Our organisation

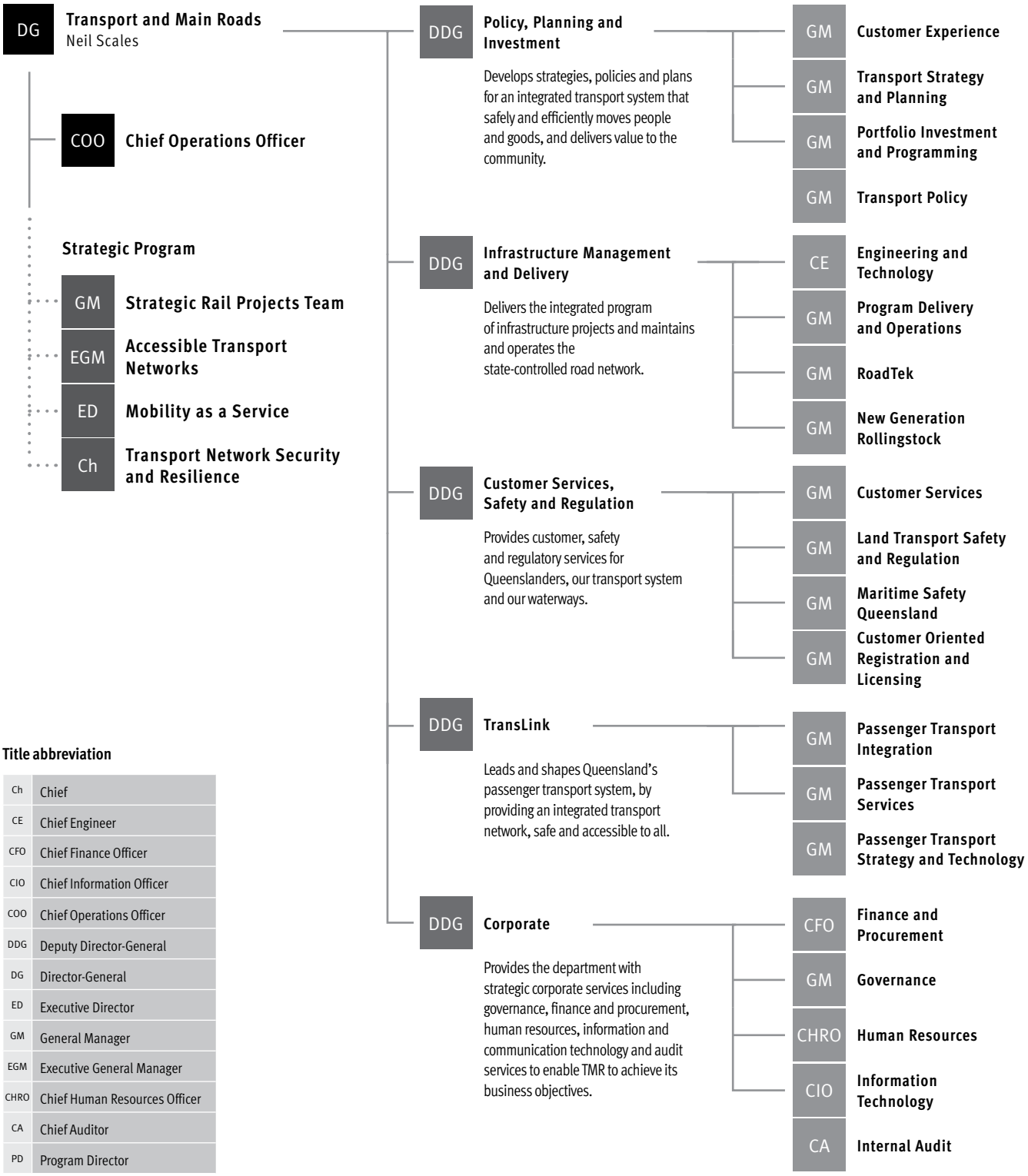
Highlights

- Reframed the department's strategic risks and revised the Risk Appetite Statement after the implementation of the new *Strategic Plan 2019–2023*.
- Embedded the Risk Management System across business areas, promoting a coordinated and consistent risk management approach.
- 700 applications were received under the *Right to Information and Information Privacy Acts*. 704 were finalised (including applications that were on hand at the end of 2018–19).
- Managed 121 human rights complaints from customers and one complaint from an employee.
- 7254 staff have completed the mandatory online eBrief course, *The Human Rights Act 2019* and 336 employees have participated in internal human rights complaints training workshops.
- Implemented several analytics solutions and Proofs of Concept to help solve complex business challenges and continued to build organisational capability in cloud-enabled analytics.
- Implemented, and is continuing to mature, an Information Security Management System (ISMS) that conforms with the International information security Standard ISO/IEC 27001:2013.

To read more about the strategies and indicators of success linked to these strategic priorities, see pages 011–013.

