

# Performance and risk management

**The purpose of the Department of Transport and Main Roads is to provide a single integrated, reliable, efficient and safe transport system accessible to everyone. A well planned and managed transport system plays an essential role in the development of a healthy, robust and growing economy – connecting communities, providing access to services and supporting commerce and industry throughout the state.**

By economically and efficiently delivering its business objectives, the department contributes to all of the government's objectives for the community:

- creating jobs and a diverse economy
- delivering quality front-line services
- protecting the environment
- building safe, caring and connected communities.

To deliver its planned outcomes and contribute to the achievement of the government's objectives for the community, Transport and Main Roads focuses on the following business objectives as stated in the *Transport and Main Roads Strategic Plan 2014–2018*:

- Putting the customer at the centre of all we do
- Delivering a fit-for-purpose transport network
- Partnering with government, industry and the community
- Living One TMR – enabling people to do their best.

While working to achieve its business objectives, Transport and Main Roads applies a robust risk management framework to manage strategic risks that may impact on the department delivering these business objectives.

The department focused on the following key strategic risk categories when developing our strategic plan.

- Economic growth – developing transport solutions that will drive prosperity
- Planning and investment prioritisation – developing a fit-for-purpose transport system
- Disruptive events – managing the impacts of unforeseen or significant events on transport infrastructure and services
- Sustainable infrastructure and services – responding to changes in transport demand, accessibility, mobility, safety and security.

The strategic plan underpins our everyday business and guides our lower-level branch business plans.

Progress towards our business objectives is measured quarterly in performance reports presented to the Executive Leadership Team, and annually in the department's annual report.

Our performance against the strategic objectives and the service standards described in the department's 2014–2015 Service Delivery Statements, is presented in Appendix 2.

## Risk management

During the year, we focused on continually improving our risk management culture and capabilities to ensure risks are identified and managed effectively to achieve strategic and business objectives.

### Risk management philosophy

We recognise that risk management is a key element of good corporate governance and is a fundamental part of managing our business. Our philosophy supports a structured approach to managing risks. Our objective is to develop capabilities in risk management to ensure consistent and effective assessment of risk across the department. We acknowledge that successful risk management will be achieved through the development of a culture where risk management is embedded into business processes.

### Risk appetite

Our risk appetite represents the amount of risk we consider to be acceptable or justifiable in carrying out our operations and is reflected in our risk assessment and ratings matrix. Business areas are required to use this matrix to assess and prioritise risks.

## Transport and Main Roads Risk Management Framework

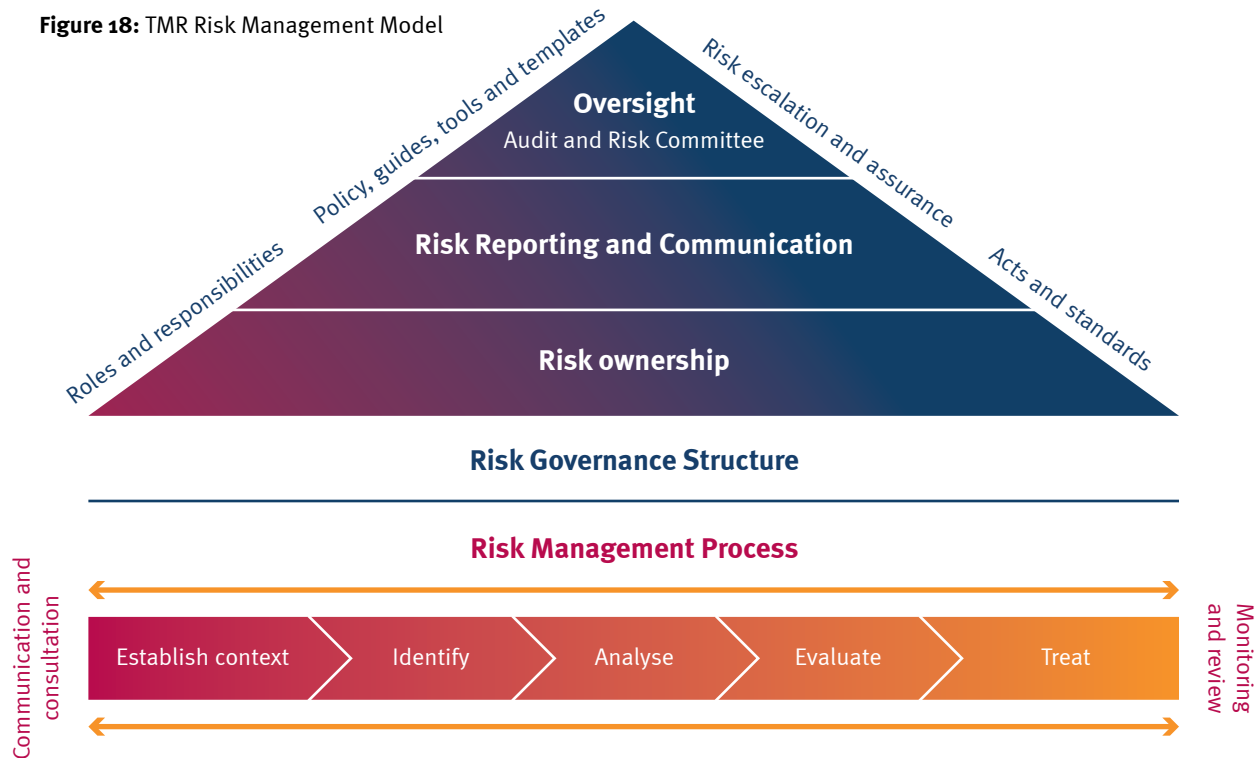
Our *Transport and Main Roads Risk Management Framework* provides the structure for designing, implementing, monitoring, reviewing and continually improving risk management practices across the department.

