

DIRECTOR- GENERAL'S MESSAGE

Introduction

One of the major highlights of the reporting year was the department's successful contribution to the 2014 G20 Brisbane summit held on 15 to 16 November – an important global event and the largest ever peacetime police operation in Australia.

For the department, the G20 represented a significant planning effort over two years. Working closely with our government partner agencies, our G20 Coordination Group delivered a successful traffic and transport strategy and response for the duration of the summit.

In the lead-up to and over the weekend, the coordination group and staff from across the department worked hard to ensure information on transport systems was shared in an efficient manner, our maritime environment remained safe, public transport changes were accommodated, potential cyber risks were managed, and traffic management and transport systems were securely managed.

We also delivered a program of works that included repainting Brisbane city's Riverside Expressway and Captain Cook Bridge, and maintenance works

on the motorcade routes to ensure they were in excellent condition for the visiting dignitaries.

I am grateful for the extended effort across One TMR to manage the event, which provided the opportunity to improve our Information, Communication and Technology security, cyber awareness and vigilance, and our general business resilience.

I would also like to acknowledge the many volunteers who worked in support of the G20.

The planning exercise has provided us with a new benchmark in how we manage and deliver our business.

Customer-focused culture

Last year, I touched on the need for the department to develop a customer-focused culture embedded at all levels in the organisation with customers playing an active role in shaping their experience. We are not there yet, but I am pleased to say we are making good progress.

In the past year, we have developed and implemented smarter ways of working and investing money to ensure we deliver on our transport priorities. For example, south-east Queenslanders can now access

real-time information to check predicted bus, ferry or tram arrival and departure times through the MyTransLink app. The app uses Global Positioning System (GPS) technology to track services and can be downloaded onto your smartphone or accessed by visiting the TransLink website or calling our Contact Centre. Real-time information for Queensland Rail trains will be available via the TransLink website August 2015.

We continue to improve the customer experience in many other ways. Our regional customers can now access driver licensing services in Ayr and Ingham: a result of cross agency collaboration between the department, Queensland Police Service and the Department of Justice and Attorney-General. The pilot service is already showing an improvement in the customer experience as customers benefit from increased opening hours for licensing services and the convenience of accessing government services in one location. On average, waiting times have been reduced by 14 minutes in Ayr and 17 minutes in Ingham. We are now considering a rollout of this change at other regional sites.

From 1 October 2014, we removed the need for the majority of Queensland motorists to display

registration labels on their vehicles. This simple measure means there is no need to produce approximately 5.8 million labels a year saving Queensland taxpayers of approximately \$3.5 million a year.

In collaboration with industry, we continued to capitalise on the potential being offered by the rapid developments in vehicle and safety technology with ongoing trials of Intelligent Transport System (ITS) technologies such as Electronic School Zone signs, Vehicle Activated Signs and temporary Variable Speed Limits for roadworks. In addition, the Emergency Vehicle System, which automatically triggers traffic lights to change to green ahead of emergency vehicles, has been extended following an initial trial in Southport on the Gold Coast.

We are also changing the way we communicate with our customers increasing our use of social media through our Facebook and Twitter presence.

Road Safety

In 1973, 638 people died on Queensland roads. In 2014, Queensland had 223 road fatalities. Queensland's improved road safety performance comes from a combination of factors including, successful road safety interventions such as the introduction of compulsory seat belts, lowering blood-alcohol limits and the installation of speed cameras, improvements to in-vehicle safety, investment in infrastructure and ongoing community education and mass media advertising campaigns.

In April, the Safer Roads, Safer Queensland forum brought together more than 50 delegates, including representatives from key stakeholders, such as the RACQ and CARRS-Q, and road safety experts to work with government on ways to address the Easter spike in the road toll.

The inaugural event was the first step in a concerted campaign to maintain safety on Queensland's vast road network. It provided the opportunity for delegates to look at ways to curb the state's road toll.

The strategies and ideas from the forum, along with community feedback, played a crucial role in formulating new policies and road safety initiatives.