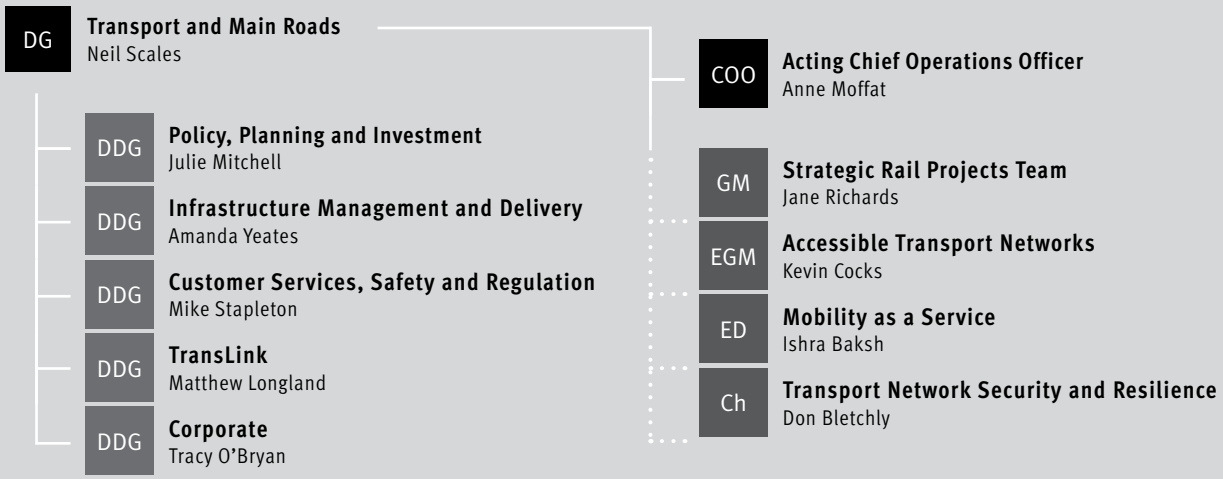
Management and structure

Organisation Chart as at 30 June 2020



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
CHRO	Chief Human Resources Officer
CA	Chief Auditor
PD	Program Director



Neil Scales OBE
Director-General (Transport and Main Roads)

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

- Appointed as Director-General January 2013
- Champion for Persons with Disability
- Champion for Domestic and Family Violence Awareness.

Under the *Financial Accountability Act 2009*, the Director-General is accountable to the Minister for Transport and Main Roads and the Premier of Queensland for the efficient, effective and financially responsible performance of the Department of Transport and Main Roads. He leads the department with an operating budget of $6.189 billion, capital budget of $2.877 billion and managed assets worth $67.444 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. Neal is a Vincent Fairfax Fellow after successfully completing a course in Ethical Leadership.

Anne Moffat
Acting Chief Operations Officer

BBus

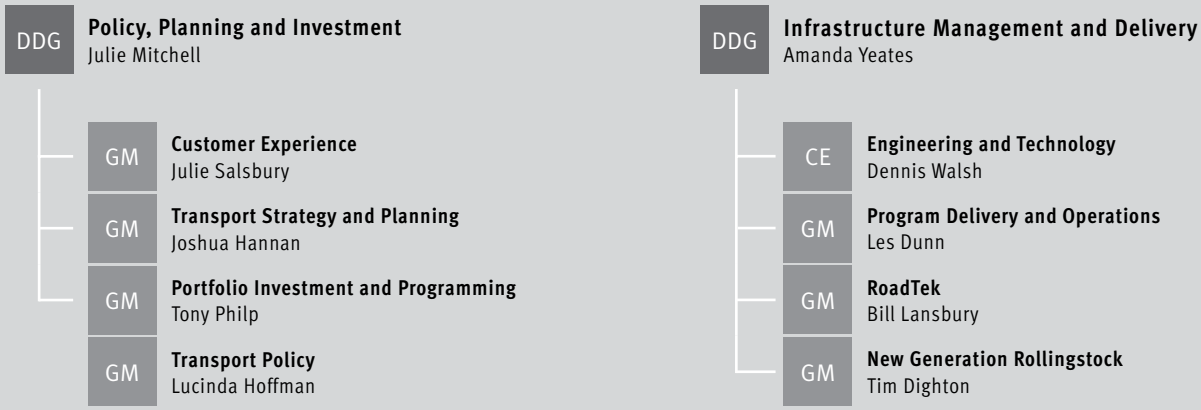
- Appointed as Acting Chief Operations Officer in December 2018
- Gender Equity Champion.

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

- Appointed as Deputy Director-General (Policy, Planning and Investment) March 2018
- Champion for Innovation
- 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 key strategies, policies and plans for an integrated transport system that supports the safe and efficient movement of people and goods, while driving value for the community.

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

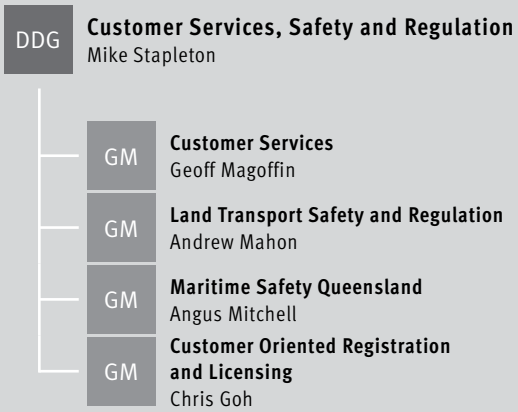
- Appointed Deputy Director-General July 2018
- Registered Professional Engineer, Fellow of Engineers Australia
- Champion for Health, Safety and Wellbeing.

