN 009 739 593 | 4,979,513 |
| GK & JM Thompson Pty Ltd ACN 064 465 176 t/a Thompson Bus Services | 4,577,361 |
| Yellow Cabs Australia Pty Ltd ACN 620 658 871 | 14,138 |
| Black & White Cabs Pty Ltd ACN 054 497 353 | 9653 |
| Suncoast Cabs Ltd ACN 010 183 892 | 1754 |
| Mt Gravatt Coach & Travel Pty Ltd ACN 052 452 025 | 41,648 |
| Transdev Queensland ACN 087 046 044 | 4425 |
| Hornibrook Bus Lines ACN 010 013 224 | 6374 |
| Surfside Buslines ACN 010 957 552 | 19,312 |
| Brisbane City Council (Transport for Brisbane) ABN 72 002 765 795 | 2,704,757 |
| | **$18,542,671** |
| **Light rail** | |
| Goldlinq Pty Ltd ACN 147 815 441 | 62,397,559 |
| Keolis Downer Pty Ltd ACN 165 343 680 | 4017 |
| | **$62,401,576** |
| **On demand transport** | |
| Surfside Buslines Pty Ltd ACN 010 957 552 | 562,339 |
| Yellow Cabs (Australia) Pty. Ltd. ACN 620 658 871 | 925,101 |
| | **$1,487,440** |
| **Flexilink taxi service** | |
| Yellow Cabs (Australia) Pty. Ltd. ACN 620 658 871 | 90,596 |
| **Total payments** | **$2,317,581,355** |

**Table 17: Passenger transport operator payments: Rest of Queensland**

*Payments are for the period of 1 July 2021 to 30 June 2022 and are GST exclusive.*

| Operator | 2021–22 Amount $ |
|---|---|
| **Regional urban bus** | |
| Jewelboost Pty Ltd ACN 55 163 460 081 atf The Porter Family Trust t/a Chillagoe Observatory & Eco-Lodge | 7350 |
| Bowen Transit Pty Ltd ACN 105 749 602 | 175,585 |
| CDC Gladstone Pty Ltd ACN 612 803 406 | 2,091,088 |
| Campsie Bus Co Pty Ltd ACN 000 953 328 t/a Whitsunday Transit | 1,649,081 |
| Cavglass Pty Ltd ACN 124 444 711 t/a Glasshouse Country Coaches | 629,488 |
| Complete Golf Coaching Pty Ltd ACN 101 380 116 t/a Kerry's Bus Service | 3055 |
| CDC SOUTH EAST QUEENSLAND PTY LTD ACN 085 000 693 t/a Youngs Bus Service | 2,970,631 |
| Duffy's City Buses Pty Ltd ACN 053 761 023 atf The Duffy Trust | 1,963,231 |
| Fultonlawn Pty Ltd ACN 010 489 068 atf NHPriebbenow Family Trust t/a Wide Bay Transit | 4,365,730 |
| GJ & LE Christensen ABN 50 204 765 641 t/a Christensens Bus and Coach | 528,347 |
| CD & JM Haidley ABN 90 759 103 183 t/a Haidley's Panoramic Coaches & Motors | 218,877 |
| Hubbards Coaches Pty Ltd ACN 076 988 120 atf Hubbard Family Trust | 4443 |
| L.G. Stewart Family Co. Pty Ltd ACN 009 971 617 atf LG Stewart Family Trust | 212,189 |
| Mackay Transit Coaches Pty Ltd ACN 050 416 227 | 4,594,467 |
| Polleys Coaches Pty Ltd ACN 134 694 992 | 760,474 |
| Stradbroke Island Buses Pty Ltd ACN 151 219 420 | 768,732 |
| Toowoomba Transit Pty Ltd ACN 135 249 062 t/a Bus Queensland Toowoomba | 8,431,491 |
| Trans North Pty Ltd ACN 074 538 159 t/a Trans North Bus and Coach Service | 264,994 |
| Transit Australia Pty Ltd ACN 065 794 943 t/a Marlin Coast Sunbus | 17,850,415 |
| Transit Australia Pty Ltd ACN 065 794 943 t/a Capricorn Sunbus | 3,413,785 |
| Transit Australia Pty Ltd ACN 065 794 943 t/a Townsville Sunbus | 14,591,231 |
| | **$65,494,683** |

