Our organisation

To read more about the strategies and indicators of success linked to these strategic priorities, see page 14–16.

Highlights

- Introduced a *Legislative Compliance Framework*.
- Blocked over 13 million suspicious emails in the last 12 months.
- Released the Digital Capability Development Partnership Agreement as a whole-of-government Standing Offer Arrangement.
- Established a cloud-enabled analytics platform—the Transport Data Exchange—to support, connect and share organisational analytics capabilities, platforms and data.

Governance overview

The department is committed to the principles outlined in the *Public Sector Ethics Act 1994*. These principles are embedded in our corporate governance framework and guide our everyday business practices. The Director-General and the department's senior executives demonstrate the elements of good corporate governance through:

- a well-articulated strategy and direction
- clearly defined management structures
- robust management standards
- internal and external accountability measures and
- sound risk management practices.

Strategy and direction

The department made substantial progress during the year regarding the development and articulation of TMR's transport strategy over three horizons.

Strategic Plan

The TMR strategic plan brings together the specific objectives, strategies and performance indicators needed for the next four years to ensure the department is meeting the needs of Queenslanders in creating a single integrated transport system accessible to everyone.

During 2018–19, a full planning cycle was undertaken by the Executive Leadership Team to articulate the 2019–23 Strategic Plan. The planning cycle included extensive consultation including more than 22 workshops, gallery walk throughs for staff to engage and contribute and engagement with external agencies and departments.

Transport Coordination Plan

The *Transport Coordination Plan 2017–2027* provides a framework for the coordinated planning and management of transport in Queensland over the next decade.

The plan is consistent with—and seeks to provide a transport-specific response to—the overall strategic planning for Queensland, including the objectives for the community, and the *State Infrastructure Plan*.

The plan is made according to the *Transport Planning and Coordination Act 1994*. The intent of the Act is to achieve overall transport effectiveness and efficiency through strategic planning and management of transport resources.

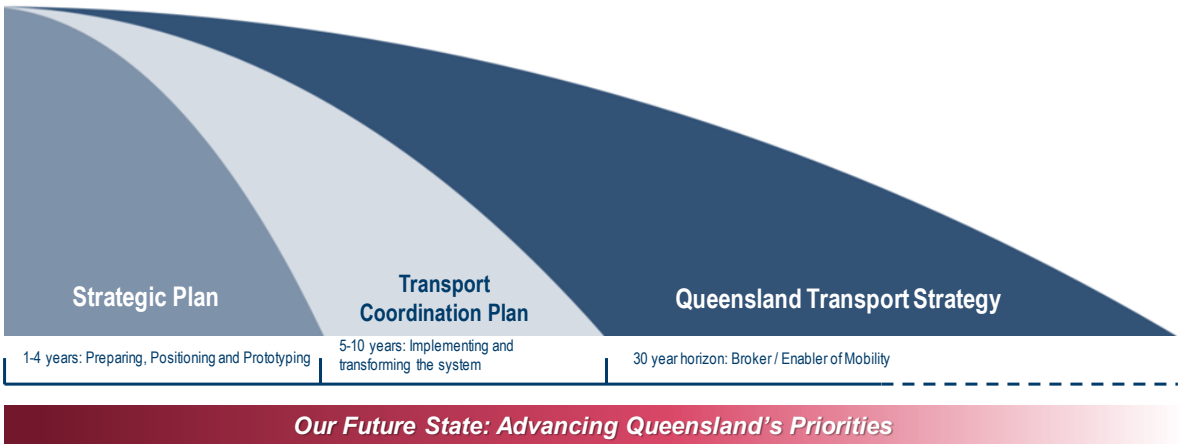
The plan takes a system-wide approach to transport, the objectives, the criteria and processes that apply in making policy, planning and investment choices for transport in Queensland.

For more information: www.tmr.qld.gov.au/About-us/Corporate-information/Publications/Transport-Coordination-Plan

Queensland Transport Strategy

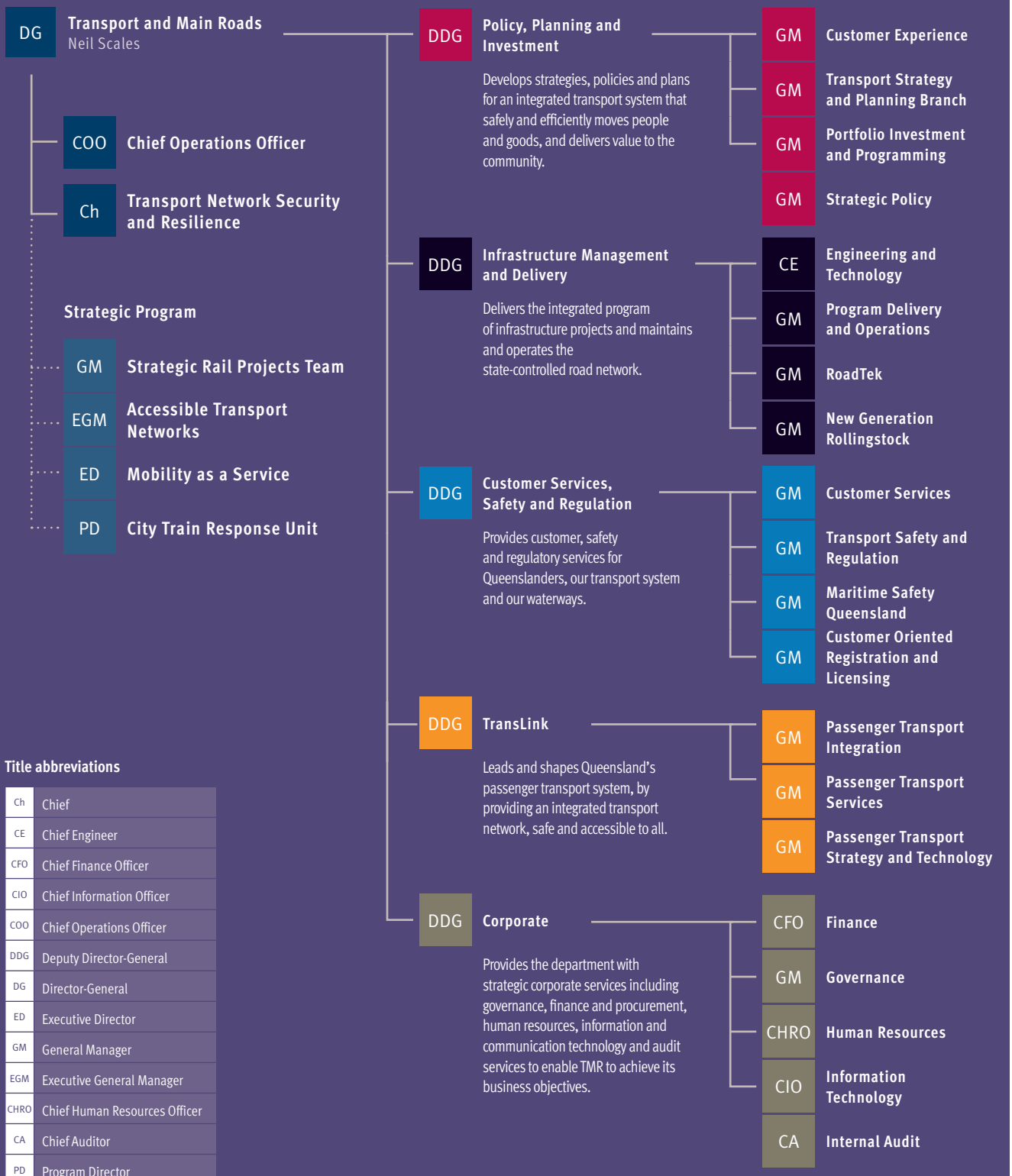
The department progressed the drafting of the *Queensland Transport Strategy*: a 30-year vision for transport in Queensland (see page 32) during 2018–19. The strategy provides a vision for the transformation of the state's transport system that will have flexibility in responding to customer preferences, global trends and emerging technologies.