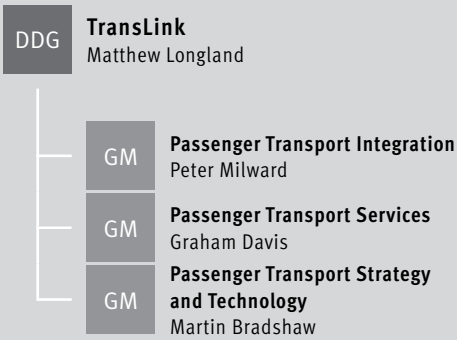
Amanda oversees the delivery of the integrated program of infrastructure projects and the maintenance and operation of the state-controlled road network. This includes delivery of the majority of the department's $23 billion program of works over four years (the *Queensland Transport and Roads Investment Program 2019–20 to 2022–23*).

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
- Champion for Cultural Diversity.

Mike oversees the delivery of safety, regulatory and transactional transport services for the department.

This division is critical to our current and future transport system, managing the State's regulation, marine, road safety and frontline services for Queenslanders.

Former positions:

- Deputy Director-General (Infrastructure Management and Delivery)
- General Manager (Land Transport Safety).

Mike has worked in the state public transport sector in finance, general management, and transport safety roles for more than 20 years, delivering key road safety initiatives including graduated licensing, alcohol interlocks and immediate suspension for reoffending drink drivers, and the expansion of the Camera Detected Offence Program.

Matthew Longland

Deputy Director-General (TransLink)

BBltEnv (URP), GDURP, MBA (Exec), MPIA, GAICD

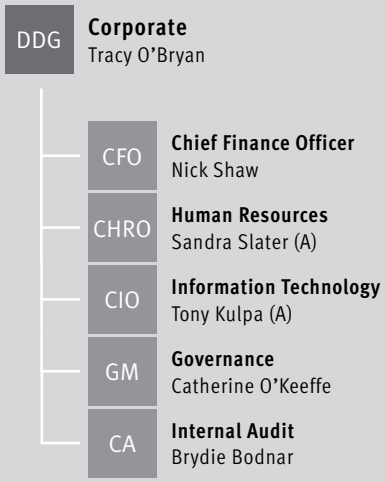
- Appointed as Deputy Director-General (TransLink) December 2016
- Champion for Active Transport
- Board member of the International Association of Public Transport (Australia/New Zealand).

Matt leads the delivery of customer-focused passenger transport services across Queensland including policy, planning, ticketing, contract management and customer services.

TransLink is responsible for the integrated rail, bus, ferry and tram network in South East Queensland and long-distance rail, coach and aviation services in regional, rural and remote Queensland, in addition to school transport, personalised transport and demand responsive transport services.

Former positions with the Department of Transport and Main Roads:

- Deputy Director-General (Policy, Planning and Investment)
- General Manager (Passenger Transport Integration).



Tracy O'Bryan

Deputy Director-General (Corporate)

LLB, LLM, EMPA (ANZSOG), GAICD, Solicitor of Supreme Court of Queensland and High Court of Australia

- Appointed Deputy Director-General May 2017
- Customer Champion.

Tracy leads the department's corporate services, including governance (including legal and communications), finance and procurement, ICT, human resources and internal audit to enable TMR to achieve its business objectives.

Former positions:

- 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 organisation changes

The following structural changes occurred during the 2019–20 period:

- July 2019: Customer Services, Safety and Regulation Division created the Road Safety Data Bureau unit.
- August 2019: Portfolio Investment and Programming Branch realigned six teams including Cycling and Programs to Cycling and Walking.
- November 2019: Portfolio Investment and Programming Branch realigned seven teams and created nine new teams to improve program delivery, including Corridor Planning, Heavy Vehicle Freight Network, and state and national program teams.
- February 2020: The Director-General created the independent Personalised Transport Ombudsman unit*.

**Please note, the independent Personalised Transport Ombudsman unit is not technically part of the department structure and is only administratively listed to support employees' payroll.*

Audit and Risk Committee

The Audit and Risk Committee (ARC) plays a key advisory role, ensuring the department's risk systems and processes are effective. The committee provides an independent assurance role by monitoring the effectiveness of the department's risk management and internal frameworks and compliance with legislative and regulatory requirements and control.

ARC members are appointed by the Director-General and assist the Director-General in his oversight of:

- the integrity of the department's financial statements and internal controls
- compliance with legislative and regulatory requirements, including the department's ethical standards and policies
- the process relating to internal risk management and control systems
- the performance of the internal audit function.

ARC met six times in 2019–20. As at 5 June 2020, costs associated with external committee members' fees totalled $48,956.51 (including GST).

ARC observed the terms of its charter and had due regard to Queensland Treasury's Audit Committee Guidelines. To promote independence, members are appointed based on their skills and experience, not their position in the department. At 5 June 2020, the membership for the committee consisted of:

Chair: Julie-Anne Schafer (External), *LLB (Honours) FAICD*.

Members:

- Neil Jackson (External)
  Bachelor of Business (Accountancy), Graduate Diploma – Commercial Computing, FCPA, GAICD
- Ian Webb (External)
  BA (Honours), Post graduate development program AGSM
- Tracy O'Bryan
  (see page 113)
- Amanda Yeates
  (see page 111)
- Geoff Magoffin
  General Manager (Customer Services Branch), *Master of Business Administration (Professional), Graduate Diploma in Business Administration, Graduate Certificate in Management, GAICD*
- Michelle Connolly
  Executive Director (Policy, Planning and Investment), *Bachelor of Social Science*
- William Lansbury
  General Manager (RoadTek) – *FIEAust, MAICD, RPEQ, EMPA, MTech (Pavements), BTech (Civil), AdvDipPM, JP (Qual)*.

