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Attribution

Content from this annual report should be attributed to:

Letter of compliance

21 September 2020

The Honourable Mark Bailey MP
Minister for Transport and Main Roads
1 William Street, Brisbane, Queensland 4000

Dear Minister

I am pleased to submit for presentation to the Parliament, the Annual Report 2019–20 and financial statements for the Department of Transport and Main Roads.

I certify that this annual report complies with:

• the prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2019*

• the detailed requirements set out in the Annual Report requirements for Queensland Government agencies.

A checklist outlining the annual reporting requirements can be found at **(see page 199)** of this annual report.

Yours sincerely

Neil Scales OBE
Director-General
Department of 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

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You can provide feedback on the annual report at the Queensland Government Get Involved website:
www.qld.gov.au/annualreportfeedback

About us

Our role

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

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

In 2019–20, the department administered an operating budget of $6.189 billion, capital budget of $2.877 billion and managed assets worth $67.444 billion.

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

The department operates under the *Administrative Arrangements Order (No.2) 2018* and the *Public Service Departmental Arrangements Notice (No.4) 2017*. It discharges its statutory obligations under 23 acts listed in Appendix 1 **(see page 179).** Progress on achieving these obligations and further information and links to websites are included throughout the report.

What the report contains

The Department of Transport and Main Roads' Annual Report 2019–20 describes the department's operations for the financial year from 1 July 2019 to 30 June 2020.

The report structure is separated into four main sections to support our vision, creating an integrated transport network accessible to everyone, which is supported by the department's organisation and delivered by the department's people.

Why we have an Annual Report

As well as meeting the statutory requirements set out in the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2019*, the Annual Report aims to keep the community, industry, government and organisations informed about our performance and future direction.

Accessing the report

The Annual Report is available on the Department of Transport and Main Roads website at www.tmr.qld.gov.au/annualreport or in hard copy on request.

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

This includes:

1. consultancies

2. overseas travel

3. school transport operator payments

4. Queensland Language Services Policy measures.

The Queensland Government is committed to providing accessible services to Queenslanders from all culturally and linguistically diverse backgrounds. If you have difficulty understanding the Annual Report, you can contact us on 13 23 80* and we will arrange an interpreter to effectively communicate the report to you.

Transport and Main Roads Strategic Plan 2019–2023

The department's *Strategic Plan 2019–23* outlines a strong vision and purpose for the creation of a single integrated transport network accessible to everyone. It was developed through extensive consultation from across the department and with other Queensland Government agencies.

The plan demonstrates how the department contributes to *Our Future State: Advancing Queensland's Priorities* and brings together five specific departmental objectives—centered around Accessible, Safe, Responsive, Efficient, and Sustainable—with clear strategies and performance indicators to successfully deliver the plan over the four year period.

The department's *Strategic Plan 2019–23* is the organisational objective setting document and forms part of the strategic planning framework.

Local call charge in Australia. Higher rates apply from mobile phones and payphones. Check with your service provider for call costs. For international callers, please phone +61 7 3022 0001.

Contents

Director-General message

Welcome to the 2019–20 Annual Report for the Department of Transport and Main Roads. I am always grateful for the opportunity to reflect on and share the many and varied achievements of the department, which are highlighted in the pages of this report. Every year, we attempt to achieve more than the year before and, despite an incredibly challenging environment, this year has been no different.

TMR COVID-19 response

While COVID-19 has caused a major impact on all of our lives, one thing that has remained constant is the department's commitment to delivering for Queensland. Throughout our response we have actively partnered with key industry stakeholders and other government agencies to help slow the spread and keep Queensland moving. One critical collaboration that helped to achieve this was with our colleagues in the Queensland Police Service, setting up and monitoring border crossing checkpoints **(see page 20)** and supervising sea-facing borders of remote Indigenous communities **(see page 20)**.

We moved quickly to adapt our business operations to prioritise the health and safety of our people and customers. We did this by increasing the Department's technological capability to support a large portion of our employees to work remotely **(see page 21)**, and made temporary changes to frontline services, such as the suspension of practical driving tests **(see page 23)**.

To protect our customers and the wider community, we automated pedestrian crossings and installed 'bump' and 'wash' stickers, reducing the need to touch the button at traffic lights. We also introduced several precautionary safety measures on our public transport network and communicated how to stay healthy through our 'Leave a gap campaign'.

Early in our response we identified communications as a critical pillar. With the fast-moving nature of COVID-19 and the sheer volume of information available, providing a trusted and timely source of information for our people and customers was vital **(see page 22)**.

Internally, we significantly ramped up DG messages and, while I couldn't get out and about to see people in person as I normally would, I started delivering regular video updates. Between January and June 2020, 56 DG messages were sent featuring 23 videos. We also opened a direct DG Q&A channel, giving our people an avenue to ask questions and receive a response from me. To 30 June 2020, I had received and responded to 227 questions via this channel.

Strategic objectives

We are living in a time of unprecedented change, with technological and societal developments transforming the way we

live and do business. Throughout our response to COVID-19 we have continued to be guided by our *Strategic Plan 2019–23* **(see pages 12-13)**, prioritising our people and customers in all five objectives:

Accessible: Working towards creating an integrated and inclusive network, in the last year we have provided funding for regional bus stop accessibility upgrades **(see page 75)**, continued to clean up Queensland's waterways through our War on Wrecks program **(see page 91)**.

Safe: Notable achievements towards our goal of delivering safe and secure customer journeys and workplaces include establishing our Maritime Enforcement Team **(see page 91)**, transitioning to a new Employee Assistance Provider **(see page 22)** and launching the new Queensland Road Safety Action Plan 2020–21 **(see page 85)**.

Responsive: In response to the current and emerging needs of our customers we continue to experiment using our Digital Incubator **(see page 100)**. This year, we also launched our online PrepL Supervisor Course **(see page 74)** and delivered a one month registration payment option for customers **(see page 209)**.

Efficient: Underpinned by our aspiration to advance the movement of people and goods we signed a Bilateral Agreement to deliver Inland Rail **(see page 28)**, demonstrated the capabilities of ZOE2 with an on-road demonstration **(see page 88)** and joined other representatives to form the Road Safety Data Bureau **(see page 85)**.

Sustainable: To support a more prosperous Queensland we're achieving a paper-lite documents and records management culture **(see page 117)**, identifying ways to reduce waste and deliver sustainable infrastructure **(see page 28)**, investigating how to reduce transport emissions through our Zero Net Emission Discussion paper **(see pages 15, 31)** and released the *Queensland Walking Strategy 2019–2029* **(see page 35)**.

Regional delivery

During COVID-19 we have seen how vital the continuation of the department's capital infrastructure program has been throughout the state's response, which will continue as we transition to recovery. Due to travel restrictions we saw a reduction in traffic volumes on the road network, which allowed for some projects to progress faster, including the 'Kate to Aumuller' project on the Bruce Highway in Cairns **(see page 39)** and the Mount Lindesay Highway upgrade in the South Coast Region **(see page 68)**.

We have forged ahead with improving safety, flood resilience and capacity in priority areas such as the Rockhampton Ring Road **(see page 51)**, as part of the Bruce Highway Upgrade Program **(see page 36)**. We were also proud to officially open one of

the largest road transport projects in Australia's history—the Toowoomba Bypass—which will play a key role in accelerating the growth of regional Australia **(see page 57)**.

As part of our Roads and Transport Alliance, we continue to collaborate with local government representatives who form the Regional Roads and Transport Groups (RRTGs). There are currently 17 RRTGs in Queensland, who assist with planning and prioritising regional road and transport infrastructure investments **(see page 80)**.

Disaster management

Although the severe weather events we've experienced over the past 12 months have been challenging—with devastating bushfires and floods damaging the state, at times concurrently— our responsive and coordinated efforts have kept communities connected and safe. Our role during and following any severe weather event is concentrated on emergency repairs such as the restoration works carried out at Binna Burra **(see page 96)**, before turning our attention to longer-term recovery. Our website and social media have become vital channels to keep our customers and the community informed throughout, which is paramount.

This year also marks the 10th year since the department's Annual Preseason Program was established. We have a strong focus on resilience and have built capability across the department to ensure the department can be agile in managing the challenges we face from disruptive events, currently being demonstrated through our response to the complex impacts from COVID-19 **(see page 20)**.

