

2019–2020 ANNUAL REPORT



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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, FIFE Aust, 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.

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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.

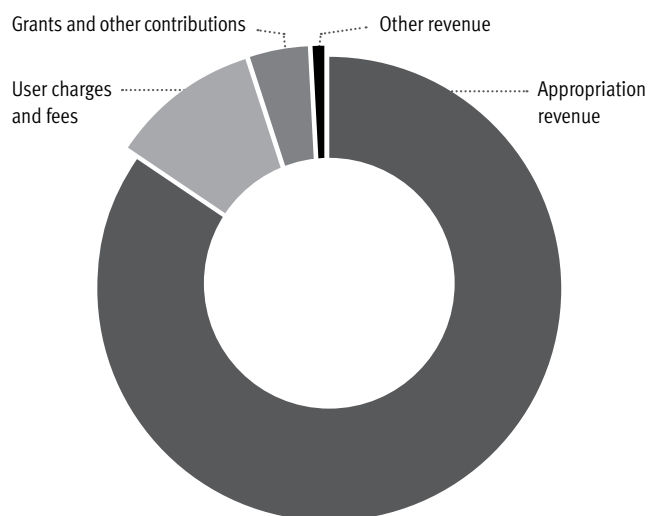
Table 2: Summary of financial position – Assets and liabilities

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.

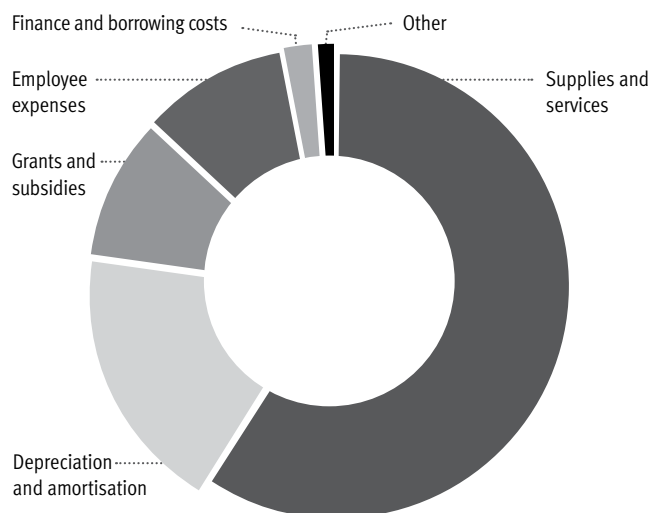
As at 30 June 2020, the department held liabilities totalling \$2.562 billion which comprises mainly of lease liabilities, payables and provisions.

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

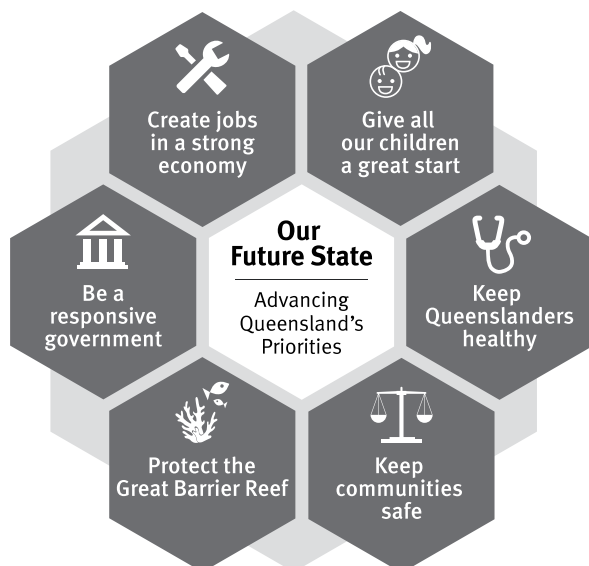
Figure 2: Expenses by category for the year ended 30 June 2020



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

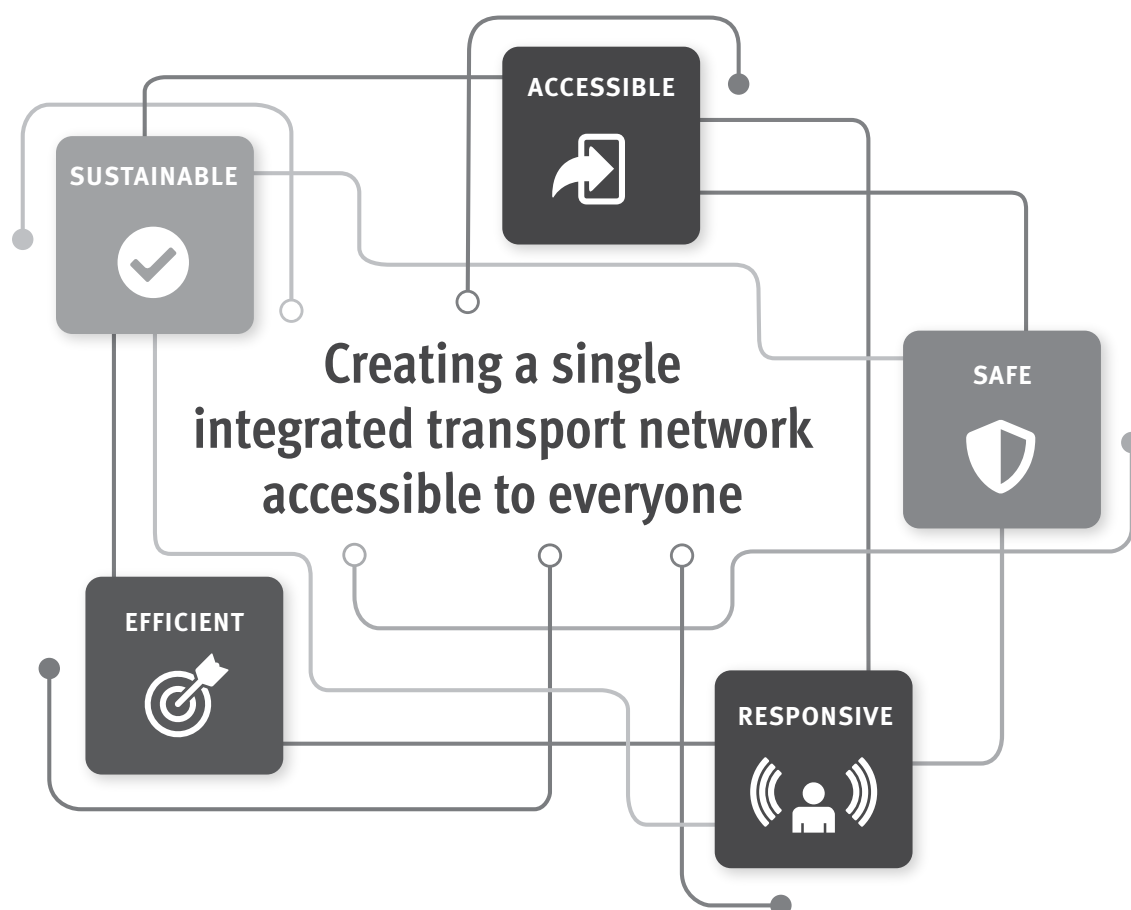
- Implementation of the *Sustainable Ports Development Act 2015* and master planning for the priority ports of Gladstone, Townsville, Hay Point/Mackay and Abbot Point is underway.
- National Asset Centre of Excellence (NACOE) partnership with Australian Road Research Board project P106 (measuring the 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.

Strategic Plan

2019–2023



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 <i>Our Future State: Advancing Queensland's Priorities</i> 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 <i>Queensland Walking Strategy 2019–2029</i> (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 <i>Sustainable Ports Development Act 2015</i> 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 <i>Queensland Transport Strategy</i> 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 – Beerburum 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–Duaranga): 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

Total investments in transport infrastructure program*

\$991^M

Maintenance and operation state transport network

5.13^{M*}

Population of Queensland
**ABS – Catalogue 3101.0*

1.6%

Population growth from last year

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

\$86.77^M

Expenditure on natural disaster repairs

115^{KM}

Of roads reconstructed under Natural Disaster Program 2019–20

33,367^{KM}

State-controlled roads including 4996km national network

3108

Bridges owned and maintained

Over
152^M

Passenger trips on bus, rail, ferry and tram were provided to our customers within South East Queensland

11.92^M

Passenger trips on bus, rail, ferry and air outside South East Queensland

418,054

Average number of passenger trips per day on South East Queensland network

1.7^M

Passenger trips provided through the Taxi Subsidy Scheme

213,051

MyTransLink app active monthly users

2.48^M

go cards used in South East Queensland

41,146

QldTraffic Twitter posts

250,802

QldTraffic app visits

2.19^M

QldTraffic website visits

23,190

Gold Coast tram daily passengers

\$7.89

Average subsidy per trip provided through Taxi Subsidy Scheme

499

Limousine licences

3253

Taxi Service licences

421

Authorised booking entities

17,459

Booked hire service licences

69,856

Authorised drivers of public transport

1,473

Accredited transport operators

25,153

Weekly average number of driver licences obtained

172,067

Weekly average number of car registrations made

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

Driver licences

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

Vehicles registered

356.8^MTonnes of cargo we helped our
industry customers move through
our 21 declared ports**1,009^M**Tonnes of freight moved on the
surface network**\$991^M**Maintenance and operation
state transport network**\$25.5^M**Value of recreational boating
facilities built this yearOver
21,087Ship movements in
Queensland portsOver
11,271Ship movements
in the ReefVTS
monitored region**184**Derelict vessels
removed from
Queensland
waterways this year**578^{KM}**Cycling infrastructure
delivered through
funding from Active
Transport Program****40^{KM}**Of cycling
infrastructure built
this year**\$76^M**Investment in cycling
this year by the ATIP

**Since 2006

131,219Written driving tests
conducted**122,829**Practical driving
tests taken**32,387**

On-road intercepts

33Number of TMR-led Queensland
Government Agency Programs**10.29^{YEARS}**

Average length of service

8%

Temporary

22%

Casual

70%

Permanent

82%

Non-corporate roles

7333

Full-time equivalents

32%

SES/SO women

3.33^MFace-to-face
services provided to
customers across our
57 Customer Service
Centres**9.3^M**Customers
conducted
transactions using
online self-service
channels**16.8^M**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 commencement)

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.

Integrated Transport Network

Highlights

- Released the *Queensland Transport Strategy*, which 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.
- Continued to address sustainability by targeting maintenance to the highest priority needs and making better use of the existing transport network (a priority Queensland Government directive in the State Infrastructure Plan).
- Established a special Queensland Ministerial Freight Council to engage directly with the freight industry.
- Developed Regional Transport Plans supporting the department's vision of 'creating a single integrated transport network accessible to everyone'.
- Partnered with CSIRO's Data61 to develop sophisticated, quantitative, evidence-based scenarios of what transport could look like out to 2048.
- Held a Youth Fare Evasion Roundtable with 30 representatives from the transport industry, policing, youth justice, education, and community organisations at Parliament House to address a growing trend of deliberate fare evasion by young people.
- Commenced construction of the Bruce Highway – Cairns Southern Access Corridor (Stage 3) (Edmonton to Gordonvale) project and the Cairns Southern Access Corridor (Stage 4) (Kate Street to Aumuller Street).
- Commenced construction of additional lanes of the Bruce Highway between Ron Camm Bridge and Mackay Ring Road (Stage 1), as part of the Mackay Northern Access Upgrade project.
- Completed construction of the Veloway1 (V1) Cycleway (Stage E) project between Birdwood Road in Holland Park West and Gaza Road at Tarragindi.
- Continued delivering the Ipswich Motorway (Rocklea–Darra) (Stage 1) project, to upgrade the motorway from four to six lanes from just east of the Oxley Road roundabout to the Granard Road interchange at Rocklea.
- Completed construction of additional southbound lanes on the merge between the Gateway Motorway and the Pacific Motorway at Eight Mile Plains and Rochedale.
- Completed widening of the Pacific Motorway, from four to six lanes, between Mudgeeraba and Varsity Lakes.
- Continued widening of the Bruce Highway, from four to six lanes, between Caloundra Road and the Sunshine Motorway, and upgrading interchanges at Caloundra Road and Sunshine Motorway.
- Completed installing barriers on various sections of the Bruce Highway between Brisbane and Gympie.
- Continued duplicating, from two to four lanes, a section of the Capricorn Highway (Rockhampton–Duaranga) between Rockhampton and Gracemere.
- Completed paving and sealing sections of the Kennedy Developmental Road between The Lynd and Hughenden in the North West region.



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

Planning best value investments for our future transport needs

Queensland Transport Strategy

Queensland's vast and diverse transport network continues to grow and plays a fundamental role in the state's economic growth and prosperity. 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.

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. It puts customers first and articulates the department's plan for maximising the benefits of future changes for all Queenslanders.

The Strategy details how the department will plan to harness emerging trends to continue to move people and products safely and efficiently into the future. It will be accompanied by a two year Action Plan that will be released in late-2020 and updated biennially.

Five customer focused outcomes to support a future focused transport system include:

- accessible, convenient transport
- safe journeys for all
- seamless, personalised journeys
- efficient, reliable, and productive transport for people and goods
- sustainable, resilient, and liveable communities.



For more information, visit:

www.tmr.qld.gov.au/QueenslandTransportStrategy

Queensland Road System Performance Plan

The Queensland Road System Performance Plan 2019–23 is a rolling four year plan for the maintenance, preservation and operation of the state-controlled road network. The plan covers investment programs that focus on:

- long-term sustainability of transport infrastructure assets and connectivity
- safe, reliable, and efficient operation of the state-controlled road network.

The current plan builds upon the previously approved plan, which provided \$4.13 billion over four years, including an allowance of \$334.29 million provided by the Australian Government towards maintenance of National Land Transport Network.

The plan includes performance targets using network-level, life-cycle costing analysis across 23 investment categories which were refined in consultation with department districts and their tactical asset management strategies.

State Infrastructure Plan

The State Infrastructure Plan, which aligns to the Queensland Government's priority of creating a strong economy by creating jobs, outlines a \$12.9 billion statewide capital works program for 2019–20. Of this, \$5.6 billion was for road, rail, active transport, marine infrastructure, and public transport solutions.

The purpose of the plan is to:

- set strategic direction and foster innovation in government's planning, investment, and delivery of infrastructure
- identify the anticipated service needs and infrastructure investment opportunities for a prosperous Queensland
- develop a sustainable and credible program of investment for industry and independent advice from Building Queensland
- provide context to enable greater coordination between public and private infrastructure.

The transport response (for the next 15 years) is to invest in:

- maintenance and rehabilitation of existing infrastructure
- identification and improvement of the freight network
- innovation and technology solutions
- public transport solutions including demand management
- digitally connected smart infrastructure
- regional community access to essential services and opportunities.

Infrastructure Australia 2020 Infrastructure Priority List

The department continued to have its nationally significant infrastructure proposals recognised by Infrastructure Australia in the Infrastructure Priority List (IPL) – a reference point for nationally significant infrastructure investments Australia needs over the next 15 years.

In 2019–20, nine new department projects and seven new department initiatives were included in the IPL. Altogether, the June 2020 IPL recognises 10 Transport and Main Roads projects and 17 initiatives.

The nine new *Priority Projects* include:

- Gold Coast Light Rail Stage 3
- M1 Pacific Motorway:
 - Eight Mile Plains to Daisy Hill
 - Varsity Lakes to Tugun.

- Bruce Highway:
 - Deception Bay Road Interchange
 - Caboolture-Bribie Island Road to Steve Irwin Way
 - Maroochydore Road Interchange
 - Cooroy to Curra Section D: Woondum to Curra
 - Cairns Southern Access Corridor Stage 3: Edmonton to Gordonvale.
- Peak Downs Highway Realignment: Walkerston Bypass.

The seven new Initiatives include:

High Priority Initiatives

- Queensland National Land Transport Network Maintenance
- Queensland Regional Road Network Safety Improvements
- Brisbane Northern Suburbs Corridor Capacity, which recognises the congestion pressures experienced on Gympie Arterial Road.

Priority Initiatives

- Queensland Inland Freight Route Capacity and Safety
- Mooloolah River Interchange Capacity and Safety
- Browns Plains to South East Busway Public Transport Connectivity
- Browns Plains to Beaudesert Road Capacity and Safety, which highlights upgrades to the Mount Lindesay Highway to address current capacity and safety issues as nationally significant.

Further, the existing Priority Initiative for Gold Coast Rail Line Capacity improvements: Kuraby to Beenleigh has been renamed the Gold Coast Rail Line and Station Improvements, in recognition of the rail station constraints currently being experienced in this corridor, such as at the Loganlea Station. The existing High Priority Initiative M1 Pacific Motorway capacity: Eight Mile Plains to Tugun also now recognises that planning is underway for the Coomera Connector – Stage 1 between Coomera and Nerang as an alternative route to relieve pressure on the M1 Pacific Motorway.