The aim of the framework is to lay the foundation for the formal adoption of risk management practices throughout the department. The framework conforms to our risk management policy and aligns to the Australian and New Zealand International Standard for Risk Management, AS/NZS ISO 31000.

### Risk management model

The two key elements of our risk management model are the risk governance structure and the risk management process (see figure 18).

**Figure 18:** TMR Risk Management Model



#### Oversight

The Audit and Risk Committee reviews our compliance with legislative and regulatory risk management requirements and monitors the effectiveness of the framework on a regular basis.

Options for a risk management ICT system to further improve risk governance and reporting was investigated during the year.

#### Risk reporting and communication

Business areas are required to conduct risk management activities and reporting according to our risk management framework. A quarterly risk report is compiled for the Executive Leadership Team and the Audit and Risk Committee. The report has been enhanced to include performance reporting information.

#### Risk management in planning process

Key strategic risks are identified as part of our annual strategic planning process. We periodically assess, update and report our strategic risks and have processes to measure and monitor our performance.

The Executive Leadership Team meets regularly to monitor and review risks and related risk management strategies. The leadership team provides strategic advice and direction on proactive management of risks.

As part of our annual business planning process, all business areas identify risks that may impact their business objectives. Strategies to manage these risks are a key consideration in the business planning process.

## Safety risk

### Safety improvement plan

We continually strive for Zero Harm – a work environment that is free from injury or incidents – with the progressive implementation of the *Safety Improvement Plan 2014–16*.

The plan acknowledges the critical role that senior leaders play in driving improvements in safety and wellbeing, as well as ensuring that appropriate systems, communication and risk management tools and resources assist our staff in managing safety and wellbeing matters.

The plan covers four main areas:

- safety leadership – our leaders actively contribute to improving the department’s safety culture by being visible, credible and consistent in their support and promotion of safety and workplace wellness
- communication and consultation – our staff are aware of the risks in their local environment and receive instruction on how to effectively manage them
- systems – all incidents are reported and, where appropriate, investigated to identify root cause and corrective actions. Corrective actions are suitable and are actively monitored for implementation and close out
- risk management – safety and wellbeing hazards and risks are proactively identified and managed, with controls regularly monitored for effectiveness.