For more information: www.tmr.qld.gov.au/QueenslandTransportStrategy



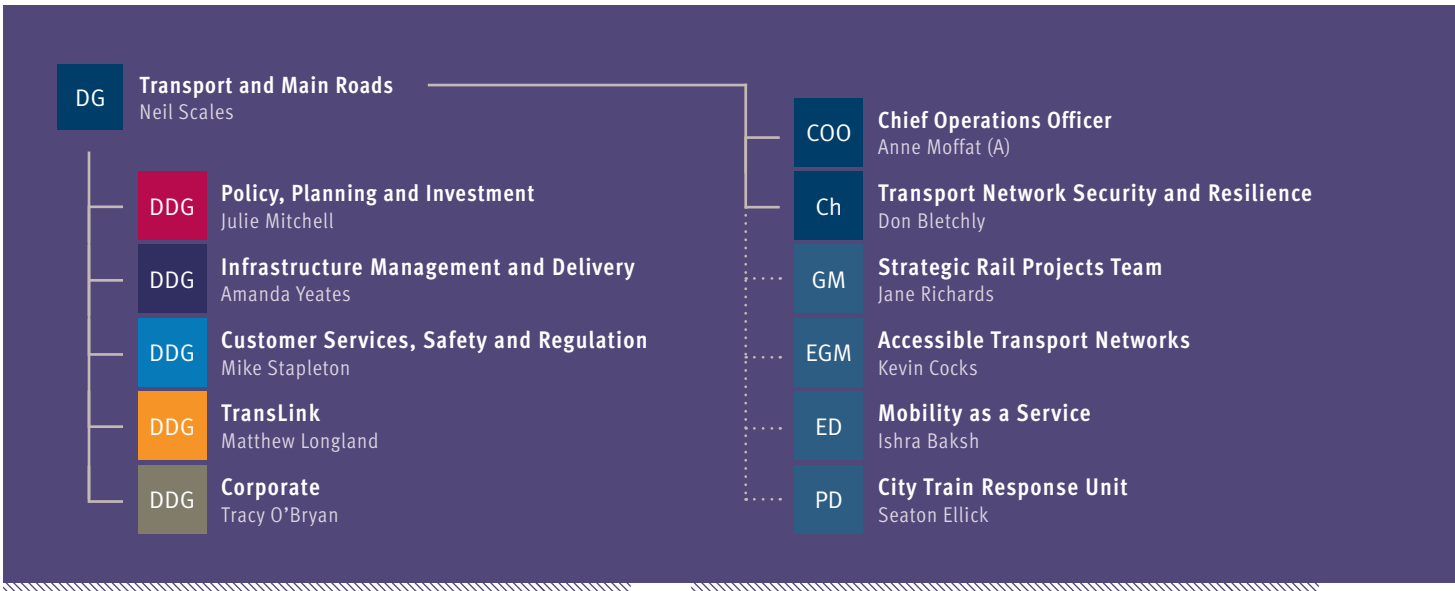
Management and structure

Organisation Chart as at 30 June 2019



Title abbreviations

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, FIEAust, 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 $5.886 billion, capital budget of $3.186 billion and managed assets worth $71.296 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.

Anne Moffat

Acting Chief Operations Officer

BBus

- Appointed as Acting Chief Operations Officer in December 2018
- Champion for Women in Leadership.

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 and agendas.

DDG **Policy, Planning and Investment**
Julie Mitchell

- GM **Customer Experience** — Julie Salsbury
- GM **Transport Strategy and Planning Branch** — Joshua Hannan
- GM **Portfolio Investment and Programming** — Tony Philp
- GM **Strategic Policy** — Lucinda Hoffman (A)

DDG **Infrastructure Management and Delivery**
Amanda Yeates

- CE **Engineering and Technology** — Dennis Walsh
- GM **Program Delivery and Operations** — Les Dunn
- GM **RoadTek** — Bill Lansbury
- GM **New Generation Rollingstock** — Simon Cook

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 departments $21.7 billion program of works over four years (2018-19 to 2021-22).

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 TMR's role in driving economic vibrancy and shaping local communities.

DDG **Customer Services, Safety and Regulation**
Mike Stapleton

- GM **Customer Services** — Geoff Magoffin
- GM **Transport Safety and Regulation** — Andrew Mahon
- GM **Maritime Safety Queensland** — Angus Mitchell
- GM **Customer Oriented Registration and Licensing** — Chris Goh

DDG **TransLink**
Matthew Longland

- GM **Passenger Transport Integration** — Peter Milward
- GM **Passenger Transport Services** — Sanjay Ram (A)
- GM **Passenger Transport Strategy and Technology** — Martin Bradshaw

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 recidivist drink drivers, and the expansion of the Camera Detected Offence Program.

Matthew Longland

Deputy Director-General (TransLink)

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

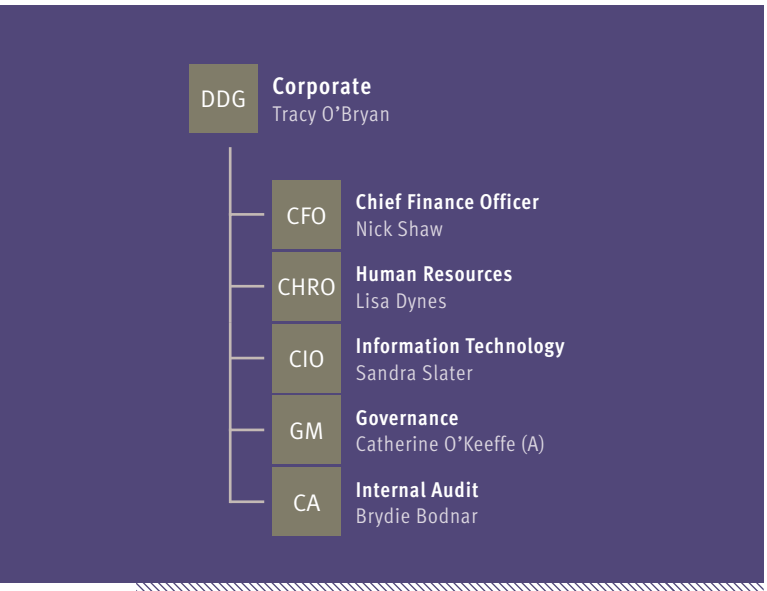
- Appointed as Deputy Director-General (TransLink) December 2016
- Champion for Cycling
- Board member of the International Association of Public Transport (Australia/New Zealand).