Investment approach addressing network sustainability

The department is focused on delivering a sustainable transport system by prioritising funding towards running and maintaining existing transport infrastructure to ensure service standards on the transport network are maintained or improved.

Prioritisation of transport infrastructure investment means getting the most out of existing assets and using infrastructure smarter and more efficiently than before, while balancing growing transport demand and customer expectations within a constrained funding environment.

In 2019–20, the department continued to address sustainability by targeting maintenance to the highest priority needs and making better use of the existing transport network (a priority Queensland Government directive in the State Infrastructure Plan).

This includes:

- increased funding for road routine maintenance, programmed maintenance, pavement rehabilitation, and bridge/culvert rehabilitation over the forward estimates period
- increased funding for roads operations traffic incident services and maintenance of Intelligent Transport Systems and signals over the forward four year period
- funding for the statewide LED lamp replacement program and the next generation traffic system controller program
- continued funding of maritime dredging of recreational boat harbours and channels
- continued funding of off-road cycleways programmed maintenance and rehabilitation.

Queensland Freight Action Plan

COVID-19 has highlighted the importance of Queensland's freight system as a key enabler for the vital components of our economy including production, distribution, and trade.

The Honourable Mark Bailey MP, Minister for Transport and Main Roads, established a special Queensland Ministerial Freight Council to engage directly with the freight industry. These meetings along with a dedicated supply chain working group have ensured that any unnecessary barriers to freight movement were minimised during COVID-19.

To further support Queensland's freight task in a safe, equitable and collaborative way moving forward, the department is delivering a two year rolling Queensland Freight Action Plan.

The Action Plan will detail ways to achieve greater economic benefit from the freight system, including how to address latent capacity and maximise productivity during peak demand periods, along with investigating innovative investment models and opportunities. It will identify opportunities for joint investment and support industry efforts to invest in efficient transport systems aligned with government priorities.

Inland rail agreement

The most significant freight infrastructure project has taken a major step forward with the Queensland and Australian governments signing a Bilateral Agreement to deliver inland rail to ensure Queensland's future growth is supported by a robust freight rail network capable of servicing the long-term liveability and productivity of Queensland's regions, towns and cities.

This freight infrastructure project will improve the national freight network by connecting communities, creating jobs, reducing supply chain costs and making Queensland businesses more competitive.

Regional Transport Plans

For the first time ever, Queensland has developed Regional Transport Plans that cover the entire state. The plans support the department's vision of 'creating a single integrated transport network accessible to everyone'.

They consider all modes of transport, regional demographic and industry changes, local government land use and transport planning, and respond to relevant regional plans and the State Infrastructure Plan. They define the priorities for developing the state's transport system by outlining planning actions that will guide future investment over the next 15 years.

Plans for Mackay Isaac Whitsunday, North West, Central West, South West, Far North, Northern, Fitzroy, Wide Bay Burnett and Darling Downs were finalised in 2018–2020 and have been published on the department's website. The remaining draft Regional Transport Plan for South East Queensland is anticipated for release in 2020 subject to government consideration.



For more information, visit:

www.tmr.qld.gov.au/regionaltransportplans

Bridges Renewal Program

The Bridges Renewal Program has been a part of the Queensland Transport and Roads Investment Program since 2015–16 to fund bridge projects contributing to increasing productivity or community access across Queensland. The program is jointly funded with the Australian Government contributing 50 per cent (capped at \$5 million) towards total project costs for the life of the project. Rounds 3 and 4 are currently active.

Under Round 3, five Queensland Government projects (at a total program cost of \$46.282 million) were successful in receiving \$20.35 million of Australian Government funding. These bridge replacement projects are:

- Beames Brook bridge (John Yanner Milmarja Ngarnara Bridge) replacement - construction completed late-2018
- Bowen Road bridge upgrade - construction due to be complete late-2020
- Lochaber Creek bridge replacement - construction due to be completed by mid-2020
- Valentine Creek bridge replacement - completed in December 2019
- Three Moon Creek bridge replacement - construction due to commence mid-2020.

Round 4 of the Bridges Renewal Program (only open to local government) was announced in April 2019, with the Australian Government committing \$19.12 million to 37 Queensland local government projects across 23 local government areas, for a total program cost of \$68.06 million. The balance of program funding is being provided by local government.

Seventeen projects commenced construction in 2019–20, and the remaining 20 are in design phase with construction due to commence mid-to-late 2020.

Mobility as a Service

In 2018, a dedicated program office was established to explore and test Mobility as a Service (MaaS) models and concepts in Queensland. The model describes a shift away from personally owned modes of transportation towards aggregated mobility solutions that are used as a service.

Fully implemented, these customer-centric integrated service options (with real-time information) can be planned, booked and paid via an app, enabling customers to make informed personalised transport choices. It also creates new opportunities for government to partner with industry and potentially reduces the requirement for road-based (non-public transport) infrastructure and improves network optimisation.

To realise these benefits and vision, the department has been collaborating with industry and key stakeholders to explore a government-enabled business model for MaaS. In this model, government could play the role of the regulator, network steward, and data broker for the mobility ecosystem. A range of targeted research projects and proofs-of-concept are also underway to identify, co-design, prototype, and test MaaS elements in urban, regional, and remote communities.

Priority Ports Master Planning

The department is delivering master plans to ensure the long-term growth of Gladstone, Townsville, Hay Point/Mackay and Abbot Point priority ports. Priority port master planning supports sustainable development of critical economic infrastructure while balancing growth, job creation, environmental values, and community interests.

Master planning processes ensure:

- the outstanding universal value of the Great Barrier Reef World Heritage Area is an intrinsic consideration in future port development, management, and governance
- optimisation is pursued for the use of infrastructure at the long-established major ports
- transparent decision making
- meaningful engagement with stakeholders.

Master planning for priority ports is a port-related action of the Reef 2050 Long-Term Sustainability Plan and mandated under the *Sustainable Ports Development Act 2015*.



For more information, visit:

www.tmr.qld.gov.au/business-industry/Transport-sectors/Ports/Sustainable-port-development-and-operation

Ports of Townsville and Gladstone port overlays

The final master plan for the priority Port of Townsville was released on 4 November 2019.

Gladstone and Townsville draft port overlays, a regulatory instrument that implement a port master plan, were released for public consultation in late-2019. The department is now considering the public submissions received to prepare final overlays for the ports, anticipated for release in late-2020.

Marine Infrastructure Investment Program

The Marine Infrastructure Investment Program provides safe, reliable, and efficient recreational boating infrastructure that optimises access to the water and on the water, for both trailer boats and deep-draught vessels, such as yachts and launches. New and upgraded boating facilities are funded through the Marine Infrastructure Fund, the capital portion of the program.

The program provides:

- public recreational boating facilities for launching and retrieving recreational trailer boats
- maintenance of channel depths to ensure access to high-use recreational boating facilities
- new and upgraded pontoons and floating walkways at or near boat ramps
- pontoon and jetties for deeper-draught vessels for pick-up and set-down of passengers and supplies.

The department owns 471 recreational boating assets across Queensland and owns and maintains the public boating infrastructure assets (boat ramps, floating walkways, pontoons, jetties and breakwaters) in 10 state boat harbours. It is also responsible for maintaining the entrance and internal public navigation channels to those harbours.

Local governments manage boating facilities outside the state boat harbours.

Table 4: List of completed projects in 2019/20.

Completed Projects in 2019/20	Electorate	Project Value	Completion Date
Uhlmann Road, Burpengary, floating walkway	Bancroft	\$1,137,954	31/10/2019
Brighton Road, Macleay Island Boat Ramp, construction	Redlands	\$1,804,229	21/12/2019
Banksia Road, Stanage Bay, boat ramp upgrade	Mirani	\$3,104,762	22/10/2019
Riedel Road (Carbrook), construct boat ramp and floating walkway	Macalister	\$1,611,000	24/06/2020
Dohles Rocks Road boat ramp upgrade	Murrumba	\$1,163,821	16/04/2020
Grasstree Beach boat ramp upgrade to two lanes plus floating walkway*	Mirani	\$887,651	24/05/2019
Dingo Beach boat ramp upgrade	Whitsunday	\$651,622	18/12/2019
Cabbage Tree Creek new boating facility	Sandgate	\$1,139,230	15/06/2020
Cairns Bluewater Marina new floating walkway*	Barron River	\$1,170,531	5/04/2019
Bowen Boat Harbour breakwaters extension	Burdekin	\$3,614,000	20/02/2020

*Grasstree Beach and Cairns Bluewater projects were completed in 2018/19 but the defects liability completed in 2020.

Marine Infrastructure Fund

One in 19 Queenslanders are recreational boating enthusiasts.

The Queensland Government committed to a \$30 million two year extension from July 2018 to June 2020 of the Marine Infrastructure Fund, a capital component of the Marine Infrastructure Investment Program.

The department works in partnership with local government and port and water authorities to provide new and improved recreational boating facilities and infrastructure throughout Queensland.

Responding 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.

Embedding sustainability will ensure that Queensland's transport network is resilient to the current and future impacts of climate change. Reducing emissions and responding to a changing climate means that the department needs to consider how and what to build while encouraging Queenslanders to use low emission options where possible.

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.

The identification, assessment, and management of future climate-related hazards during project planning and design phases maximises safety, reliability, and connectivity. When previous extreme climate events are considered in project planning, the greater capacity there is to mitigate and avoid associated risks.

The development and use of frameworks, methodologies, and tools for undertaking climate change risk assessments and adapting them for infrastructure projects is delivering multiple benefits including:

- the promotion of effective and efficient use of resources
- future-proofing projects by considering future climate trends
- providing assurance and economic confidence to decision makers that climate change risk and uncertainty has been actively considered and addressed delivering a resilient and fit-for-purpose transport network.

The department is working with the Department of Environment and Science to help improve its climate risk management framework and better identify and plan for the impact of climate change on its physical assets.

Preparing for an autonomous transport 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 scenarios identify the range of transport challenges and opportunities facing transport over the next 30 years. By doing so, they allow decisions about long-term investments in infrastructure and services to be resilient across the range of futures the department may encounter.

Some of the work that supports the new scenarios developed by Data61 include the first of its kind transport modelling showing how the different ways of deploying the new mobility technologies would impact key transport outcomes.

The project will be finalised in mid-2020 and the report will be available by the end of 2020.

Queensland Rail

The department has continued to support the provision of passenger rail services and the delivery of transport infrastructure projects through the Rail Transport Service Contract with Queensland Rail.

From 2 March 2020, 32 weekly Citytrain services were added to the South East Queensland timetable to improve offerings to customers. These services, which provide extra morning peak services, are in addition to the 462 weekly services added in 2019.

In South East Queensland, works to improve accessibility were completed at Morayfield, Boondall, and Strathpine stations as part of the Station Accessibility Upgrade Program. In regional Queensland, the Timber Bridge Elimination Program on the North Coast Line is replacing several life expired timber structures with new concrete deck bridges, improving reliability and reducing maintenance costs. In addition, the delivery of the North Coast Line Capacity Improvement Project is facilitating signalling improvements and the extension of eight passing loops between Rockhampton and Townsville to enable access for longer freight trains, providing a vital increase in freight capacity.

In late 2019, Queensland Rail completed the Toowoomba Range Clearance Upgrade project, which involved tunnel floor lowering works at 11 tunnels on the Toowoomba Range and Little Liverpool Range.

Regional air services

In 2019–20, the department continued to provide seven regulated air routes in Queensland via service contracts. The regulated air service contracts set minimum service levels, maximum airfare prices, minimum aircraft size and on-time performance standards along regulated routes to ensure an appropriate level of service is provided to regional Queensland at an affordable price.

COVID-19 had a large impact on the regional airlines that provide essential services to rural and remote communities in Queensland. The department assisted QantasLink, Regional Express Airlines (Rex), Hinterland Aviation, and Skytrans through COVID-19 State Government Funding arrangements to ensure that regional and remote communities continue to have access to essential services during COVID19.

This year, a total of 141,213 passengers travelled on these Queensland Government regulated air services providing valuable access to our rural and remote customers.



For more information, visit:

www.tmr.qld.gov.au/regionalconnect

Personalised transport horizon

During the year, the department progressed the implementation of the Queensland Government's reform program *Queensland's Personalised Transport Horizon – Five Year Strategic Plan for Personalised Transport Services 2016–2021*. The reforms have contributed to the delivery of a modern, safe, affordable, and accountable personalised transport industry for all Queenslanders.

Engagement with industry has continued through two meetings of the Personalised Transport Industry Reference Group, where the department sought feedback on opportunities to assist the industry to continue to innovate and identify issues that have arisen from the reforms.

The department continued monitoring and evaluating the implemented reforms which aim to strengthen safety standards, provide customers with greater choice and flexibility, support innovation, and customer service through a regulatory framework for the personalised transport industry. Research was undertaken, through surveys and focus groups with personalised transport industry representatives and customers, into how the changes made under the personalised transport framework have impacted industry and customers.

In September 2019, the *Personalised Transport Ombudsman Act 2019* was enacted. Work has progressed to establish the Personalised Transport Ombudsman, which is in its final stages.* The department also published an industry guideline on driver conditions in the personalised transport industry to support drivers in understanding common obligations that may apply to them.



For more information, visit:

www.tmr.qld.gov.au/business-industry/Taxi-and-limousine/Queenslands-Personalised-Transport-Horizon

Investing in passenger transport

Passenger Transport Infrastructure Investment Program

This year, the Passenger Transport Infrastructure Investment Program delivered over \$50 million of investment across Queensland to enable a more accessible, efficient, and integrated network that offers better value to customers and makes passenger transport an attractive option for everyone.

Key initiatives included:

- completion of detailed design for the Northern Transitway project, which will deliver reduced travel times and improved reliability for customers using bus services along Gympie Road between Kedron and Chermside
- progression of design for the Eastern Transitway project, which will improve travel time reliability for customers using bus services along Old Cleveland Road between Coorparoo and Carindale

- commencement of design for the upgrade of the Southern Moreton Bay Islands passenger ferry terminals, which will be delivered in partnership with Redland City Council
- continued design and construction activities for the expansion of park 'n' ride facilities at key stations
- delivery in August 2019 of the new lift at Queen Street bus station, making Platform 2 accessible to everyone
- opening in December 2019 of the new Victoria Point Central bus station on Cleveland-Redland Bay Road
- completion in February 2020 of the new Cairns Raintrees Shopping Centre bus interchange upgrade with an improved waiting environment to provide a better customer experience
- installation of over 100 new braille identifiers at bus stops in Brisbane to assist customers locate the right bus stop and access relevant real-time information on smart phones
- commencement of the Queen Street bus station Help Phone project delivering six new accessible devices to inform a wider rollout across all future Busway stations
- provision of over \$5 million in grant funding to assist local governments in upgrading their bus stops to meet accessibility standards
- provision over \$5 million in grant funding to local governments to provide new bus stop shelters to improve customer experience.

Park 'n' ride program overview

Park 'n' ride facilities are an important part of the South East Queensland transport network. Investment is prioritised in park 'n' rides where it will create the largest positive impact to enable more people to connect with public transport to access jobs, education, and other essential services in their communities. Park 'n' ride, delivered in the right locations, also helps to manage congestion on the road network in our growing south-east region.

Over the next few years, the department will deliver more than 3000 new park 'n' ride spaces, adding to the 31,500 plus spaces already available to customers across the network.

Delivery of the park 'n' ride program throughout 2019–20 included the following key milestones:

- Eight Mile Plains bus station park 'n' ride expansion, providing an additional 340 spaces for commuters completed in December 2019
- Cannon Hill train station park 'n' ride expansion, providing an additional 80 spaces completed in May 2020
- construction underway at Ebbw Vale and Ormeau train stations
- construction tenders awarded for Virginia, Geebung, and Lawnton park 'n' ride expansions
- construction tenders released for the new multi-level facility at Springfield Central train station
- design substantially complete for park 'n' ride expansion at Greenbank bus station and Darra, Salisbury, and Varsity Lakes train stations.

*In September 2020, it was announced that the establishment of the Personalised Transport Ombudsman would be deferred until 2021 due to the impacts of COVID-19.

Planning is also progressing for park 'n' ride expansion at strategic locations across South East Queensland, including sites announced by the Australian Government in late 2019.



For more information, visit:

www.translink.com.au/travel-with-us/parking

New bus service to Yarrabilba

On Monday 29 June 2020, a new bus route, 587 to Yarrabilba, was introduced replacing the previous Tamborine to Beenleigh Logan coaches private bus route, connecting Yarrabilba residents to Loganlea station.

To ensure the new bus service met the travel needs of the community, community consultation with Yarrabilba residents was conducted between 30 July and 12 August 2019, with feedback helping inform the new route and timetable. While the new service differs in some respects to the old service, the department has retained and improved several aspects including:

- more trips
- better service frequency
- improved hours
- lowered fares
- maintained local stops and access in Yarrabilba.