An accessible Queensland for all

The department is committed to providing accessible and inclusive transport products, information, services, infrastructure and workplaces. To ensure we are meeting the needs and expectations of all Queenslanders, our dedicated Accessible Transport Network (ATN) team works closely with customers, employees, delivery partners and representatives from the accessibility and inclusion sector, to collaborate and co-design— recently through the development of our *Accessibility and Inclusion Strategy* **(see page 71)**.

The ATN team also provides specialist technical advice on projects across the department and this year launched mandatory disability legislation training for all employees. As a member of the National Accessible Transport Taskforce, department representatives recently met with other Taskforce members to continue progressing the reform and modernisation of the *Disability Standards for Accessible Public Transport 2002 (Transport Standards)* **(see page 72)**.

We also launched the wheelchair accessible taxi funding program to support the industry to continue providing accessible transport options by helping with the cost of replacing older and written-off vehicles **(see page 74)**.

First Nation Peoples

This has been the sixth year I've had the privilege of working with the Woorabinda community in my Government Champion role. I am passionate about improving the economic and social outcomes for Aboriginal and Torres Strait Islander people and am proud of the great progress we are making.

As part of the long-term vision to reinvigorate a community outpost and develop a training facility, the department continues to support the community's Blackboy Camp, recently supplying additional accommodation cabins. We are also delivering projects such as the BlackBoy Creek Bridge works, under the Memorandum of Understanding between the department, Woorabinda Aboriginal Shire Council and Central Highlands Regional Council **(see page 83)**. This partnership has delivered some wonderful outcomes for the community — increasing local employment and traineeships, improving the capability and capacity of Woorabinda Council and improving the community's infrastructure.

The future of transport

An accessible, safe and efficient transport system will increasingly be supported by the Government acting as an enabler of transport and mobility, in response to new technologies and trends. To prepare for these future opportunities for the transport sector, the department has released the *Queensland Transport Strategy 2019–23* — our 30 year vision of how we harness emerging transport trends **(see page 27)**.

The future of Queensland's transport network involves ensuring the safe deployment of advanced vehicle and infrastructure technologies. The department is currently progressing Australia's largest trial of connected vehicles in Ipswich, to help prepare for the arrival of this new technology and deliver safety, mobility and environmental benefits on Queensland roads **(see page 88)**.

The changing needs of our customers will be another key component that shapes the future of our transport network. One way we are working closely with our customers to deliver accessible, digital services to meet their needs is the trial of our Digital Licence App **(see page 77)**. Through a phased approach, we also continue to our work toward delivering a world-class smart ticketing system **(see page 73)**, and we have made significant progress with Mobility as a Service (MaaS), supported by the advancement of our MaaS Implementation Roadmap **(see page 29)**.

Our people

Throughout the department's response to COVID-19, I have been extremely proud of how our people have adapted and worked together to continue delivering for Queensland. Our people are our greatest asset and this period has proven that, both as individuals and a collective group, we continue to achieve and reach new heights.

Some of these achievements have been acknowledged at various award ceremonies over the past 12 months **(see pages 100)**. Some of these include the Customer Service Institute of Australia Awards, Queensland Reconciliation Awards, Australasian College of Road Safety Awards and Australian Government Digital Awards. We also continue to celebrate our people during the department's annual P4P Week and recognise the significant contribution of our peers through the department's iconic CUBIE Awards **(see page 105)**.

Champion causes

My top priority is the safety and wellbeing of my staff, which is why in addition to my role as Champion for Domestic and Family Violence Awareness (DFVA) I have taken on an additional role as Champion for Safety. The decision to create a dedicated safety role was a result of our COVID-19 response—acknowledging the important role that safety has played in protecting our TMR family, customers and industry partners. To encourage and support positive mental health, in the past year we launched the department's *Mental Health Strategy 2019–21* **(see page 105)** and upskilled our leaders and employees in recognising and responding to domestic and family violence **(see page 102)**.

Each member of my Executive Leadership Team plays a critical role in championing and promoting important topics. Another change in roles was our Champion for Women in Leadership changing to Champion for Gender Equity. This change does not shift our focus from aspects such as increasing the number of women in leadership roles, rather, it's about identifying the areas that could help improve gender equity—ensuring equal opportunities for all, regardless of gender.

The 2019–20 year has brought with it challenges none of us could have anticipated. However, I'm heartened by the efforts I see, from across our department and sector, that move us toward our vision of creating a single integrated transport network accessible to everyone.

Neil Scales OBE
Director-General
Department of 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

Chief Finance Officer's Report

Summary

The department's vision is to create a single integrated transport network accessible to everyone. To support that vision, the department continues to monitor the financial landscape and ensure that financial resources are directed towards Government priorities.

The department operates within a strong financial framework—investing in our priorities, optimising own source revenue and conducting activities that deliver value for money and financial sustainability.

The 2019–20 financial year has proven to be a fiscally challenging year due to COVID-19. A significant drop in public transport patronage as a result of COVID-19, has seen a downturn of more than $71 million in fare revenue over the last year, impacting the department's financial result. However, through strong fiscal discipline, the department recorded an operating surplus of $126 million in 2019–20 and an underlying operating deficit of $105 million excluding capital contributions (4 per cent of total budget).

The department successfully delivered its $3.362 billion capital program ahead of schedule, due to accelerated delivery on a number of projects, including New Generation Rollingstock (NGR), the Mackay Ring Road and the Pacific Motorway (Mudgeeraba – Varsity Lakes).

The department has been a significant contributor to the government's COVID-19 recovery efforts to date, through a range of transport industry assistance measures such as the $55 million passenger transport assistance package and infrastructure stimulus initiatives, including the $400 million Accelerated Works Program. Additionally, to support the Queensland economy through COVID-19, the department moved to an immediate payment policy for all valid invoices to improve the cash flow of small to medium enterprises. This initiative is expected to continue until the impact of COVID-19 eases.

The department has not identified any climate related risks that could materially affect the amounts and disclosures reported in the financial statements at the reporting date. However, the department continues to monitor the emergence of such risks under the Queensland Government's *Climate Adaptation Strategy*.

The department will continue to be a major contributor to Queensland's economic recovery, creating jobs through the delivery of accelerated essential transport infrastructure and continuing to deliver frontline services through investment in customer-centric digitally-enabled transport solutions.

In accordance with the requirements of section *77*(2)(b) of the *Financial Accountability Act 2009*, I have provided the

Director-General with a statement that the financial internal controls of the department are operating efficiently, effectively and economically in compliance with section 54 of the *Financial and Performance Management Standard 2019*.

This financial summary provides an overview of the department's financial results for 2019–20. A comprehensive set of financial statements is provided in this report, which includes an analysis of actual expenditure compared to the published budget with explanations of major variances.

Funding sources

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

Key drivers of the department's funding include the delivery of capital investment in the roads and transport infrastructure network and in the provision of our key objectives through operational service delivery. In 2019–20, the budgeted revenue for the department was $6.392 billion and the capital budget was $2.877 billion.

Administered revenue

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

Financial performance

The department recorded an operating surplus of $126 million for 2019–20. Table 1 summarises the financial results of the department's operations for 2019–20 and 2018–19.

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

Category	2019–20 $ '000	2018–19 $ '000
Total income	6,427,966	6,144,435
Total expenses	6,301,893	6,172,880
Operating result for the year	126,073	(28,445)

Income

The department's total income of $6.428 billion included appropriation revenue from the Queensland Government of $5.441 billion, user charges of $671 million and grants and other contributions of $270 million. In 2019–20 the department's total income has increased by $285 million, predominantly as a result of increased state and Australian Government funding for infrastructure projects. Queensland Government appropriations are the main source of income and account for 85 per cent of total income earned in the reporting period.

Expenses

Total expenses for the department were $6.302 billion. Supplies and services was our largest spend category, constituting 59 per cent of total expenditure, followed by asset depreciation and amortisation, and employee expenses.

Approximately 76 per cent of total supplies and services consists of payments to operators of rail, bus, air and ferry services. Total expenses in 2019–20 has increased by $129 million.

Financial position

The net assets position reported in the financial statements shows the net worth of the department. At 30 June 2020, this was $70.062 billion. Table 2 summarises the department's financial position for 2019–20 and 2018–19.