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

TransLink Division 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.

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, 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.

Executive Leadership Team

The Executive Leadership Team (ELT) assists the Director-General to deliver our strategic purpose: creating a single integrated transport network accessible to everyone. General business meetings are held weekly, and strategic business meetings are held on a monthly basis.

Senior Leadership Team

In addition to the ELT, the Director-General is supported by the Senior Leadership Team (SLT). SLT members are responsible for the development, implementation and review of key initiatives.

They have decision-making authority and delegate responsibilities for action within their divisions. SLT members provide support and advice to the ELT by elevating information and issues required to shape strategic thinking and inform decision making.

Chair: Director-General

Members:

- Deputy Directors-General
- Chief Operations Officer
- Chief, Transport Network Security and Resilience
- Executive General Manager, Accessible Transport Networks
- All General Managers
- Executive Director (MaaS)
- Chief Engineer
- Chief Finance Officer
- Chief Human Resources Officer
- Chief Auditor
- Program Director, City Train Response Unit

Greater Leadership Team

Launched in 2014, the Director-General identified a cohort of leaders across TMR, known as the Greater Leadership Team (GLT). Throughout 2018–19, the group was engaged in a number of ways to directly enable and empower TMR's leaders of level AO8/PO6 and above.

With several forums held for all GLT staff in 2018–19, the Director-General refreshed the format for 2018, hosting forums tailored for specific divisions. The forums were a face-to-face opportunity for the leadership team to hear TMR's strategic direction and priorities, as well as showcase the achievements from within each division and across the department.

Additionally, through the format of a lecture series, the Director-General held four lectures on various topics in which he offered insight into his leadership journey, and knowledge and experience gained throughout his career. The lectures allowed GLT to ask questions of the Director-General on the tools and techniques he shared and seek guidance on their own career challenges.

Both the forums and the lecture series were offered over livestream facilities to enable regional staff to participate and interact in the sessions.

Key organisational changes

The following structural changes occurred during the 2018–19 period:

- July 2018, the Mobility as a Service unit was created reporting directly to the Director-General
- July 2018, the Next Generation Ticketing (now Smart Ticketing) unit was created in TransLink Division
- March 2019, the Land Transport Safety Branch and Transport Regulation Branch were realigned to form the Land Transport Safety and Regulation Branch
- as part of the realignment to form the Land Transport Safety and Regulation Branch, Safer Roads Infrastructure and Connected and Automated Vehicle Initiative units were transferred to Engineering and Technology Branch within Infrastructure Management and Delivery Division
- March 2019, the Customer Experience unit was transferred from Customer Services, Safety and Regulation Division to Policy, Planning and Investment Division
- April 2019, the Passenger Transport Strategy and Technology Branch was created in TransLink Division.

Governance Committees

ELT currently oversees six governance committees to provide a more detailed review of specific areas of organisational performance and risk.

These include:

- Audit and Risk Committee
- Information and Systems Committee
- Finance and Procurement Committee
- Infrastructure and Investment Committee
- TMR Safety, Health and Wellbeing Governance committee
- RoadTek Performance Committee.

TMR governance committees operate under formal charters which detail their functions and responsibilities. Each committee structure highlights a contemporary, effective and efficient operating model for a public-sector agency of TMR's size and responsibility.

Audit and Risk Committee

The Audit and Risk Committee (ARC) plays a key advisory role in TMR, 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 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.

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

TMR's ARC met six times in 2018–19. As at 30 June 2019, costs associated with external committee members' fees totalled $53,399 (including GST).

At 30 June 2019, the membership consisted of:

Chair: Susan Forrester AM

Bachelor of Arts, Bachelor of Laws (Honours), Executive Master of Business Administration, FAICD

Neil Jackson (External)

Bachelor of Business (Accountancy), Graduate Diploma -Commercial Computing, FCPA, GAICD

Ian Webb (External)

Bachelor of Arts (Honours), Post Graduate Development Program AGSM, MAICD

TMR executive members and qualifications:

Neil Scales, Director-General

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

Tracy O'Bryan, Deputy Director-General (Corporate)

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

Amanda Yeates, Deputy Director-General (Infrastructure Management and Delivery)

BE (Civil), RPEQ, FIEAust, CPEng, EngExec, NER, APEC Engineer, IntPE(Aus), MAICD

Geoff Magoffin, General Manager (Customer Services Branch)

MBA, GradDipBA, GradCertM, GAICD

Don Bletchly, Chief (Transport Network Security and Resilience)

BBus, MBA, FCILT, FIML, GAICD

Wietske Smith, Executive Director (Customer Solutions)

BBus (Accountancy), CPA, GAICD

Achievements

During the past year, TMR's ARC reviewed:

- the integrity of TMR's 2018–19 financial statements and internal controls
- compliance with legislative and regulatory requirements, including TMRs' ethical standards and policies
- the process relating to performance management, 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.

Information and Systems Committee

The Information and Systems Committee (ISC) meets monthly as the peak information and communication technology (ICT) governance board for all ICT enabled investments to help ensure we achieve maximum value for these investments. The committee primarily comprises of ELT members and includes the Chief Information Officer as the head of discipline, ensuring ICT governance and strategy is administered at the highest levels within TMR.

Chair: Rotated six monthly between Deputy Director-General (TransLink) and Deputy Director-General (Customer Services, Safety and Regulation).

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 Finance Officer
- Chief Information Officer.

Achievements

During the past year, the ISC:

- continued to embed best practice portfolio management, which has strengthened and matured ICT delivery through improved governance, practices, methods and tools
- embarked on a capability uplift program that has successfully delivered standardised inductions and onsite training to over 270 participants within the ICT portfolio, program and project environments
- developed and approved a three-year rolling program of all department wide ICT investments for 2019 to 2022 that aligns ICT investments to departmental and government priorities
- continued its focus on strategic governance of the department's *ICT Strategic Plan 2016–2020* and *Digital Strategic Plan 2016–2020* and the *TMR Data and Business Analytics Strategy 2017–2022*
- increased visibility and focus on ICT strategic risks, including portfolio risks against the ICT strategic risks. ICT strategic risks are a standing agenda item at quarterly strategic meetings.