| Operator | 2021–22 Amount $ |
|---|---|
| **Ferry** | |
| Sea-Cat Charters Pty Ltd ACN 73 010 551 925 t/a Peddells Thursday Island Tours | 272,263 |
| Sealink Queensland Pty Ltd ACN 148 811 170 | 2,682,240 |
| | **$2,954,504** |
| **Long distance rail** | |
| NSW Trains ACN 325 560 455 (XPT Contract Price) | 2,823,556 |
| Cairns Kuranda Steam Limited Partnership ACN 997 390 112 (Savannahlander) | 1,778,256 |
| Queensland Rail Limited ACN 132 181 090 | 492,901,016 |
| | **$497,502,828** |
| **Regional air** | |
| Qantas Airways Ltd ACN 009 661 901 | 2,899,409 |
| Regional Express Holdings Limited ACN 099 547 270 | 4,362,454 |
| Regional Express Pty Ltd ACN 101 325 642 | 5,707,118 |
| Skytrans Pty Ltd ACN 100 751 139 | 880,996 |
| Hinterland Aviation Pty Ltd ACN 010 617 893 | 157,455 |
| | **$14,007,431** |
| **Long distance bus** | |
| Bowen Transit Pty Ltd ACN 105 749 602 | 67,561 |
| Greyhound Australia Pty Ltd ACN 104 326 383 | 1,905,031 |
| Mackay Transit Coaches Pty Ltd ACN 050 416 227 | 481,282 |
| North Burnett Regional Council ABN 23 439 388 197 | 445,251 |
| Toowoomba Transit Pty Ltd ACN 135 249 062 t/a Bus Queensland Toowoomba | 3,124,108 |
| Murrays Australia Pty Limited ACN 65 008 468 666 t/a Murrays Coaches | 351,915 |
| Trans North Pty Ltd ACN 074 538 159 t/a Trans North Bus and Coach Service | 538,209 |
| | **$6,913,357** |
| **Regional railbus** | |
| TD & GR Eckel Pty Ltd ACN 074 098 114 | 173,420 |
| Outback Aussie Tours Pty Ltd ACN 010 813 313 | 99,656 |
| | **$273,075** |
| **Total payments** | **$587,145,878** |

# Appendix 6 – Queensland Government bodies (statutory bodies and other entities)

| Public Transport Fares Advisory Panel | |
|---|---|
| Act or instrument | Terms of Reference |
| Functions | The purpose of the Panel is to provide independent expert advice to the Queensland Government on changes it may propose to public transport fares, products, and ticketing in the future. |
| Achievements | The Panel met once during 2021–22 to consider and provide advice on fare policy proposals. |
| Financial reporting | Transactions for the Public Transport Fares Advisory Panel are accounted for as part of the Department of Transport and Main Roads Financial Statements process. |

**Remuneration**

| Position | Name | Meetings/session attendance | Approved annual, sessional or daily fee | Approved sub-committee fees if applicable | TMR payments |
|---|---|---|---|---|---|
| Chair | Paul Low | 1 | $390 daily | N/A | $390 |
| Member | Matthew Burke | 1 | $300 daily | N/A | $0 |
| Member | Julie Castle | 1 | $300 daily | N/A | $300 |
| Member | Blaise Itabelo | 1 | $300 daily | N/A | $300 |
| Member | Gail Ker | 1 | $300 daily | N/A | $300 |
| Member | Adrienne Ward | 1 | $300 daily | N/A | $300 |
| No. scheduled meetings/sessions | 1 | | | | |
| Total TMR payments | $1,590 | | | | |