Table 2: Summary of financial position – Assets and liabilities

Category	2019–20 $ '000	2018–19 $ '000
Total assets	72,623,445	67,262,349
Total liabilities	2,561,550	2,508,073
Total equity	70,061,895	64,754,276

At 30 June 2020, the department held assets totalling $72.623 billion, representing an increase of 8 per cent compared to the previous year. The variance between the years is primarily from movements in property, plant and equipment assets, including new assets of $3.0 billion, revalued assets of $3.7 billion - mainly arising from improved information used in estimating the useful life of complex infrastructure assets - offset by depreciation on assets of $1.1 billion. The department's transport infrastructure network makes up 81 per cent of total assets and is valued at $58.702 billion. The department's infrastructure assets consist of $46.313 billion in roads, $12.068 billion in structures and $0.321 billion in other assets.

As at 30 June 2020, the department held liabilities totalling $2.562 billion which comprises mainly of lease liabilities, payables and provisions.

Figure 1: Income by category for the year ended 30 June 2020
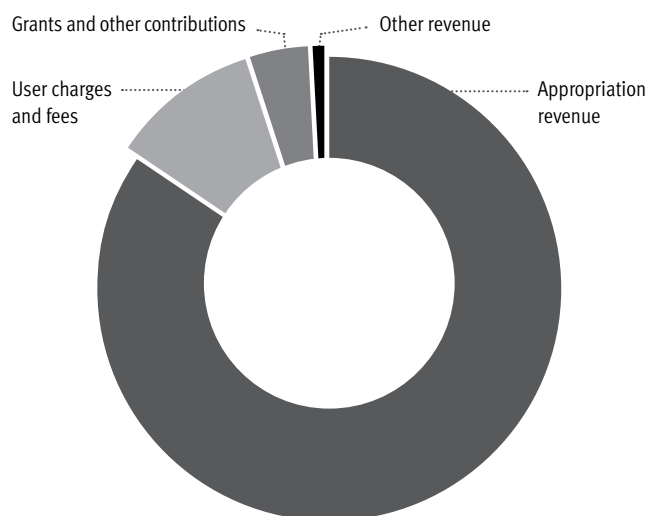
Category	Income %	$ '000
Appropriation revenue	84.65%	5,440,647
User charges and fees	10.44%	671,121
Grants and other contributions	4.19%	269,614
Other revenue	0.72%	46,584
Total revenue		6,427,966

Figure 2: Expenses by category for the year ended 30 June 2020
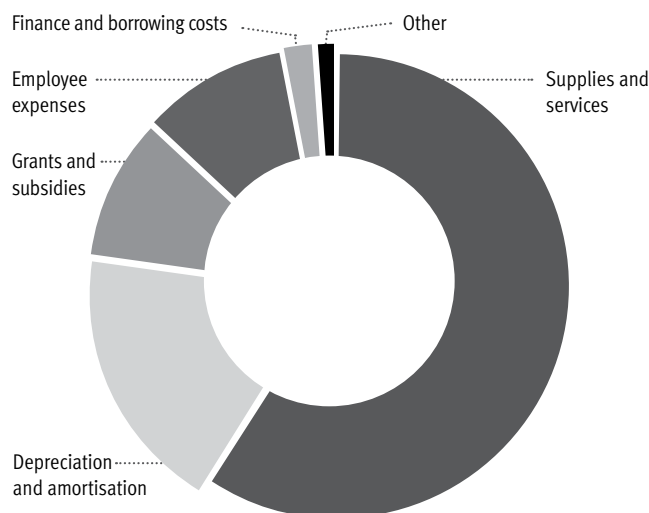
Category	Expenses %	$ '000
Supplies and services	59.03%	3,719,341
Depreciation and amortisation	18.35%	1,156,399
Grants and subsidies	9.68%	610,219
Employee expenses	10.05%	633,538
Finance and borrowing costs	1.93%	121,778
Other	0.96%	60,618
Total expenses		6,301,893

Our Future State: Advancing Queensland's Priorities

The Queensland Government objectives guide the strategic direction and provide a framework to support the department to deliver on its strategic objectives.
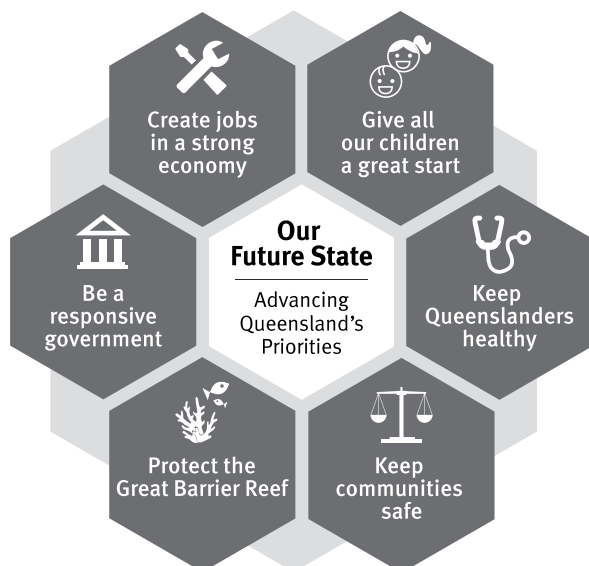
Queensland Government objectives diagram

The department contributes to five of the Queensland Government's objectives for the community— *Our Future State: Advancing Queensland's Priorities*—by leading significant projects and initiatives with the aim to support and improve the quality of life for all Queenslanders. Some of the department's achievements are noted under each Government objective.

Create jobs in a strong economy

- Future Proofing the Bruce: Bruce Highway Upgrade Program $12.6 billion 15 year investment, supporting direct jobs over the life of the program.

- QTRIP 2019–20 to 2022–23 committed a record $23 billion pipeline of investment over four years. Direct jobs will be supported throughout the life of the program.

- In the first half of the 2019–20 financial year, the department employed additional Senior Network Officers with responsibilities for safety and security, customer service and revenue protection across the public transport network.

Keep Queenslanders healthy

- Implementing the *Queensland Cycling Strategy 2017–2027*: encouraging more Queenslanders to use active transport, including the delivery of the Active Transport Investment Program.

- Finalised implementation of Queensland Cycling Action Plan 2017–2019.

- Finalised the Queensland Cycling Action Plan 2019–2021.

- *Queensland Walking Strategy 2019–2029* launched in August 2019.

Keep communities safe

- Launched a five-point bus driver safety plan, delivering physical safety measures, including grants for protective barriers and anti-shatter window film, policy and procedure changes, education and increased safety awareness.

- Held two Youth Fare Evasion Roundtables with more than 30 industry, community and government stakeholders to tackle the growing issue of deliberate fare evasion and associated anti-social behaviours on public transport.

- Launched the new Queensland Road Safety Action Plan 2020–21.

- Established the Maritime Enforcement Team with the delivery and fit out of four highly visible departmental personal watercraft for targeted on-water compliance programs in high risk areas of South East Queensland's waterways.

Protect the Great Barrier Reef

- Implementation of the *Sustainable Ports Development Act 2015* and master planning for the priority ports of Gladstone, Townsville, Hay Point/Mackay and Abbot Point is underway.

- National Asset Centre of Excellence (NACOE) partnership with Australian Road Research Board project P106 (measuring the environmental benefits of the NACOE Program). This project measures the carbon reduction potential from NACOE/Engineering and Technology initiatives.

- RoadTek continues to track the tonnes of waste generated by operational activities.

- Progressed the Queensland Transport and Investment Program (QTRIP) Level Greenhouse Gas Report, which provides a baseline of carbon emission across the QTRIP program, is expected to be finalised in the second half of 2020. This baseline will help inform future planning of greener infrastructure and is an innovative program for a road agency.

Be a responsive government

- The Digital Licence App (DLA) pilot launched in March 2020.

- The Smart Ticketing project will deliver new payment options, improved ticketing equipment and digital experiences, including an updated app platform.

- Ride-booking services made legal in Queensland and taxis and limousines can compete on a level playing field under changes to personalised transport regulation.