Achievements

During the past year, ARC reviewed:

- the integrity of the department's financial statements and internal controls
- compliance with legislative and regulatory requirements, including ethical standards and policies
- the performance management process, internal risk management and control systems
- the performance of the internal audit function.

The ARC also reviewed its charter with roles and responsibilities updated to align with the oversight and coordination of assurance activities under the department's internal control framework.

Governance Committees

Information and Systems Committee

The Information and Systems Committee meets monthly as the peak Information and Communication Technology (ICT) governance board for all business-led ICT and ICT-enabled investments to help ensure maximum value for investments. The committee primarily consists of Executive Leadership Team members and includes the Chief Information Officer as the head of discipline, ensuring ICT governance and strategy is administered at the highest levels.

The committee also acts as the information security governance body, ensuring the information security strategy and related policies are established and compatible with the department's strategic direction, and effective governance is in place to ensure information security objectives are achieved.

Chair: Rotated annually at the start of each calendar year between Deputy Director-General, Customer Services, Safety and Regulation and Deputy Director-General, TransLink.

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.

Achievements

During the past year, the committee:

- continued to embed best practice portfolio management, which has strengthened and matured ICT delivery through improved governance, practices, methods, and tools
- matured the portfolio, with a revised three year rolling program of work, capturing ICT investments ensuring they align to departmental and government priorities
- continued to focus on improving capability across the ICT portfolio, program and project environments through activities in the 2019–22 ICT portfolio capability roadmap that has successfully delivered executive training and embedded the ICT benefits management framework
- continued its focus on strategic governance of the department's ICT information security by endorsing the Information Security Policy and the Information Security Management Board and its terms of reference
- increased visibility and focus on ICT strategic risks, including portfolio risks against the ICT strategic risks.

Finance and Procurement Committee

The Finance and Procurement Committee monitors financial and procurement performance across the department to ensure all entities within the department 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 the department's resources are directed towards delivering on the government's Advancing Queensland's Priorities to create jobs in a strong economy and a responsive government through responsible fiscal management.

The committee also ensures that Transport and Infrastructure Services Category spend is aligned with the Queensland Procurement Policy, which is aimed at prioritising Queensland business by focussing 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 consistent 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)
- Deputy Director-General (Customer Services, Safety and Regulation)
- Deputy Director-General (Infrastructure Management and Delivery)
- Deputy Director-General (Policy, Planning and Investment)
- Chief Operations Officer
- Chief Finance Officer.

Achievements

During the past year, the committee has:

- provided oversight of the development of the 2020–21 budget ensuring the overall budget aligns to agreed business plans to contribute towards creating a single integrated transport network accessible to everyone
- provided monthly monitoring of the department's financial position and workforce, ensuring that cost pressures, trends and future opportunities are well understood
- undertaken continual review of the department's key financial related risks to ensure that, where appropriate, these items have been addressed in future budget builds to ensure long-term funding sustainability
- monitored the department's progress in implementing the department's Financial Sustainability Plan
- overseen the continued implementation of the Queensland Procurement Policy, including the introduction of the Ethical Supplier Threshold across all departmental procurement activities and the implementation of the Ethical Supplier Mandate in the Transport Infrastructure and Services Procurement Category
- approved the revised Procurement Benefits Management Framework that has been designed to better capture value and benefits from all departmental procurement spend in line with the Queensland Procurement Policy and the Queensland Indigenous Procurement Policy.

Safety, Health and Wellbeing Governance Committee

The Safety, Health and Wellbeing Governance Committee is a governance committee of the Executive Leadership Team which meet Bi-monthly and provides oversight of the development and monitoring of health, safety and wellbeing strategies to ensure:

- compliance with the *Work Health and Safety Act 2011* (the Act) and associated regulations, codes of practice and advisory standards
- exercising of due diligence as defined by the Act, including the provision of recommendations and advice
- meaningful safety performance objectives and targets are developed and published at an organisational level
- achievement of safety, health and wellbeing objectives and targets
- monitoring of safety, health and wellbeing risk profile
- identification, discussion and implementation of strategies to reduce the incidence of work-related death, injury, and illness at an organisational level
- appropriate policies, procedures, systems, and accountabilities to meet its safety, health and wellbeing responsibilities and objectives
- processes are in place to demonstrate the implementation and effectiveness of the policies, procedures, systems, and accountabilities
- safety, health and wellbeing information is communicated and actioned.

Chair: Deputy Director-General (Infrastructure Management and Delivery).

Members:

- General Manager (RoadTek)
- General Manager (Customer Services)
- General Manager (Maritime Safety Queensland)
- Chief Human Resources Officer
- Executive Director, Operations (TransLink)
- General Manager (Portfolio Investment and Programming)
- Chief, Transport Network Security and Resilience.

Achievements

During 2019–20, the committee has:

- commenced a review of safety governance arrangements including membership, charter and impact on local working groups
- endorsed a COVID-19 focussed safety assurance framework and supported the delivery of critical safety outcomes during pandemic conditions
- supported the commencement of the Transforming Safety Program, a suite of business improvement initiatives targeted towards improving safety outcomes and workplace culture
- increased focus of high potential incidents and committed to better communication of learnings to all members.

Infrastructure and Investment Committee

The Infrastructure and Investment Committee oversees and endorses the development and prioritisation of the transport infrastructure investment strategy, enabling the delivery of an integrated, safe, efficient, and reliable transport system for Queensland.