# Appendix 7 – Glossary

| Term | Definition |
|---|---|
| 3PCM | The 3PCM solution provides TMR with the capability to manage the Transport Infrastructure Portfolio, through integration of the portfolio, program, project and contract management processes. The solution manages Queensland Transport Infrastructure Program (QTRIP) activity and also delivers the QTRIP development and publications requirements. |
| App / Application | An application (application software) is a set of computer programs designed to permit the user to perform a group of coordinated functions, tasks or activities. |
| Australian Roads Research Board | Provides research, consulting and information services to the road and transport industry. |
| Black Spot Program | Black spots are locations where high-severity crashes occur. The Australian Government-funded Black Spot Program targets known crash sites through cost-effective, high-benefit engineering works to reduce accidents on Australian roads. |
| Busway | A dedicated roadway that separates buses from general traffic. |
| Camera Detected Offence Program (CDOP) | A joint partnership between TMR and 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. CDOP revenue is used as a partial source of funding for the Safer Roads Sooner Program and a number of other safety-related state-funded special initiatives. |
| Cross River Rail Delivery Authority | Established under the *Cross River Rail Delivery Authority Act 2016*, the Cross River Rail Delivery Authority lead the development, procurement and delivery of the Cross River Rail project. |
| Cycling infrastructure | Facilities such as on-road and off-road cycling networks, and end-of-trip facilities to promote increased use of cycling through safe direct and connected routes and increased transport choices. |
| Disability Discrimination Act | The federal *Disability Discrimination Act 1992* (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. |
| Disaster Recovery Funding Arrangements | A joint Commonwealth/state government funding initiative providing financial assistance and infrastructure restoration to help communities recover from the effects of disasters. The DRFA apply to disaster events that occurred on or after 1 November 2018. |
| 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. |
| Engagement | Measures the amount of interest in a social media post. It is determined by the number of people a post reaches who then like, comment, share or click on the post. |
| Facebook | Facebook is an online social networking service where users can post comments, share photographs and post links to news or other interesting content on the web, chat live, and watch short-form video. |
| European Train Control System | European Train Control System is an automatic train protection system. |
| Flashing School Zone Signs | Consists of a standard school zone sign that incorporates a flashing red circle and twin alternate flashing yellow lights mounted above the 'school zone' plate. |
| Full-time equivalent | Calculated by the number of hours worked in a period divided by the full-time hours prescribed by the award or industrial instrument for the person's position. |
| *go* card | Translink's smartcard (a thin, compact card about the size of a credit card) which stores up to $250 of electronic credit. |
| Impressions | Measures the amount of time a social media page's content is displayed. |
| 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 describe technology applied to transport and infrastructure to transfer information between systems for improved safety, productivity and environmental performance. |
| LinkedIn | LinkedIn is an online social networking service designed specifically for the business community and as an online platform for connecting with other professionals. |
| Local Government Association of Queensland (LGAQ) | The Local Government Association of Queensland is the peak body for local government in Queensland. It is a not-for-profit association set up solely to serve the state's 77 councils and their individual needs |
| 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 |
|---|---|
| New Generation Rollingstock project | The NGR project involves the delivery of 75 six-car trains and the construction of a new purpose-built maintenance centre to maintain the new trains for the next 30 years. |
| Northern Australia Roads Program | 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. |
| OneTMR | A Department of Transport and Main Roads-wide culture and way of operating. |
| 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 program of works is made up of Australian Government, Queensland Government and local government funding commitments. 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. |
| **QLD***Traffic* | **QLD***Traffic* is the official source of traffic and travel information from the Queensland Government. It includes a website, 13 19 40 phone service, social media and the **QLD***Traffic* smartphone app, enabling motorists and commuters to check traffic conditions and plan their journeys before they go. |
| Queensland Government Open Data | A Queensland Government searchable portal that allows visitors to view datasets on a range of government activities and responsibilities. |
| Queensland Train Manufacturing Program | The Queensland Train Manufacturing Program was established to meet the increasing demand for rail transport in South East Queensland over the next 10 years. |
| 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. |
| RoadTek | A commercial business within TMR, RoadTek is a major provider of transport infrastructure solutions throughout Queensland. |
| Roadworks | Planning, designing, building, maintaining, replacing, operating or upgrading any part of the road network, state strategic roads, regional roads and district roads (but not local roads). |
| Rollingstock | Rail locomotives and wagons. |
| Safer Roads Sooner | The Queensland Government's targeted program to improve the road safety performance of state-controlled and national road networks. It is funded by revenue from camera-detected offences and delivers projects to address the road toll and reduce the number of people who sustain serious injuries in road crashes. |
| Service Delivery Statements | Budgeted financial and non-financial information for the Budget year. In addition to financial statements, the SDS includes TMR's achievements, highlights for the forthcoming year and performance statements. |
| Stakeholder | Anyone or any group who either influences or is affected by our business. |
| State Infrastructure Plan | Outlines the Queensland Government's strategic direction for the planning, investment, and delivery of infrastructure in Queensland. |
| State-controlled roads | Roads controlled and managed by the Queensland Government. They include the AusLink national road network, state strategic roads, regional roads, and district roads (but not local roads). |
| Strategic plan | A high-level document used to communicate departmental vision, purpose and objectives to provide a foundation for operational delivery. |
| Translink | Translink is the brand name for passenger transport services in Queensland, including Translink buses, trains, ferries and trams. |
| Transport System Planning Program | Aimed at funding transport planning, modelling and investment proposal activities for all modes of transport across all regions of Queensland. The program plans an integrated transport system that promotes the right investment at the right time and drives better transport outcomes for Queensland. |
| Twitter | Twitter is an online social networking service that enables users to send and read short 140-character messages called 'tweets'. |
| Wide centre line treatments | Painting two white lines one metre apart in the centre of the road to provide greater separation for opposing traffic. |
| Yammer | A private social network used within organisations for internal communication and collaboration. |