Finance and Procurement Committee

The Finance and Procurement Committee monitors financial and procurement performance across the department to ensure all entities within Transport and Main Roads operate within departmental budget parameters as specified by the government, and that the procurement function operates effectively to achieve value for money.

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.

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 TMR's procurement policy environment
- monitor functional performance and category benefits realisation.

During the past year, the committee has:

- provided oversight of the development of the 2019–20 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
- overseen the implementation of the new *Queensland Procurement Policy*.

The Finance and Procurement Committee is supported by a Procurement Sub-Committee, comprising of the procurement function heads of each business area, Corporate Counsel and chaired by the Chief Procurement Officer. The sub-committee drives and enables agency procurement performance outcomes and fulfils the role of the whole-of-government Transport and Infrastructure Services Category Council.

Infrastructure and Investment Committee

The Infrastructure and Investment Committee (IIC) oversees and endorses, for Director-General approval, the development and prioritisation of the department's transport infrastructure investment program, 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 (TransLink)
- Deputy Director-General (Customer Services, Safety and Regulation)
- Deputy Director-General (Infrastructure Management and Delivery)
- Chief Operations Officer
- Chief Finance Officer
- General Manager (Portfolio Investment and Programming).

The department continues to lead the Queensland public service in adopting a portfolio management approach for infrastructure investment and in benefits management realisation.

Achievements

During the past year, the IIC has:

- assured all significant transport projects requiring progression have met the minimum standards of the whole-of-government Project Assessment Framework (projects with a capital value of $100 million or greater) and TMR's OnQ Project Management Framework (projects with a capital value of $50 million, but less than $100 million)
- endorsed post-implementation reviews for three completed major projects, namely: Bruce Highway: Cooroy to Curra (Section A); Warrego Highway: Toowoomba to Oakey (Stage 2); and Gateway Upgrade South (Stage 2a)
- achieved improvements in program and benefits management for investment programs; that is, improving the line of sight from strategy through to the delivery of transport outcomes, with a focus on value for money, maximising program objectives and customer value.

Safety, Health and Wellbeing Governance Committee

The committee meets bi-monthly and assists the Director-General in providing oversight and developing and monitoring strategies to ensure:

- compliance with the *Work Health and Safety Act 2011* (the Act) and associated regulations, codes of practice and advisory standards
- exercise of due diligence by TMR officers, as defined by the Act, including the provision of recommendations and advice to ELT
- meaningful safety performance objectives and targets are developed and published at an organisational level
- safety performance of TMR, including the achievement of safety, health and wellbeing objectives and targets
- monitoring of the department's 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 are in place to meet safety, health and wellbeing responsibilities and objectives
- processes are in place to demonstrate the implementation and effectiveness of the policies, procedures, systems and accountabilities
- staff health and safety responses from the Working for Queensland Survey (see page 187) is addressed and action plans monitored
- safety, health and wellbeing information are communicated and actioned across the department.

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 the past year, the committee has:

- endorsed the *TMR Mental Health Strategy 2019–2021* and supporting Implementation Plan. The Plan provides for mental health training to 1500 employees within the first year of implementation
- implemented a state-wide program to communicate amendments to the TMR Safety Management System in response to the Work Health and Safety and Other Legislation Amendment Bill
- endorsed the implementation of a TMR Due Diligence Framework to provide support to officers in meeting due diligence obligations
- recommended the establishment of a Hazardous Chemical Taskforce in response to findings from the Management of Inventories of Hazardous Materials Audit 2018. The Taskforce is effectively implementing all recommendations across key areas in the organisation
- endorsed the engagement of a third party to review the effective application of the TMR Asbestos Management Framework consistently across the organisation.

RoadTek Performance Committee

The RoadTek Performance Committee, meets twice a year and provides strategic guidance and assessment and reviews RoadTek's performance against the annual performance contract, strategic and business plans and performance indicators.

The Committee considers the risk and opportunity profile for RoadTek and provides guidance, any interventions or changes in direction and assists in shaping RoadTek's risk appetite. The Committee also reviews the currency of the strategic direction and objectives as aligned to government priorities.

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 year, the committee has:

- reviewed RoadTek's performance to date against the Service Delivery Statement measures and forecast end of year results
- implemented improvement initiatives aligned to outcomes of the RoadTek Partner Survey Program and the department's Capability Blueprint Project.

Governance committee membership

	Executive Leadership Team (member since)	Audit and Risk Committee	Information and Systems Committee	Finance and Procurement Committee	Infrastructure and Investment Committee	Safety and Wellbeing Committee	RoadTek Performance Committee
Director-General	January 2013	Member	Member	Member	Member	Member	Chair
COO	December 2018	-	Member	Member	Member	Member	Member
DDG (TransLink)	December 2016	-	Co-Chair	Member	Member	Member	Member
DDG(CSSR)	August 2014	-	Co-Chair	Member	Member	Member	Member
DDG (IMD)	July 2018	Member	Member	Member	Member	Chair	Member
DDG (PPI)	March 2018	-	Member	Member	Chair	Member	Member
DDG (Corp)	May 2017	Member	Member	Chair	-	Member	Member

Robust Management Standards

The management structure outlined on page 201 is supported by robust decision-making frameworks and policies. These include:

- Integrity Framework
- Information Privacy Framework
- Legislative Compliance Framework
- Procurement Framework
- Financial and Human Resources practices and delegations
- Complaints Management Framework.

These frameworks and policies are reviewed periodically to ensure they continue to drive sound decision making and best practice corporate governance.

Integrity Framework

The Integrity Framework:

- outlines how TMR fosters an integrity-based culture through our range of existing governance processes
- identifies which areas in the department are responsible for developing and reviewing these governance processes
- establishes critical elements that must be addressed to build and maintain integrity and prevent misconduct.

The Integrity Framework complements the department's corporate governance framework as an essential component of TMR's ethical decision-making responsibilities.

Figure 15: The Integrity Framework

Ethical conduct

The department continues to illustrate its commitment to providing appropriate education and training about the contents of the Code of Conduct and public sector ethical decision making to is staff. We do this by offering phased education and training at induction and annually for all staff. TMR provides a mandatory online ethical decision-making training tool 'Which Way Would You Go' (WWWYG). TMR prides itself in its provision of annual education and training about making good decisions based on the ethics principles and values contained in the *Public Sector Ethics Act 1994*.

WWWYG and our online ethics resources advance our commitment to the public service principles and values as outlined in the Code of Conduct for the Queensland Public Service. Further demonstrating our commitment to integrity, accountability and consultation, TMR delivers an ethical awareness program of work named 'Ethics at TMR – Your Reputation Your Choice' comprising the delivery of face to face ethical standards training to staff where key ethics messages are shared and discussed.