### Work-life balance

We also continued to assist our employees to strive for a healthier work-life balance by:

- having representatives from each branch actively involved in the department’s Wellbeing Working Group and driving wellbeing initiatives throughout their branches
- developing targeted wellbeing strategies that are based on the collection of relevant data from staff, such as our online health assessment undertaken during the year
- having senior safety champions from each branch lead safety initiatives via the department’s Safety and Wellbeing Governance Committee
- communicating health and wellbeing messages internally via Yammer, the department’s ‘Safety Snapshot’ newsletter and toolbox talks
- maintaining an online portal for workplace health-related programs that includes toolbox talks, resources and information relating to specific health risks
- providing an employer funded health and wellbeing reimbursement program for all employees

- providing access to corporate rate private health insurance and gymnasiums
- offering an external Employee Assistance Service to all staff and eligible immediate family members for services, such as confidential counselling, management support and critical incident intervention when required.

### 2015 Working for Queensland Employee Opinion Survey – Work-life balance

Work-life balance was another of the positive trends identified through the *Working for Queensland Employee Opinion Survey*.

The results indicated 69% of staff felt the workplace culture supported people to achieve a good work/life balance in 2015 – a rise of 7% over 2013.

Other findings included a growth in staff using flexible workplace options since 2013, and a gradual increase in staff satisfaction with work-life balance – from 67% in 2013 to 70% in 2015 (see table below).

Figure 19 : WFQ – Work-life balance

	2015	2014	2013
My workplace culture supports people to achieve a good work/life balance	69%	66%	62%
Used flexible workplace option	52%	55%	41%
Satisfaction with work-life balance	70%	70%	67%

Department of Transport and Main Roads 2015 Working for Queensland Employee Opinion Survey (Based on 83% TMR response rate or 5784 returned surveys)

### Safe Work Month

We continued to assist our employees to strive for a healthier work-life balance through our support for Safe Work Month.

The annual nation-wide initiative is run by Safe Work Australia each October and promotes safety strategies to reduce injuries, illness and death in workplaces around the country.

Our safety team developed weekly themes based on the public service values and provided supporting information for staff, including fact sheets, posters, toolbox talks and links to other relevant websites.

The promotion also highlighted the work of Health and Safety Representatives and Health and Safety Committee members across the state who play a vital role in making sure that our workplaces are safe.

### Travel ‘n’ Well program

We continued to manage the \$780,000 4-year Travel ‘n’ Well program on behalf of Queensland Health, to its completion on 30 June 2015.

The program engaged workplaces across the state to improve chronic disease risk factors of their employees, with a focus on increasing physical activity through active and public transport use.

The program was delivered in 13 organisations across 22 locations throughout Queensland and included activities, such as walk to work days, public transport information sessions and personalised journey planning sessions.

### Improving the health and safety of workplaces through a culture of Zero Harm

*Transport and Main Roads Workplace Health and Safety Management Framework* outlines our accountabilities, responsibilities and activities that will be undertaken by senior leaders, business units and safety advisors to ensure that our delivery model – OneTMR – is effectively implemented.

The health, safety and wellbeing of our staff and contractors is a fundamental value of TMR. Our Zero Harm Strategic Framework involves four phases. Each phase contributes to achieving our aspirational goal of Zero Harm – a work environment that is free of injury or incidents.

### Our safety performance

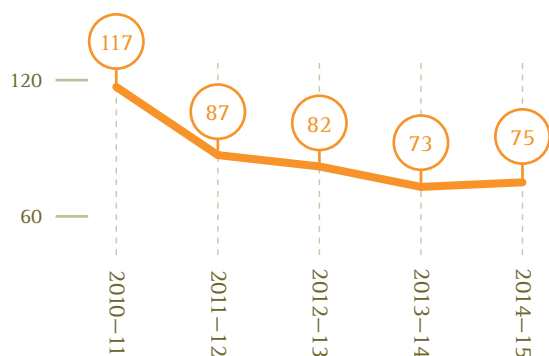
To support the achievement of our aspirational goal of Zero Harm, the department has developed a Safety Improvement Plan (SIP) that represents our commitment towards achieving our aspirational goal by driving improvements in safety leadership, communication and consultation, systems and risk management.