# Appendix 8 – Acronyms

| Acronym | Definition |
|---|---|
| ANZSOG | Australia and New Zealand School of Government |
| ARA | Australasian Railway Association |
| ARC | Audit and Risk Committee |
| ARTC | Australian Road Track Corporation |
| BoM | Bureau of Meteorology |
| BVRT | Brisbane Valley Rail Trail |
| CA | Chief Auditor |
| CAV | Cooperative and Automated Vehicle |
| CAVI | Cooperative and Automated Vehicle Initiative |
| CBD | Central business district |
| CCC | Crime and Corruption Commission |
| CCTV | Closed-Circuit Television Cameras |
| CDOP | Camera Detected Offence Program |
| CE | Chief Engineer |
| CFO | Chief Financial Officer |
| CIO | Chief Information Officer |
| COO | Chief Operations Officer |
| CPCO | Chief People and Culture Officer |
| CSIA | Customer Service Institute of Australia |
| Cth | Commonwealth |
| CYRP | Cape York Region Package |
| DC | Digital Capability |
| DCN | Daily Cargo News |
| DDG | Deputy Director-General |
| DFV | Domestic and Family Violence |
| DG | Director-General |
| ED | Executive Director |
| EGM | Executive General Manager |
| ELT | Executive Leadership Team |
| EMPA | Executive Master of Public Administration |
| ESO | Electrical Safety Officer |
| ETCS | European Train Control System |
| FBT | Fringe Benefits Tax |
| FTE | Full-time equivalent |
| GM | General Manager |
| GOC | Government owned corporations |
| GPC | Gladstone Ports Corporation |
| GST | Goods and services tax |
| HR | Human Resources |
| ICSS | International Customer Service Standard 2020-2025 |
| ICT | Information and Communication Technology |
| ICVP | Ipswich Connected Vehicle Pilot |

| Acronym | Definition |
|---|---|
| IEN | Indigenous Employee Network |
| IP Act | *Information Privacy Act 2009* |
| ISC | Information and Systems Committee |
| ISMS | Information Security Management System |
| IT | Information Technology |
| ITS | Intelligent Transport Systems |
| LED | Light emitting diode |
| LFS | Local Fare Scheme |
| M1 | Pacific Motorway |
| MaaS | Mobility as a Service |
| MATE | Motivating Action Through Empowerment |
| MET | Maritime Enforcement Team |
| MSQ | Maritime Safety Queensland |
| NQBP | North Queensland Bulk Ports Corporation |
| NGR | New Generation Rollingstock |
| NTER | National Tax Equivalents Regime |
| ODEF | One Day Equipment Familiarisation |
| OIR | Office of Industrial Relations |
| ONRSR | Office of the National Rail Safety Regulator |
| PCN | Principal Cycle Network |
| PCYC | Police-Citizens Youth Welfare Association |
| PD | Program Director |
| POTL | Port of Townsville Limited |
| PPI | Policy, Planning and Investment Division |
| PPMP | Positive Performance Management Program |
| PTAANZ | Public Transport Association Australia New Zealand |
| PWC | Personal watercraft |
| QAO | Queensland Audit Office |
| QBIC | Queensland Bus Industry Council |
| QDMA | Queensland Disaster Management Arrangements |
| QESH | Queensland Electric Super Highway |
| QR | Queensland Rail |
| QRS | Queensland Regulated Ship |
| QTMP | Queensland Train Manufacturing Program |
| QTRIP | Queensland Transport and Roads Investment Program |
| QUT | Queensland University of Technology |
| RACQ | Royal Automotive Club of Queensland |
| ReefVTS | Great Barrier Reef and Torres Strait Vessel Traffic Services |
| Rex | Regional Express Airlines |
| ROSI | Roads of Strategic Importance |
| RPA | Robotics Process Automation |
| RRTG | Regional Roads and Transport Group |