Introduction   Integrated transport network   Accessible to everyone   Our people   Our organisation   Financial statements   Appendices

Department of Transport and Main Roads

Strategic Plan
2019–2023

ACCESSIBLE

SUSTAINABLE

SAFE

Creating a single
integrated transport network
accessible to everyone

EFFICIENT

RESPONSIVE

Queensland
Government
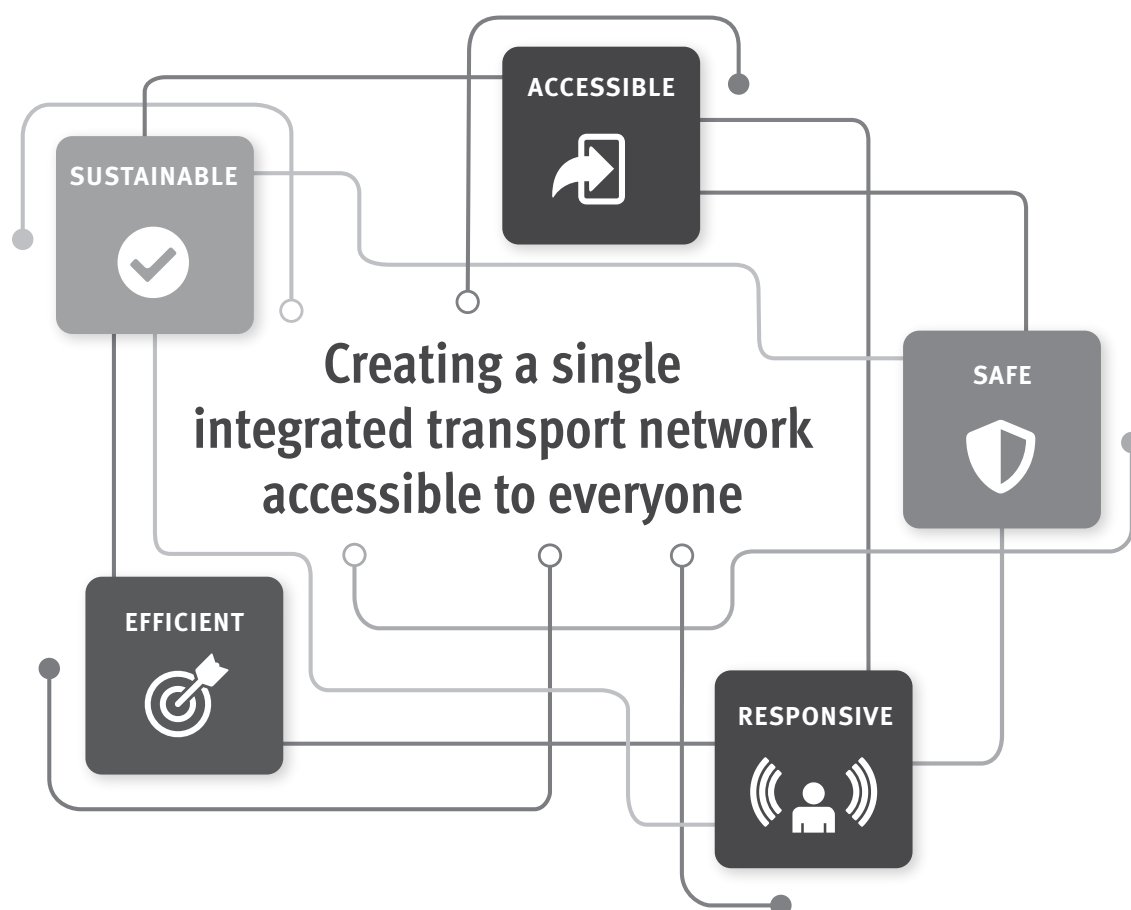
Our vision and purpose
Creating a single integrated transport network accessible to everyone

To deliver to our customers, the Department of Transport and Main Roads (TMR) will value and support our workforce as our greatest strength. This is at the core of our ability to move towards our aspirations and is reflected throughout the Strategic Plan.

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

Our opportunities and challenges

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

- Increasing pace of technological and social change
- Disasters and network incidents
- Changing customer and stakeholder expectations

- Unplanned economic conditions within a constrained fiscal environment
- Analysis and effective use of the increasing volume of data

- Regulatory frameworks and process limitations
- Diverse and geographically dispersed population
- Changing workforce demands

Customers first   Unleash potential   Be courageous   **Ideas into action**   Empower people

Key priorities and outcomes

Below is a summary of how the department delivers on its priorities matched with some example projects. It demonstrates how our key projects align with Advancing Queensland Priorities, and the *Strategic Plan 2019–2023*.

Table 3: Key priorities and outcomes for 2019–20

Advancing Queensland's Priority	Strategic Priority	Key projects/initiatives	Status
Keep Queenslanders healthy	Sustainable	Finalised implementing the Queensland Cycling Action Plan 2017–2019 (see page 35).	Completed
	Sustainable	Deliver the *Queensland Walking Strategy 2019–2029* (see page 35).	In progress
Keep communities safe	Safe	Established the Maritime Enforcement Team with the delivery and fit out of four highly visible departmental personal watercraft for targeted on water compliance programs in high risk areas of South-East Queensland's waterways.	In progress
	Safe	Implement the new Queensland Road Safety Action Plan 2020–2021.	In progress
	Safe	Launched a five-point bus driver safety plan, delivering physical safety measures, including grants for protective barriers and anti-shatter window film, policy and procedure changes, education and increased safety awareness.	Completed
	Safe	Held two Youth Fare Evasion Roundtables with more than 30 industry, community and government stakeholders to tackle the growing issue of deliberate fare evasion and associated anti-social behaviours on public transport.	Completed
Protect the Great Barrier Reef	Sustainable	Progressed the QTRIP Program Level Greenhouse Gas Report which provides a baseline of carbon emission across the QTRIP program expected to be finalised in the second half of 2020. This baseline will help to inform future planning of greener infrastructure and is an innovative program for a road agency.	In progress
	Sustainable	Implementation of *Sustainable Ports Development Act 2015* and master planning for the priority ports of Gladstone, Townsville, Hay Point/Mackay and Abbot Point.	In progress
	Sustainable	Implementing the Infrastructure Sustainability Council of Australia's rating system on all projects over $100 million and investing in new and upgraded active and shared transport modes.	In progress
	Sustainable	Developing a Zero Net Transport Emissions Roadmap which will guide the transport system to a low emission future in line with the Queensland Government's climate change targets.	In progress
	Sustainable	Contribute to the environmentally sustainable development and planning of Queensland waters through the implementation of the Reef 2050 Plan.	In progress
Be a responsive government	Responsive	The Digital Licence App (DLA) pilot launched in March 2020.	Completed
	Responsive	The Smart Ticketing project will deliver new payment options, improved ticketing equipment and digital experiences, including an updated app platform.	In progress
	Accessible	Launch PrepL, an Australian-first online learning and assessment program.	Completed
	Accessible	Trial the Demand Response Transport service in Logan to increase accessibility to transport.	In progress
	Responsive	Released the *Queensland Transport Strategy* providing a 30 year vision for the transformation of the state's transport system to provide flexibility in responding to customer preferences, global trends and emerging technologies.	Completed
	Efficient	Securing Australian Government investment to progress the delivery of priorities on the Bruce Highway, as per the Future-proofing the Bruce election commitments and establishing the Bruce Highway Trust that will develop a 15 year vision and initial Action Plan to identify those priorities.	In progress
Create jobs in a strong economy	Efficient	Liaising with Building Queensland to progress business cases for major transport infrastructure projects, including the Bruce Highway (Rockhampton Ring Road).	In progress
	Efficient	Ride-booking services made legal in Queensland and taxis and limousines can compete on a level playing field under changes to personalised transport regulation.	Completed

Strategic opportunities and challenges

New emerging technologies and commercial models that respond to customer demands, such as shared transport services, have the potential to profoundly benefit Queensland's transport system and its customers. However, these developments present challenges that will test the department's ability to satisfy customer needs and expectations, now and into the future. In order to meet customers' needs it is essential that the department plans for these challenges and opportunities and is strategically positioned to overcome them.

Responding to COVID-19

In April 2020, the department activated its Business Continuity Plans which saw 44 per cent of its workforce transition to remote working. Significant technology uplift occurred across the department to increase our remote working capacity and keeping our people, customers and industry partners connected. Keeping employees and industry up-to-date on the latest developments and health advice was a key priority.