Residents of Yarrabilba will also gain access to other benefits including integrated ticketing and access to additional savings with *go* card, real-time information, the online journey planner, and 24/7 call centre.



For more information, visit:

www.translink.com.au/sites/default/files/assets/timetables/200629-587.pdf

20 New buses for Townsville

In the 2019–20 financial year, the department invested in the upgrade of the bus fleet in Townsville. The department has worked with delivery partner Townsville Sunbus, to replace 20 buses for the Townsville bus network. All of the 20 buses have been delivered to Townsville and are in service. The new buses will not only provide customers with a more reliable and comfortable passenger transport experience, it has supported Queensland jobs with the buses built locally in Queensland. This roll out follows on from the department's overall improvements to Townsville's bus network in the 2018–19 financial year.



For more information, visit:

www.translink.com.au/about-translink/projects-and-initiatives/townsville-bus-hub

Fare Evasion Project

Fare evasion across the South East Queensland public transport network costs Queenslanders approximately \$25 million per year. In April 2019, a Youth Fare Evasion Roundtable with 30 representatives from the transport industry, policing, youth justice, education, and community organisations was held at Parliament House to address a growing trend of deliberate fare evasion by young people.

One of the key outputs of this first roundtable was the development of an Action Plan with the three focus areas of Education and Prevention, Detection and Enforcement, and Penalties and Deterrents. A Youth Fare Evasion Cross Agency Working Group was established with representatives from key state government agencies to progress the investigation and implementation of initiatives in the Action Plan. A second roundtable event was held in December 2019 to review progress and consult on potential longer-term recommendations.

Achievements to date include:

- undertaking an in-depth research piece to understand the behaviours and attitudes contributing to youth fare evasion, that included youths, parents, bus drivers, a jurisdictional analysis of current fare evasion rates, enforcement approaches and penalty frameworks
- provided a simplified student concessional product and online parents' guide
- continued delivery of the Step-Up program. In addition to delivery, the fare evasion project redesigned the program using principles from the field of behavioural science, current data and research to contextualise the message for each school community
- completed targeted operations at the top 20 locations with reported high rates of fare evasion
- collaborated with the Department of Education to develop a pilot program to be delivered at selected schools
- implemented a new revenue protection dashboard with integrated datasets to improve the effectiveness of enforcement and officer deployment
- launched a trial of customer service officers on Westside and Park Ridge bus services
- commenced a new annual network-wide Fare Compliance Survey
- recruited eight new senior network officers who commenced in December 2019 with a further round of recruitment now underway.

Several longer-term recommendations to reduce fare evasion have been identified and will be provided to the government for consideration in 2020–21.

Investing in an active Queensland

Active Transport Investment Program – helping guide the delivery of a connected cycle network

Principal Cycle Network Plans provide a blueprint for a connected network of core cycling routes across Queensland. The maps show more than 10,400 kilometres of Principal Cycle Network and cover 53 local government areas and more than 99 per cent of Queensland. Priority Route Maps help guide delivery of a connected cycle network and assist in prioritising grants for infrastructure available under the Cycle Network Local Government Grants Program.

The department's Active Transport Investment Program has been in place since 2006 and is a major funding initiative to accelerate delivery of the Principal Cycle Network and encourage people to ride bikes more often. More people riding benefits everyone through better health, a better transport system, and better communities. On average, every \$1 invested in bike infrastructure returns about \$5 in economic benefits to Queensland through better health outcomes and congestion reduction.

Over \$73.8 million was committed through the Active Transport Investment Program for bike riding infrastructure, planning and programs, and for walking initiatives across Queensland in 2019–20.



For more information, visit:

www.tmr.qld.gov.au/travel-and-transport/cycling

Active transport rail trails

This program provides funding to 2020–21 to support local governments to develop trails for bike riding, walking and horse riding on disused rail corridors. The program has funded eight feasibility studies, five have been completed. The 2019–20 program included the following feasibility studies:

- \$48,000 to South Burnett Regional Council for the Murgon to Proston rail trail, completed in 2019–20
- \$97,688 to Mareeba Shire Council for the Mareeba to Walkamin rail trail, completed in January 2020
- \$200,000 to Logan City Council for Logan Village to Yarrabilba rail trail, due for completion in 2019–20
- \$131,650 to Moreton Bay Regional Council for Wamuran to Woodford rail trail, due for completion in 2019–20
- \$225,354 to Livingston Shire Council for the Pineapple (Yeppoon to Mount Chalmers) rail trail, due for completion in 2020
- \$66,000 to Fraser Coast Regional Council for the Mary to the Bay (Urraween to Colton) rail trail, completed in July 2019.

Cycling Works program – building bike infrastructure

This program provides on going capital funding for the development of bike infrastructure on the state-controlled Principal Cycle Network. It has funded more than 40 major state bike riding facilities since 2006, delivering more than 64 kilometres of network with over \$150 million invested. Examples of projects that have either started construction or were delivered in 2019–20 under the Cycling Works program are:

- Veloway 1 Stage E, Brisbane completed in June 2020
- North Brisbane Bikeway Stages 2 and 3, Brisbane completed in March 2020
- New England Highway (CBD–Highfields) cycleway, Toowoomba commenced construction in October 2019
- Ron Camm Bridge to Bluewater Trail connection, Mackay completed in July 2019.

Cycle network local government grants

This program provides capital grant funding to local governments for the development of cycling infrastructure on the locally controlled Principal Cycle Network. Funding is provided on a dollar-for-dollar matched basis (50 per cent) with local government responsible for delivery and ownership of the facilities. This program has funded 593 projects since 2006, delivering around 524 kilometres of network through a commitment of more than \$194 million from the Queensland Government.

Examples of projects that have either started construction or were delivered by local governments in 2019–20 are:

- Livingstone Shire Council for the design and construction of the Kemp Beach shared path, Rosslyn, Mulambin Road–Wildin Way, completed in December 2019
- Redland City Council for the construction of the Moreton Bay Cycleway Victoria Point (Cameron Court–Point O'Halloran Road) Stage 1, completed in October 2019.

The Community and Stakeholder Engagement Guide was developed to support the delivery of consistent and effective community and stakeholder engagement for projects funded by the Active Transport Investment Program.

The guide was developed following comprehensive public participation involving local governments, bicycle user groups, members of the Queensland Cycling Advisory Group, bike riders, and department staff.

Cycling action plan delivers for Queenslanders

The Queensland Government is two years into the delivery of the 10 year *Queensland Cycling Strategy 2017–2027* and the vision of 'more cycling more often'.

The first cycling action plan was released with the strategy, containing practical, targeted actions for communities across

Queensland. In collaboration with bike riders, local governments, and other stakeholders 60 actions have been delivered.

Investment in connected infrastructure is just one of the many achievements under the action plan. Over \$63.6 million was committed towards building, connecting and promoting riding networks in 2019–20 with more than 27 kilometres of new infrastructure built.

The department has collaborated with stakeholders to develop the second cycling action plan, building on the actions delivered under the Queensland Cycling Action Plan 2017–2019. The new plan will be published with a new report on the state of cycling in Queensland.



For more information, visit:

www.tmr.qld.gov.au/cyclingstrategy

Queensland walking strategy – on the path to more walking

Queensland's first walking strategy was launched in August 2019, supported by an investment of \$2 million over three years.

The Queensland Walking Strategy 2019–2029 provides the framework for promoting walking as an accessible, active transport mode, delivering health benefits for Queenslanders, and access to important destinations such as schools, shops, and public transport.

The strategy was developed following extensive consultation with community members and stakeholders including groups representing people with disabilities.

It harnesses efforts across government to deliver the plan and its 44 initiatives across four priority areas – planning, building, encouraging, and working together.

Several actions have been completed including releasing neighbourhood design and planning guidance for healthy, liveable communities, and a pilot of the use of inclusive mapping methods to provide better accessibility information for people with mobility impairments.



For more information, visit:

www.tmr.qld.gov.au/Travel-and-transport/Pedestrians-and-walking/Queensland-Walking-Strategy



For more information, visit:

www.tmr.qld.gov.au/Travel-and-transport/Disability-access-and-mobility

Marine Infrastructure

Uhlmann Road, Burpengary boat ramp upgrade

Construction commenced in July 2019, to upgrade the boat ramp at Uhlmann Road, Burpengary, on the southern bank of the Caboolture River. This prime location provides direct access to Moreton Bay from the mouth of the river.

Completed in October 2019, the upgraded facility now features a wider ramp with an extra lane and a new floating walkway.

The installation of the floating walkway on the downstream side has the added benefit of providing some shelter from wave action coming up from the river mouth.

Stanage Bay boat launching facility upgrade

Stanage Bay's public boat ramp accesses the pristine waters around Broad Sound, Shoalwater Bay, Percy Isles, Duke Island, and Thirsty Sound.

The upgrade was completed in October 2019 and the facility now features a widened boat ramp with two, four metre wide lanes, a new 2.5 metre wide floating walkway, and a new breakwater to provide protection from wave action.

Riedel Road, Carbrook new boat ramp

On-site works commenced in March 2020 to construct a new public boat launching facility at Riedel Road, Carbrook.

Completed in late-June 2020, the new two-lane boat ramp with floating walkway is located on the northern bank of the Logan River.

Mission Beach Clump Point boating facility

Construction on the Mission Beach Clump Point boating facility project continues. This project was divided into two elements:

- civil works for an additional boat ramp lane, car park expansion, and large new detached breakwater were completed in April 2020
- in-water works behind the breakwater for an access jetty, two floating walkways, two berthing pontoons, six pen berths, and five swing moorings. Works commenced in March 2020 with completion planned for late-2020.

The upgraded facility will cater for both commercial and recreational vessels.

Major Projects

Bruce Highway Trust Advisory Council

In 2019–20, the department continued implementing the Queensland Government's Future-proofing the Bruce policy. The policy commits to establishing a Bruce Highway Trust with a total investment remit of \$1 billion annually, based on 80:20 Australian and Queensland governments funding arrangements, to identify investment priorities for the Bruce Highway—Brisbane to Cairns.

The policy outlined specific project commitments and state funding for:

- targeting productivity-boosting, safety and flood resilience projects
- addressing safety hot spots
- reducing the distance between electric charging stations
- the Bruce Highway Trust to develop a 15 year vision and rolling five year Action Plan.

In northern Queensland, a key commitment of the policy was to deliver the Townsville Ring Road Stage 5, which includes duplication of the remaining six kilometre two-lane undivided section of the Bruce Highway between Vickers Bridge and Shaw Road in Thuringowa. Construction is expected to commence by mid-2021, with completion in early 2023, weather permitting.

Bruce Highway Upgrade Program

The Australian and Queensland governments are committed to delivering the \$12.6 billion Bruce Highway Upgrade Program over 15 years (2013–14 to 2027–28) based on an 80:20 funding arrangement. The program, which began in 2013, is aimed at improving safety, flood resilience, and capacity between Brisbane and Cairns.

The program is now in its seventh year with:

- 363 projects completed
- 121 projects in the design phase or under construction (34 construction, 87 design)
- 50 projects in the planning phase.

Highlights include:

- 164 kilometres of wide centre line treatment installed (in addition to 667 kilometres of wide centre line treatment delivered on the Bruce Highway under other funding programs)
- 75 kilometres of shoulder sealing/pavement widening completed
- 320 kilometres of audio tactile line marking installed (in addition to 378 kilometres of audio tactile line marking delivered on the Bruce Highway under other funding programs)
- 27 new rest area/stopping places built, and seven existing locations upgraded

- 125 protected right-hand turns installed
- 18 signalised intersections installed
- 260 kilometres of roadside barriers installed
- 75 overtaking lanes installed
- 31.6 kilometres of highway has been duplicated.

QTRIP Industry Briefing 2019

In August 2019, the department hosted the annual Queensland Transport and Roads Investment Program (QTRIP) statewide industry briefings in Brisbane, Toowoomba, Maroochydore, Mackay, Rockhampton, and Townsville.

Events provided industry with an overview of the QTRIP 2019–20 to 2022–23 and detailed insight into the projects to be released to market during the financial year, contract types, procurement processes, and the Transport System Planning Program. This targeted regional approach enabled industry partners to gain valuable insight into the upcoming project opportunities, with regional department representatives strengthening partnerships by providing specific project details directly to local industry stakeholders and business owners.

Survey results from the industry briefings showed a positive response rate, with 89 per cent of participants satisfied with the event, over a 90 per cent improvement in attendees' knowledge of QTRIP, and almost 70 per cent of respondents extremely likely to attend future events.

Our Regions

Far North

Fast Facts

3156^{KM}

 State-controlled
road**

217^{KM}

 National Land
Transport Network**

304,615

 Vehicle and machinery
registrations

79

 Boating
infrastructures

9

 Community safety
events held

4657

 Vehicle and machinery
inspections completed

324

Bridges*

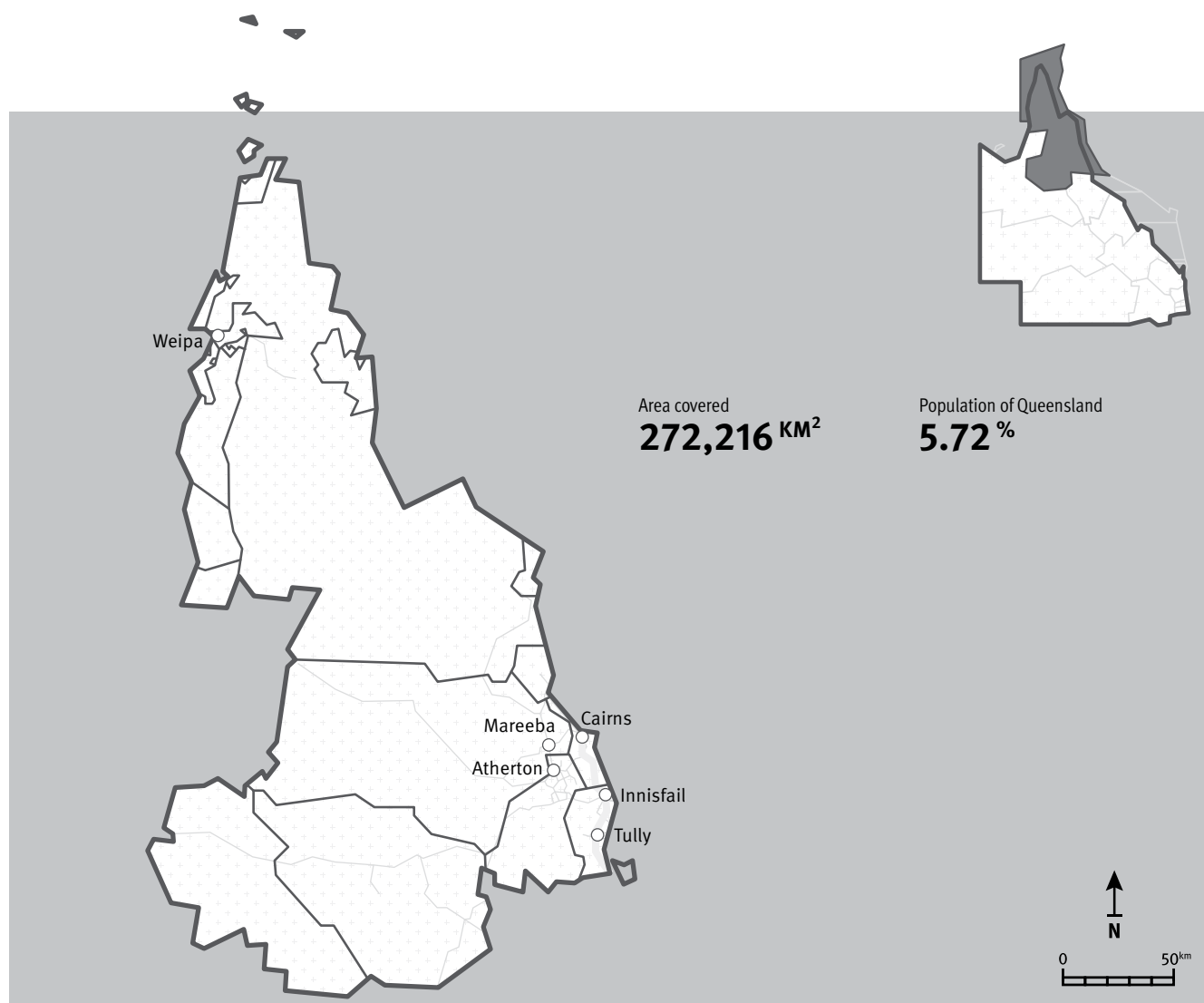
7239

 Drivers licence tests
conducted

220,286

 Customer face-to-face
interaction

125

 Priority enabled
intersections


Data source: *Bridge Information System (BIS), 30 June 2020

Data source: **A Road Management Information System (ARMIS), 30 June 2020

 Data source: Queensland Government Statistician's Office (Queensland Treasury),
Queensland Regional Profiles. www.qgso.qld.gov.au, April 2020

Highlights

- Commenced construction of the Bruce Highway – Cairns Southern Access Corridor (Stage 3) (Edmonton to Gordonvale) project, jointly funded by the Australian and Queensland governments.
- Continued construction of the Bruce Highway – Cairns Southern Access Corridor (Stage 4) (Kate Street to Aumuller Street), jointly funded by the Australian and Queensland governments.
- Commenced intersection upgrade works on Cairns Western Arterial Road at Harley Street intersection, to improve safety and capacity.
- Continued widening and sealing works on Burke Developmental Road between Chillagoe and Almaden, jointly funded by the Australian and Queensland governments.
- Completed upgrading six rest areas and installation of two new rest areas on the Bruce Highway between Cardwell and Cairns funded by the Australian Government.