These ethics initiatives assist in improving the ethical profile of TMR and enhance TMR's zero tolerance stance to wrongdoing and corrupt conduct. These ethics awareness tools discharge a statutory obligation imposed upon the Chief Executive to make available ethics education materials to TMR officers so that we are all positioned to make decisions that are open, honest and can withstand scrutiny.

Case Study

Employee screening

The department maintains the *Risk Management Strategy* **(see page 221)** for roles with child-related duties (Blue Card). Procedures are in place to ensure employees who carry out child-related duties are blue card holders and understand their obligations in providing a safe and supportive environment for children and young people.

During 2018–19, 1590 criminal history checks were completed through our employment screening process. The number of roles risk assessed as requiring criminal history screening has increased across TMR following a strengthening of monitoring systems in place and requirements relating to financial and procurement decisions. With all audit recommendations now implemented an evaluation of criminal history screening practices will be conducted.

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 staff, 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; and standard-setting on ethics and integrity matters at the request of the Premier.

TMR maintains a register and reports lobbyist contact that occurs with any departmental representatives to the Integrity Commissioner, at their request. Further, TMR is committed to providing advice and staff training to enhance ethical decision making to ensure appropriate management of matters pertaining to conflicts of interest.

Information Management

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 its contracted service providers.

In providing our services we ensure the personal information entrusted to us is managed in a fair, secure and ethical manner.

To ensure compliance with the Information Privacy Principles, the department actively conducts Privacy Impact Assessments (PIA) to factor in privacy when planning and delivering projects that involve personal information. During the year, over 30 PIAs have commenced, and by doing so, TMR has strengthened the department's commitment to best privacy practice.

For more information: www.tmr.qld.gov.au/Help/Privacy

Case Study

Privacy by design

Although conducting a PIA is not a legal requirement, the Office of the Information Commissioner (OIC) promotes PIAs as a tool which will help Queensland government agencies to comply with their privacy obligations.

It is a common perception that PIAs are arduous and technically challenging. The training sessions that are conducted by the OIC are designed to de-mystify the PIA process. This is why TMR's privacy officers regularly attend these sessions to provide the best compliance advice to our project teams managing personal information.

By incorporating privacy compliance in the early stages of project planning, we are able to better manage risks to the protection of that information from the beginning. This also improves transparency and builds trust with our customers.

Overall, training in conducting PIAs has increased the awareness of privacy and data protection within TMR and ensures staff involved in designing projects think about privacy at the early stages of a project.

To view the OIC PIA training video which explains how agencies conduct a PIA, including a working example and advice on best practice: www.oic.qld.gov.au/about/news/privacy-impact-assessment-and-privacy-complaint-management-training-videos-now-available

Records management in a digital future

The department continued its commitment to quality information and records management through the provision of new, risk-based policies and practices using technology to support sound decision making, accountability, and compliance, reducing the reliance on paper records through automation and digitisation. The department is committed to meeting its responsibilities under relevant legislation, Queensland State Archives policies and best practice methods as outlined in applicable International Standards. This is achieved through implementation of a number of policies including:

- Records Management Policy (revised)
- Digitisation and Disposal Policy (new)
- Digital Recordings and Images Policy (new)
- Information Asset Custodian Policy (revised).

Case study

Phishing campaigns

TMR is aware of how disruptive phishing threats can be in the overall Information Communication and Technology (ICT) security threat landscape. TMR has blocked over 13 million suspicious emails over the last 12 months. While advances in defence technology are matched with increased sophistication from the malicious actors, we continue to maintain an effective balance of blocking malicious emails while not impacting on our business by blocking legitimate emails.

TMR continues to strengthen staff security awareness to keep pace with ever-changing cybersecurity landscape by informing and educating staff on how to detect and respond to phishing and other information security risks through targeted and regular campaigns, including TMR's annual Information Security Awareness Week, which aims to help staff be more cyber aware and keep TMR's systems safe.

Cybersecurity awareness and monitoring increased in preparation and during the Gold Coast 2018 Commonwealth Games (GC2018) and TMR has maintained this stance resulting in stronger security awareness posture for the department.

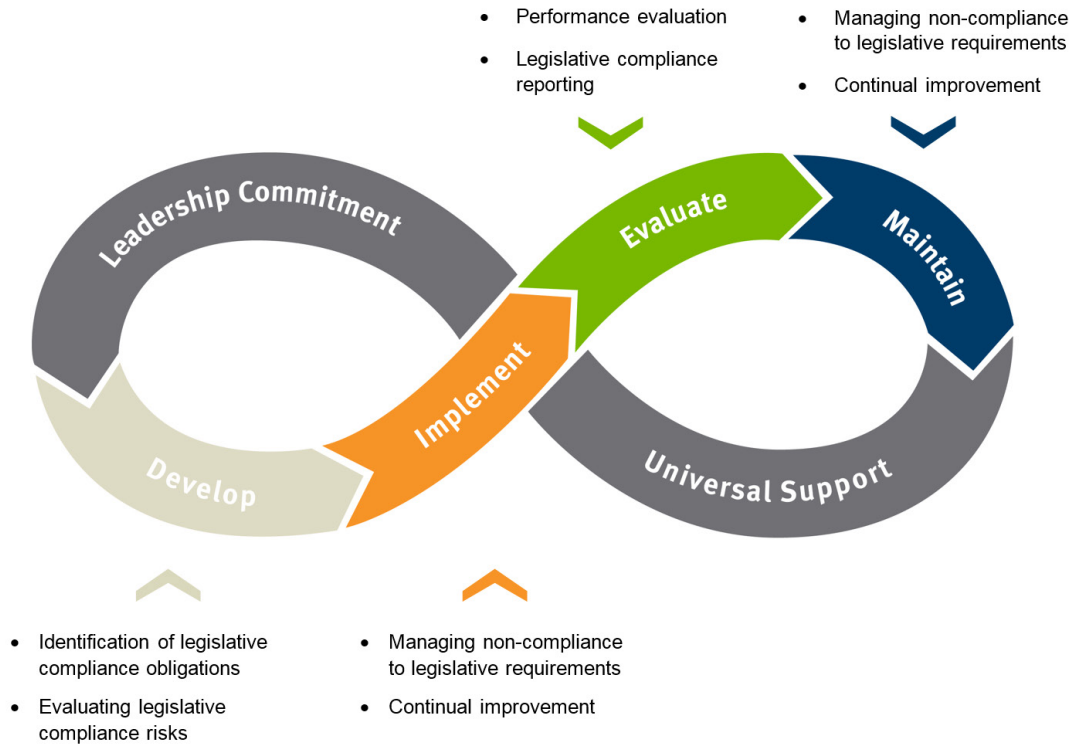
Cyber Security - Information Security Plan

TMR developed an *Information Security Strategy and Roadmap*, which is in the second year of implementation. The strategy sets out how TMR will remain at the forefront of the digital revolution to enable the department to develop, implement, maintain and secure the critical systems and sensitive information assets that underpin the delivery of a single integrated transport network.

