

# Objective Three

## Partnering with government, industry and the community

### Strategies

1. We partner with industry and government to deliver the best solutions for our customers and the community
2. We work with all of our stakeholders to ensure social, economic and environmental sustainability
3. We implement innovative funding and investment models to achieve the best value for money
4. We ensure our regulation is simple, outcomes focused and helps reduce red tape

### Performance indicators

- Industry engagement
- Delivery of legislative reform program

## How we performed

Performance Indicator	Performance measure	Notes	2014–15 Result	Status
<b>Industry engagement</b>	Performance Statement - Industry feedback through TMR's quarterly Stakeholder Consultative Committee meetings	1	see below	
<b>Delivery of legislative reform program</b>	Percentage of legislative reform initiatives on track or delivered	2	see below	

**Notes:**

1. Performance Statement: The TMR Stakeholder Consultative Committee meets four times a year and comprises the Executive Leadership Team and the department's top 25 stakeholders. It provides the forum for direct contact between TMR's senior leaders and industry groups; enables industry groups to meet in an informal environment; and facilitates business solutions through their interactions.
2. The government program where a count of legislative requirements used as a measure of red tape reduction has ceased.

# Our highlights

In 2014–15, we implemented driver licensing reform, improved the road rules and reduced red tape. Some of our achievements are listed below.

## ✓ Driver licensing reform

Implemented a range of reforms to the driver licensing system, including:

- an automatic upgrade from P1 to P2 licence
- a nationally consistent approach to high powered vehicles for young drivers
- staged cooling off periods between failed practical driving tests for a class C licence
- a streamlined process to reobtain a class of licence previously held
- legislated sanction notices served to a person's postal address

## ✓ Improved road rules

Improved the rules for motorcycle riders and cyclists to make their ride safer and easier

## ✓ Reduced red tape

Implemented red tape reduction initiatives for customers and industry by:

- easing registration labels for light vehicles
- rationalising maritime legislation, including the *Transport Operations (Marine Safety) Act 1994* to incorporate Commonwealth Law for domestic commercial vehicles
- introducing the new Quarry Registration System for quarries to self-assess testing frequencies, resulting in significant cost savings
- implementing the accreditation review for industry

## ✓ *Join the Drive to Save Lives*

- Continued to engage and educate the community on road safety through the *Join the Drive to Save Lives* program

## ✓ Targeted Road Safety Program

- Established the road safety program within TMR to target high severity crash locations on state and local government roads through investment in infrastructure safety measures

# Are you driving blind?

You're risking your life and your licence.

Get help to break this dangerous habit  
[www.jointhedrive.qld.gov.au](http://www.jointhedrive.qld.gov.au)

**JOIN THE DRIVE TO SAVE LIVES**

# We partner with industry and government to deliver the best solutions for our customer and the community

## Key stakeholder relationships

We have a wide range of stakeholders from government and peak industry bodies, partners and suppliers — from private sector industry, engineering bodies, universities, Indigenous groups and environmental groups and agencies.

We engage on a one-on-one basis and within communities, hold industry briefings and form strong alliances and partnerships with external organisations.

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**We maintain strong relationships with our key stakeholders to help us achieve the best transport and road outcomes for Queensland.**

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Working together with these groups we aim to connect Queensland's transport and road system with people, business and industry, markets and employment. Our stakeholders provide us with critical input and advice that help the department to formulate policy and programs as well as guiding investment and service decisions.

Our top stakeholders include:

- AEG Ogden Pty Ltd
- AgForce Queensland
- Aurizon Holdings Limited
- Australian Asphalt Pavement Association
- Australian Maritime Safety Authority
- Cement Concrete and Aggregates Australia
- Civil Contractors Federation
- Consult Australia
- Council on the Ageing
- International Association of Public Transport (UITP)
- Local Government Association of Queensland
- Motor Accident Insurance Commission
- Queensland Bus Industry Council

- Queensland Council of Social Service Limited
- Queensland Disability Advisory Council
- Queensland Major Contractors Association
- Queensland Resources Council
- Queensland Transport and Logistics Council
- Queensland Trucking Association
- Roads Australia
- Royal Automobile Club of Queensland
- Transurban Queensland
- Taxi Council of Queensland
- Tourism and Transport Forum
- University of Queensland

## Project partnership – Gold Coast Light Rail

On 20 July 2014, the \$1.3 billion Gold Coast Light Rail (GCLR, named G:link) Stage One commenced passenger operations.

The GCLR project was the first public transport project in Australia to be jointly funded by all three levels of government; Federal Government, Queensland Government and Local Government.