Cape York Region Package

In late 2019, the finishing touches were applied to the program of works to upgrade the Peninsula Developmental Road between Laura and Weipa. The works were part of the \$276 million Cape York Region Package (CYRP) Stage 1, a five year program of infrastructure upgrades jointly funded by the Australian and Queensland governments.

The program sealed 173 kilometers of the road between Laura and Rio Tinto Boundary, south of Weipa, and as part of the CYRP Stage 1, the department progressed a five year package of projects to upgrade priority community infrastructure in eight Aboriginal and Torres Strait Islanders council areas on Cape York.

In mid-2019, the Australian and Queensland governments announced a further \$237.5 million program of works to deliver CYRP Stage 2 which will continue upgrading priority roads and transport infrastructure connecting to some of Queensland's most remote and disadvantaged communities.

The CYRP Stage 1 and CYRP Stage 2 programs are developing safe and sustainable land transport infrastructure on Cape York, empowering local communities across generations through training, employment, business development, and education scholarship opportunities.

Review of Sustainable Ports Development Act 2015 capital dredging provisions for the Port of Cairns

The *Sustainable Ports Development Act 2015* provides a legislative framework for sustainable port development in Queensland and implementing the government's key port-related commitments

and other actions of the Reef 2050 Long-Term Sustainability Plan. Restrictions on capital dredging form part of these commitments.

For the Port of Cairns, the Act includes specific provisions that permit limited capital dredging for a port facility within the inner harbour of the Port of Cairns. Up to 50,000 cubic metres of material can be approved to a limit of no more than 150,000 cubic metres of material in a four year period. The Act also includes a requirement for the review of these provisions.

Public consultation for the review was undertaken from 3 December 2019 to 7 February 2020. All submissions are being considered during the preparation of a report about the review. The outcome of the review will be published on the department's website and tabled in the Legislative Assembly of Queensland.



For more information, visit:

www.tmr.qld.gov.au/SustainablePorts-Cairns

Smithfield Bypass Project

In early-2020, additional funding was announced to increase the scope of works for the Smithfield Bypass Project.

Additional works will upgrade the northern extent of the Cairns Western Arterial Road to four-lanes, from the Captain Cook Highway to the traffic signals at Caravonica State Primary School. It will improve safety for the tourism precinct at Caravonica, with the installation of new traffic signals at the intersection of the Cairns Western Arterial Road and Skyrail Drive.

Major works include:

- upgrading the Caravonica roundabout to a signalised intersection at the Captain Cook Highway and Cairns Western Arterial Road
- bridge works on the new overpass spanning McGregor Road roundabout
- a new bridge at Avondale Creek
- major culverts along the new bypass road.

The \$164 million Smithfield Bypass Project will deliver increased safety and improved traffic flow for motorists between McGregor Road and Cairns Western Arterial Road. Construction is expected to be completed by late-2021, weather permitting.

Cairns Western Arterial Road – Harley Street Intersection upgrade

In early-2020, the department commenced upgrading the intersection of Cairns Western Arterial Road (CWAR) and Harley Street at Kamerunga. CWAR is one of Cairns' important strategic transport corridors, linking some of the city's most heavily populated residential areas. The \$16.3 million Harley Street intersection upgrade project is funded by savings achieved from the nearby Bill Fulton Bridge duplication, which was completed in late-2017.

The upgrade includes duplication of a 1.35 kilometre section of CWAR between Kamerunga Road and Hythe Street, new pathways for pedestrians, clearer cycle lanes, and better access to public transport. The result will be a safer intersection for all road users with an improved traffic flow, particularly during peak hours.

The works are expected to finish in early-2021, weather permitting.

Bruce Highway – Cairns Southern Access Corridor

The department is currently progressing the delivery of two critical projects to improve traffic flow and safety on the Bruce Highway, south of Cairns.

In May 2020, works started on Stage 3 to duplicate a 10.5 kilometre section of the Bruce Highway between Edmonton and Gordonvale.

This \$481 million project will bolster economic activity by improving access to Cairns for key industries, a growing population, and deliver long-term safety improvements.

Construction is expected to be completed by mid-2023, weather permitting.

Delivery is forging ahead on Stage 4 between Kate Street (renamed Links Drive) and Aumuller Street.

The new three-lane bridge at Chinaman Creek is nearing completion. Upgrades to the intersections of Lyons Street and Aumuller Street have commenced and progress is well advanced. The upgrade of Kenny Street and Draper Street roundabout to a signalised intersection progressed with the first of two new outbound slip lanes opened in late-May 2020.

This \$104.1 million project will deliver significant long-term improvements to traffic flow and safety and increase capacity to service the principal route for Cairns' industrial and ports precinct. A new off-road shared pathway will also connect with the Cairns Southern Access Cycleway.

Project completion is expected by August 2021, weather permitting.

Innisfail Intersection Safety Improvements

This \$4.7 million project included works conducted at two sites.

Works conducted on the Bruce Highway – Innisfail–Japoon Road intersection, included the removal of traffic islands, drainage and old underground services with the realignment and construction of an upgraded intersection with traffic signals, and the installation of new overhead street lighting.

The second site was the McGowan Drive roundabout, requiring the resurfacing of the road with mill and fill asphalt and drainage improvements to the Claire Street intersection.

The works were completed in October 2019.

Local Fare Scheme

The Local Fare Scheme was established in July 2015 and aims to improve the standard of living and connectivity in remote parts of far north Queensland. The scheme is administered in collaboration with participating airlines and partnerships with local councils throughout Cape York, selected ports in the Gulf of Carpentaria, and the Torres Strait.

Where limited alternative transport options are available, a discount of up to \$400 off a return airfare is available for eligible residents which makes air travel to access health, education, employment services, and social and recreational opportunities such as cultural celebrations and sporting tournaments more affordable.

In early 2020, the Local Fare Scheme (LFS) was also used to enable the repatriation of several displaced people who had left the Far North Queensland community of Aurukun to Cairns during unrest.

In 2019–20, 17,892 LFS trips were booked, a decline on the prior year of 9666 trips. This drop in travel is the direct consequence of COVID-19 travel restrictions.

The scheme was extended in 2019 for a further two years providing airfare assistance for the foreseeable future to the far north.



For more information, visit:

www.tmr.qld.gov.au/Travel-and-transport/Local-Fare-Scheme-Far-North-Queensland

Regional ferries connecting communities

The department partners with five operators to deliver regional ferry services facilitating year-round government guaranteed community service through concessional agreements and service contracts. These ferries service islands with limited public transport options for residents to ensure communities can connect to essential services on the mainland.

The communities serviced are:

- Thursday Island in the Torres Strait
- Palm Island off Ingham
- Magnetic Island off Townsville
- Coochiemudlo Island off Cleveland
- North Stradbroke Island in Moreton Bay.

The department is also working closely with delivery partners to ensure that regional communities continue to have access to essential services during COVID-19.

In 2019–20, approximately 2 million passengers travelled on contracted regional ferry services; a decrease of approximately 200,000 passengers from the previous financial year.



For more information, visit:

www.translink.com.au/travel-with-us/bus-train-ferry-tram/non-translink-services

Our Regions

North West

Fast Facts

3575^{KM}

 State-controlled
road**

1024^{KM}

 National Land
Transport Network**

36,895

 Vehicle and machinery
registrations

4

 Boating
infrastructures

6

 Community safety
events held

1457

 Vehicle and machinery
inspections completed

87

Bridges*

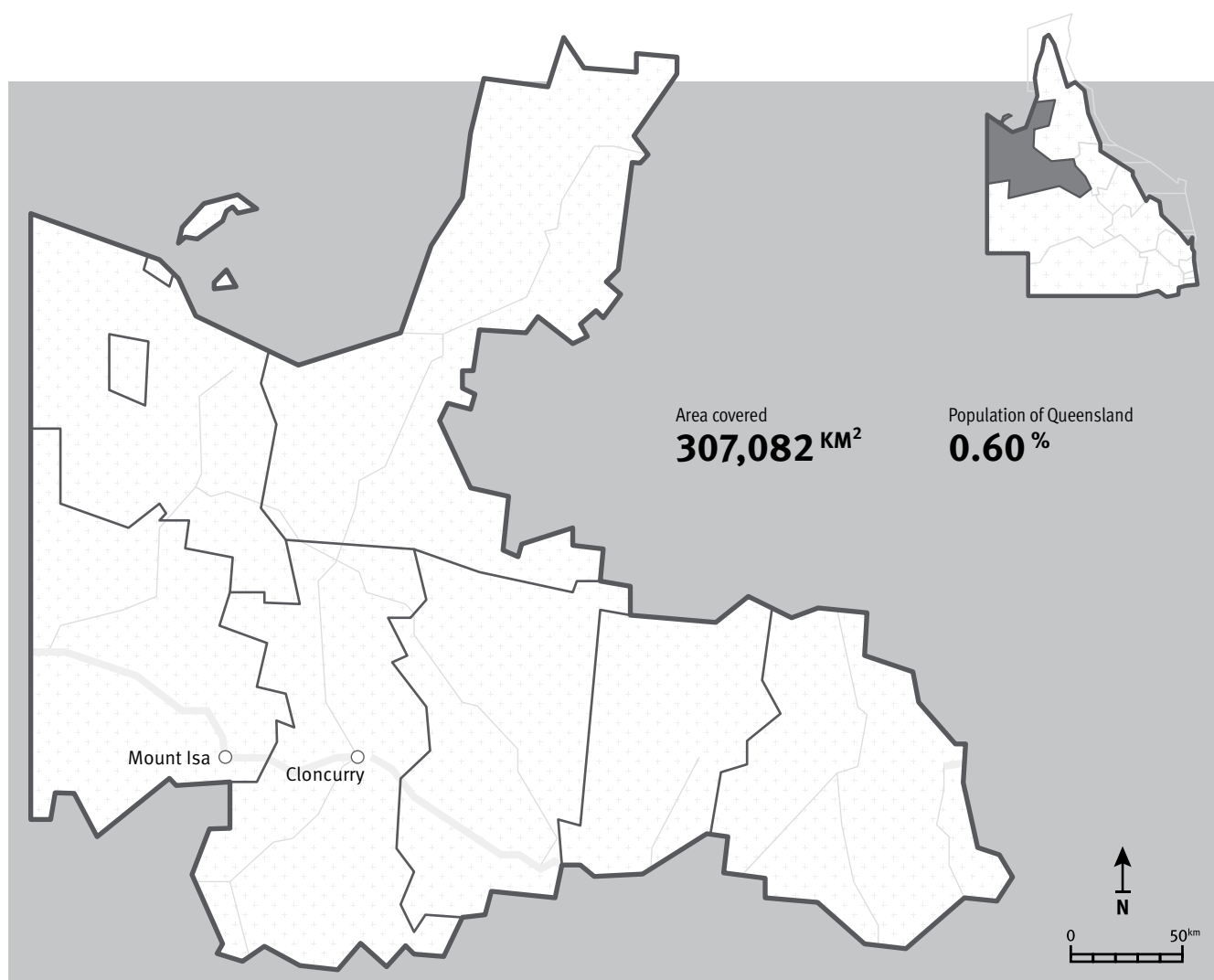
850

 Drivers licence tests
conducted

10,536

 Customer face-to-face
interaction

4

 Priority enabled
intersections


Data source: *Bridge Information System (BIS), 30 June 2020

Data source: **A Road Management Information System (ARMIS), 30 June 2020

 Data source: Queensland Government Statistician's Office (Queensland Treasury),
Queensland Regional Profiles. www.qgso.qld.gov.au, April 2020

Highlights

- Completed paving and sealing sections of the Kennedy Developmental Road between The Lynd and Hughenden, jointly funded by the Australian and Queensland governments.
- Completed paving, sealing and minor floodway upgrades on sections of the Gregory Downs–Camooweal Road.
- Undertook a district reseal program across the state-controlled network.
- Undertook a district reseal program across the national network.
- Commenced replacement of a culvert at Boundary Creek on the Flinders Highway (Richmond–Julia Creek).

Carl Katter Bridge and Isa Street Bridge

The department worked closely with the Cloncurry Shire Council and Mount Isa City Council to replace two bridges as part of a package of projects jointly funded through the Bridge Renewal Program.

The Carl Katter Bridge in Cloncurry was opened on 17 February 2020. This bridge replacement was jointly funded by the Australian Government contributing \$2.5 million, the Cloncurry Shire Council contributing \$1.67 million, and the Queensland Government contributing \$800,000. Due to a road realignment, increased width and lane capacity, and new barriers on the bridge approaches, the new bridge has improved flood immunity and safety for road users.

The Isa Street Bridge in Mount Isa was opened on 13 December 2019 replacing the old structure originally built in 1932. This bridge replacement was funded by the Australian Government contributing \$3.5 million, Mount Isa City Council contributing \$2.87 million, and the Queensland Government contributing \$635,000.

The Bridges Renewal Program is an Australian Government initiative to upgrade and replace bridges to improve access for local communities and facilitate higher productivity vehicle access.

Mount Isa intersection upgrades

The department delivered major intersection upgrades on the Barkly Highway in the Mount Isa urban area from Abel Smith Parade intersection to Camooweal Street intersection, which was completed in September 2019.

This project upgraded nine intersections and was jointly funded by the Australian and Queensland governments (80:20) under the Northern Australia Roads Program.

This project addressed intersection safety and traffic performance issues for local road users.

Kennedy Developmental Road (Lynd to Hughenden)

As part the Northern Australia Roads Program, the Kennedy Developmental Road upgrade progressively sealed an additional 42.15 kilometres of road from Lynd to Hughenden.

The department worked with Etheridge and Flinders Shire Councils and works were completed in March 2020. Road users have improved reliability and efficiency of this key link between towns.

The progressive sealing and widening works have boosted economic productivity in northern Queensland by creating jobs and enhancing rural and regional liveability through improved access for essential services.

This project was jointly funded 80:20 by the Australian and Queensland governments.

Flinders Highway reconstruction works

Reconstruction works to improve 22 kilometres of the Flinders Highway between Hughenden and Julia Creek (to repair damage from the 2019 floods) included works to stabilise damaged pavement, shoulder repairs, and drainage works.

In addition to the disaster repairs, betterment works were completed to improve flood resilience on this critical route from Mount Isa through to Townsville. These works included full-width road reconstruction and a modified seal to reduce the risk of damage in future floods.

During construction the department worked closely with transport industry stakeholders to facilitate road access and ensure the continued movement of vital freight and resources across north and north-west Queensland.

These works were jointly funded by the Australian and Queensland governments under the Disaster Recovery Funding Arrangements.