The department adopted a range of internal and external process enhancements to support continued delivery of services across the network and remained committed to serving its customers, both face-to-face and remotely. All 90 Customer Service Centres were kept open with social distancing and hygiene measures implemented across frontline areas. The department actively partnered with industry and local, state and federal government agencies to keep Queenslanders moving and ensured continuity of critical services.

We operated a full public transport service to ensure existing workers had adequate means to keep working and all of our infrastructure works continued with COVID-safe plans in place.

Maritime Safety Queensland provided valuable service to mariners and we ramped up our communications internally and to external stakeholders.

Addressing and adapting to climate change

The department is meeting the Australian and Queensland governments' climate change considerations, reflected in Building Queensland and Infrastructure Australia business cases and funding expectations. As a major contributor of emissions, the transport sector can play a vital role in mitigating these effects. There are several projects underway, including using the Infrastructure Sustainability Council of Australia's rating system on all projects over $100 million and investing in new and upgraded active and shared transport modes. As an action under the *Queensland Climate Transition Strategy*, the department is also developing a Zero Net Transport Emissions Roadmap which will guide the transport system to a low emission future in line with the Queensland Government's climate change targets.

Responding to technological change

The increasing pace of technological change affects the delivery of transport services. The issue of digital technology enabled by cloud technology, big data and its analysis, presents significant opportunities for customer centric transport services. In 2019–20 the department has strengthened its focus on customer-centric, digitally-enabled transport solutions. Some of these include, real-time information that will provide accurate predictions of passenger services and traffic conditions; Smart Ticketing that will deliver a new seamless and integrated ticketing experience; and reliable smart phone apps that will offer information accessibility to everyone.

Planning for population growth

Queensland's population is growing faster than most other states and territories. Designing a transport network for the future requires the development and implementation of long-and medium-term strategies and integrated plans, which prioritise investments that ensure that Queensland's long-term transport needs can be met. Responsible transport system planning ensures Queensland's long-term transport needs are met in the most cost effective way and other development impacts are managed effectively. The *Queensland Transport Strategy* was released in early 2020 and provides a 30 year vision for the transformation of the state's transport system to provide flexibility in responding to customer preferences, global trends and emerging technologies.

Transport for the future

The department has partnered with CSIRO's Data61 to develop sophisticated, quantitative, evidence-based scenarios of what transport could look like out to 2048. The scenarios build on several years of work done to grapple with the uncertainties posed by the changes on our transport horizon. Changes like the potential for many more people to use digital platforms to work from home or for autonomous vehicles to replace conventional vehicles. The project will be finalised in mid-2020 and the report will be available by the end of 2020.

The year ahead

Key programs continuing in 2020–21 and beyond include:

- implementing the *Queensland Freight Strategy –Advancing Freight in Queensland*

- developing the two year rolling Queensland Freight Action Plan

- developing the Queensland Freight Access Framework

- securing Australian Government investment to progress the delivery of priorities on the Bruce Highway, as per the Future-proofing the Bruce election commitments and established the Bruce Highway Trust that will develop a 15 year vision and initial Action Plan to identify those priorities

- progressing planning and delivery of road and other transport infrastructure upgrades announced in the 2020 Federal Budget

- working across the department to develop the rolling four year investment and performance plan for maintenance, preservation and operation of the state-controlled road network

- maintaining an increased commitment to the Maintenance, Preservation and Operations program budget over the forward estimates period, in keeping with the department's investment priorities of running and maintaining the existing transport network

- continued research through the National Assets Centre of Excellence (a research collaboration between the department and the Australian Road Research Board) to improve asset management practice and identify innovative treatments to extend the life of infrastructure assets

- liaising with Building Queensland to progress business cases for major transport infrastructure projects, including the Bruce Highway (Rockhampton Ring Road)

- working with local governments that have formed 17 Regional Roads and Transport Groups across Queensland under the Roads and Transport Alliance, including the management of the Transport Infrastructure Development Scheme

- continuing the $12.6 billion Queensland and Australian government funded program to upgrade the Bruce Highway (2013–14 to 2027–28)

- continuing the Queensland and Australian government funded upgrades on the M1 Pacific Motorway, including the following:
  - $1 billion for Varsity Lakes to Tugun project
  - $750 million for Eight Mile Plains to Daisy Hill project
  - $192.6 million Interchange upgrades Exit 41 and Exit 49

- continuing the $279.7 million Queensland and Australian government funding for the Queensland component of the Northern Australia Roads Program (2016–17 to 2020–21)

- continuing the $76.1 million Queensland and Australian government funding for the Queensland component of the Northern Australia Beef Roads Program (2016–17 to 2019–20)

- continuing construction activities of the $812.9 million Queensland and Australian government funded Bruce Highway six-laning upgrade between Caloundra Road and the Sunshine Motorway

- continuing delivery of the $550.8 million Queensland and Australian government funded North Coast Line – Beerburrum to Nambour rail project

- continuing construction of the $514.3 million Queensland and Australian government funded Haughton River Floodplain project on the Bruce Highway, north of Ayr

- finalising delivery of the $497.4 million Queensland and Australian government funded Mackay Ring Road – Stage 1 project

- finalising delivery of the $189.2 million Eton Range Realignment project on the Peak Downs Highway

- continuing construction of the $481 million Queensland and Australian government funded Bruce Highway – Cairns Southern Access Corridor – Stage 3: Edmonton to Gordonvale

- continuing delivery of the $400 million Queensland and Australian government funded Ipswich Motorway Upgrade: Rocklea to Darra – Stage 1 project

- delivering the $25 million Queensland Government funded Pacific Motorway Oxenford Interchange (Exit 57) upgrade

- continuing planning of the Coomera Connector, an additional north-south transport corridor between Loganholme and Nerang, focusing on Stage 1 the southern section between Coomera and Nerang

- continuing Queensland and Australian government funded upgrades on the Mount Lindesay Highway including the $20 million Camp Cable Road to Johanna Street upgrade, featuring the new Jimboomba Creek Bridge and the $20 million upgrade between Rosia Road and Stoney Camp Road

- continuing delivery of the $121 million Queensland and Australian government funded Bruce Highway Upgrade– Rockhampton Northern Access – Stage 1

- commencing construction on the $150 million Walkerston Bypass

- commencing detailed design for the $1 billion Rockhampton Ring Road project

- undertaking community consultation for the scoping phase of the $80 million Yeppoon Road Upgrade project, under the Roads of Strategic Importance initiative

- continuing delivery of the $164 million Queensland Government funded Smithfield Bypass project

- continuing construction of the $120.4 million Queensland and Australian government funded Mackay Northern Access Upgrade project

- continuing delivery of the $104.1 million Queensland and Australian government funded upgrade of the Bruce Highway – Cairns Southern Access Corridor – Stage 4 between Kate Street (renamed Links Drive) and Aumuller Street in Cairns

- continuing delivery of the $75 million Queensland and Australian government funded Capricorn Highway (Rockhampton–Duaringa): Rockhampton to Gracemere Duplication project

- continuing delivery of the $80 million Sumners Road Interchange Upgrade

- continuing delivery of the Marine Infrastructure and Targeted Road Safety programs

- improving road safety by delivering initiatives in the Queensland Road Safety Action Plan 2020–21 focused on safer roads for Queenslanders, getting people into safer vehicles, encouraging safer road use, and strengthening partnerships including our work through the Heavy Vehicle Safety Action Plan 2019–21

- providing a safe and accessible transport network by ensuring contemporary policy and legislation frameworks, and by influencing behavioural change

- delivering safety treatments through the Targeted Road Safety Program, including high risk route actions, flashing school zone signs, discrete site treatments, township entry treatments and targeted safety interventions

- finalising the Hold the Red intersection avoidance system trial with the view to potentially expand the number of sites

- investing in innovative safety treatments by trialling Rural Intersection Activated Warning Signs (RIAWS) and flexible cams

- examining improvements to road user safety that can be realised through connected vehicle technology

- facilitating improved heavy vehicle access while ensuring a safe environment for all users of Queensland's road network

- continuing to improve maritime safety and community satisfaction by facilitating the safe movement and interaction of vessels in Queensland waters including the protection of the marine environment from ship-sourced pollution

- continuing to educate recreational mariners and increase their awareness of responsibilities leading to safe, clean seas

- contributing to the environmentally sustainable development and planning of Queensland waters through the implementation of the Reef 2050 Plan

- continuing work with owners to remove derelict vessels and promote a culture of responsible boat ownership, as part of the outcomes from the work undertaken by the War on Wrecks taskforce

- continuing to refine online services through identifying usability challenges affecting customer's satisfaction with and usage of the department's online and mobile app services and developing remedies to these challenges

- pursuing improvements to the Queensland Compliance Information System used by the department's transport inspectors, to improve quality and efficiency of service delivery to drivers and operators of heavy and passenger transport vehicles

- expanding the use of automation tools which offer customer service staff improved timeliness, speed and consistency of service when helping customers. These tools will give staff more time to upskill and possibly open a variety of career path opportunities within the department.