On average, more than 540,000 trips are made each month on the G:link.

The Public Private Partnership partners comprised the Queensland Government, acting through the Department of Transport and Main Roads, and GoldLinQ consortium (including GoldLinQ Pty Ltd, KDR Gold Coast Pty Ltd, McConnell Dowell Constructors Pty Ltd, and Bombardier Transportation Australia Pty Ltd).

The partnership successfully resulted in the on-time delivery of the GCLR Stage One, connecting planned and existing high density business, accommodation, education, medical, residential tourism and entertainment precincts.

G:link is now operating, regular passenger services between Gold Coast University Hospital, Southport, Surfers Paradise and Broadbeach. It followed three years of design, construction and testing,

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**Paid passenger services commenced in July 2014. To 30 June 2015, patronage exceeded first year estimates with more than 6.27 million passenger trips being made.**

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G:link trams have contributed to an overall increase in public transport patronage usage on the Gold Coast of more than 25 per cent, since tram services commenced operating.

More information: [www.translink.com.au/travel-information/network-information/gold-coast-g-link](http://www.translink.com.au/travel-information/network-information/gold-coast-g-link)

## Research partnerships

### Road research

We continued to collaborate with the Australian Road Research Board Group during the year to innovate and deliver savings through smarter engineering.

The roads research partnership has now been extended to the private sector and universities, industry associations and private firms with significant potential to contribute to the direction and management of road-related research throughout Australia.

### Sustainable built environment research

The department continued to progress research projects as a core member of the Sustainable Built Environment National Research Centre.

Governed by industry, government and research organisations servicing the built environment industry, research was conducted collaboratively in three research streams focused on environmental, social and economic sustainability.

During the year, the department contributed to the:

- Australian Research Council (ARC) project – Greening Procurement of Infrastructure Construction: Optimising Mass Haul Operations to Reduce Greenhouse Gas Emissions – including investigating renewable road lighting technologies
- Transport Network Resilience: Disaster Logistics and Infrastructure Vulnerability – including new strategies for traveller information and TMR's coordination of the roads network during disasters
- New Project Management Models for Productivity Improvements in Infrastructure – exploring opportunities to improve infrastructure delivery
- Contractual/whole-of-life improvements through digital modelling – developing opportunities using Building Information Modelling (BIM) to establish a robust whole-of-life approach to procurement and management of infrastructure
- Challenges for the Fly In, Fly Out (FIFO) /Drive In, Drive Out (DIDO) Workforce: Impacts on Health, Safety and relationships – including numerous surveys of FIFO/ DIDO workers to better understand their working life risks
- New Project Management Structures – Infrastructure Modelling (BIM) and Location (Geospatial Information Services) – informing TMR's current status on BIM, including tools available for self-assessment
- Driving Whole-Of-Life Efficiencies through BIM and Procurement – Examining TMR's case study of the New Generation Rollingstock Project across its infrastructure lifecycle
- National BIM Guidelines and Case Studies for Infrastructure – participating in developing national BIM guidelines.

## Other partnerships

### Transport supply chain study

During the year, we assisted a Department of Infrastructure, Local Government and Planning study to examine how the State Government could best support the development of the Galilee and Bowen Basins.

### ICT security services

During the year, the department developed and implemented a standing offer arrangement for security services, partnering with seven commercial industry leaders in cyber security.

The arrangement is open to other government agencies and provides the ability to partner with security industry specialists using a cost-effective transparent process.

# We work with all of our stakeholders to ensure social, economic and environmental sustainability

## G20 Leaders' Summit

We worked with our Queensland and Australian government partner agencies to ensure the G20 Finance Ministers' meeting in Cairns in September and the G20 Leaders' Summit held in Brisbane in November were safe and dignified events for dignitaries, delegates and the general public.

Prior to, and during the events, the department's various pre-event planning and operational support roles included:

- providing input as a member of a number of joint Federal, State and Local Government Event Planning Groups
- assisting in the development of the Traffic and Transport Operations Plan and the G20 Traffic Management Plans in the lead-up to the event, and supporting operations at the Brisbane Metropolitan Transport Management Centre
- working 24 hours /7 days at the Police Operations Centre in Brisbane to ensure information on transport systems was able to be shared in an efficient manner
- working closely with the Queensland Police Service (QPS) to ensure there was a safe maritime environment, and with QPS and the G20 Taskforce to implement a dangerous goods exclusion zone for G20 and manage heavy vehicle movements during the event
- assisting the QPS security operation by providing access to infrastructure assets such as the Brisbane Busway Network to enable the safe and secure movement of dignitary motorcades
- designing and delivering significant network changes to provide public transport services during the event
- ensuring information was easily accessible through the department's 131940 website
- providing strategic advice through our Executive Leadership Team (ELT), Emergency Management and Transport Security team, and media officers based at the TMR Centre of Excellence at Kelvin Grove throughout the G20
- managing the cyber risks associated with hosting the G20
- monitoring the department's intelligent transport systems to ensure they were robust and secure
- delivering a program of works that included repainting the Riverside Expressway and Captain Cook Bridge and maintenance works on the motorcade routes to ensure they were in excellent condition for visiting dignitaries.