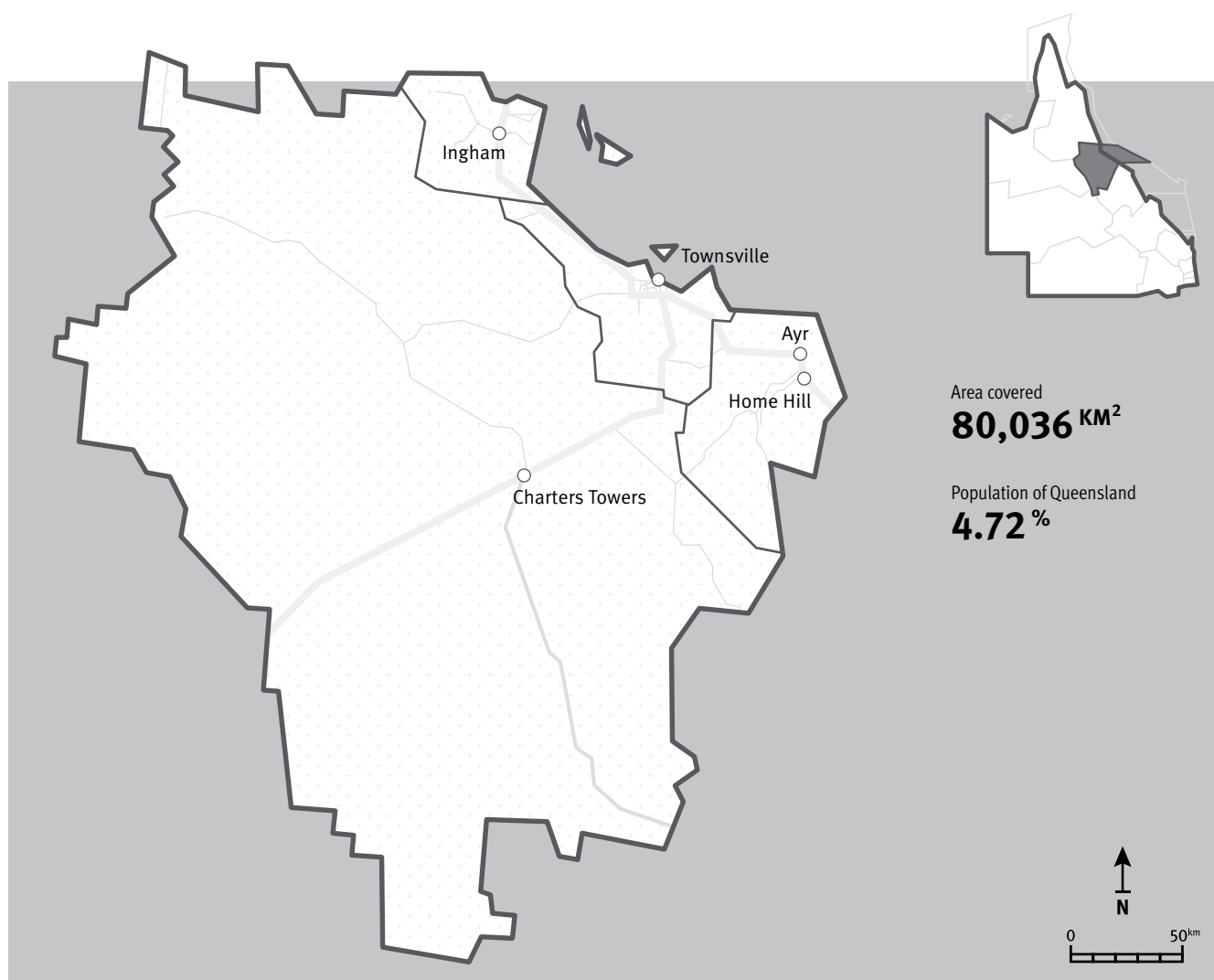
Our Regions

Northern

Fast Facts

1661^{KM}State-controlled
road****521^{KM}**National Land
Transport Network****264,211**Vehicle and machinery
registrations**49**Boating
infrastructures**18**Community safety
events held**4221**Vehicle and machinery
inspections completed**218**

Bridges*

5635Drivers licence tests
conducted**164,566**Customer face-to-face
interaction**156**Priority enabled
intersections

Data source: *Bridge Information System (BIS), 30 June 2020

Data source: **A Road Management Information System (ARMIS), 30 June 2020

Data source: Queensland Government Statistician's Office (Queensland Treasury),
Queensland Regional Profiles. www.qgso.qld.gov.au, April 2020

Highlights

- Continued construction of the Haughton River Floodplain upgrade project on the Bruce Highway between Horseshoe Lagoon and Palm Creek, jointly funded by the Australian and Queensland governments.
- Continued pavement widening and safety improvements on the Bruce Highway between Mailman Road and Mackenzie Creek, jointly funded by the Australian and Queensland governments.
- Continued pavement widening on the Bruce Highway (Townsville–Ingham) between Deep Creek and Bluewater Creek (north of Townsville), jointly funded by the Australian and Queensland governments.
- Continued intersection upgrades on the Bruce Highway (Townsville–Ingham) at the intersection of Bluewater Station Road, and the intersection of Forestry Road and Toolakea Beach Road (north of Townsville), jointly funded by the Australian and Queensland governments.
- Continued safety improvements on the Bruce Highway (Townsville–Ingham) between Two Mile Creek and Sleeper Log Creek (north Townsville), funded by the Australian Government.

Townsville Ring Road Stage 5

This \$230 million project, jointly funded by the Australian and Queensland governments, will duplicate the remaining six kilometre two-lane section of the Townsville Ring Road between Vickers Bridge and Shaw Road. It also provides a new connection between the Ring Road and Beck Drive, which links to the Upper Ross area.

During 2019–20, the department shortlisted two preferred tenderers in preparation for awarding a design and construct contract in August 2020. Construction is expected to start by mid-2021.

Townsville Ring Road Stage 5 will deliver improved efficiency, reliability and safety for freight and passenger vehicles on the Bruce Highway through Townsville and will ease congestion on the surrounding road network. It will also improve local connectivity to important employment hubs and essential services in Townsville, including Lavarack Barracks, James Cook University, and the Townsville Hospital.

Haughton River Floodplain upgrade project

Throughout 2019–20 construction progressed on the Bruce Highway–Haughton River Floodplain upgrade project, approximately 50 kilometres south of Townsville.

The package of safety and flood resilience upgrades will see:

- the construction of five bridges
- two overpasses of open-level cane train crossings
- a series of intersection upgrades
- 13.5 kilometres of pavement upgrades (including the installation of wide centre line treatments).

Works continue to progress since construction started in April 2019. These works include:

- wider and higher bridges at Horseshoe Lagoon, Haughton River, and Pink Lily Lagoon
- new crossings at Healey's Lagoon and Ironbark Creek
- new overpasses at Upper Haughton-Hodel Road and Shirbourne Road will improve safety by eliminating interactions between cane trains and highway traffic
- laying the first section of realigned Bruce Highway pavement.

Safety upgrades at local road intersections with the Bruce Highway have commenced with work underway to extend Sarri Road and realign the Woodstock Giru Road intersection.

The upgrades will greatly improve safety and flood resilience, reducing the likelihood of severe weather-related closures.

The \$514.3 million project is jointly funded by the Australian and Queensland governments and is due to be completed in mid-2021, weather and construction conditions permitting.

Bruce Highway – Mailman Road to Mackenzie Creek project

Throughout 2019–20, construction continued on the Bruce Highway safety upgrades between Mailman Road and Mackenzie Creek, approximately 40 kilometres south of Townsville.

The package of safety upgrades includes:

- constructing three overtaking lanes
- upgrading the Bruce Highway intersection with Cromarty Siding Road
- property access improvements
- 11 kilometres of pavement widening to accommodate wide centre line treatments.

Since construction started in June 2019, works have been completed at three of the six project sites, between Mailman Road and the St Margaret Creek bridge, and overtaking lanes in each direction have opened to traffic. Works are ongoing between the St Margaret Creek bridge and Mackenzie Creek bridge, including a further overtaking lane, intersection upgrade, and pavement widening.

Upgrades to the intersection of the Bruce Highway and Cromarty Siding Road will greatly improve safety with the installation of

dedicated turning lanes in each direction, wider road shoulders, and reprofiling of highway approaches to improve visibility of turning traffic.

The \$43 million project is jointly funded by the Australian and Queensland governments and is due for completion in late-2020, weather permitting.

Bruce Highway – Deep Creek to Sleeper Log Creek project

Throughout 2019–20, widening and intersection upgrade works progressed on the Bruce Highway – Deep Creek to Sleeper Log Creek project.

The project will deliver vital road safety improvements on the Bruce Highway, at Bluewater, between Townsville and Ingham, enhancing visibility, accessibility and safety for local and highway motorists.

In early 2020, safety works were completed at three Bruce Highway intersections (Bluewater Station Road, Forestry Road, and Bluewater Drive), and the new Toolakea Beach Road intersection was opened to traffic.

Works to widen three kilometres of pavement and install wide centre line treatment between Deep Creek and Bluewater Creek were completed, along with the installation of an additional southbound overtaking lane between Two Mile Creek and Sleeper Log Creek.

These safety upgrades will help to reduce unsafe manoeuvres drivers sometimes take when passing slower vehicles, particularly large trucks, and the risk of head-on collisions.

The \$22.1 million project is jointly funded by the Australian and Queensland governments and is due for completion in August 2020, weather permitting.

Our Regions

Mackay Whitsunday

Fast Facts

2672 KM

 State-controlled
road**

450 KM

 National Land
Transport Network**

230,477

 Vehicle and machinery
registrations

42

 Boating
infrastructures

16

 Community safety
events held

4097

 Vehicle and machinery
inspections completed

297

Bridges*

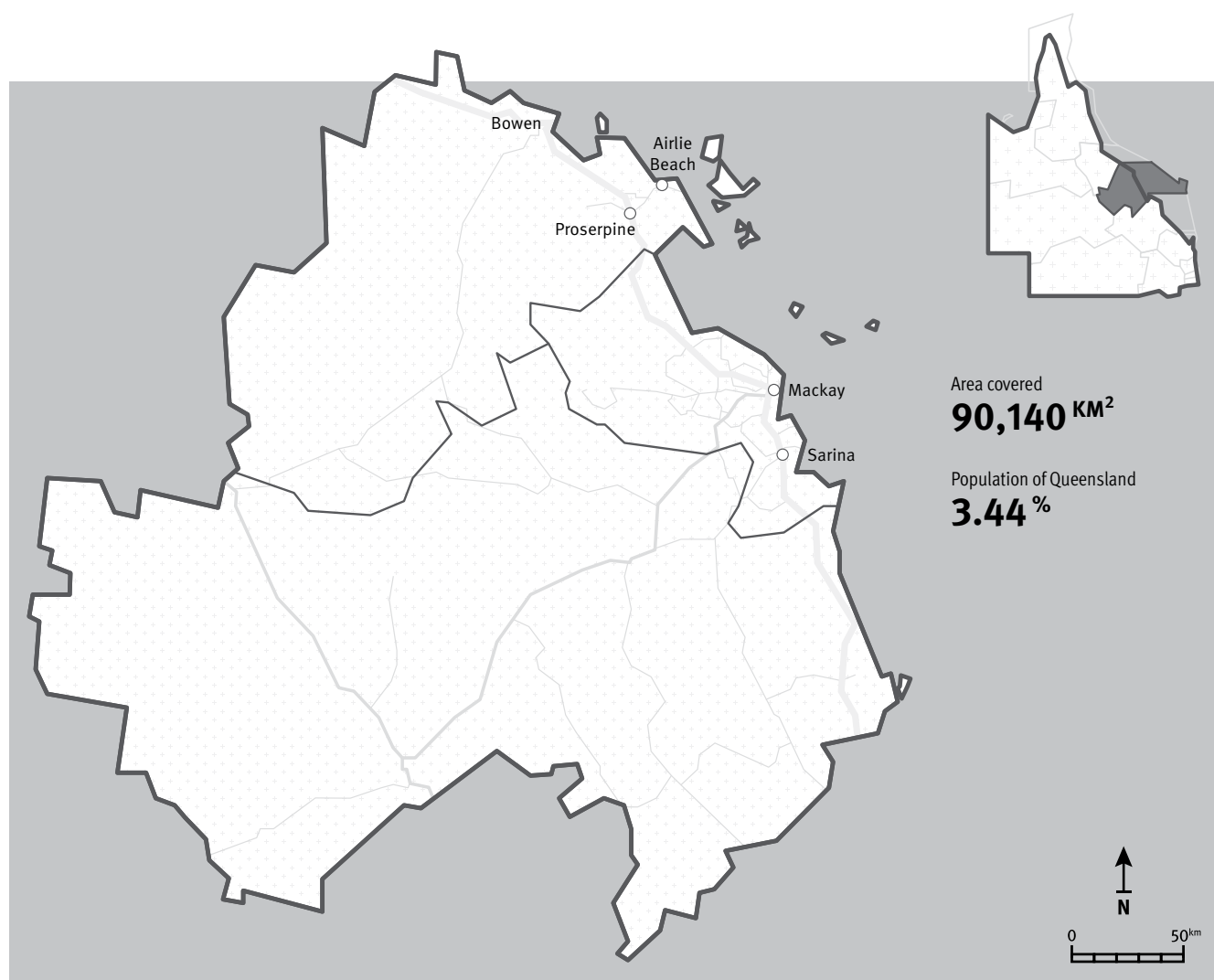
3853

 Drivers licence tests
conducted

134,091

 Customer face-to-face
interaction

54

 Priority enabled
intersections


Data source: *Bridge Information System (BIS), 30 June 2020

Data source: **A Road Management Information System (ARMIS), 30 June 2020

 Data source: Queensland Government Statistician's Office (Queensland Treasury),
Queensland Regional Profiles. www.qgso.qld.gov.au, April 2020

Highlights

- Continued upgrading the Peak Downs Highway at Eton Range, jointly funded by the Australian and Queensland governments.
- Commenced construction of additional lanes of the Bruce Highway between Ron Camm Bridge and Mackay Ring Road Stage 1, as part of the Mackay Northern Access Upgrade project, jointly funded by the Australian and Queensland governments.
- Continued construction of the Mackay Ring Road (Stage 1) project, jointly funded by the Australian and Queensland governments.
- Commenced widening formation and rehabilitation of the Bruce Highway between Hampden and Kuttabul, jointly funded by the Australian and Queensland governments.
- Worked with Mackay Regional Council to deliver new bus stops to improve access to the Mackay bus network.

Walkerston Bypass

Design works continue on the Walkerston Bypass project which will deliver a new 10.4 kilometre two-lane link between the Peak Downs Highway (Eton Range) and the Bruce Highway four kilometres south-west of the current connection, and a new flood-free crossing at Bakers Creek.

Once completed, the Walkerston Bypass will integrate with the Peak Downs Highway–Eton Range upgrade and the Mackay Ring Road projects.

The project will deliver improved safety and network benefits by diverting the current heavy vehicle route away from Walkerston and will ensure the long-term liveability of the Mackay area and support expansive future economic growth.

The \$150 million project is jointly funded by the Australian and Queensland governments.

Construction is scheduled to commence in early-2021 and is expected to be completed in late-2023.

Sarina Northern Access

Work on the intersection to the upgrade of Sarina Beach Road and the Bruce Highway, originally scheduled for completion in March 2020, was completed early and opened to traffic in December 2019.

The upgrade provided a new two-lane roundabout to address predicted traffic volumes and to accommodate the mix of heavy vehicles, highway users, and local traffic.

The new roundabout will improve manoeuvrability for heavy vehicles turning onto and off the Bruce Highway. Other benefits include improved traffic flow through the intersection and a reduced risk of crashes caused by queuing and right-turn movements.

The roundabout will slow highway traffic approaching Sarina, creating a safer road environment for motorists, pedestrians and nearby residents.

This major upgrade was delivered as part of the \$12.6 billion Bruce Highway Upgrade Program to improve safety, flood resilience and capacity along the Bruce Highway.

Mackay–Eungella and Marian–Hampden Road intersection upgrade

Work on the \$1.3 million upgrade to the Mackay–Eungella and Marian–Hampden Road intersection was completed in May 2020.

The project has delivered:

- improved safety for users of Mackay–Eungella Road and surrounding side roads
- improved traffic flow
- reduced congestion
- improved surface skid resistance
- enhanced signage
- installation of controlled traffic signals
- signalised pedestrian crossing on David Price Way.

Motorists are now experiencing reduced queuing during peak hour periods and safer access.

This project was delivered under the Queensland Government's Safer Roads Sooner program, which targets road safety improvement at locations with a high severity crash history.

Mackay Ring Road

Construction on the Mackay Ring Road (Stage 1) project continues.

The 11.3 kilometre two-lane Mackay Ring Road includes the construction of four water crossings and nine overpass structures.

The project also includes an upgrade to a section of the Peak Downs Highway between Horse and Jockey Road and Sextons Road and construction of a new shared pedestrian and bicycle pathway. All upgrade works along the Peak Downs Highway are complete, and locals are now benefitting from the shared pedestrian and bicycle pathway.

The Mackay Ring Road will cater for future growth and improve road network connectivity. New connections at the Bruce Highway South, Peak Downs Highway, and Bruce Highway North are being constructed. Collectively, these network connections will improve

freight efficiency for Bruce Highway traffic and improve an important connection for the supply chain to the northern Bowen basin.

The Mackay Ring Road is being delivered as part of the \$12.6 billion Bruce Highway Upgrade Program to improve safety, flood resilience and capacity along the Bruce Highway.

Construction of the project is on track for completion in late-2020.

Mackay Northern Access upgrade

Construction began in February 2020 on the four kilometre Mackay Northern Access Upgrade project which will address congestion and improve safety for freight and local traffic in the Mackay urban area.