Chair: Deputy Director-General (Policy, Planning and Investment).

Members:

- Director-General
- Deputy Director-General (Infrastructure Management and Delivery)
- Deputy Director-General (Customer Services, Safety and Regulation)
- Deputy Director-General (TransLink)
- Chief Operations Officer
- Chief Finance Officer
- General Manager (Portfolio Investment and Programming)
- General Manager (Program Delivery and Operations)
- General Manager (Transport Strategy and Planning).

Achievements

During the past year, the Infrastructure and Investment Committee has:

- assured all significant transport projects requiring progression have met the minimum standards of the whole-of-government Project Assessment Framework and OnQ Project Management Framework
- completed post-implementation reviews for two projects, Bruce Highway–Cooroy to Curra Section C (Traveston-Woondum) and the Gold Coast Light Rail Stage 2
- improved program management capability and assurance for investment programs to ensure they remain on track to deliver transport system outcomes, with a focus on value for money, maximising program objectives, and customer value
- implemented a formal process to ensure that lessons learned at the completion of major transport infrastructure projects are captured, embedded, and communicated into departmental business as usual operations and practices.

RoadTek Performance Committee

The RoadTek Performance Committee meet twice a year and provide strategic guidance and assessment while reviewing RoadTek's performance against the 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).

Achievements

During the past financial year, the committee has considered:

- RoadTek's performance against the Service Delivery Statement measures and forecast end of year results
- reflected on the safety incidents, notifications and improvement notices and the drive for improving the overall safety of the roadworker workforce
- recognition of the success of many of the entry pathway programs such as the Women in Construction program.

Robust Management Standards

Integrity Commissioner

The Queensland Integrity Commissioner, who administers the *Integrity Act 2009*, is a statutory office holder and officer of Queensland Parliament. The role of Integrity Commissioner involves:

- providing confidential advice on ethics and integrity matters to Ministers, members of the Legislative Assembly, ministerial employees, senior public servants, and other persons or classes of persons nominated by a Minister
- regulating lobbyist activity and maintaining the lobbyists register
- raising public awareness of ethics and integrity matters
- standard-setting on ethics and integrity matters at the request of the Premier.

The department maintains a register and reports lobbyist contact that occurs with any departmental representatives to the Integrity Commissioner. The department also provides advice, training and awareness to employees and manages conduct matters pertaining to conflicts of interest.

Information Privacy

The department 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. In providing services, the department ensures that personal information is managed in a fair, secure and ethical manner.

In the 2019–20 financial year, the department refreshed the Information Privacy Plan and extended privacy training across the organisation through a new Accessing Customer Records training module. The online training module provides real life scenarios about accessing customer records, increasing the awareness of privacy protection, and ensuring that employees think about privacy when accessing and using personal information. The module was completed by 91.2 per cent of employees.

To ensure compliance with the Information Privacy Principles, the department continued to conduct Privacy Impact Assessments (PIA) to factor in privacy when planning and delivering projects which involve personal information. During 2019–20 the PIA template was updated to include the consideration of the risk management framework, helping employees to assess risks, make informed decisions, and confidently manage any identified privacy risks.

Information Management

In March 2020, the department released the *Information Management 2020–22 Strategy*.

The four objectives are:

- information governance by design – implement value based, standardised, compliant and future focused controls
- information Assets Register activation as the single source of truth
- corporate knowledge building by improving the capability of custodians, managers, and operational roles
- further embed the paper-lite culture.

The department currently manages approximately 18.6 million public records, adding approximately 1 million electronic and 96,000 physical records per annum. Currently 80 per cent of these records are in a digital format.

Cyber Security – Information Security Plan

The department is heavily reliant on digital technologies, devices, applications, and business systems to deliver a range of core and critical services to customers and similar to all organisations, is becoming increasingly exposed to information security breaches and cyber threats.

It has a responsibility to comply with the Queensland Government Information Security Policy (IS:18) in relation to maintaining, securing technology investments, and effectively managing our significant information assets.

To achieve this, the department has implemented, and is continuing to mature, an Information Security Management System (ISMS) that conforms with the International information security Standard ISO/IEC 27001:2013. The ISMS forms the basis of the governance, processes, and controls necessary to ensure risks to systems and information are understood and effectively managed.

To mature its ISMS and improve its security posture, the department has embarked on a comprehensive program of work scheduled for completion by December 2021. This includes:

- enhancing the ISMS foundations to improve information and cyber security maturity and awareness
- implementing strategies and enhanced governance through policy, standards, and processes to effectively manage and respond to information security, and cyber risks
- establishing and implementing appropriate measures to monitor, continually improve, mitigate and manage information security, and cyber-attack risks by increasing resilience across the business
- releasing a mandatory department wide and annually renewed, Cyber Security Essentials online training course.

Queensland Procurement Policy

The department is the largest procurement agency in Queensland, and uses this position to drive government objectives, including value for money and supporting Queensland industries and suppliers, which are primary principles of the Queensland Procurement Policy (QPP).

The key principles at the centre of the QPP focus on putting Queenslanders first when securing value for money and ensuring that all procurement activities provide opportunities for local, regional, and Queensland suppliers—including Indigenous and social enterprises. It incorporates a range of local, social and innovative procurement objectives across its procurement activities.