The strategy's key pillars are based on the following principles:

- protect TMR's sensitive customer private information and critical assets through a blend of protective, detective and response controls
- leverage trusted cybersecurity partner expertise to complement our internal capacity and capability resources
- promote a security aware culture through security awareness training and measuring and informing our awareness program through phishing campaigns
- meet security assurance obligations through delivery of the information security management system based on IS2018:2018
- integrate proportional cybersecurity controls across the transport network taking a risk-based approach.

Figure 16: Legislative Compliance Framework



Legislative Compliance

This year the department introduced a new *Legislative Compliance Framework* (see Figure 16) designed to ensure it is meeting its obligations and demonstrate its commitment to good governance and compliance. The Framework assists the Director-General, as the accountable officer, to be satisfied that all measures are being taken across the department to actively comply with all relevant legislation.

See a full list of legislation TMR manages in Appendix 1 (see page 278)

An innovative procurement framework

Procurement operates in an increasingly challenging and complex environment as it aims to balance the needs of policy makers, finance authorities and internal stakeholders. To uphold our responsibilities to be fiscally responsible, the department adopts a holistic approach to procurement activities which considers the impacts on our diverse supply base and local communities whilst enabling inclusive procurement that influences improved social, regional and environmental outcomes. This section outlines the development of innovative procurement processes for sustainability and sourcing methods for emerging needs and the consolidation and management of procurement information.

Queensland Procurement Policy

TMR 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. TMR 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. TMR knows how important it is to consider local conditions and supply market capacity as part of the overall process.

This year, nearly 90 per cent of TMR's procurement spend was with Queensland-based suppliers (over $8.9 billion). Of this, over $1.9 billion was invested with regional Queensland-based suppliers.

Data source: TMR Spend Cube

Table 7: Transport and Main Roads addressable spend with Aboriginal and Torres Strait Islander, Regional and Queensland vendors by financial year

	2016–17	2017–18	2018–19
ATSI	$33,056,002	$35,370,115	$39,248,160
Regional	$1,379,761,492	$1,832,123,088	$1,909,198,270
Qld	$4,450,597,064	$5,517,756,048	$8,990,597,239
Total Spend	$9,478,744,478	$10,005,959,954	$10,019,788,873
Regional spend as %	20.11%	20.18%	19.05%

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.

Case Study

Outcomes from the Queensland Procurement Policy

In February 2019, TMR released the Digital Capability Development Partnership Agreement as a whole-of-government Standing Offer Arrangement.

The agreement is designed to support Queensland Government agencies to more quickly and easily procure professional services from qualified external suppliers to help their teams grow and strengthen their capability in a range of digital thinking approaches, such as Design Thinking, Lean, Customer Journey Mapping and User Experience.

The agreement was sourced via an open tender process and received a lot of interest from a range of suppliers—many of which had not responded to a Queensland Government tender before. The department provided coaching and assistance to help potential suppliers understand how to prepare their responses to the invitation document. Potential suppliers were also invited to suggest additional capability and services they believed would support digital capability uplift.

The agreement was awarded to 34 suppliers, 19 of which are small to medium enterprises, which demonstrated ability to provide services in selected digital capability needs and level of digital maturity.

The agreement is now being used across the department and Queensland Government for a range of capabilities and services. TMR is actively engaged with the suppliers and potential buyers across Queensland Government to ensure the agreement is meeting the needs of government and delivering value for Queensland.

The agreement was developed using TMR's new innovative pilot 'FlexiProQr' **(see page 196)** framework which supports flexibility and collaboration with suppliers throughout the end-to-end procurement process. This approach was well received by the market with consistent feedback from the suppliers involved reflecting how engaged they felt throughout the process due to the ongoing communication provided by the department. They described it as 'excellent and unlike typical government procurement processes' they had previously been involved in.

TMR Strategic Procurement Plan

In 2018, TMR implemented the revised *Queensland Procurement Policy* providing a strong emphasis on governance and planning to ensure that capable and competitive local suppliers, and small businesses, are given full, fair and reasonable opportunities to supply to government departments.

TMR's Strategic Procurement Plan 2016–2020 outlines how TMR's $6.7 billion procurement spend supports the department to deliver on its strategic plan objectives and meet the priorities set out in the *Queensland Procurement Strategy and Policy*.

The plan positions the procurement function to provide clear procurement outcomes that support social, regional and environmental priorities and deliver value for money. It provides the vision for high quality, responsive and innovative procurement solutions, driven by a highly capable and committed workforce.

The plan demonstrates how achieving better value for money goes beyond financial savings and provides TMR's procurement officers with a clear vision—'As a procurement community, we work together to deliver better value for Queensland'—which supports TMR, and the Queensland Government, in being responsive to the needs of the Queensland community.

Case Study

Measuring procurement performance

TMR's procurement management dashboard tracks metrics aligned to the *TMR Strategic Procurement Plan (2016–2020)*. The dashboard enables TMR to measure, report, and ultimately improve the value and performance of its procurement.

The dashboard provides interactive visualisations of procurement performance data, providing much needed insight into our procurement practices and trends, and helps us to make more informed decisions. This allows the department to be focused on achieving its strategic plan.

TMR has continued to expand the use of procurement dashboards using the most accurate data available. The business intelligence achieved using this approach has spurred the development and use of dashboards to capture category intelligence, procurement trends and contract information, as well as performance management and resource allocation.

Procurement Plan for significant procurement

The *Queensland Procurement Policy* requires that all government departments consider strategies to plan for procurement activities that have been identified as being for large expenditure or for which there is a high degree of business risk (significant procurements). The *Queensland Procurement Policy* emphasises the importance of significant procurement planning as it can lead to:

- better value for money
- higher quality project and service delivery
- improved opportunities for sustainable procurement and
- reduced risks.

In TMR, the procurement activities undertaken in each framework vary in risk and expenditure. Therefore, each procurement framework has a different definition of significant procurement, as follows:

- Goods and Services – all procurement activities that follow the standard procurement process
- Infrastructure – contracts over $20 million
- Building and Capital Works – any procurement activity completed using a Medium Works Contract
- ICT – valued at over $1 million.

Procurement planning across all frameworks in TMR aligns to the requirements under the QPP and includes analysis of demand and the supply market, strategies to achieve value for money, performance measures and contract management arrangements, identification and assessment of risks related to the procurement, and risk management strategies.

TMR's procurement planning encourages the pursuit of Queensland government commitments and targets throughout the procurement process and actively seeks to identify potential opportunities for small, local, social and Aboriginal and Torres Strait Islander businesses.

Strategic Maintenance Plan

TMR currently manages 100 private and government-owned leased properties and 108 department-owned facilities across Queensland—ranging from, but not limited to, office accommodation, regional depots, Customer Service Centres and Marine Operating Bases.