The works include:

- widening the section of the Bruce Highway from Ron Camm Bridge to Mackay-Bucasia Road intersection to six lanes
- widening the section from Mackay-Bucasia Road to the Bald Hill Road intersection to four lanes
- widening of the existing bridge and constructing a new bridge at Janes Creek
- constructing a new bridge overpass at Davey Street
- widening of the Goosepond Creek bridges.

Once completed, the project will reduce delays and queuing during peak hours. Traffic flow will be boosted at critical locations on the Bruce Highway and major intersections north of Mackay.

Construction of the jointly funded Australian and Queensland governments project is on track for completion in early-2022.

Eton Range realignment

Construction of the Eton Range realignment project is progressing towards completion.

To provide a safer and more efficient range crossing, the project will widen and partially realign the existing range crossing to two lanes in each direction. The upgrade will reduce the current grade and tight curves, improving the safety of the range, particularly for heavy vehicles.

The project will cater for future growth and projected vehicle numbers, improve safety, and increase efficiency and capacity of this key transport route.

A koala research study, using GPS tracking collars, was undertaken. Using the information collated, the study recommended the installation of fauna fencing to help address impacts to wildlife.

Wildlife fencing has been installed at Dennison Creek on the Peak Downs Highway between Nebo and Eton to help reduce the number of koalas injured or killed on the roadway.

The project is nearing completion, with construction expected to be completed in September 2020.

Our Regions

Central West

Fast Facts

4378 KM

 State-controlled
road**

693 KM

 National Land
Transport Network**

19,369

 Vehicle and machinery
registrations

2

 Boating
infrastructures

5

 Community safety
events held

865

 Vehicle and machinery
inspections completed

78

Bridges*

264

 Drivers licence tests
conducted

45,460

 Customer face-to-face
interaction

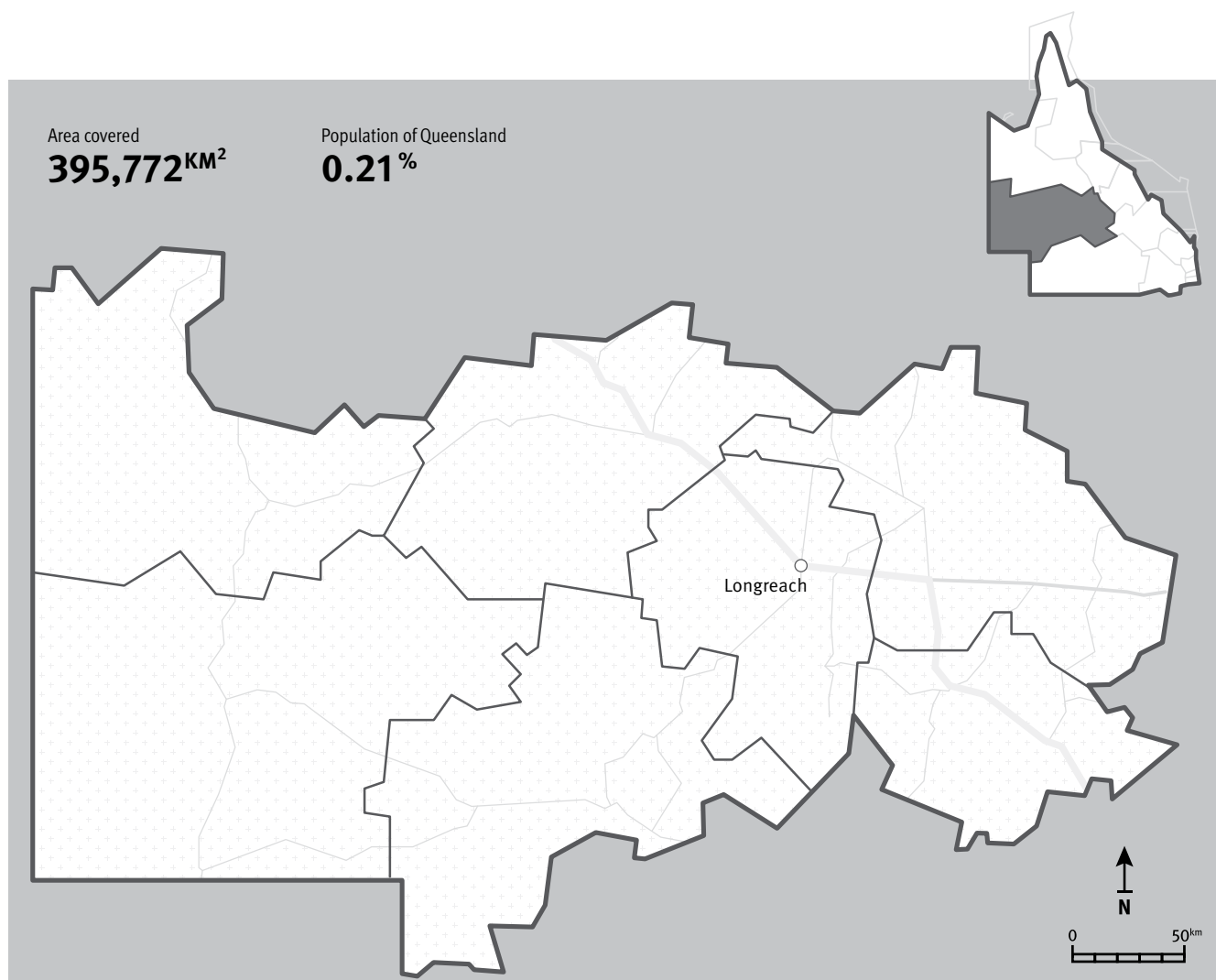
6

 Priority enabled
intersections

Area covered

395,772 KM²

Population of Queensland

0.21 %


Data source: *Bridge Information System (BIS), 30 June 2020

Data source: **A Road Management Information System (ARMIS), 30 June 2020

 Data source: Queensland Government Statistician's Office (Queensland Treasury),
Queensland Regional Profiles. www.qgso.qld.gov.au, April 2020

Highlights

- Completed widening and sealing of a 6.1 kilometre section of the Barcaldine–Aramac Road.
- Continued pavement widening and rehabilitation of various sections of the Kennedy Developmental Road between Winton and Boulia, jointly funded by the Australian and Queensland governments.
- Completed pavement rehabilitation of various sections of the Capricorn Highway between Alpha and Barcaldine.
- Completed paving and sealing of a 3.8 kilometre section of the Eyre Developmental Road between Bedourie and Birdsville.
- Commenced the Top Limestone Creek floodway upgrade on the Diamantina Developmental Road between Boulia and Dajarra.

Eyre Developmental Road pave and seal project

Construction was completed on an upgrade to a priority section of the Eyre Developmental Road between Bedourie and Birdsville.

Aimed at improving road safety and efficiency, four kilometres of the existing gravel road was paved and sealed. This upgrade delivers safer overtaking and passing opportunities for cars, road trains, and caravans. It also provides increased network reliability by reducing the time the road is closed or inaccessible to motorists.

The Eyre Developmental Road links with the South Australian border where it becomes the Birdsville Track. Its role in supporting Outback tourism continues to grow with this latest upgrade ensuring the road network can facilitate further growth well into the future.

Works began in August 2019 with construction completed in April 2020.

Longreach North upgrade completed

An upgrade of the Landsborough Highway between Longreach and Winton was completed in April 2020.

The Landsborough Highway provides a crucial link between Brisbane and Darwin and is the principal north-south route serving western Queensland. It is also a key tourism route and vital supply chain with the recent upgrade improving travel times and decreasing delays which are important gains for the livestock and freight industries.

Works included:

- widening a 25 kilometre section of the highway to nine metres
- strengthening the road pavement
- improving drainage structures
- delivering a safer and smoother road with better flood immunity at low-lying areas.

Developing the highway has also delivered benefits locally, ensuring safe and reliable access to essential services and employment opportunities, further improving the liveability of surrounding communities.

The project was jointly funded by the Australian and Queensland governments as part of the \$600 million Northern Australia Roads Program to improve high-priority roads essential to the movement of people and freight to support economic development.

Richmond–Winton Road pave and seal project

The efficiency and reliability of the Richmond–Winton Road is set to improve with works starting in May 2020 to pave and seal an additional section of the road.

A strategic freight route used by a large and growing number of industries, the Richmond–Winton Road is crucial to the livestock industry in transporting cattle from northern Queensland to markets in the south.

Currently, the road is largely unsealed and can remain closed following rainfall.

This project is part of a broader strategy to progressively seal the entire road. The works underway will pave and seal almost four kilometres of the road to a width of seven metres, further extending the sealed road network in the area.

The upgrade will provide safer passing and overtaking opportunities for all motorists with construction scheduled for completion in July 2020, weather permitting.

Top Limestone Creek floodway upgrade

In April 2020, works began to improve the flood immunity of the Top Limestone Creek floodway on the Diamantina Developmental Road between Boulia and Dajarra.

The Diamantina Developmental Road is a key link for western Queensland through to the major service centre of Mount Isa and is an important connector for regional communities.

The floodway sits about 45 kilometres north of Boulia and is prone to flooding, resulting in lengthy road closures. With no direct alternate routes available, this means a costly diversion in both time and money. The road closures also further isolate already remote communities including Boulia.

The project is raising the floodway by one metre and widening it to eight metres, increasing access for the freight industry and surrounding communities, especially during wet weather.

Upgrading the floodway also ensures motorists have access to a more resilient road network, improving the long-term flood immunity, safety, and efficiency of the road.

Works are on track to be completed by late-2020, weather permitting.

Our Regions

Fitzroy

Fast Facts

3529^{KM}State-controlled
road****366^{KM}**National Land
Transport Network****281,309**Vehicle and machinery
registrations**58**Boating
infrastructures**30**Community safety
events held**6519**Vehicle and machinery
inspections completed**309**

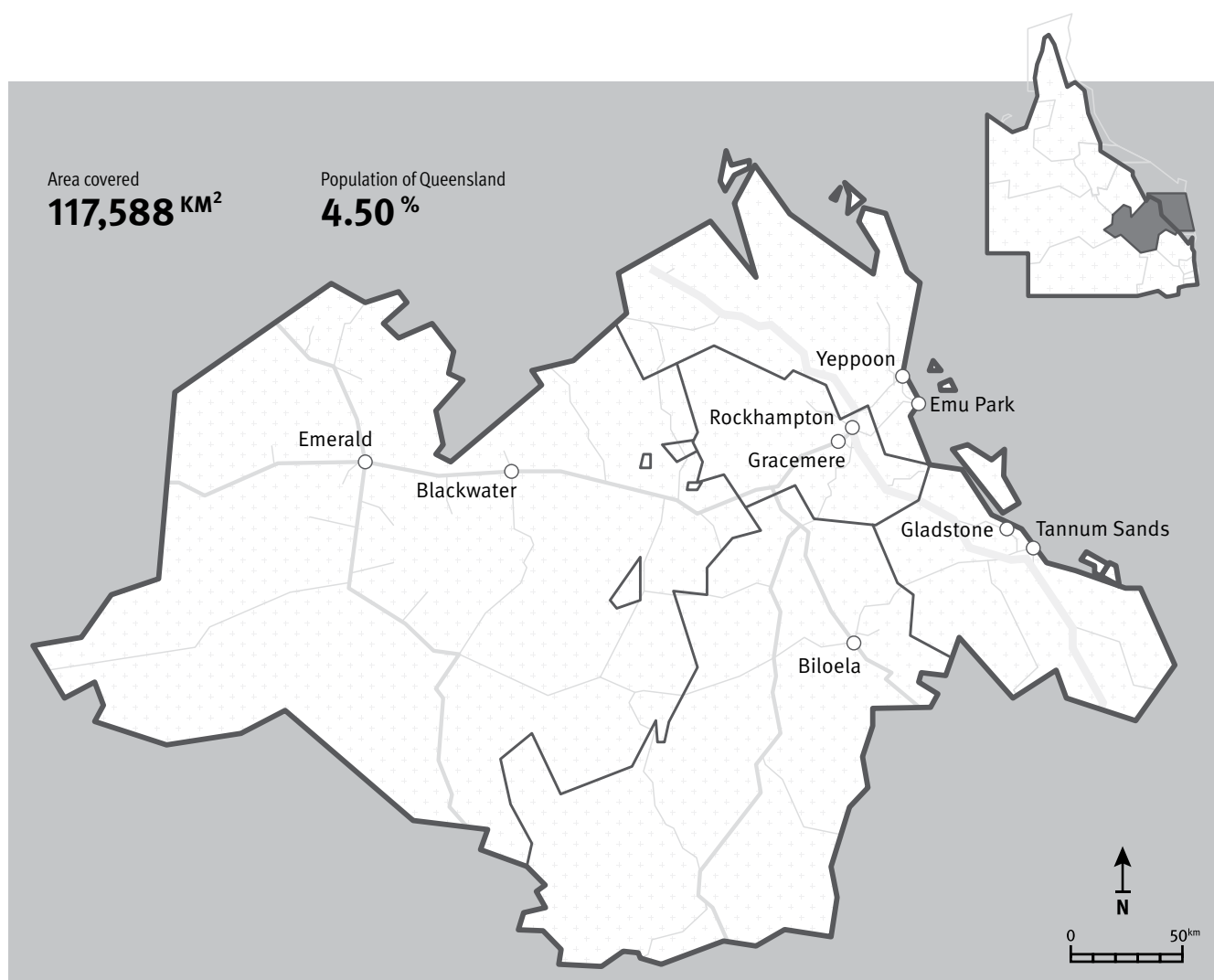
Bridges*

5330Drivers licence tests
conducted**197,479**Customer face-to-face
interaction**109**Priority enabled
intersections

Area covered

117,588^{KM²}

Population of Queensland

4.50 %

Data source: *Bridge Information System (BIS), 30 June 2020

Data source: **A Road Management Information System (ARMIS), 30 June 2020

Data source: Queensland Government Statistician's Office (Queensland Treasury),
Queensland Regional Profiles. www.qgso.qld.gov.au, April 2020

Highlights

- Continued duplicating, from two to four lanes, a section of the Capricorn Highway (Rockhampton–Duaranga) between Rockhampton and Gracemere, jointly funded by the Australian and Queensland governments.
- Continued duplicating, from two to four lanes, the Bruce Highway Rockhampton Northern Access Stage 1 between Rockhampton–Yeppoon Road and Parkhurst, jointly funded by the Australian and Queensland governments.
- Continued construction of new overtaking lanes, in addition to widening and surfacing approximately 18 kilometres of the Bruce Highway north of Benaraby, jointly funded by the Australian and Queensland governments.
- Commenced construction of six new overtaking lanes on the Capricorn Highway between Gracemere and Emerald, jointly funded by the Australian and Queensland governments.
- Completed construction of a new bridge at Valentine Creek on the Capricorn Highway between Rockhampton and Westwood, to replace the timber structure, jointly funded by the Australian and Queensland governments.

Type 1 Road Train Access to Rockhampton abattoirs

Delivery of Stage 2 of the Type 1 Road Train Access to Rockhampton Abattoirs on the Rockhampton–Emu Park Road will improve reliability, productivity, and resilience of the cattle chain supply in Central Queensland.

Construction commenced in late-2019 and includes widening and resurfacing of Rockhampton–Emu Park Road (Lakes Creek Road), the installation of an east and westbound Principal Cycle Network route, and the replacement of Frenchmans Creek Bridge.

The pedestrian and cyclist bridge adjacent to Frenchmans Creek bridge was demolished in March 2020 to allow access for major works in preparation for the construction of the new bridge structure.

The project, funded under the Northern Australia Beef Roads Program by the Australian Government, will also deliver improved road safety for all road users including bike riders.

Stage 2 is expected to be completed in late-2020, weather permitting.

Yeppoon branch line

A 1.9 kilometre section of the Yeppoon branch line was reinstated to enable cattle producers in the north west and central west Queensland to transport livestock by rail directly to an abattoir in Rockhampton, thereby further supporting Rockhampton's beef industry.

The \$5 million project included the extension of the rail siding, re-sleeping and re-blasting rail track, major renewal works on two timber bridges, and replacement of two timber bridges with new drainage structures.

Construction commenced in June 2019, with practical completion in December 2019.

Bruce Highway – Rockhampton Northern Access Upgrade and Terranova Drive intersection projects

This project will widen the Bruce Highway to four lanes between Rockhampton–Yeppoon Road and Ramsay Creek, north of Rockhampton. When combined with the Bruce Highway Safety Project at Terranova Drive, the full scope of works will deliver duplication of 4.9 kilometres of highway through the northern suburbs of Parkhurst and Glenlee.

This section of the national highway is the only arterial road to service the industrial, commercial, and residential developments in the Parkhurst area. Construction in the last 12 months included:

- two new northbound lanes
- northern and southern service roads connecting to adjacent industrial land
- intersection upgrades at William Palfrey Road and Terranova Drive
- the realignment of Boundary Road
- a southern service road on the western side of the highway.