| Acronym | Definition |
|---|---|
| RTI Act | *Right to Information Act 2009* |
| RTPs | Regional Transport Plans |
| SAP | System, application and products |
| SDS | Service Delivery Statements |
| SEQ | South East Queensland |
| SES | Senior Executive Service |
| SES/SO | Senior Executive Service/Senior Officer |
| SMS | Short Message Service |
| SO | Senior Officer |
| STAS | School Transport Assistance Scheme |
| STEM | Science, technology, engineering and mathematics |
| STIP | School Transport Infrastructure Program |
| TDx | Transport Data Exchange |
| TIDS | Transport Infrastructure Development Scheme |
| TIPPS | Transport, Information, Policy and Procedures System |
| TMR | Department of Transport and Main Roads |
| TPaC | Transport People and Capability Board |
| TSafe | TMR Safety Board |
| TSS | Taxi Subsidy Scheme |
| UQ | The University of Queensland |
| V1 | Veloway 1 |
| vWiM | Virtual Weigh-in-Motion |
| WAT | Wheelchair Accessible Taxis |
| WfQ | Working for Queensland |
| ZEV | Zero Emission Vehicle |

# Appendix 9 – 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 | 003 |
| Accessibility | Table of contents | ARRs – section 9.1 | 005 |
| | Glossary | ARRs – section 9.1 | 215–216 |
| | Public availability | ARRs – section 9.2 | 004 |
| | Interpreter service statement | *Queensland Government Language Services Policy*<br>ARRs – section 9.3 | 004 |
| | Copyright notice | *Copyright Act 1968*<br>ARRs – section 9.4 | 002 |
| | Information Licensing | *QGEA – Information Licensing*<br>ARRs – section 9.5 | 002 |
| General information | Introductory Information | ARRs – section 10 | 004, 022–023 |
| Non-financial performance | Government's objectives for the community and whole-of-government plans/specific initiatives | ARRs – section 11.1 | 010–011, 014–019 |
| | Agency objectives and performance indicators | ARRs – section 11.2 | 013 |
| | Agency service areas and service standards | ARRs – section 11.3 | 013 |
| Financial performance | Summary of financial performance | ARRs – section 12.1 | 142 |
| Governance – management and structure | Organisational structure | ARRs – section 13.1 | 127 |
| | Executive management | ARRs – section 13.2 | 127–131 |
| | Government bodies (statutory bodies and other entities) | ARRs – section 13.3 | 202, 214 |
| | Public Sector Ethics | *Public Sector Ethics Act 1994*<br>ARRs – section 13.4 | 138 |
| | Human Rights | Human Rights Act 2019<br>ARRs – section 13.5 | 138–139 |
| | Queensland public service values | ARRs – section 13.6 | 121 |
| Governance – risk management and accountability | Risk management | ARRs – section 14.1 | 140 |
| | Audit committee | ARRs – section 14.2 | 132 |
| | Internal audit | ARRs – section 14.3 | 137 |
| | External scrutiny | ARRs – section 14.4 | 137–140 |
| | Information systems and recordkeeping | ARRs – section 14.5 | 029 |
| | Information Security attestation | ARRs – section 14.6 | 133, 135 |
| Governance – human resources | Strategic workforce planning and performance | ARRs – section 15.1 | 115 |
| | Early retirement, redundancy and retrenchment | Directive No.04/18 *Early Retirement, Redundancy and Retrenchment*<br>ARRs – section 15.2 | 115 |