In accordance with the Department of Housing and Public Works' Maintenance Framework, leased and department-owned facilities are included in a three-year audit program to establish maintenance needs, asset schedules for disposal/refurbishment and special maintenance programs or initiatives including asbestos management and removal.

In developing the program, works are prioritised according to the risk of disruption to TMR operational activities, preservation of building assets and budget. The capital works and maintenance budgets are reviewed monthly with additional funding requirements to meet any increase in demand articulated to ensure risks are appropriately managed and facilities across the portfolio are fit for purpose.

Internal accountability

Business planning

At TMR, the department's Strategic Plan underpins and guides our day-to-day business. Using TMR's strategic and business planning processes, branch business plans are aligned to effectively and efficiently deliver the five core strategic objectives.

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

- *Cultural Capability Plan* (see page 178)
- *Disability Services Plan* (see page 179)
- *Workforce Plan* (see page 176)
- *Procurement Plan and Significant Procurement Plan* (see page 214)
- *Queensland Counter-Terrorism Strategy 2013–18* (see page 164)
- *Queensland Disaster Management Arrangements* (see page 165)
- *Business Continuity Plan* (see page 166)
- *ICT Asset Disaster Recovery Plan* (see page 166)
- *ICT Resources Strategic Plan* (see page 196)
- *Information Security Plan* (see page 212)
- *Data Analytics Strategy* (see page 216)
- *Strategic Maintenance Plan* (see page 215)
- *Total Asset Management Planning* (see page 34)
- *Waste Reduction and Recycling Plan* (see page 132)
- *Transport Coordination Plan* (see page 200)
- *Risk Management and systems* (see page 220)
- *Queensland Road Safety Performance Plan* (see page 143).

Performance management and monitoring

The department measures progress on each objective and reports quarterly to ELT and in the Annual Report. Performance against the objectives is reported in the main body of this report and against service standards in the department's 2018–19 Service Delivery Statements.

TMR is committed to investing in ongoing improvements in the way performance is measured, monitored and managed. Key activities for the year include:

- Our quarterly performance reporting has undergone a thorough review and multiple improvements have been made. A contemporary reporting tool has been implemented to provide better data management and data visualisations (charts and graphs), and processes have been changed to increase the timeliness of reporting. These improvements have provided better information for stakeholders and will continue to be enhanced to provide more effective and efficient performance monitoring.
- An annual review was completed of TMR's service delivery standards that are published as part of our budget papers. This review has resulted in a number of discontinued measures that have been replaced with more contemporary and improved measures. TMR's performance management will continue to undergo a process of review to ensure ongoing improvement and effective monitoring of the department's performance.
- To maintain data quality and integrity for performance measures, TMR is reviewing current systems and looking at alternate options for recording and managing our service delivery standards.

The Performance and Planning Network (PPN) enhances TMR's strategy, planning and performance capability and supports divisional/branch representatives across the department to deliver on their planning and performance requirements.

Data and Business Analytics Strategy

Throughout the year, the department made significant progress to build capability in the tools, and in our people, to become an insight-driven organisation.

TMR established a cloud-enabled analytics platform—the Transport Data Exchange (TDx)—to support, connect and share organisational analytics capabilities, platforms and data. The TDx approach facilitates the sharing of data, business area self-determination and self-service of cloud-enabled analytics, while maintaining an appropriate level of corporate oversight for consistency, manageability, governance and security. It is a critical enabler to grow the value and usefulness of our data as we shift towards a data-driven business model in line with the vision of the *TMR Data and Business Analytics Strategy 2017–22*.

A data and analytics showcase hosted for the department's senior officers in April 2019 supported an uplift in our collective analytics maturity. Attended by almost 140 senior decision-makers from across the department, the showcase strengthened their understanding of the types of data available and highlighted current initiatives and potential future uses of simple and advanced analytics to help solve complex business challenges or drive customer-focused solutions.

Complaints management

The department recognises constructive feedback is essential to help the TMR provide excellent services to the community at every interaction. The department is committed to managing complaints effectively to improve decision making and increase accountability in government.

TMR's complaints management system (CMS) complies with the *Public Service Act 2008* (Section 219A) (the Act) and the guiding principles of the Australian/New Zealand Standard Guidelines for complaint management in organizations AS/NZS 10002:2014.

As required under the Act, the department publishes information about complaints for each financial year period. For 2018–19, TMR received 45,065 customer complaints.

Complaints information helps the department to continually learn, innovate and improve our services. For example, in late 2018 TMR released a new Vehicle Registration Renewal Notice (VRRN). Following the release of the VRRN, TMR received six complaints in relation to the 'PAY NOW' text, which was included at the top of the notice. Customers were concerned that the phrase misrepresented when payment was required for their vehicle registration, given that VRRNs are generally sent four-six weeks prior to registration expiry. Customers also provided negative feedback on the upper-case text used.

In response, TMR worked quickly to amend the form and font to state 'Payment Due', which ensured there was still a call to action for customers that their registration was due but with a better customer experience.

Table 8: Complaints received by TMR

Year	Complaints Volume
2012–13	30,880
2013–14	55,001
2014–15	47,653
2015–16	37,314
2016–17	48,642
2017–18	45,820
2018–19	45,065

Data source: TMR Complaints Management System

Internal audit

Internal Audit is a key component of TMR's corporate governance. The function operates under a charter consistent with the Institute of Internal Auditors' international standards and approved by the 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 to TMR. This includes the implementation of risk-based strategic and annual internal audit plans, and coordinating audit activities with the external auditors, Queensland Audit Office (QAO), to best achieve appropriate assurance objectives for the department.

The Chief Auditor reports regularly to the Audit and Risk Committee (see page 206), 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 the past year, Internal Audit:

- developed and delivered an annual plan of audits approved by the Director-General and completed 29 (as at 14 May 19) audit reports, covering assurance about, 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.

Associated bodies

Transport and Main Roads have oversight of a number of associated bodies, an overview of these are provided in Appendix 2 (see page 279).

External accountability

Protecting the public interest: Queensland Ombudsman

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*.

TMR 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. TMR are conducting 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, yet not at the expense of fettering the subject officer's right to procedural fairness and natural justice.

Transparency and 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 TMR website contains various publications and pages detailing our 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 on our website: www.tmr.qld.gov.au/About-us/Right-to-Information.

The most common types of applications the department receives are requests for access to documents relating to

vehicle registration, passenger transport, roadworks and major construction projects in which TMR is involved.

In 2018–19, TMR received 561 applications under the RTI and IP Acts. 557 were completed, with the remaining applications to be finalised in 2019–20.

Details of the applications received by the department under the RTI Act are published on our disclosure log. Where possible, released documents are also published.