- met or exceeded six of the 11 targets covered under our SIP. More importantly, our overall performance improved in eight of the 11 target areas, including:
  - an increase in the number of safety and wellbeing messages provided by our senior leaders
  - increased attendance at toolbox talks
  - an increase in incidents being reported on the day that they occur
  - an increase in the number of workplace inspections
- had 197 (or 76%) of eligible senior executives participate in the Executive Health Assessment Program
- received 2341 responses to our voluntary online health assessment, which provided employees with guidance around ways to manage their identified health risks and improve their overall health
- had 3372 employees and 92 worksites participate in the department's voluntary influenza vaccination program
- commenced work on the redevelopment of our Zero Harm intranet site, with the aim of publishing a site that presents information in a more relevant way for our staff.

Transport and Main Road’s Zero Harm Framework

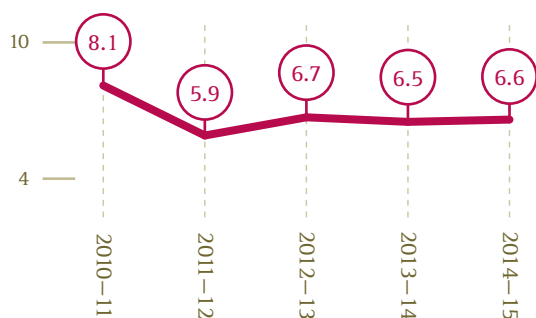


**Figure 20: Number of Lost Time Injuries (LTIs)**



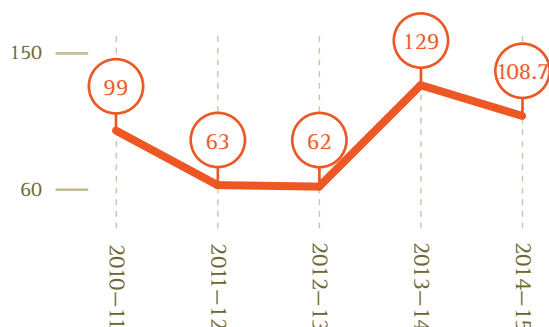
The quality and volume of safety performance data improved significantly in 2011 with the introduction of WHS Connect, a telephone and email service for reporting incidents and providing follow up information (e.g. investigation outcomes).

**Figure 21: Lost Time Injury Frequency Rate (LTIs per million hours worked)**



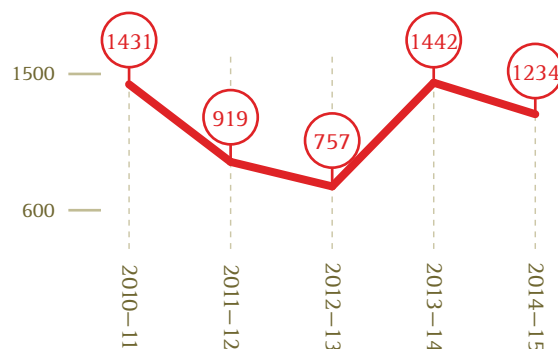
As a result of the recent restructure the department has experienced a decrease in the total number of employees in most business areas over the past 18 months. As a consequence the number of total hours worked has decreased significantly, subsequently impacting the Corporate Measures frequency rate metrics. The School Crossing Supervisor (SCS) network was not impacted by the restructure and their numbers have not reduced.

**Figure 22: Severity Rate (Days Lost per million hours worked)**



The increase in the Severity Rate is the result of an increase in the number of days lost by SCS network for work related injuries. The 1,739 SCS work limited hours and only account for 193.2 FTEs. This ratio however has not been taken into consideration in the safety metrics where a SCS full shift (1.5hrs) corresponds to a full day lost. A recent decision by the WHS Governance Committee is to exclude the SCS from the safety dataset as it provides a false assessment of TMR's.

**Figure 23: Number of Days Lost**



**[Data sources:**

Workplace Health and Safety injury data sourced from Transport and Main Roads' SHE enterprise safety management system. HR data for hours worked sourced from Transport and Main Roads' SAP enterprise resource management system.]

**Notes:**

- Data is subject to change in accordance with decisions made by WorkCover Queensland regarding the determination of compensable claims. This may result in variations to historical data which have previously been published.
- Lost Time Injury (LTI) is an injury that results in at least one full shift being lost at some time after the shift during which the injury occurred.
- 'Lost Time Injury Frequency Rate (LTIFR) is the number of lost time injuries per million hours worked.
- Days Lost is the number of full work shifts lost for a lost time injury.
- Severity Rate is the number of days lost per million hours worked. Savings are based on costs of \$40,000 per lost time injury and \$3,500 per day lost.