The 2014 G20 Brisbane summit was the first to be held worldwide without any property damage.

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The successful hosting of the G20 – the first summit to be held worldwide without any property damage – established a new benchmark in managing and delivering our business in partnership with government agencies.

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### Engaging the heavy vehicle industry

In May, we participated in the Brisbane International Truck Show to engage with industry groups, including drivers and operators working on the frontline.

The department works closely with the heavy vehicle industry through the Heavy Vehicle Safety Working Group. The working group which is chaired by industry provides advice to the department on road safety issues involving the heavy vehicle industry.

### Road construction works for Indigenous communities

During the year, we helped develop the capability of Indigenous communities through a Memorandum of Understanding (MOU) between Transport and Main Roads Far North District, Roadtek Branch and Hope Vale Aboriginal Shire Council (HVASC) to deliver the Endeavour Valley Road.

In late 2014, the department and the HVASC signed an agreement for the provision of road construction and maintenance services to assist in the delivery of the Endeavour Valley Road Upgrade to Seal Project.

The MOU focused on upskilling the Hope Vale Aboriginal Shire Council's road construction and maintenance capability to a departmental prequalification level.

The delivery of the Endeavour Valley Road works Stage one (Williams Creek approaches) commenced in October 2014, with the final seal completed on 16 December 2014.

Stage two (Paw Paw Gully to Williams Creek) is expected to commence in August 2015.

### Cape York Region Package

During the year, we continued to deliver the \$260.5 million Cape York Region Package of works, jointly funded by the Australian and Queensland Governments on an 80:20 basis. This included:

- 34km of sealing works completed prior to Christmas 2014 as part of the \$200 million four-year upgrade of the Peninsula Developmental Road
- indigenous business engagement, employment and training, including:
  - providing formal opportunities for registrations of interest from Indigenous businesses, training providers and businesses local to Cape York for work associated with the Cape York Region Package
  - inviting Indigenous involvement in the upcoming Mein Deviation project, which will see a 29km section of the Peninsula Developmental Road sealed by the end of 2015. The contract for the Mein Deviation project involves financial incentives to reward local and Indigenous involvement.

### Transport Infrastructure Development Scheme

We continued to work closely with Aboriginal and Torres Strait Islander Councils in far north Queensland during the year to progress transport infrastructure works under the Transport Infrastructure Development Scheme.

In 2014–15, works included:

- resealing airstrips at Pormpuraaw, Yam Island and Warraber Island
- sealing roads in Aurukun, Lockhart River, Moa Island and Wujal Wujal
- improving marine infrastructure at Seisia and numerous outer Torres Strait islands.

The works were delivered by the Indigenous councils using local workers.

### Yuleba Creek timber bridge replacement and the Injune-Rolleston (Carnarvon Highway) project

During the year, Queensland's south-west region benefited from two completed infrastructure projects, including the Yuleba Creek Timber Bridge Replacement and the Injune-Rolleston (Carnarvon Highway) projects.

Indigenous employees and suppliers participated in the projects, which were aimed at improving the economic participation of Aboriginal and Torres Strait Islander peoples, families and communities in line with the government's Building and Construction Training Policy.



## Civil construction graduates

In April, under employer-sponsorship arrangements, Indigenous trainees completing the Dugalunji Prevocational Training Program at Camooweal in north-west Queensland graduated with a certification in civil construction.

Program participants were matched to pre-identified job vacancies with sponsoring employers, including the Department of Transport and Main Roads, and transitioned into our road construction programs (or into mining and other construction industries) upon completion of the course.

## Government champion meets in Woorabinda

In September the Queensland Government, through the Department of Aboriginal and Torres Strait Islander Partnerships, instigated the Government Champion program as a key component of the Safer Streets, Safer Communities strategy.

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**The program provides the opportunity to define local priorities, identify solutions and work to remove barriers to government service delivery.**

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As nominated Government Champion for the Woorabinda community in central Queensland, our Director-General has met with community leaders three times this year. The relationship between TMR and Woorabinda community leaders, via the Director-General, is now considered very strong, and has delivered several positive outcomes including the construction of new footpaths, improved telecommunications and the priority rebuild of a burned out house.