A new roundabout at Stirling Drive, new duplicate bridges at Limestone Creek and Ramsay Creek, and the active transport features including cycleway and pedestrian paths will address safety and capacity issues identified in the Bruce Highway Action Plan 2012. The project is expected to be completed in mid-2021, weather permitting.

Rockhampton Ring Road

The Rockhampton Ring Road (Plan and Preserve) project reached a major milestone in May 2020 with the release of the Concept Design. The community and industry have been encouraged to have their say on the concept with online engagement providing an opportunity to give feedback.

The alignment, west of Rockhampton, will improve:

- connectivity to services in the beef capital
- travel times between the residential growth areas of Gracemere and Parkhurst
- access to the tourism facilities on the Capricorn Coast and the resource and agriculture areas to the west, with connections into the city at Ridglands Road, Alexandra Street and Rockhampton–Yeppoon Road.

When constructed, the ring road will integrate with major infrastructure already completed, including Yeppen North and Yeppen South and, projects in construction, the Rockhampton Northern Access Upgrade and Capricorn Highway Duplication (Rockhampton–Gracemere).

The detailed business case, led by Building Queensland, is expected to be completed in late-2020, followed by progression of the detailed design phase into 2021.

Capricorn Highway – Rockhampton to Gracemere duplication

Construction commenced on the duplication of the Capricorn Highway between Rockhampton and Gracemere in October 2019.

The project, funded through the Northern Australian Roads Program, will expand the highway from two lanes to four lanes between the Yeppen roundabout and Gracemere (Gavial–Gracemere Road intersection).

Construction of the new Scrubby Creek Bridge is also underway and preparation works have commenced for the construction of the new Fairy Bower Road and Old Gracemere Road intersection.

The four-lane highway between Rockhampton and Gracemere will enhance the capacity of the Capricorn Highway, improve connectivity, and reduce travel times. Intersection upgrades at Fairy Bower Road and McLaughlin Street and active transport on-road cycling facilities will also improve safety on this section of the central Queensland road network.

The site construction for the Capricorn Highway project west of Rockhampton is expected to be completed and open to traffic by early-2021, weather permitting.

Dawson Highway (Gladstone–Biloela) – Bridge strengthening and widening project

Freight efficiency will improve along the Dawson Highway with the delivery of this project to strengthen five of the Collards Creek bridges and the Callide Creek bridge between Calliope and Biloela.

RoadTek started pavement widening works 17 kilometres east of Biloela in March 2020. The structures rehabilitation work, part of continuing improvement of the Dawson Highway to develop new transport opportunities for the region and improve access to markets, commenced in mid-2020.

This Queensland Government funded project, supporting growth, economic development, and creating jobs is expected to be completed in late-2020, weather permitting.

Our Regions

Wide Bay/Burnett

Fast Facts

2970^{KM}

 State-controlled
road**

272^{KM}

 National Land
Transport Network**

396,347

 Vehicle and machinery
registrations

64

 Boating
infrastructures

15

 Community safety
events held

4857

 Vehicle and machinery
inspections completed

294

Bridges*

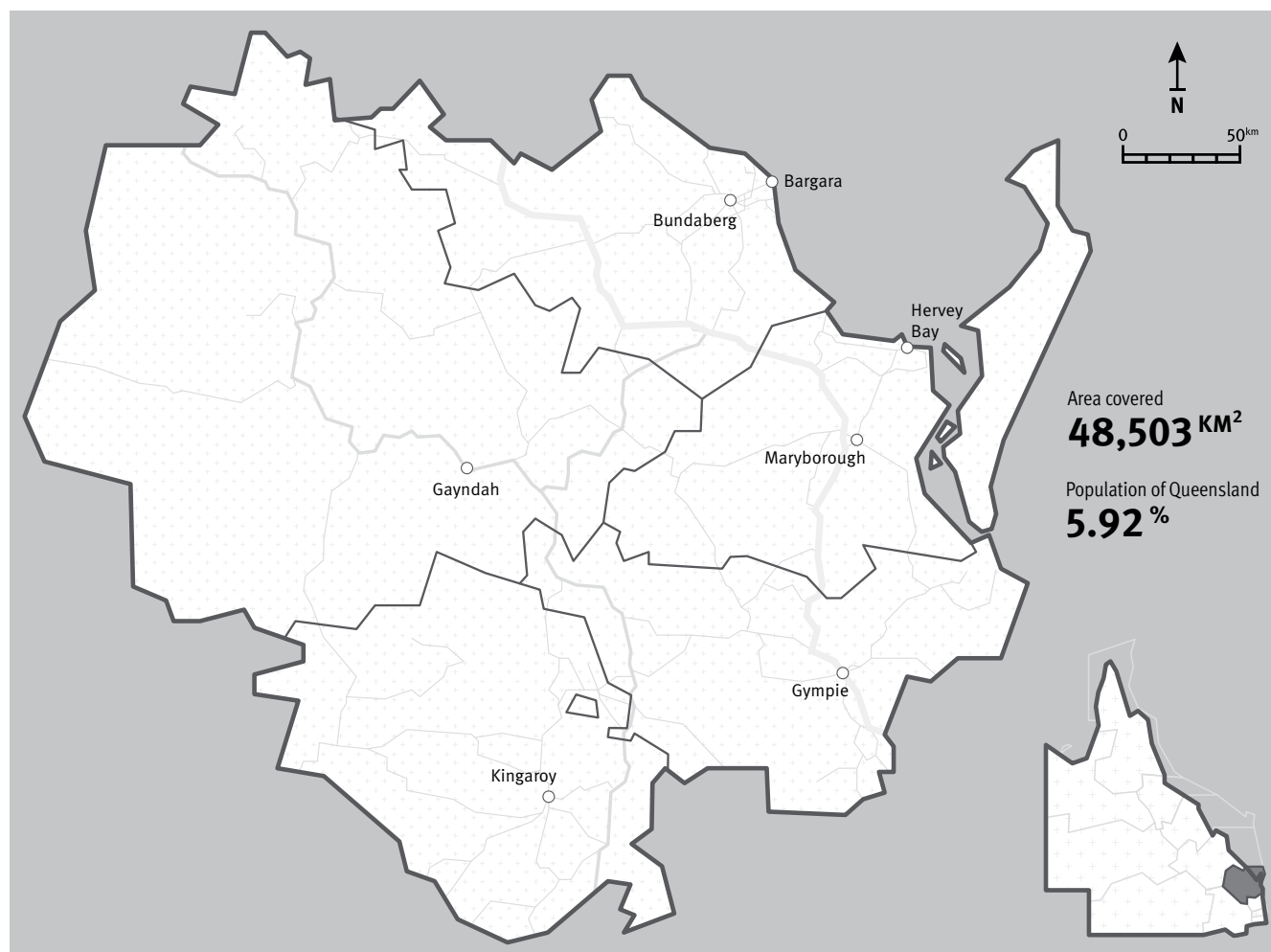
5518

 Drivers licence tests
conducted

269,667

 Customer face-to-face
interaction

120

 Priority enabled
intersections


Data source: *Bridge Information System (BIS), 30 June 2020

Data source: **A Road Management Information System (ARMIS), 30 June 2020

 Data source: Queensland Government Statistician's Office (Queensland Treasury),
Queensland Regional Profiles. www.qgso.qld.gov.au, April 2020

Highlights

- Completed construction to replace the Lochaber Creek timber bridge on the Burnett Highway, with a new wider concrete structure, jointly funded by the Australian and Queensland governments.
- Completed the design for dual overtaking lanes on the Bruce Highway at Tinana, near Maryborough, funded by the Australian Government.
- Completed a safety upgrade of the Bruce Highway at Chatsworth, north of Gympie, jointly funded by the Australian and Queensland governments.
- Commenced replacing Coondoo Creek Bridge on Tin Can Bay Road, near Gympie, jointly funded by the Australian and Queensland governments.
- Completed construction of two overtaking lanes on the Bruce Highway at Woco Creek, west of Apple Tree Creek, funded by the Australian Government.

Section D: Woondum to Curra project

Preconstruction activities are underway in readiness to deliver the Section D: Woondum to Curra project.

The 26 kilometre Section D project will bypass Gympie on a new alignment to the east of the city. This final section of the Bruce Highway – Cooroy to Curra project will improve safety, efficiency, and flood immunity on the Bruce Highway.

Early works are underway with the project corridor cleared of all structures, and communications and power lines are currently being relocated to make way for the new highway.

The final design was presented to the community in late-2019. Project updates were sent to over 22,000 homes and over 350 people attended public information stands.

A three stage procurement process has been underway since November 2019 to select two main construction contractors to deliver Section D. The first construction contract is expected to be awarded in late-July 2020.

Coondoo Creek Bridge replacement

Works began in June 2019 to construct a new Coondoo Creek Bridge on Tin Can Bay Road about 34 kilometres east of Gympie.

The project involves replacing the existing 60 year old timber bridge with a raised, three-span concrete structure. The new wider structure will be built on a new and improved alignment to the west of the existing bridge. Replacing the bridge will result in improved safety, flood immunity, community connectivity, and reduced maintenance costs.

The project reached a significant milestone in late-April 2020 with the placement of 15 bridge girders, each weighing 82 tonnes.

The project is jointly funded under Round Six of the Australian Government's Heavy Vehicle Safety and Productivity Program.

Weather and construction conditions permitting, it is expected the new bridge will open to traffic in late-2020, weather permitting.

Pialba–Burrum Heads Road, Sawmill Road and Karraschs Road intersection

In May 2020, works to install and switch on traffic signals at the Pialba–Burrum Heads Road, Sawmill Road and Karraschs Road intersection were completed.

Funded by the Targeted Road Safety Program, the project aims to coordinate investment by delivering infrastructure and technology to improve road safety.

Commencing in March 2020, the signalised intersection upgrade will improve road safety and traffic flow. The introduction of signalised pedestrian crossings and a shared bicycle path are also improved safety measures for the community.

The speed limit on Pialba–Burrum Heads Road at the intersection was reduced to 60 kilometres per hour and then transitions into 80 kilometres per hour toward the Pialba–Burrum Heads Road, Dundowran Road and Ansons Road intersection to the east.

Dickabram Bridge

Dickabram Bridge is located on Miva Road approximately 11 kilometres west of Gungalda. The bridge comprises 13 timber spans and three steel truss/timber spans, and the deck is a combined road/rail configuration.

This bridge, built by Queensland Rail as part of the Kilkivan Branch Rail Line, is the only known bridge that combines hogback and lattice steel trusses with timber pier approaches. It opened in 1886 and was added to the Queensland Heritage Register in 1992.

Works completed on the bridge included:

- the replacement of headstocks (original construction provided for a single headstock placed directly on top of the line of piles) on pier groups in excess of five metres in height
- sandblast and repaint the steel trusses and pier columns
- rehabilitate the timber components on three spans
- replace/repair the steel balustrade rail.

Safety, environmental, historical, and quality management aspects were considered with detailed planning and assessments to ensure infrastructure solutions resolved unique challenges.

Traveston Commercial Roadside Facility and Driver Rest Area

In September 2018, the department signed an agreement with a proponent led by the original founder of Matilda Fuel Supplies, Peter O'Keefe, to develop a Commercial Roadside Facility and Driver Rest Area at the Traveston Road Interchange (Bruce Highway) at Traveston. The agreement was the result of a competitive tender process to engage the private sector to design and develop a 24-hour roadside facility complete with fuel, food outlets, potential for future electric vehicle charging infrastructure, public amenities, and light and heavy vehicle driver rest amenities.

The facility will help address driver fatigue management and aim to improve road safety outcomes by providing drivers with access to goods and services to meet their needs – encouraging them to stop and get effective rest. The development is on state owned land provided on a long-term lease. Construction commenced in early-2020 with completion of works and an opening scheduled for late-2020.

Our Regions

Darling Downs

Fast Facts

4533^{KM}

 State-controlled
road**

687^{KM}

 National Land
Transport Network**

327,922

 Vehicle and machinery
registrations

7

 Boating
infrastructures

34

 Community safety
events held

8771

 Vehicle and machinery
inspections completed

225

Bridges*

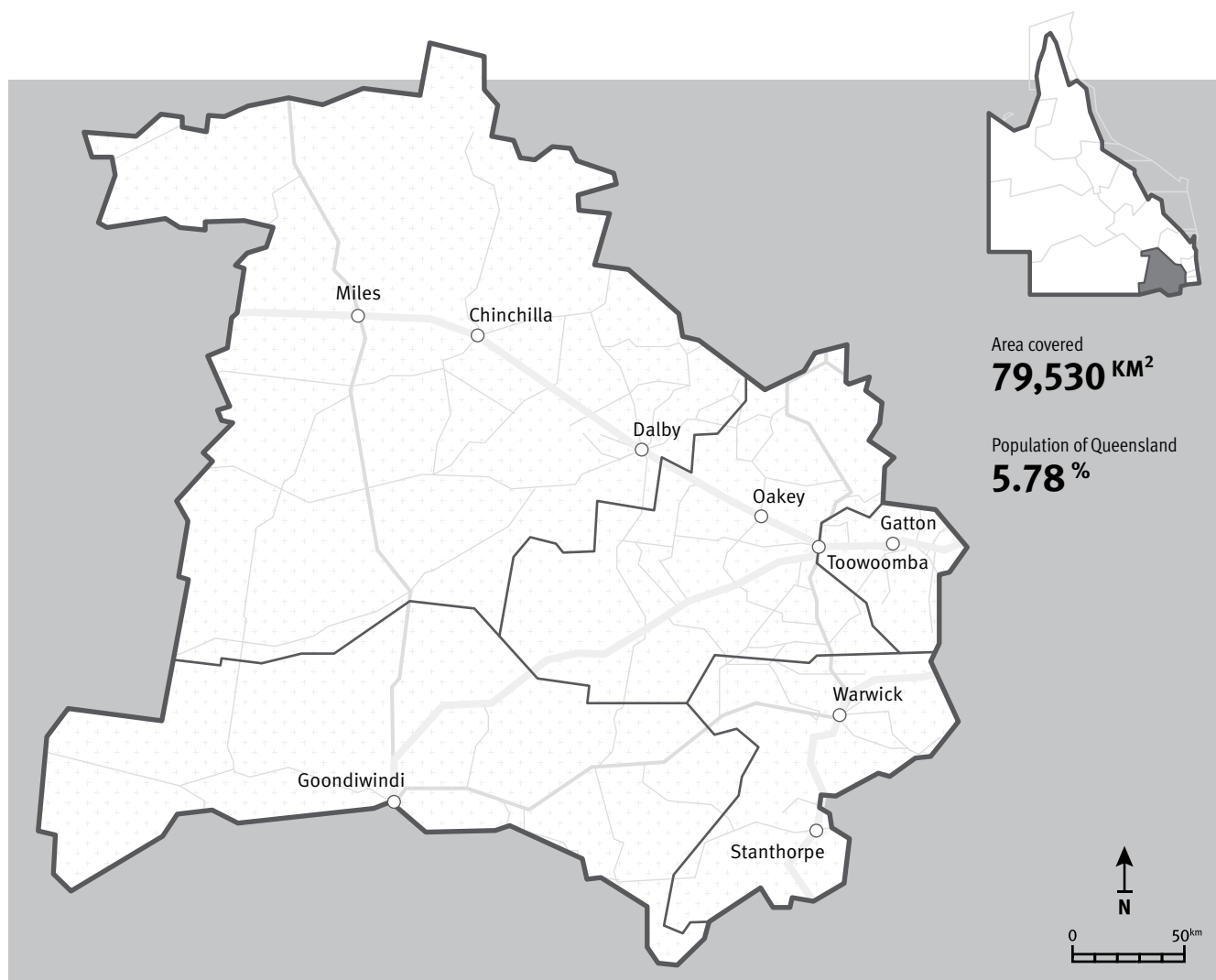
7040

 Drivers licence tests
conducted

242,360

 Customer face-to-face
interaction

114

 Priority enabled
intersections


Data source: *Bridge Information System (BIS), 30 June 2020

Data source: **A Road Management Information System (ARMIS), 30 June 2020

 Data source: Queensland Government Statistician's Office (Queensland Treasury),
Queensland Regional Profiles. www.qgso.qld.gov.au, April 2020

Highlights

- Commenced upgrading the Chinchilla Rail Crossing on the Warrego Highway between Dalby and Miles, jointly funded by the Australian and Queensland governments.
- Identified the preferred solution for the Accommodation Creek Crossing project located on the New England Highway (Warwick–Wallangarra), south of Stanthorpe.
- Commenced upgrading the Emu Creek Bridge on New England Highway, jointly funded by the Australian and Queensland governments (Yarraman–Toowoomba).
- Commenced upgrading package 4 of the Warrego Highway (Oakey–Miles) safety upgrades, which included intersection upgrade and road widening in Chinchilla, as part of the Warrego Highway Upgrade Program, jointly funded by the Australian and Queensland governments.