The Queensland Road Safety Strategy for 2015–21, released in May, has a vision of 'zero road deaths and serious injuries'. The strategy promotes road safety action in key areas including education, engagement, enforcement, technology, research, infrastructure, innovation and governance. This represents a new approach to road safety, encouraging community support and collaboration with road safety agencies. We have already begun delivering the plan.

Capital program

During the year, we continued to deliver new and upgraded infrastructure under a substantial capital program. Some of the key programs we commenced or continued in 2014–15 included the \$8.5 billion Bruce Highway upgrade. This is a 10-year program of works, which began in 2013–14 and extends to 2022–23. We also began delivering the \$635 million five-year Warrego Highway upgrade, the \$260.5 million five-year Cape York Region Package and the four-year \$104.8 million Bridges Renewal Program. You will find details about these major programs in the body of the report.

Severe Weather Events

Cyclones and severe storms once again tested our capability and resilience in 2014–15.

Four severe weather events on 19 and 27 November 2014, and 21 to

22 March and 1 May, 2015 caused widespread disruption to passenger transport in south-east Queensland. November's super cell storm was one of the biggest seen in Brisbane in recent years, producing large hail stones and wind gusts of more than 140 kilometres per hour. Trains were halted between stations to ensure commuter safety, and fallen trees and flash flooding cut off access to suburban streets and major thoroughfares into and out of the CBD making the passage home by bus or car lengthy. In the face of it all, staff worked as quickly as possible to get the network up and running.

In February, in the wake of Tropical Cyclone *Marcia*, the department assumed the Roads and Transport Recovery Function and took the lead in the response, recovery and reconstruction of the state's road and transport assets.

Operations staff rallied to the cause in the most heavily affected regions – the North Coast, Wide Bay/Burnett and Central Queensland – working quickly to reopen affected roads and highways, and reducing road closures from 25 to six just two days after the cyclone crossed the coast.

By the end of the early recovery phase (20 February 2015), we ensured the road network was open to normal speeds and normal load limits and, by 30 June 2015, developed regional reconstruction projects and activities in collaboration with stakeholders, and implementation plans for recovery and reconstruction.

On 20 March, Tropical Cyclone *Nathan*, struck far north Queensland. Our RoadTek and Operations teams went to work yet again cleaning up debris, inspecting structures and checking roads were safe to get affected communities back on track as soon as possible.

Our Maritime Safety Queensland ([see glossary](#)) staff also worked

hard to ensure trading ports were closed for safety, when necessary, and then re-opened to operate normally as soon as possible.

Statewide, staff from across the department worked on a 24/7 roster to support response and recovery activities out of the State Disaster Coordination Centre at Kedron in Brisbane.

On 1 May, an extraordinary rain event impacted south-east Queensland, with 380mm of rain falling over four hours concentrated on the northern suburbs of Brisbane and the Sunshine Coast.

Our network was once again heavily impacted. Brisbane city's King George Square busway station temporarily closed, flooded roads caused traffic gridlock and there were severe delays and suspension of train services on various lines.

Customer Service Centres closed early and TransLink's website experienced heavy loads with more than 250 per cent the normal volume for a weekday. Likewise, TransLink's Call Centre volumes were 300 per cent over forecast during the peak period of 3pm to 8pm with volumes at a similar level to 2011 floods.

Remarkably, the 131940 phone service had 16,477 calls (more than eight times the number of calls compared to a typical Friday) and the 131940 website had 221,550 visits (more than 40 times the number of visits on a typical Friday).

I am proud to say staff from across the department worked together to get our roads and public transport services operating again and I would like to acknowledge that collective effort.

Reconstructing our transport network

This year marked the completion of the four-year \$6.4 billion Transport Network Reconstruction Program – the largest reconstruction program in Queensland's history and one of the most remarkable recovery efforts I have seen.

I am sure many Queenslanders will readily recall the unprecedented natural disasters of 2010–11, 2012, 2013 and 2014, and the extensive damage they wrought on our communities and key road, rail, ports and waterways infrastructure. Around three-quarters of the state was flood-affected, including hundreds of state-controlled roads and most major highways.

Since that time, the department has reconstructed more than 8700km of state-controlled roads, over 1700 structures including bridges and culverts, rebuilt earthworks and batters, and cleared silt and debris from 3335 locations throughout the state.