The department relies on a range of businesses in regional centres across the state to provide the goods and services and deliver the capital works required across the agency from start-ups and small business to medium and large suppliers and understands how important it is to consider local conditions and supply market capacity as part of the overall process.

Table 12: Transport and Main Roads addressable spend with Aboriginal and Torres Strait Islanders, regional and Queensland vendors by financial year

	2017–18	2018–19	2019–20
ATSI	$35,370,115	$37,426,322	$33,574,379
Regional	$1,835,166,815	$1,737,229,367	$1,818,628,488
QLD	$5,518,155,293	$5,708,850,556	$6,154,066,846
Total Addressable Spend	$6,699,233,313	$6,933,960,900	$7,176,219,465
Regional Spend as %	27.39%	25.05%	25.34%

Data source: Aboriginal and Torres Strait Islander vendor list supplied by the Department of Aboriginal and Torres Strait Islander Partnerships. Regional and Queensland vendors identified by applying SAP Vendor Master Data.

Spend data sourced from TMR Spend Cube.

Internal Accountability

Business Planning

The department's strategic plan underpins and guides day-to-day business. Divisional and branch business plans are aligned with the strategic plan to effectively and efficiently deliver the department's five core strategic objectives. These business plans are 'living documents' that are periodically reviewed and adjusted to reflect emerging risks and opportunities in the operational environment.

The department ensures that whole-of-government specific purpose plans are incorporated into business planning activities. Specific purpose plans focus on addressing areas of high strategic importance. The department has reported achievements against these plans throughout the annual report:

- *Transport and Main Roads Strategic Plan 2019–23* **(see pages 12, 13)**
- *Queensland Cycling Strategy 2017–27* **(see page 34)**
- *Queensland Walking Strategy 2019–29* **(see page 35)**
- Queensland Road Safety Action Plan 2020–202 **(see page 85)**
- *Queensland Climate Transition Strategy* **(see page 31)**
- *Queensland Transport Strategy* **(see page 27)**
- Queensland Freight Action Plan **(see page 28)**
- Queensland Road System Performance Plan 2019–2023 **(see page 27)**
- The State Infrastructure Plan **(see page 27)**
- Regional Transport Plans **(see page 29)**
- Queensland's *Personalised Transport Horizon - Five Year Strategic Plan for Personalised Transport Services 2016–2021* **(see page 32)**
- Principal Cycle Network Plans **(see page 34)**
- Disability Action Plan 2018–2022 **(see page 76)**
- *Queensland Transport and Logistics Workforce Strategy and Action Plan 2018–2023* **(see page 81)**
- Reef 2050 Plan **(see page 83)**
- *Queensland Level Crossing Safety Strategy 2012–2021* **(see page 88)**
- OneTMR Strategic Workforce Plan: Future workforce 2020–2024 **(see page 100)**
- Gender Equity Plan 2019–2021 **(see pages 102, 103)**
- Plans for Action 2019–2020 **(see page 104)**
- *The Mental Health Strategy 2019–2021* **(see page 105)**
- Financial Sustainability Plan **(see page 115)**
- Transport Coordination Plan **(see page 95)**
- Risk Management and systems **(see page 123)**.

The Strategic Rail Project Team

The Strategic Rail Project Team oversees and coordinates the department's response to the Strachan Inquiry recommendations by strengthening rail governance and the interfaces between capital projects and significant timetable changes. The team supports the Cross River Rail project, acting as the interface manager between the department and the Cross River Rail Delivery Authority. The team works on a range of initiatives to enable the department to play a stronger role in:

- setting the strategic direction of rail services in Queensland
- driving rail investment in priority areas
- monitoring and improving the performance of the rail portfolio.

Performance management and monitoring

The department monitors both performance against service standards in the department's service delivery statements (SDS) and progress of strategic initiatives through quarterly performance reports to the Executive Leadership Team.

These 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. The report also demonstrates alignment with the Queensland Government's Financial and Performance Management Standard 2019.

The department's commitment to continuous improvement is affirmed through the Planning and Performance Network, which connects regularly to strengthen planning and performance capability and to champion a performance culture across the department.

Data and business analytics strategy

Underpinned by the Transport Data Exchange (strategic data analytics framework), the department implemented several analytics solutions and proofs of concept to help solve complex business challenges and continued to build organisational capability in cloud-enabled analytics. For example:

- pavement analytics to standardise and automate data processing and analysis, enabling faster and more informed decisions and calculations regarding pavement design, quality and evaluation
- data visualisations for employees to self-serve data insights, supporting evidence-based decisions related to initiatives including community road safety grants, ICT portfolio performance, soil testing, and corporate finance management
- use of real-time passenger transport data and digital twin technology to predict likely service delays given current and predicted traffic volumes and patterns.

These solutions strengthened workforce capability in cloud data analytics tools and techniques to discover, organise, integrate, and maximise the use of the department's vast data assets, while maintaining consistency, manageability, governance, and security.

For more information, visit:
www.tmr.qld.gov.au/-/media/aboutus/corpinfo/Publications/data-and-business-analytics-strategy-2017-2022.pdf?la=en

Complaints management

Feedback from our customers is central to providing responsive government services and the department is committed to:

- learning from customer compliments
- managing complaints effectively
- innovate and enhance services
- improve decision making
- increase accountability in government.

The department'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/NZS 10002:2014 Guidelines for complaint management in organisations.