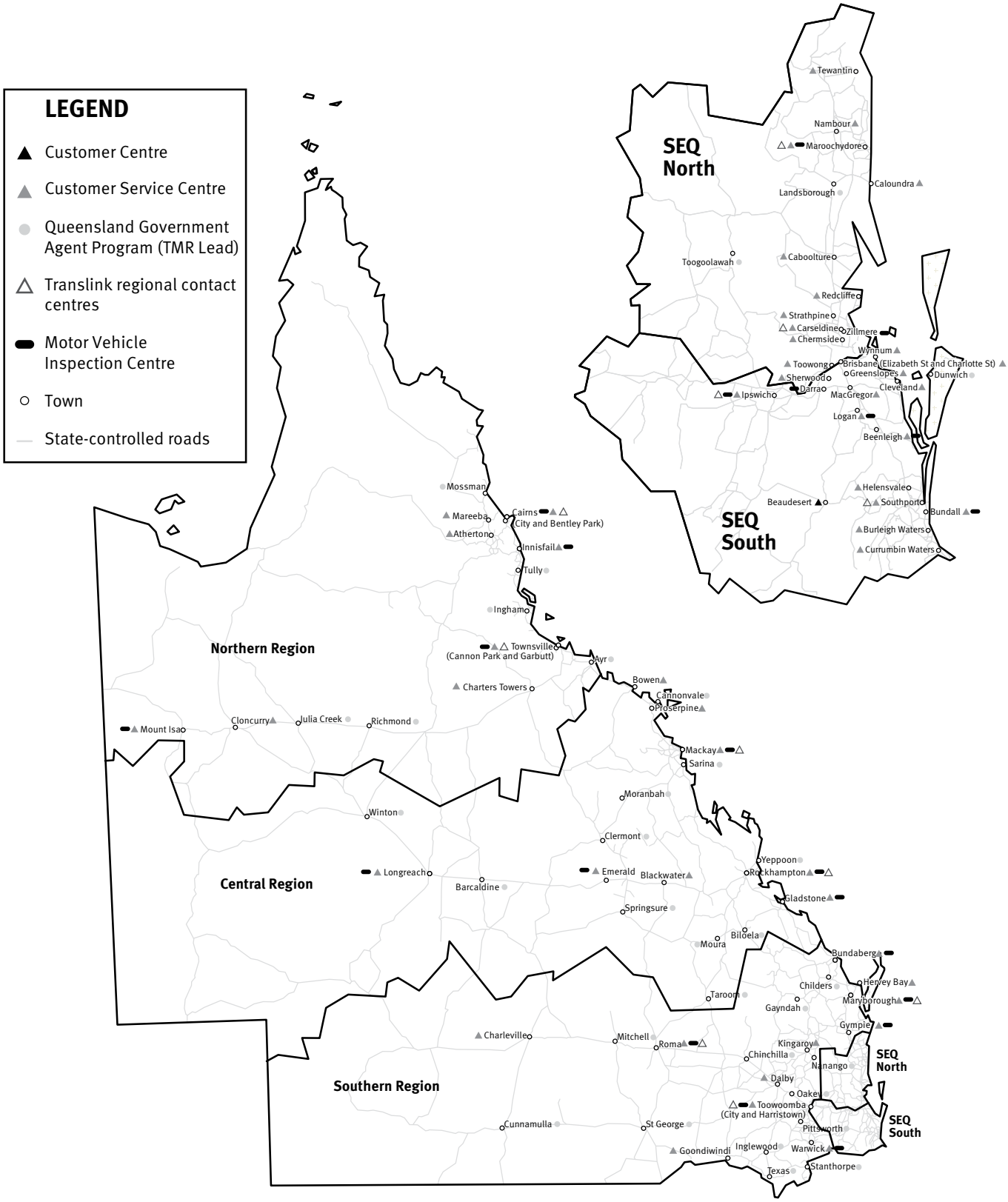
| Summary of requirement | | Basis for requirement | Annual report reference |
|---|---|---|---|
| Open Data | Statement advising publication of information | ARRs – section 16 | 004 |
| | Consultancies | ARRs – section 31.1 | https://data.qld.gov.au |
| | Overseas travel | ARRs – section 31.2 | https://data.qld.gov.au |
| | Queensland Language Services Policy | ARRs – section 31.3 | https://data.qld.gov.au |
| Financial statements | Certification of financial statements | FAA – section 62<br>FPMS – sections 38, 39 and 46<br>ARRs – section 17.1 | 193 |
| | Independent Auditor's Report | FAA – section 62<br>FPMS – section 46<br>ARRs – section 17.2 | 194 |

*FAA* *Financial Accountability Act 2009*

*FPMS* *Financial and Performance Management Standard 2019*

*ARRs* *Annual report requirements for Queensland Government agencies*

# Appendix 10 – Where to find us



TMR's principal place of business is 61 Mary Street, Brisbane, Queensland 4000.

Addresses for the department's statewide network of Customer Service Centres are listed over the following pages. TMR has a range of services customers can complete online including:

- pay your fine
- renew your registration
- change your customer address
- book a practical driving test.