I am proud to say the Transport Network Reconstruction Program team delivered the program six months ahead of schedule and generated savings of about \$400 million. Their hard work was recognised this year when they won the Australian Institute of Project Management's 'Construction/Engineering' category at the Project Management Achievement Awards. Well done!

Partnerships with indigenous communities

The work we are doing to support our Indigenous communities and improve cultural diversity in our workforce also deserves to be highlighted.

This year, I started working with the Woorabinda Aboriginal Shire

Council as government champion for the Woorabinda community. The community, situated on the traditional lands of the Wadja Wadja/Wadjigal Aboriginal people, about 170km south-west of Rockhampton, proactively joined its local Regional Roads and Transport Group (RRTG) in the Bowen Basin on a voluntary basis in mid-2013.

Since then, the group has helped the community build better relationships with adjoining councils, increased employment opportunities and achieved cost savings.

The department's engagement in the Cape is also realising benefits for the community: not just in terms of critical infrastructure, but also in enhancing the technical capability of the local Indigenous crews.

The department's projects in the Cape are providing Indigenous employment and training opportunities (see page 83), improving transportation access and building capacity and capabilities in our Far North District (Weipa), and enhancing the technical capability of local Indigenous crews in Cooktown and Hopevale through community infrastructure upgrades.

Through engagement with these communities, and the launch of our new *Aboriginal and Torres Strait Islander Position Statement and Action Plan* this year, we are working to build positive relationships and enhance cultural diversity in our workforce.

Ending violence in our homes and workplaces

This year, I took on the role of 2015 CEO Champion for domestic violence within the Queensland public sector.

As a father of two, I am personally committed to the cause and in May,

joined Australia's CEO Challenge Race – an annual fundraiser for community and business leaders – to help create long lasting change. I have accepted the challenge to raise \$10,000 over the next six months to support the important work of Australia's CEO Challenge and I am pleased to advise we are well on our way to achieving the target through workplace donations and other fundraising events.

In my role as Government Champion, I want to see domestic violence given the prominence it deserves in the community and an end to violence in our homes and workplaces.

My department is one of the first Queensland Government agencies to significantly commit to the initiative through a two-year program. For the first time, the program recognises domestic violence as a workforce issue and equips staff with the know-how to recognise and support victims.

Our new *Domestic/Family Violence Supporting Employees Policy* also provides guidance on the working arrangements and practices, and support services available to those of us experiencing domestic/family violence. It is supported by ongoing education and awareness for key managers and staff.

I am very pleased to advise my department is currently working toward accreditation as a White Ribbon Workplace.

Workplace health and safety

We are also serious about ensuring a safe and healthy workplace for our workers, contractors and customers. We remain committed to a goal of Zero Harm – a work environment that is free of injury or incidents.

Over the past year, we continued to lift the profile of safety within the department through improvements in safety leadership, communication and consultation, systems and risk management, and mandatory online training for all staff.

We value work-life balance and support staff to achieve a balance between their work, family and lifestyle commitments. We are the only Queensland Government agency to provide reimbursements to staff for approved health initiatives, such as gym memberships and continue to offer executive health checks and influenza vaccinations.

Looking ahead

In May, the new government objectives for the community were released. They are: *creating jobs and a diverse economy; delivering quality frontline services; protecting the environment; and building safe, caring and connected communities*. Integrity, accountability and consultation will underpin all we do.

In 2015–16, the department will play a key role in *Building safe, caring and connected communities*, delivering an integrated transport system that Queenslanders rely on each and every day to connect them to their homes, workplaces, family and friends.

Our focus on putting the customer at the heart of everything we do will continue, as will the need to improve the way we do business through innovative products and services. We will continue our valuable partnerships with the community, research institutions, government and industry to make this happen, and above all, we will enable our people to do their best.

I am proud of the work we do every day and could not have a more committed executive and senior leadership team by my side. I commend them for their hard work in delivering a substantial capital works program. Of course, there is much more work to do to deliver an integrated transport system that is safe, efficient and reliable for all Queenslanders. Our major programs and projects listed in 'The Year Ahead' section of this report provide an indication of the scale of the task.



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