- pursuing systems which are likely to reduce customer wait times and allow customer service centres to better manage queues by allowing customers to pre-book an appointment for

complex and lengthy transactions via a digital (online) service, while aiming to also address a major business continuity risk for the in-house system used to book vehicle inspections and driving tests

- continue delivering the $371.1 million Smart Ticketing project – a new, seamless, and integrated ticketing experience across the TransLink network and urban buses in 18 regional centres

- implementation of actions within the Disability Action Plan 2018–2022 to improve the accessibility of the passenger transport network for people with disabilities, such as:
  - continuing the program of work of the Accessible Transport Networks team
  - continuing to provide funding through dedicated programs to upgrade existing and provide new, accessible passenger transport infrastructure
  - providing passenger transport concessions for people with disability, in accordance with the concessions framework
  - continuing the provision of taxi subsidies for National Disability Insurance Scheme (NDIS) participants while services are integrated and transitioned to the NDIS
  - providing additional funding for a grant program to ensure the sustainability of Queensland's wheelchair accessible taxi fleet through replacement of aged vehicles and converting some conventional vehicles to wheelchair accessible vehicles

- commencing the $335.7 million roll-out of accessibility upgrades to the 75 New Generation Rollingstock trains to be delivered locally at Maryborough

- continuing other passenger transport initiatives such as the:
  - Demand Responsive Transport trial in Logan to make it easier for passengers to get around their local area and connect people with bus and train services
  - Local Fare Scheme in Far North Queensland to assist with affordability of air travel in those regional and remote areas
  - implementation of stage three personalised transport reforms.

- continuing to deliver the Fare Evasion Project as part of the Queensland Government's commitment to addressing deliberate fare evasion on public transport services in South East Queensland, which is estimated to cost taxpayers approximately $25 million in lost revenue annually

- continuing to deliver the New Generation Bus contracts for regional Queensland

- continuing to deliver reconstruction works following the monsoon trough (January/February 2019) and Queensland bushfires (September to December 2019).

Fast Facts

Data as at 30 June 2020

$4.59 B	**$991 M**
Total investments in transport infrastructure program*	Maintenance and operation state transport network

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

5.13 M*	**1.6%**
Population of Queensland **ABS – Catalogue 3101.0*	Population growth from last year

$86.77 M	**115 KM**
Expenditure on natural disaster repairs	Of roads reconstructed under Natural Disaster Program 2019–20

33,367 KM	**3108**
State-controlled roads including 4996km national network	Bridges owned and maintained

Over **152 M**	**11.92 M**
Passenger trips on bus, rail, ferry and tram were provided to our customers within South East Queensland	Passenger trips on bus, rail, ferry and air outside South East Queensland

418,054	**1.7 M**
Average number of passenger trips per day on South East Queensland network	Passenger trips provided through the Taxi Subsidy Scheme

213,051	**2.48 M**
MyTransLink app active monthly users	*go* cards used in South East Queensland

41,146	**250,802**	**2.19 M**
QldTraffic Twitter posts	QldTraffic app visits	QldTraffic website visits

23,190	**$7.89**
Gold Coast tram daily passengers	Average subsidy per trip provided though Taxi Subsidy Scheme

499	**3253**	**421**	**17,459**
Limousine licences	Taxi Service licences	Authorised booking entities	Booked hire service licences

69,856	**1,473**
Authorised drivers of public transport	Accredited transport operators

25,153	**172,067**
Weekly average number of driver licences obtained	Weekly average number of car registrations made

939,558	**214,535**	**3.8^M**
Recreational boat licences	Personal watercraft licences	Driver licences

264,547	**29,701**	**5.45^M**
Recreational boats registered	Personal watercrafts registered	Vehicles registered

356.8^M	**1,009^M**
Tonnes of cargo we helped our industry customers move through our 21 declared ports	Tonnes of freight moved on the surface network

$991^M	**$25.5^M**
Maintenance and operation state transport network	Value of recreational boating facilities built this year

Over **21,087**	Over **11,271**	**184**
Ship movements in Queensland ports	Ship movements in the ReefVTS monitored region	Derelict vessels removed from Queensland waterways this year

578^{KM}	**40^{KM}**	**$76^M**
Cycling infrastructure delivered through funding from Active Transport Program**	Of cycling infrastructure built this year	Investment in cycling this year by the ATIP

**Since 2006

131,219	**122,829**
Written driving tests conducted	Practical driving tests taken

32,387	**33**
On-road intercepts	Number of TMR-led Queensland Government Agency Programs

10.29^{YEARS}		
Average length of service		
8$^%$	**22$^%$**	**70$^%$**
Temporary	Casual	Permanent
82$^%$	**7333**	**32$^%$**
Non-corporate roles	Full-time equivalents	SES/SO women

3.33^M	**9.3^M**	**16.8^M**
Face-to-face services provided to customers across our 57 Customer Service Centres	Customers conducted transactions using online self-service channels	Customer interactions for the year

Responding to COVID-19

Overview

The first half of 2020 has been dominated by the far reaching and unprecedented impacts of COVID-19.

Like many other states and countries globally, our early efforts centred on slowing the spread of the virus whilst still keeping Queensland moving, ensuring our communities could access essential goods and services. Towards the end of the 2019–20 year, we turned our mind to the future and the role our department will play in supporting Queensland's economic recovery.

As an organisation, it was also important for us to protect the health and wellbeing of our own employees. A significant internal response meant we could quickly mobilise the part of our workforce who could work remotely and adapt our processes to ensure the safety of frontline employees.

Slowing the spread

Border restrictions (land and sea)

Following the introduction of COVID-19 border restrictions in Queensland, RoadTek and Program Delivery and Operations teams worked swiftly with the Queensland Police Service (QPS) to set up border crossing checkpoints throughout the state.

Once established, 133 Transport Inspectors from Customer Services Branch (CSB) were deployed across Queensland to provide critical support to the QPS, directing traffic and monitoring checkpoints while police stopped and spoke with road users.

Inspectors worked in Camooweal/Mount Isa, on the highway between Boulia to Birdsville, Goondiwindi, Wallangarra, Stanthorpe, Killarney, Texas, and on the M1.

Maritime Safety Queensland (MSQ) played an integral role in protecting Queensland's borders. Marine Officers worked closely with the QPS (Water Police) to monitor sea facing borders, conducting 24/7 sea patrols of remote Indigenous communities to support the health and safety of residents.

Pedestrian crossings

As part of the department's work to slow the spread of COVID-19, the teams in Infrastructure Management and Delivery Division (Program Delivery and Operations, RoadTek and Engineering and Technology) introduced temporary changes to the operation of pedestrian crossings throughout Queensland, aimed at reducing the need for pedestrians to touch the button at traffic lights.

Thanks to their efforts, since March 2020 pedestrian crossings at 128 intersections have been automated during times of heavy demand.

To inform pedestrians of this change, stickers were placed above the pedestrian button at these crossings advising the times during which the automated control operates.

Elbow bump and wash stickers were also installed to remind pedestrians to press the button with their elbow rather than their hand, and to practise good hand hygiene. A total of 4092 elbow bump and wash stickers were installed on 366 intersections throughout Queensland.

Practical driving tests (suspension and recommencement)

To support the safety of Queenslanders and employees, the department suspended practical driving tests for three months. This resulted in the cancellation of 1005 heavy vehicle and 7625 light vehicle tests.

During the suspension period, Driving Examiners (DEs) were assigned alternative duties to support customer flow management, process customer transactions and assist customers through calls and web chat. For many DEs it was a positive opportunity to upskill, meet new people and learn more about the CSB.