Customers can view a complete list of services we offer online at https://www.tmr.qld.gov.au/About-us/Contact-us or telephone 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 | 6 Robert Street, 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 |
| Carseldine | 532 Beams Road, Carseldine QLD 4034 |
| Charleville | Hood Street, Charleville QLD 4470 |
| Charters Towers | 11-15 Church Street, Charters Towers QLD 4820 |
| Chermside | 766 Gympie Road, Chermside QLD 4032 |
| Cleveland | Ross Court Centre, Cnr Bloomfield Street and Ross Court, Cleveland QLD 4163 |
| Cloncurry | 16-22 Ramsay Street, Cloncurry QLD 4824 |
| Currumbin Waters | Unit 3, 109 Currumbin Creek Road, Currumbin Waters QLD 4223 |
| Dalby | 20 Cunningham Street, Dalby QLD 4405 |
| Emerald | 83 Esmond Street, Emerald QLD 4720 |
| Gladstone | 2 Paterson Street, Gladstone QLD 4680 |
| Goondiwindi | 6 Brisbane Street, Goondiwindi QLD 4390 |
| Greenslopes | Greenslopes Shopping Mall, 700 Logan Road (Cnr Plimsoll Street), Greenslopes QLD 4120 |
| Gympie | Floor 1, 50 River Road, Gympie QLD 4570 |
| Helensvale | Helensvale Plaza Shopping Centre, 12 Sir John Overall Drive, Helensvale QLD 4212 |
| Hervey Bay | 50-54 Main Street, Pialba QLD 4655 |
| Innisfail | 12-14 Clifford Road, Innisfail QLD 4860 |
| Ipswich | 2 Colvin Street, North Ipswich QLD 4305 |
| Kingaroy | Artie Kerr Building, 130 Kingaroy Street, Kingaroy QLD 4610 |
| Logan City | 43–45 Jacaranda Avenue, Logan Central QLD 4114 |
| Longreach | 14 Wonga Street, Longreach QLD 4730 |
| Macgregor | Kessels Court, 567 Kessels Road, Macgregor QLD 4109 |
| Mackay | Cnr Endeavour Street and Industrial Street, Mackay QLD 4740 |
| Mareeba | 147 Walsh Street, Mareeba QLD 4880 |
| Maroochydore | 6 Kelly Court (off Kayleigh Drive), Maroochydore QLD 4558 |
| Maryborough | Bright Street, Maryborough QLD 4650 |
| Mount Isa | Shop 1, 29 Simpson Street, Mount Isa QLD 4825 |
| Nambour | Cnr Stanley Street and Coronation Avenue, Nambour QLD 4560 |
| Proserpine | 17 Main Street, Proserpine, QLD 4800 |
| Redcliffe (Kippa Ring) | Cnr Beach Street and Bingle Street, Kippa Ring QLD 4021 |
| Rockhampton | 31 Knight Street, North Rockhampton QLD 4701 |
| Roma | 56-58 Gregory Street, Roma QLD 4455 |
| Sherwood | 14 Primrose Street, Sherwood QLD 4075 |
| Southport | 265 Nerang Street, Southport QLD 4215 |
| Strathpine | 43 Bells Pocket Road, Strathpine QLD 4500 |
| Tewantin | 8 Sidoni Street, Tewantin QLD 4565 |
| Toowong | 15 Lissner Street, Toowong QLD 4066 |
| Townsville (Cannon Park) | Shop 14, 31–57 High Range Drive, Thuringowa QLD 4817 |
| Toowoomba (Harristown) | Cnr Yaldwyn Street and Warwick Street, Toowoomba QLD 4350 |
| Toowoomba | Cnr Clopton and Phillip Street, Toowoomba Qld 4350 |
| Townsville (Garbutt) | 21-35 Leyland Street, Garbutt QLD 4814 |
| Warwick | 51 Victoria Street, Warwick QLD 4370 |
| Wynnum | 139 Tingal Road, Wynnum QLD 4178 |
| Zillmere** | 69 Pineapple Street, Zillmere QLD 4034 |

*Notes:*
*** Limited services available due to size and location of centre office.*
*TMR has three mobile customer service centre units operating across Queensland to deliver services to regional and remote areas.*

*TMR's Indigenous Driver Licensing Unit (based in Cairns, Bentley Park office) also delivers a range of licensing services to remote areas.*

## Queensland Government Agency Program

| Suburb/town | Address |
|---|---|
| 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 |
| 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 |