Table 13: Complaints received

Year	Customer Complaints Volume	Customer Interactions Volume
2015–16	37,314	12900000
2016–17	48,642	11840000
2017–18	45,820	12600000
2018–19	45,058	16000000
2019–20	35,174	16800000

Data source: TMR Complaints Management System

Internal Audit

The Internal Audit operates under a charter consistent with the Institute of Internal Auditors' international standards and approved by the department's Director-General.

The Chief Auditor is directly accountable to the Director-General for leading an effective and efficient internal audit function and for ensuring the internal audit activity meets its objectives and adds value. This includes the implementation of risk-based strategic and annual internal audit plans, and coordinating audit activities with the external auditors, Queensland Audit Office, to best achieve appropriate assurance objectives for the department.

The Chief Auditor reports regularly to the Audit and Risk Committee **(see page 113)**, which reviews the work of the

internal audit function. The relationship with the committee is based on Queensland Treasury's Audit Committee Guidelines.

The Internal Audit team has a central role in improving operational processes and financial practices by:

- assessing the effectiveness and efficiency of departmental financial and operating systems, reporting processes, and activities
- identifying operational deficiencies and non-compliance with legislation or prescribed requirements
- assisting in risk management and identifying deficiencies in risk management
- bringing a broad range of issues to management's attention, including performance, efficiency, and economy
- monitoring whether agreed remedial actions are undertaken.

During 2019–20, Internal Audit:

- developed and delivered an annual plan of internal audits approved by the Director-General and completed 32 internal audit reports, covering assurance and improving effectiveness of controls, systems, project management, operations, and risk management
- engaged with the Audit and Risk Committee about proposed internal audit plans and their alignment to the risks of the department
- provided advice and assistance on key projects and initiatives
- monitored and reported on the implementation of agreed audit recommendations
- maintained an effective working relationship with Queensland Audit Office.

External Accountability

Protecting the public interest: Queensland Ombudsman

Our operations are subject to regular scrutiny from external oversight bodies. The Queensland Ombudsman, being accountable to Parliament rather than the government of the day, plays a pivotal role in public agencies making fair and accountable decisions – a key element of open and transparent public administration. The Ombudsman has powers and authorities outlined within the *Ombudsman Act 2001* to investigate administrative actions of agencies and improve quality of decision making and administrative practice in agencies. The Ombudsman also has oversight of the *Public Interest Disclosure Act 2010*.

The department ensures the Director-General's responsibilities under both the *Ombudsman Act 2001* and the *Public Interest Disclosure Act 2010* are executed diligently to ensure the department's administrative processes are of a high standard and open to scrutiny. The department will conduct an assessment of all incoming corruption or serious misconduct complaints to determine whether the complainant is a Public Interest Discloser (PID) as per the criteria outlined in the *Public Interest Disclosure Act 2010*. The PID will then be supported throughout the process and protected from any reprisal action that may be taken against them.

Transparency and the right to information

The department continues to be committed to providing the community with open and transparent access to information about our services and activities, including under our statutory obligations under the *Right to Information Act 2009* (the RTI Act) and the *Information Privacy Act 2009* (the IP Act).

The department's website contains various publications and pages detailing services and business operations. Applications for documents not containing an applicant's personal information are processed under the RTI Act, and requests for documents for an applicant's personal information being processed under the IP Act.

Details on how to make a formal application requesting access to documents under the RTI Act or the IP Act are available at:
www.tmr.qld.gov.au/About-us/Right-to-Information.

In 2019–20, 700 applications were received under the RTI and IP Acts. 704 were finalised (including applications that were on hand at the end of 2018–19). Details of the applications received under the RTI Act are published on the department's disclosure log. Where possible, released documents are also published.

Human rights

The department is committed to ensuring we act and make decisions compatibly with the *Human Rights Act 2019* (the Act). It has undertaken a full review of the legislation it administers and updated key policies, including the external customer Complaints Management Policy and Managing Employee Complaints Policy. The department reviewed their briefing process to ensure that when making recommendations, how will decisions may impact upon an individual's human rights. If human rights were to be engaged or impacted by a decision, a description of the nature and impact and any compatibility issues are outlined for consideration or noting.

Since 1 January 2020, the department has managed 121 human rights complaints from customers and one complaint from an employee. Of these 122 complaints, 52 complaints were determined to be substantiated, involving actions or decisions which were incompatible with the Act. These complaints offered an opportunity for the department to engage in informed discussions and improve decision making.

To ensure respect for human rights was embedded in departmental culture and to build workforce capability, a Human Rights Implementation Governance Committee was established and developed a dedicated *Human Rights Act* SharePoint site. An extensive multi-channel awareness and educational campaign was delivered, which included sharing case studies and animations based on real customer complaints. As at 30 June 2020, 7254 staff have completed the mandatory online eBrief course, *The Human Rights Act 2019* and 336 employees have participated in internal human rights complaints training workshops.

During COVID-19, the department played an important role in the government's efforts to protect Queenslanders. From a human rights perspective, the department took action and made decisions which supported the government's positive obligations to protect the right to life, under section 16 of the Act. When Queenslanders were directed to undertake social distancing and restrict movement, many licensing requirements which would normally be able to be complied with, were difficult or impossible to meet. This particularly impacted vulnerable, older Queenslanders required to obtain or renew their medical certificate in order to comply with the obligation to carry a medical certificate while driving. The department 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, provided an exemption to enable certain customers to drive without holding a valid medical certificate during COVID–19.