## Injury Management

The department implemented a centralised rehabilitation and claims management service to establish consistency and enhance standard of service provision across the agency.

We provided assistance with rehabilitation and return-to-work to all employees whether the nature of the injury is work-related or non-work related. In 2014–15, we achieved a 94.87 % final return to work rate for injured employees on WorkCover claims. During the year, there were:

- 271 workers' compensation claims lodged
- 259 rehabilitation cases managed, including
  - 115 for work-related injuries
  - 144 for non-work related injuries.

**Figure 24:** Comparison of workers' compensation claims lodged over a four-year period

### New claims

	2011–12	2012–13	2013–14	2014–15
Claims	451	377	316	271

[Data source: WorkCover Queensland – Online services for employers.]

In 2014–15, the number of workers' compensation claims decreased as the number of incidents decreased. The average cost of each claim was \$3977, which was \$508 lower than the 2013–14 average of \$4485.

**Figure 25:** Comparison of final return to work over a four-year period

### Final return to work (RTW) %

	2011–12	2012–13	2013–14	2014–15
Final RTW	97.96%	97.51%	97.33%	94.87%

**Data source:** Transport and Main Roads SHE enterprise safety management system.

The 2014–15 final return to work was 94.87%, which was slightly lower than the result for 2013–14.

\*Final return to work percentage is defined as the number of claims where time lost has been paid and where the worker has returned to work, shown as a percentage of all claims, in a given financial year.

## Transport security preparedness

### Security Risk Planning

During the year, the department declared five transport operators as ‘Security Identified Surface Transport Operations’ (SISTOs) under the *Transport Security (Counter-Terrorism) Act 2008*.

In accordance with the *Transport Security (Counter-Terrorism) Act 2008*, we periodically reviews the transport security sector against the current threat assessments. During a 2014 review, it was assessed that five transport operators were at an elevated risk of a terrorism attack and were declared as SISTOs ([see glossary](#)).

In preparation for their declaration, we facilitated security risk planning workshops to ensure that new security (counter-terrorism) risk plans are aligned to national best practice.

### Security Preparedness

We also facilitated terrorism threat briefings delivered by the Australian Security Intelligence Organisation (ASIO) and the Queensland Police Service. The briefings were aimed at informing operational security preparedness and planning.

Briefings to transport operators and the department’s regional staff were held in Cairns, Townsville, Brisbane and the Gold Coast.

In addition to the briefings, we supported surface transport stakeholders through the first elevation of the National Terrorism Public Alert Level. This included convening Transport Security Precinct meetings to facilitate coordination of response measures, communicating with Brisbane and Gold Coast mass passenger transport operators, and submitting a transport security bulletin to all major stakeholders, including transport infrastructure owners and port chief executive officers.

### Security risk assessment of security identified surface transport Operations

During the year, we conducted a holistic security risk assessment of all SISTO preparedness measures to identify gaps and vulnerabilities in the surface transport network ([see glossary](#)).

This assessment led to 11 recommendations, which will drive the priorities of the department’s program and engagement strategies in 2015–16.

### Transport precinct coordination committees program

We continued to facilitate quarterly meetings of the Transport Precinct Coordination Committees Program.

The program coordinates the risk management plan, preparedness and response actions of Brisbane Central Business District and Gold Coast transport hubs.

### Review of disaster liaison network

In December, we completed an annual review and appointment of all departmental District Disaster Liaison Officers in line with the *Disaster Management Act 2003*.

We also continued to educate and support all departmental disaster management representatives through the department’s Queensland disaster management representative induction overview and ongoing development, ensuring all officers are prepared at a level that allows them to successfully undertake their role.

### Busway system security risk assessment

During the year, we conducted a security risk assessment of the Brisbane region busway system.

The assessment analysed preparedness measures in place to address the risk of terrorism and identified gaps. It led to a recommendation to conduct security risk assessments of 15 individual ‘priority sites’ including bus and bus infrastructure in 2015.



Security risk assessments of bus and bus infrastructure were conducted in 2015.