## Principal Cycle Network Plans

During the year, \$22 million in capital works for cycling projects was delivered on the state-controlled transport network, including the first stage of the North Brisbane Bikeway (see page 69).

The program has delivered approximately 30km of new cycle network on the principal cycle network.

We also:

- published the completed Central Queensland Principal Cycle Network Plan (PCNP)
- commenced reviews of the south-east Queensland and far north Queensland PCNPs
- finalised drafts of PCNPs for the department's Northern District, Mackay Whitsunday District, Wide Bay Burnett District and Downs South West Region
- initiated the development of principal cycle network action plans in conjunction with our regions and local governments to prioritise cycling infrastructure investment over the next ten years
- initiated the first cycle network options analysis for the department's Central Queensland Region with the aim of developing concept designs for high priority cycling infrastructure projects.

## Moreton Bay Rail Link project – Caring for the environment

### Koala tagging and monitoring program

During the year, the department worked with ecologists to minimise the Moreton Bay Rail Link project's environmental impacts on known ecological communities and habitats.

Working closely with Endeavour Veterinary Ecology, we continued the koala tagging and monitoring program to locate and monitor the movements of koalas during construction. To date, over 455 koalas have been tagged and monitored as part of the program.

The initial program has since been expanded to include a Koala Translocation Program.

### Protecting the environment

We also continued to implement control measures to protect vulnerable or endangered species in the Moreton Bay Region (recognised on the Ramsar List of 'Wetlands of International Importance' – see glossary).

To minimise the adverse impacts of construction, especially near creeks and rivers, we erected special fencing to control sediment and erosion prior to and during construction.

### Minimising noise, dust and vibration

The impacts of noise, dust and vibration on people living and working near the Moreton Bay Rail Link construction activities have also been considered.

Measures undertaken to minimise the impacts include:

- use of water trucks to wet down areas of work
- use of sweeper trucks to manage local roads
- planning of activities to ensure the proximity of buildings is considered prior to using vibratory machines.

## Crumb rubber trial

In March, we began trialling a spray seal using a Crumb Rubber Modified (CRM) binder along the Laidley-Plainlands Road in the Darling Downs.

Funded by the Department of Environment and Heritage Protection and conducted with the Australian Road Research Board (ARRB), the research project aims to enable increased use of the CRM binder in both asphalt and sprayed seals.



A new plan for old tyres—the crumb rubber modified road seal could potentially replace conventional bitumen seals.

The product has the potential to replace conventional bituminous binders, lengthening the life of roads through improved crack resistance and water proofing.

Along with reducing wastage of discarded used tyres in landfill, the CRM binder has other environmental benefits, including noise reduction, energy savings in construction, and a reduction in CO<sub>2</sub> emissions compared to other methods of tyre disposal.

## Micro bat colony relocation

The department's commitment to environmental management extended to local fauna in early February when a colony of micro bats was discovered on the Mt Lindsey Highway / Wearing Road intersection upgrade project at North Maclean on Brisbane's southern outskirts.



Environmental spotters are employed by TMR to identify roosting sites.

The colony of 30 to 40 tiny bats was discovered inside a cleared log and were safely removed by the site's licensed spotter-catcher.

After a check-up at the local veterinarian clinic, the unharmed bats were released into local bushland.

# We implement innovative funding and investment models to achieve the best value for money

## Infrastructure investment

The National Partnership Agreement (NPA) on Land Transport Infrastructure Projects was signed on 10 October 2014 formalising federal funding commitments and agreed Queensland Government contributions until 30 June 2019.

The 2014–15 Federal Budget confirmed an Australian Government commitment of \$13.4 billion including:

- \$10.3 billion commitment from 2013–14 to 2018–19 for state and local government projects; and
- \$3.1 billion indicative allocation from 2019–20.

## Infrastructure solutions for public transport cross-river rail movement

During the year, the department undertook planning for a public transport cross-river rail solution.

In September 2014, the Reference Design and Environmental Impact Statement (EIS) were released followed by a 6-week community consultation period. The Reference Design informed the development of the EIS, which detailed the potential environmental, social and economic benefits and impacts of the project as well as mitigation measures.

In November 2014, the Queensland Government released a revised design with a shorter combined bus and train tunnel beneath the Brisbane River and Central Business District (CBD), and potential opportunities for city-building and redevelopment of the Brisbane Transit Centre and Roma Street precinct.

The government continues to assess options to improve connectivity to better access the inner city and CBD fringe.