The department acted flexibly and delivered the COVID-Safe Public Transport Plan to ensure public transport services could continue safely in line with social distancing requirements. All bus, train, ferry and tram transport services continued to operate as scheduled during the period of restricted travel. This provided customers, particularly vital essential workers, with access to full services and assisted with maintaining safe social distancing practices. Customers were also provided with options to board from both the front and rear of buses.

Open data

The open data program continued to mature during 2019–20. The department is one of the largest contributors to the Queensland Government's open data portal, with a collection of 270 published datasets in 2019–20, up from 263 in 2018–19. 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, visit:
www.data.qld.gov.au/dataset?organization=transport-and-main-roads

Auditor-General reports

In addition to the audit of the department's financial statements, during 2019–20, the Auditor-General conducted audits where recommendations were either specifically addressed to the department, were for agencies to consider, or included learnings potentially applicable to the department.

These areas included:

- Report 5: 2018–19 Results of financial audits
- Report 14: Evaluating major infrastructure projects.

For more information on Queensland Audit Office, visit:
www.qao.qld.gov.au

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.

The department is pleased to report that no new recommendations were directed toward the department in the 2019–20 financial year.

For more information, visit:
www.courts.qld.gov.au/courts/coroners-court/findings

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*.

The department maintains a robust investigative capacity which underpins a holistic approach to ethical culture, as outlined in the department's Integrity framework. The effectiveness of the department's integrity measures was examined by the CCC during the financial year under Operation Impala.

The department offers systemic protection of personal information for vulnerable people including victims of domestic and family violence through the 'customer records suppression service'. The CCC notes that the department has one of the most progressive systems in relation to providing additional security and protection to vulnerable persons with the Customer Records Suppression Service.

Parliamentary Committees

Parliamentary committees review legislation, investigate specific issues, and report to the Parliament. Some committees also have continuing roles to monitor and review public sector organisations or keep areas of the law or activity under review. The committee which relates to the department's portfolio is the Transport and Public Works Committee. In relation to its areas of responsibility, the committee:

- examines Bills to consider the policy to be enacted
- examines the budget estimates of each department
- examines Bills for the application of the fundamental legislative principles set out in section 4 of the *Legislative Standards Act 1992*
- considers the lawfulness of subordinate legislation
- assesses the public accounts of each department in relation to the integrity, economy, efficiency and effectiveness of financial management by:
  - examining government financial documents
  - considering the annual and other reports of the Auditor-General.
- considers departments' public works in light of matters including the:
  - suitability of the works for the purpose
  - necessity for the works
  - value for money of the works
  - revenue produced by, and recurrent costs of, the works, or estimates of revenue and costs
  - present and prospective public value of the works
  - procurement methods used for the works
  - actual suitability of the works in meeting the needs of and achieving the stated purpose of the works.

The committee may initiate an inquiry into any matter it considers appropriate within its portfolio area.

The committee must investigate any issue referred to it by the Legislative Assembly or under an Act, whether or not the issue is within the committee's area of responsibility. The committee either conducted or commenced the following parliamentary inquiries relating to the department's portfolio in 2019–20:

- inquiry into Motor Recreational Activities
- inquiry into Transport Technology
- review of the *Transport and Other Legislation (Road Safety, Technology and Other Matters) Amendment Bill 2020*
- review of the *Transport Legislation (Disability Parking and Other Matters) Amendment Bill 2019*
- review of the *Transport Legislation (Disability Parking Permit Scheme) Amendment Bill 2019 (Private Members Bill)*
- inquiry into a sustainable Queensland intrastate shipping industry.

Risk Management

Risk management is a key element of good corporate governance and is a fundamental component of managing the department's business operations. In accordance with the *Financial Accountability Act 2009*, overall accountability for risk management resides with the Director-General, which is exercised through the Executive Leadership Team. The Audit and Risk Committee assists the Director-General in his oversight of the effective performance of the department's risk management framework and practices.

The risk management policy and framework, based on the International Standard ISO 31000:2018 Risk management guideline, ensure risks are managed consistently across the department and minimised through a robust system of internal controls.

Strategic risks and risk appetite

Strategic risks are those that could affect the department's ability to deliver its vision and purpose outlined in its strategic plan, requiring executive oversight and sponsorship. Strategic risks have the potential to materially impact our strategic objectives and are therefore considered in our strategic planning process. Risk review workshops are regularly undertaken, which validate the risks against strategic objectives, suitability of treatment strategies and assessment of the ongoing risk exposure.

Following the implementation of the new *Strategic Plan 2019–2023*, the Executive Leadership Team has reframed the department's strategic risks and revised the Risk Appetite Statement.

Risk achievements

Key achievements in 2019–20

The Executive Leadership Team strengthened the risk management framework with the introduction of enterprise operating risks, based around five core themes. The enhancement to the framework will enable the Executive Leadership Team to have better oversight and management of those core enterprise-wide risks which potentially impact business operations and are identified as having the lowest risk appetite.

The Executive Leadership Team:

- focused on strengthening its strategic risk management through regular strategic risk review workshops, improved reporting, and documentation enhancements
- embedded the Risk Management System across business areas, promoting a coordinated and consistent risk management approach
- made further improvements to the management of portfolio and program risks. All capital works project and program risks within the Queensland Transport and Roads Investment Program (QTRIP) are centrally captured and reported from the 3PCM portfolio management solution.