For more information: www.tmr.qld.gov.au/About-us/Right-to-Information/Disclosure-log

Open data

The department continued to mature our open data program during 2018–19. We remain one of the largest contributors to the Queensland Government's open data portal, with our collection of published datasets increasing from 254 in 2017–18 to 263 in 2018–19. Datasets we publish empower our customers to make informed decisions about how and when they travel and enable our partners and industry to help us deliver better traffic and transport services for Queensland.

To view the department's open datasets: www.data.qld.gov.au/organization/transport-and-main-roads.

As a result of this growth, coupled with progress made on other activities geared towards improving and streamlining the release and management of our open datasets, we successfully demonstrated an overall improvement in open data maturity in our third annual open data maturity assessment conducted in January 2019. TMR's open data maturity increased from 44 in 2017–18 to 52 in 2018–19, an 18 per cent increase within 12 months.

Auditor-General reports

In addition to the audit of the department's financial statements, during 2018–19 the Auditor-General conducted audits where recommendations were either specifically addressed to the department, were for all agencies to consider, or included learnings potentially applicable to the department.

These audits included:

- Monitoring and Managing ICT projects (Report 1: 2018–19)
- Delivering shared Corporate Services in Queensland (Report 3: 2018–19)
- Transport 2017–18 Results of Financial Audits (Report 11: 2018–19).

For more information: www.qao.qld.gov.au/reports-resources/parliament

The implementation status of recommendations is periodically monitored and reported.

In addition, the following 2018–19 audits are currently in progress and include coverage of the department's operations:

- Managing Cyber Security Risk - (due to be tabled October 2019).

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.

Where recommendations are directed to more than one department, the government is required to produce a single, coordinated response to the recommendation. These responses are published on the coroner's website by the Department of Justice and Attorney-General.

The department's response for the period January to June 2019 is required to be provided to the Attorney-General by 30 September 2019.

The department is pleased to report that no new recommendations were directed toward the department in the period July 2018 to June 2019. The department's report for the period January to June 2019 will provide an update on 15 recommendations in total.

For more information: 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*.

Pursuant to the *Crime and Corruption Act 2001*, the Director-General has a duty to notify the CCC of matters involving a reasonable suspicion of corrupt conduct. TMR demonstrates a commitment to ensuring that all suspected corruption is reported to the CCC in a timely manner and dealt with in accordance with the subsequent directions of the CCC.

TMR is committed to investigating matters involving suspected corrupt conduct to assist the department to manage staff conduct and to enhance ethical culture. TMR maintains a dedicated proactive and reactive response to fulfil its statutory obligations in dealing with suspected corrupt conduct and or misconduct.

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 of Transport and Main Roads' 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 regard 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 TMR's portfolio in 2018–19:

- *Heavy Vehicle National Law Amendment Bill 2019*
- *Transport Legislation (Road Safety and Other Matters) Amendment Bill 2019*
- *Personalised Transport Ombudsman Bill 2019*
- Inquiry into the operations of toll roads in Queensland
- Inquiry into a sustainable Queensland intrastate shipping industry
- Transport Technology.

Auditor-General reports referred to the committee for consideration included:

- examination of portfolio subordinate Legislation
- consideration of 2018–19 portfolio budget estimates.

Case study

Parliamentary Inquiry into the Operations of Toll Roads in Queensland

In June 2018, the Legislative Assembly requested the Transport and Public Works Committee inquire into the operations of toll roads in Queensland, including toll pricing, customer service and complaint processes. The department assisted the Committee by giving evidence at a public briefing on 17 July 2018 and a public hearing on 20 August 2018. TMR also made a written submission. A total of 199 written submissions were received by the Committee.

The Committee tabled its report on 13 September 2018. In its report the Committee made five recommendations related to fees and charges, earlier contact with customers with unpaid tolls, compliance activities and the establishment of a Queensland-based Toll Road Ombudsman service. The government response to the recommendations was tabled by the Minister for Transport and Main Roads on 13 December 2018. All five recommendations from the inquiry were supported.

TMR is working with key stakeholders to implement the government's response to the establishment of a Queensland-based Toll Road Ombudsman service recommendation. The other four recommendations have already been implemented.

Annual reporting

TMR was recognised with its sixth gold annual reporting award for excellence in reporting at the Australasian Reporting Awards for the 2017–18 Annual Report. The awards are used by TMR to benchmark and gain insight to allow the department to continually improve how we present and report on our performance throughout the year.

The receipt of the award demonstrates that the department is reporting to a high standard across industry and government and is providing a clear reflection of the expenditure and activities undertaken throughout the financial year.

TMR was also a finalist in the Governance category.

Suresh Cuganesan (left) Chair of Australasian Report, presents the award to Tracy O'Bryan, Deputy Director-General (Corporate).

Risk Management

TMR is committed to effective risk management. The department has an active risk management culture that acknowledges the need for careful analysis and management of risk in all business practices.

Risk achievements

Key achievements in 2018–19:

- reviewed the organisation's strategic risks and risk appetite in line with the TMR Strategic Plan 2019–2023
- continued to progress the risk management activities surrounding culture, capability, governance and technology
- risk management education and training has been provided to staff
- expansion of the user base of TMR's Risk Management System (RMS)
- risk management activities and achievements were presented to the Executive Leadership Team and TMR's Audit and Risk Committee.

Strategic Risks and Risk Appetite

During 2018–19, the ELT has been actively engaged with regarding risk management. Several interactions have occurred with the ELT and senior leaders across the department and work has progressed on both the Strategic Risks and TMR's Risk Appetite documents.

The ELT risk sponsors will continue to be engaged to further develop the risk controls, control ownership and treatments for each strategic risk assessment and refine and build out a revised Risk Appetite Statement.

TMR Risk Management Strategy

Embed risk management in everything we do

Culture and Capability

- All leaders and staff are actively involved in risk management and reflect appropriate risk behaviours
- Open and proactive approach to managing risk that considers both threats and opportunities
- Risk management communication, education and training programs
- Senior management lead and promote risk management across the department

Governance, Assurance and Compliance

- TMR staff are aware of their roles and responsibilities in regard to risk management oversight, accountabilities, decision making and ownership
- Risks are identified, updated, reported accurately and timely
- Accurate risk information is being escalated and reported to the right people at the right time
- TMR's risk management framework is embedded in all business activities

Process and Delivery

- Risk management documentation and data is centrally stored and easily accessible
- Risk registers across all business areas meet TMR's mandatory requirements
- Procedures for risk identification, assessment, evaluation and treatment are applied consistently across the department
- Collaborative approach to managing shared risks

Analytics, Tools and Technology

- Key risk indicators
- Use TMR's Risk Management System to:
  - improve visibility of risks, controls and treatments
  - share risk information across business areas to allow better insights and decision making relating to risks at all levels
  - perform risk management functions and processes in a consistent manner
  - provide easy access to real-time risk information
  - enhance risk analysis and reporting

Our opportunities and challenges

- Improved accountability, assurance and governance
- Develop a risk mature culture that recognises the benefits of proactive risk management