## Gold Coast Light Rail Stage Two

During the year, the department commenced preliminary engineering investigations and prepared a preliminary business case to identify the preferred alignment, cost, delivery model and investment priority for a possible second stage of the Gold Coast Light Rail.

The business case was based on the preferred alignment, which includes about 7.3km of dual track light rail from Helensvale to the Gold Coast University Hospital via the Smith Street Motorway.

The business case includes three additional light rail stations, a new park 'n' ride facility at Parkwood, expansion of existing park 'n' ride facilities at Helensvale heavy rail station and three additional light rail vehicles.

Delivery of a second stage will depend on funding partnerships across local, state and federal levels of government.

The first stage of the light rail network (known as G:link) began operating in July 2014.



### Renewal initiatives

The department continued to support the delivery of detailed agency plans and key decisions necessary for renewal activities, including decisions required for the stage gates under the contestability framework in 2014–15.

The department’s former Agency Renewal Committee provided direction for, and informed the progress of, four Commission of Audit renewal projects and strategies during the year.

The committee ceased operation in November 2014.

### Transport regulation

During 2014–15, we made changes to transport requirements to make privately owned transport easier and less costly to operate. They included:

- removing the requirement to publish a Vehicle Standards Guidelines in the Government Gazette. Vehicle

Standards Guidelines now only need to be published on the website to make them easier to access, faster and more flexible implementation, at a reduced cost

- re-defining buses based on a Gross Vehicle Mass (GVM) of less than 4.5 tonne following the advent of the National Heavy Vehicle Regulator. Light buses were previously defined based on the number of seats, with nine seats or more requiring an annual Certificate of Inspection (CoI). The definition of a CoI vehicle was similarly re-defined in the *Transport Operations (Road Use Management—Vehicle Standards and Safety) Regulation 2010* to be based on the GVM instead of the number of seats. This removed the requirement for owners of privately owned light buses with more than nine seats to have a CoI, saving the operator the regulated annual fee of \$78.25 for a bus under 4 tonne, or \$92.35 for a bus between 4 and 4.5 tonne
- changing the requirement for six monthly inspections for a Certificate of Inspection for buses owned by not-for-profit organisations to an annual inspection, as these vehicles are not considered a commercial operation and pose less risk. This produced an annual saving for not-for-profit organisations of \$92.35 for each bus over 4 tonne.

# We ensure our regulation is simple, outcomes focused and helps reduce red tape

## Transport safety regulation

We worked with national safety regulators to minimise unnecessary regulation, progressing road, rail and maritime reforms in 2014–15.

### Over Size Over Mass pilot

During the year, the department endorsed a 14-month trial permitting the use of agricultural machines up to 4m wide in northern Queensland's coastal regions with reduced pilot requirements.

The trial aims to reduce the regulatory burden on the agricultural industry to maintain Queensland's international competitiveness, without compromising safety.

Safety measures, such as warning signs, were discussed and agreed to with the sugarcane industry to ensure the trial could be conducted safely.

The department is working with industry to develop further options for safe road access for agricultural machines.

The trial will run until 31 December 2015.

### Heavy vehicle route assessment solution

In 2014–15, on behalf of the National Heavy Vehicle Regulator, the department's Heavy Vehicle Road Operations Program Office (HvroPO) processed in excess of 23,000 permit applications for Class 1 Oversize and Overmass vehicles ([see glossary](#)) and Special Purpose Vehicles ([see glossary](#)) undertaking trips within Queensland.

The HvroPO continues heavy vehicle operations, such as:

- arranging for the movement of:
  - new mining machinery, cotton harvesters for Cotton Australia and other agricultural equipment
  - all bridge girders for the Moreton Bay Rail Project
  - tunnel boring machines from the Legacy Way
  - dangerous goods during the Brisbane G20 Summit
  - heavy vehicles around the destruction area of Angellala Bridge in Charleville





Oversize Overmass movements represent a growing freight task supporting the resource and manufacturing industries.

In addition, the HVROPO continues to support disaster recovery efforts when required and played a role at the State Disaster Coordination Centre in response to Tropical Cyclone *Marcia*.

More information: [www.tmr.qld.gov.au/business-industry/Heavy-vehicles/National-heavy-vehicle-regulator](http://www.tmr.qld.gov.au/business-industry/Heavy-vehicles/National-heavy-vehicle-regulator)

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### National Maritime Safety Regulator

We continued to work collaboratively with the Australian Maritime Safety Authority (AMSA) to progress the implementation of the single national system for the administration of domestic commercial vessels.

During the year it was agreed that AMSA would commence the process to assume responsibility for functions from July 2017.