On 15 June, driver testing recommenced with an immediate demand of more than 30,000 tests. To manage this in a fair way, CSB prioritised customers who had their driving test cancelled due to the temporary suspension and those who required their test for essential purposes (e.g. work, medical reasons). New measures were put in place to protect examiners and learner drivers. These included mandatory screening questions, vehicle cleaning requirements and reinforcement of general health and hygiene measures.

At the time, the online booking system did not support prioritisation, so CSB worked quickly to launch a new phone booking system in time for the recommencement of testing. Using the new system, Customer Service Centre staff proactively contacted priority customers via email, SMS or phone to re-book their tests.

Supporting elderly drivers in the community

To support senior Queenslanders to stay at home and reduce their exposure to COVID-19, CSB introduced temporary changes to medical certificate requirements for drivers 75 and over.

Introduced on 10 April 2020, the changes:

- allowed customers with a medical condition recorded on their licence to apply to extend the validity of their current medical certificate for six months

- allowed drivers 75 and over with no medical condition recorded on their licence to continue to drive on their expired medical certificate, providing there was no change to their medical fitness to drive

- permitted drivers who had recently turned 75 to drive without a valid medical certificate without penalty during the COVID-19 period (previously an offence).

More than 74,000 senior Queenslanders were contacted via email or post to advise them of these changes. Appreciative of being informed of the changes, many drivers submitted positive feedback on their experience.

TransLink public transport response

COVID-19 restrictions left many Queenslanders hesitant about travelling on public transport. As part of our early response to COVID-19, TransLink introduced a series of precautionary measures to keep customers and frontline employees safe. These included:

- no longer accepting cash for paper ticket purchases or *go* card top-ups on-board or at ticket offices

- encouraging passengers to enter and exit via the rear door on buses

- restricting front row seats onboard buses

- training Queensland Customer Service Officers to adapt to other duties, such as cleaning

- provided additional cleaning and sanitisation of public transport, including the NGR fleet

- providing a dedicated space for staff.

As restrictions eased, and more people recommenced travel on the network, TransLink developed the COVID-safe public transport plan and launched a campaign to educate the public on healthy travel tips and ways they could use public transport safely.

Messages included:

- **Leave a gap** - Maintain social distancing as much as possible while at stations, stops and on-board.

- **Adjust your travel** - Travel outside of peak times and use active transport, like cycling or walking, where you can.

- **Keep it clean** - We've increased cleaning across the network and all SEQ services are cashless to help stop the spread of COVID-19. Help us by staying home if you are unwell and maintaining good hand hygiene, as per Queensland Health's advice.

Our workforce

Business Continuity Plans activation

In line with advice from the Public Service Commission and Queensland Health, the department activated its Business Continuity Plans in April which saw 44 per cent of the workforce transition to remote working.

The department worked quickly to adapt business operations, increase technological capability, and establish processes to support staff in the lead up to, and during the transition period.

Remote access connections

To ensure continued service provision to Queenslanders, Information Technology Branch (ITB) moved quickly to increase the department's technological capability.

New remote access solutions were made available, and remote access connections were increased by 733 per cent, enabling remote working employees to continue critical customer service functions.

To support employees throughout this transition, ITB delivered eight virtual information sessions and two live Q&A events, attended by more than 1000 employees.

OneTMR collaboration ensures a great customer experience

Following the introduction of COVID-19 restrictions, many Queenslanders turned to our Customer Contact Centre for phone-based support instead of visiting a Customer Service Centre.

To support additional call-taking and respond to the changing needs of Queenslanders, CSB transitioned 40 regional Customer Service Officers from face-to-face duties to remote call-taking. The transition was supported by a fast-tracked online call centre training module, jointly developed by ITB and CSB. The two branches also worked together to establish a cloud contact centre licensing solution which enabled customer calls to be taken from any location.

Crisis communication

Communication formed an integral part of the department's COVID-19 response, keeping Queenslanders, industry partners, and employees updated on operational changes, together with the latest developments and health advice.

The Director-General issued whole-of-department staff messages, weekly video updates and a Q&A channel, allowing employees the opportunity to submit a question on the COVID-19 response for direct reply from the Director-General. A dedicated COVID-19 intranet page was also created, providing a single, central source of COVID-19 information.

Industry partners were kept up to date through the department's TMR Network News, the department's LinkedIn page and online industry engagement events.

Public transport updates and critical operational changes were communicated to Queenslanders through the department and TransLink's social media channels, websites and public campaigns. Direct contact and targeted marketing were also used to inform specific customer groups of operational changes.

Feedback from Queenslanders, industry partners, and employees on the department's communications has been extremely positive, with many people appreciative of the tailored, frequent and engaging approach taken to communicate information.

Recognising the importance of frontline employees

Throughout COVID-19, the department continued to provide frontline, customer-facing services to support industry and keep Queenslanders moving. Activities that could not be performed remotely included public transport, infrastructure works, maritime operations, monitoring border checkpoints and services through our Customer Service Centres.

To support the ongoing safety of employees in customer-facing roles, the department introduced safety measures on public transport, at project sites and in Customer Service Centres. The Director-General also used his whole-of-department messages to thank and recognise frontline teams for their hard work in supporting Queenslanders and industry throughout COVID-19.

Home-based learning arrangements and working flexibility

Following the Queensland Government's announcement regarding the transition to home-based learning for school students, the department provided employees of school-age children a range of options to support their work and parenting commitments.

These included working across a spread of hours (6am to 10pm, Monday to Friday), offering part-time and flexible working arrangements and supporting employees to take leave to help manage their caring responsibilities.

Employees were encouraged to speak with their manager to discuss their personal circumstances and plan an appropriate course of action.

Supporting employees

The activation of the department's Business Continuity Plans and move to remote working for those who could was an important step to slow the spread of COVID-19 in Queensland. However, the significant change and added pressure of the situation meant mental health was a key consideration for the department.

To support the safety and mental wellbeing of staff during this time, the department actively promoted and communicated information and resources on mental health and domestic and family violence support through Director-General messages and other internal communication channels. Employees were encouraged to utilise the department's Employee Assistance Provider, Benestar, and speak with a trusted colleague if they were struggling.

Supporting Queenslanders

Due to the unprecedented economic impacts felt across several industries, COVID-19 left many Queenslanders without income.

For example, the department was pleased to support Djalah Davies-Boulton, a Rockhampton local, who lost her job as a chef following the closure of her restaurant.

As part of a labour hire recruitment process, Djalah secured employment with RoadTek as a Construction Worker, performing assessments and inspections of rest areas in Rockhampton.

This was a great outcome for both the department and Djalah, and a testament to Djalah's resilience and perseverance in re-skilling to gain employment in a new industry.

Recovery Taskforce in DPC

Early in the Queensland Government's COVID-19 response, the Department of the Premier and Cabinet (DPC) established the COVID-19 Crisis Response and Recovery Taskforce to support and provide advice to agencies regarding COVID-19 communication.

Communication and stakeholder engagement professionals from the department, were seconded to the DPC to participate in the taskforce and share their expertise in communication and stakeholder engagement.

Ready Reserves

Ready Reserves played a critical role in Queensland's COVID-19 response, supporting vulnerable Queenslanders to self-isolate in their homes or, for returning travellers, in hotels.

To support this important work, the department supplied two fleet vehicles to the Department of Communities, Disability Services

and Seniors for Ready Reserves for their outreach visits to Queenslanders in mandatory hotel quarantine in Brisbane.

As part of the department's Ready Reserves response, 31 employees were deployed to assist agencies to undertake COVID-19 related tasks such as contact tracing and issuing self-isolation notices to Queenslanders.

Special leave provisions and directive

To support the health and wellbeing of department employees throughout COVID-19, including the potential need to take leave, the department actively communicated information to its workforce about relevant leave provisions and arrangements.

Early in the department's COVID-19 response, information on the Special Leave (Directive 05/17) was communicated to staff, including guidance on applicable leave provisions if employees were required to self-isolate or take leave to care for a child unable to attend their education facility.

Later in May, the department shared information about the Employee Arrangements in the Event of a Health Pandemic (Directive 01/20). Developed by the Public Service Commission and Office of Industrial Relations, the directive advised the specific employment conditions applicable to public service employees in the event their work arrangements were disrupted due to a health pandemic, such as COVID-19. As part of this communication, information on Special Pandemic Leave and Special Leave was also shared.