*** Department of Communities, Housing and Digital Economy are currently the lead agency for this site.*

## Key regional maritime offices

| Suburb/town | Address |
|---|---|
| Brisbane | Pinkenba Marine Operations Base, MacArthur Avenue East, Pinkenba QLD 4008 |
| Cairns | Floor 1, Portsmith Marine Operations, 100-106 Tingira Street, Portsmith QLD 4870 |
| Gladstone | Floor 7, 21 Yarroon Street, Gladstone QLD 4680 |
| Mackay | Floor 3, Mackay Government Office Building, 44 Nelson Street, Mackay QLD 4740 |
| Townsville | 60 Ross Street, Townsville QLD 4810 |

*A full list of MSQ offices can be found here*
https://www.msq.qld.gov.au/About-us/How-to-contact-us/Regions

## Translink regional contact centres

| Suburb/town | Address |
|---|---|
| Cairns | Floor 4, 15 Lake Street, Cairns QLD 4870 |
| Carseldine | Building B, Floor 3, 532 Beams Road, Carseldine QLD 4034 |
| Ipswich | 2 Colvin Street, North Ipswich QLD 4305 |
| Mackay | Floor 3, 44 Nelson Street, Mackay QLD 4740 |
| Maroochydore | Building 1, 131 Sugar Road, Maroochydore QLD 4558 |
| Maryborough | Bright Street, Maryborough QLD 4650 |
| Rockhampton | 31 Knight Street, North Rockhampton QLD 4701 |
| Roma | 56 Gregory Street, Roma QLD 4455 |
| Southport | Floor 8, 12 Marine Parade, Southport QLD 4215 |
| Toowoomba | 1-5 Philip Street (corner Clopton Street), Toowoomba QLD 4350 |
| Townsville | Floor 5, Townsville Government Office Building, 445 Flinders Street, Townsville QLD 4810 |

## Traffic management centres

| Office | Contact |
|---|---|
| Brisbane Metropolitan Transport Management Centre | Phone: (07) 3292 6000 Post: GPO Box 1434, Brisbane QLD 4001 |
| Statewide Traffic Management Centre, Nerang | Phone: (07) 5561 3800 |
| Maroochydore Traffic Management Centre | Phone: (07) 5313 8737 |
| Townsville Traffic Management Centre | Phone: (07) 4421 8807 |
| Cairns Traffic Management Centre | Phone: (07) 4045 7244 |
| Toowoomba Traffic Management Centre | Phone: (07) 4639 0700 |

## Transport and traffic information

| Office | Contact |
|---|---|
| Public transport | Phone: 13 12 30 Web: www.translink.com.au |
| Traffic information | Phone: 13 19 40 Web: qldtraffic.qld.gov.au |

## Motor vehicle inspection centres (MVIC)

| 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 |
| | Logan MVIC, 43-45 Jacaranda Avenue, Logan Central 4114 |
| South East Queensland North | Maroochydore MVIC, 5 Kelly Court, Maroochydore QLD 4558 |
| | Zillmere MVIC, 69 Pineapple Street, Zillmere QLD 4034 |
| Southern | Bundaberg MVIC, 14 Production Street, Bundaberg QLD 4670 |
| | Maryborough MVIC, Bright Street, Maryborough QLD 4650 |
| | Warwick MVIC, 1 Parker Street, Warwick QLD 4370 |
| | Roma MVIC, 44 Tiffin Street, Roma QLD 4455 |
| | Toowoomba (Harristown) MVIC, Cnr Yaldwyn and Warwick Streets, Toowoomba QLD 4350 |
| | Gympie MVIC, 17 Oak Street, Gympie QLD 4570 |
| Central | Emerald MVIC, 20 Batts Street, Emerald QLD 4720 |
| | Mackay MVIC, Corner Endeavour and Industrial Streets, Mackay QLD 4740 |
| | Longreach MVIC, 14 Wonga Street, Longreach QLD 4730 |
| | Gladstone MVIC, 2 Paterson Street, Gladstone QLD 4680 |
| | Rockhampton MVIC, 31 Knight Street, North Rockhampton QLD 4701 |
| Northern | Cairns MVIC, 82–86 Kenny Street, Portsmith 4870 |
| | Townsville MVIC, 21–35 Leyland Street, Garbutt QLD 4814 |
| | Mount Isa MVIC, 17 Enterprise Road, Mount Isa QLD 4825 |
| | Innisfail MVIC, 12–14 Clifford Road, Innisfail QLD 4860 |

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