Keeping Queensland moving

Easing financial pressures for Queenslanders

Following the introduction of COVID-19 travel restrictions, many Queenslanders were using their vehicle less due to being unable to undertake non-essential travel. In response, and to help Queenslanders reduce the cost of running their vehicle, we provided customers the temporary option of cancelling their vehicle registration and waived vehicle cancellation fees. This resulted in a cost saving of $134.35 for light vehicle and $227 for heavy vehicle owners.

During the temporary suspension period of practical driving tests, and for an additional three months after testing resumed, we waived the learner licence renewal fee ($175.80), acknowledging that some learner licence holders would need to renew their licence in order to take a practical driving test in the future.

Supporting property tenants

The economic impact of COVID-19 left many department commercial property tenants without income, or with reduced income, causing concern about their ability to make rent payments.

To support the 1660 tenants to remain in their properties, the Strategic Property Management (SPM) team within Policy, Planning and Investment Division worked hard to:

- provide rent relief to tenants for six months (1 April - 30 September 2020) as part of the Queensland Government's $4 billion economic relief package

- defer rental invoice and mooring regulatory fees for tenants or commercial operators in state-managed boat harbours

- support Queensland's four port government-owned corporations (Port of Townsville Limited, Far North Queensland Ports Corporation, North Queensland Bulk Ports Corporation and Gladstone Ports Corporation) to provide commercial tenant rent relief

- ensure commercial tenants pass on relevant rent relief to sub-tenants from their leased area during the six-month rent relief period.

Regional transport providers

The introduction of social distancing measures and non-essential travel restrictions in Queensland resulted in a significant drop in regional transport passenger numbers, leaving many transport operators unable to afford the running costs of their service. The department played an important role in supporting critical transport connections and, where needed, intervening to ensure access to essential goods and services for regional communities could continue, which was particularly important for regional air routes which may be the only transport option for some remote locations.

In April 2020, the Government provided $54.5 million through the Transport Essentials Package, which included funding for regional air, bus and ferry services to continue operation during COVID-19. The package also allowed for the waiver of licence and vehicle (light and heavy) registration cancellation fees, learner licence renewal fees, and extended licence terms for taxi, limousine and rideshare operators.

Personalised transport industry support

To support the taxi and limousine industry through the economic impacts of COVID-19, the Queensland Government provided $23 million in financial assistance to ensure their continued operation throughout COVID-19.

The taxi and limousine industry play a key role in keeping people moving across the state, providing transport for Queenslanders to get to work, buy food or medical supplies, and attend essential appointments. The financial support helped taxi and limousine providers cover their ongoing operating costs through one-off lump sum payments.

In addition, several licence and vehicle registration cancellation fees were waived, and extensions granted for licence renewals and the refund policy for holders of booked hire service licences.

Maritime Safety Queensland

Maritime Safety Queensland (MSQ), the state's maritime safety regulator, played a pivotal role monitoring sea facing borders and the management of potential infection risk posed by the movement of freight through Queensland's ports system and vessels along the Queensland coastline.

Since 30 January 2020, MSQ has enacted a high level of maritime-related COVID-19 precautionary measures, with respect to quarantine arrangements for the protection of seafarers, local communities, and sustainability of the maritime industry.

MSQ partnered with the maritime industry to develop a clear protocol for dealing with any potential or realised COVID-19 outbreak on ships.

The measures, which included processes for the movement of essential personnel in FNQ, medical removals, and crew transfers on international shipping, ensured the critical facilitation of Queensland's seaborne trade by minimising the effect of a potential infection on trading ships through Queensland ports.

By working collaboratively with Queensland Health, State Disaster Coordination Group, Federal agencies, and using enhanced Vessel Traffic Service (VTS) and Reef VTS processes and reporting, MSQ efforts to date have resulted in Queensland successfully preventing COVID-19 entry through Queensland ports, or infection to Australia's maritime personnel.

MSQ Marine Officers have been prominent in conducting boat ramp and on water patrols around the state in conjunction with our enforcement partners to ensure that Public Health directions were followed by recreational boaties and border restrictions were adhered to.

Freight

Freight exempt from border restrictions

Our freight, transport and agriculture industries were integral in Queensland's COVID-19 response, connecting Queenslanders to essential goods and services. To support the ongoing operation of these industries, the Queensland Government determined that freight was exempt from the state's border restrictions, allowing freight vehicles to pass efficiently through border checkpoints and enter restricted areas.

Recommencement of heavy vehicle testing

As part of our planning for the recommencement of practical driving tests, following the temporary suspension period, the department resumed heavy vehicle tests prior to light vehicles to support the continued operation of Queensland's freight, transport and agriculture industries. Heavy vehicle testing resumed on 25 May 2020 in certain locations across Queensland, following a thorough review and advice from Queensland Health.

Engagement across state and local government

The Roads and Transport Recovery Group (RTRG) played a critical role in ensuring continued operation of Queensland's transport network throughout COVID-19. Chaired by Director-General Neil Scales, the RTRG was vital in minimising the impacts of COVID-19 on road, rail, aviation and maritime transport networks, enabling the efficient and on-time delivery of essential goods and services to Queenslanders and regional communities. Each fortnight, the Director-General met with RTRG members to discuss these matters and provide advice to the whole-of-government Economic Functional Recovery Group (EFRG).

Managed by the Department of State Development, Manufacturing, Infrastructure and Planning, the EFRG was established to assist local government, business and industry implement response actions to mitigate the impact of COVID-19. Amanda Yeates, Deputy Director-General, Infrastructure Management and Delivery was the department's representative for the EFRG.

Changes to traffic management workers' training and accreditation

To support the continued operation of traffic management workers and organisations during Queensland's COVID-19 response, the department made temporary changes to traffic management training and accreditation requirements. These included:

- transitioning face-to-face accreditation renewal training to online

- undertaking risk assessments for all classroom training for new workers to the industry

- extending the practical experience deadline for trainee Traffic Controllers

- extending existing Traffic Management Implementation accreditations

- suspending the need for Traffic Controllers to undertake renewal training.

As these changes were made, the department actively contacted traffic management and registered training organisations to communicate these updates.

The department also postponed the adoption of the Austroads Guide to Temporary Traffic Management (AGTTM) until early-2021 to reduce pressure on the industry. The adoption of the AGTTM in Queensland, originally planned for August 2020, will be postponed to January 2021. The department will continue to monitor the evolving priorities for industry and community and will work with our partners to support transition to the harmonised arrangements.

Looking ahead - stimulus and accelerated works

Continued delivery of QTRIP

The department's focus has firmly remained on the continued delivery of QTRIP throughout Queensland's COVID-19 response. This commitment was demonstrated as the department ensured infrastructure projects could safely continue, with COVID Safe plans in place, enabling the department to deliver $273 million more than the published program.

QTRIP is critically important to the state's economic recovery from COVID-19, providing a much-needed employment lifeline to Queenslanders through the delivery of road infrastructure projects. Throughout COVID-19, QTRIP has kept Queenslanders moving, in jobs, and supported the freight industry in the provision of essential goods and services to people and communities. The projects currently underway and in the forward plan will be fundamental to facilitating Queensland and Australia's ongoing economic recovery in the years to come.

Roads stimulus packages pave the way for recovery

To address the economic impacts of COVID-19, and map a path to the state's economic recovery, the Queensland Government introduced the *Queensland Economic Recovery Strategy: Unite and Recover for Queensland Jobs*.

The strategy outlines the guiding principles for how the government will get Queenslanders back to work, with a focus on three key priorities – Building Vital Infrastructure; Strengthening Queensland's Industries; and Enabling Future Growth.

Importantly, the strategy sets a solid commitment to maintaining infrastructure investment through the Queensland Transport and Roads Investment Program (QTRIP) and, most notably for the transport industry, a $400 million roads stimulus package. The package includes $200 million in funding to increase resilience, widen and seal key freight routes across the state, and upgrade older bridges and culverts. The remaining funding will be allocated to a range of projects across the state, particularly in regional areas.

An additional $415 million package to deliver shovel-ready infrastructure projects was announced in June 2020. The package, joint-funded by the Australian and Queensland governments, will support approximately 670 direct jobs with a focus on fast tracking priority upgrades including the Burke and Gregory Developmental roads as well as smaller works right across the regional network to improve safety, accessibility, and flood immunity.