Toowoomba Bypass delivered

The Toowoomba Bypass is an alternative crossing over the Toowoomba Range for all vehicle types, particularly heavy vehicles, to improve freight efficiency and driver safety. The 41 kilometre bypass, previously known as the Toowoomba Second Range Crossing, takes approximately 5500 vehicles daily, diverting traffic around the city centre to the north of Toowoomba.

The bypass, which was officially opened on 8 September 2019, has relieved pressure on Toowoomba's roads and enhanced liveability for residents of the city and Withcott in the Lockyer Valley.

The Toowoomba Bypass offers truck operators more options to configure their freight movements providing increased freight efficiencies and significant cost savings along this key regional freight route. Motorists using the Warrego Highway from west of Toowoomba can avoid up to 18 sets of traffic signals and claim time savings of up to 30 minutes by using the bypass instead of travelling through the centre of Toowoomba.

The Toowoomba Bypass is a toll road, with the tolls funding the ongoing operation and maintenance costs of the road.

This project was delivered under a Public Private Partnership arrangement at a cost of \$1.6 billion. This included an Australian Government contribution of \$1.137 billion, with the balance funded by the Queensland Government.

Delivery of the New England Highway and North Street intersection improvements

Toowoomba drivers are experiencing less congestion on their daily commute with the completion of the New England Highway (Ruthven Street) and North Street intersection in north Toowoomba.

The intersection is a major north-south/east-west thoroughfare and connects surrounding suburbs in Toowoomba. Significant growth experienced in the surrounding suburbs has contributed to congestion at the busy intersection.

The project involved widening the road to allow for a dedicated left-turn lane and right-turn lane on the western side of North Street, and a dedicated right-turn lane added to the eastern side of North Street.

The additional turning lanes have increased the capacity of the intersection by allowing more vehicles to pass through, resulting in less congestion.

The project involved installing designated lanes for cyclists, as part of the Queensland Government's commitment to increasing active transport options across the state.

The project was delivered under the State Road Network Upgrades program and was completed in May 2020.

Continued delivery of the Warrego Highway upgrade program

The continued rollout of the \$635 million Warrego Highway upgrade program of 20 projects is improving safety and freight efficiency on the Warrego Highway from Toowoomba to west of Miles.

An additional five projects were added to the original 15 projects identified, thanks to savings achieved during the delivery of the original projects.

Projects completed in 2019–20 included:

- Oakey to Miles Safety Upgrade – Stage 2
- Dalby to Miles Pavement Widening and Safety Upgrade
- Drillham to Palardo Upgrade

Benefits for motorists include:

- overtaking lanes
- pavement widening
- additional pullover areas
- intersection upgrades
- town entry treatments
- wide centre line treatments.

Construction continues for the Toowoomba East and West Creek culvert upgrades. The program, funded by the Australian and Queensland governments under an 80:20 split arrangement, is expected to be completed following the delivery of the Toowoomba flood improvement projects at East and West Creeks on James Street, in late-October 2020.

Lawes decoupling site

RoadTek road crews constructed two decoupling pads on the Warrego Highway near Gatton completing it prior to the opening of the Toowoomba Bypass.

The project site location was in a Fire Ant Biosecurity Zone 2 which contributed to restrictions on where the spoil materials from the site could deposited. To avoid taking the spoil outside the fire ant zone and risk contaminating the surrounding area all excavated material from the site was transported to nearby properties.

The project was scheduled for completion to align with the opening of the Toowoomba Bypass to enable the heavy vehicle operators to unhitch additional trailers before their onward journey to Brisbane.

The project also included the demolition of existing and installation of new bus stop facilities utilised by the Gatton University precinct and variations with signage, drainage, lighting, Intelligent Transport Systems, and line marking.

Two civil construction trainees were utilised on the project allowing them to complete significant modules for their Certificate in Civil Construction and Maintenance.

Our Regions

South West

Fast Facts

3948^{KM}

 State-controlled
road**

418^{KM}

 National Land
Transport Network**

41,027

 Vehicle and machinery
registrations

9

 Boating
infrastructures

1623

 Vehicle and machinery
inspections completed

84

Bridges*

529

 Drivers licence tests
conducted

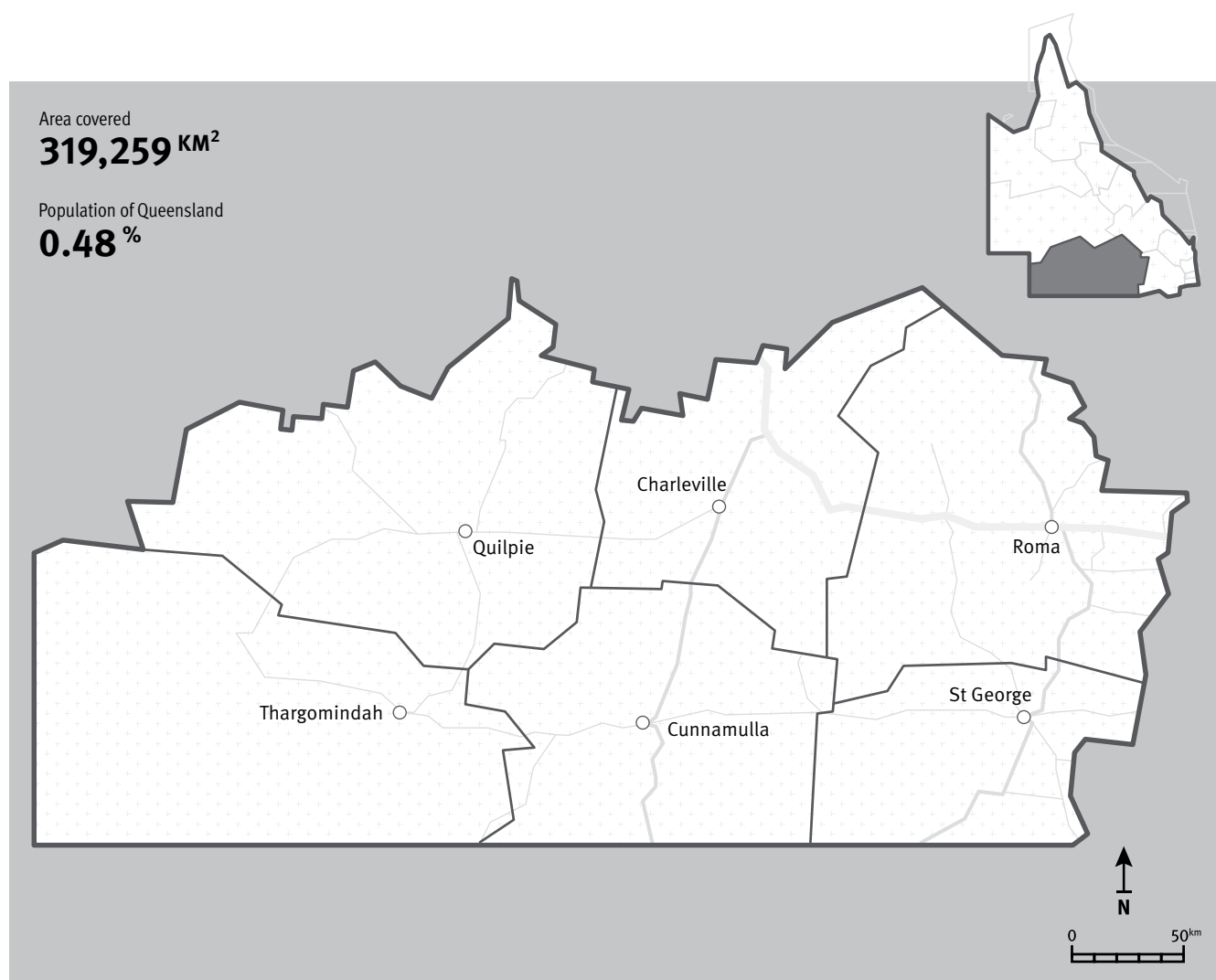
22,751

 Customer face-to-face
interaction

Area covered

319,259^{KM²}

Population of Queensland

0.48 %


Data source: *Bridge Information System (BIS), 30 June 2020

Data source: **A Road Management Information System (ARMIS), 30 June 2020

 Data source: Queensland Government Statistician's Office (Queensland Treasury),
Queensland Regional Profiles. www.qgso.qld.gov.au, April 2020

Highlights

- Completed construction of a new bridge and approaches over the Moonie River on Noondoo–Thallon Road at Thallon.
- Completed pavement widening, including four culvert extensions, on the Carnarvon Highway between St George and Surat, jointly funded by the Australian and Queensland governments.
- Completed pavement widening, including five culvert extensions, on the Carnarvon Highway between Injune and Rolleston, jointly funded by the Australian and Queensland governments.
- Completed pavement rehabilitation and stabilisation on the Warrego Highway between Miles and Roma.
- Continued pavement rehabilitation and stabilisation on the Landsborough Highway between Morven and Augathella.

Noondoo–Thallon Road upgrade program

The third and final stage to improve the Noondoo–Thallon Road in Dirranbandi and Thallon, following the closure of the Thallon–Dirranbandi rail line in 2010, involves the construction of a two-lane bridge on a new alignment over the Moonie River. Construction of the new bridge and realignment works started in late-October 2019 and was completed in late-June 2020.

Carnarvon Highway upgrade completed

Jointly funded by the Australian and Queensland governments, works were completed in late-2018 on the Carnarvon Highway Upgrade Program which involved widening various sections of the highway between St George and Surat, and Injune and Rolleston.

Additional funding from both governments was received in the 2019–20 financial year to expand the program and widen additional sections of the Carnarvon Highway.

Works to strengthen and widen the highway between St George and Surat, between the Grey Street and Moonie Highway intersections north of St George, commenced in June 2019 and were completed in November 2019.

Works to widen a 3.45 kilometre section of the highway between Injune and Rolleston, between the Wanganui Lane and Gleneam West Road intersections north of Injune, commenced in January 2020 and were completed in May 2020. To allow the widening works to be completed, four culverts were extended along the highway.

2019–20 reseal program

The reseal program preserves road surfaces and improves road safety and connectivity between regional towns.

239 kilometres of national highway and state controlled roads were resealed as part of the South West Reseal Program in 2019–20, including sections of the:

- Warrego Highway
- Mitchell Highway
- Balonne Highway
- Cooper Developmental Road
- Carnarvon Highway
- Wallumbilla South Road
- The Border–Carnarvon Highway Connection Road
- Roma Southern Road
- Jackson–Wandoan Road
- Roma–Taroom Road
- Mitchell–Forest Vale Road.

Carnarvon Highway (Surat–Roma) rehabilitation

In March 2020, works commenced to rehabilitate and stabilise a two kilometre section of the Carnarvon Highway between Surat and Roma, approximately 10 kilometres south of Roma.

Road rehabilitation is performed to provide a smoother ride and improve the structural adequacy of the road pavement.

This section of the highway was undulating, and it was identified that the underlying structural layers were in poor condition and needed to be addressed to maintain road user safety and improve overall road condition.

Works were completed in late-June 2020 and included sub-base stabilisation, gravel overlay, and bitumen sealing.

Our Regions

North Coast

Fast Facts

1369^{KM}

 State-controlled
road**

129^{KM}

 National Land
Transport Network**

942,838

 Vehicle and machinery
registrations

60

 Boating
infrastructures

20

 Community safety
events held

6473

 Vehicle and machinery
inspections completed

403

Bridges*

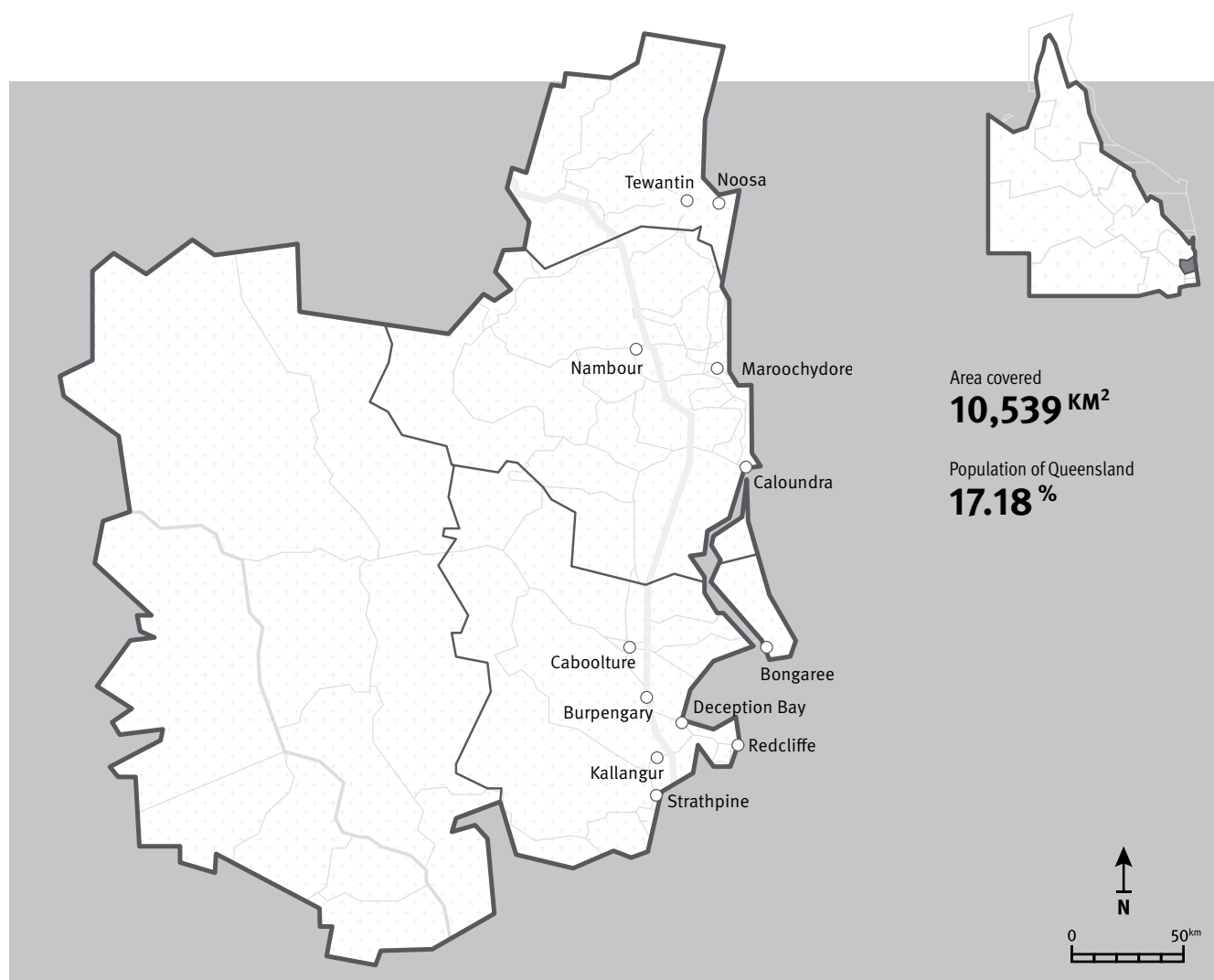
18,987

 Drivers licence tests
conducted

440,530

 Customer face-to-face
interaction

451

 Priority enabled
intersections


Data source: *Bridge Information System (BIS), 30 June 2020

Data source: **A Road Management Information System (ARMIS), 30 June 2020

 Data source: Queensland Government Statistician's Office (Queensland Treasury),
Queensland Regional Profiles. www.qgso.qld.gov.au, April 2020

Highlights

- Continued widening of the Bruce Highway, from four to six lanes, between Caloundra Road and the Sunshine Motorway, and upgrading interchanges at Caloundra Road and Sunshine Motorway, jointly funded by the Australian and Queensland governments.
- Commenced construction of the Maroochydore Road and Mons Road Interchange upgrade, jointly funded by the Australian and Queensland governments.
- Completed detailed design of the Deception Bay Road Interchange upgrade on the Bruce Highway, jointly funded by the Australian and Queensland governments.
- Continued intersection improvements as part of the *Caboolture Connection Road Route Safety Strategy* accelerated works.
- Completed installing barriers on various sections of the Bruce Highway between Brisbane and Gympie, jointly funded by the Australian and Queensland governments.

Bruce Highway Upgrade – Caloundra Road to Sunshine Motorway

The Bruce Highway is being upgraded to six lanes between Caloundra Road and the Sunshine Motorway. It includes major upgrades to both interchanges and the delivery of a two-way service road for local traffic on the western side of the highway between Steve Irwin Way and Tanawha Tourist Drive.

The Caloundra Road interchange is currently being transformed into Australia's first Diverging Diamond Interchange (DDI) which moves right-turning motorists to the traffic coming the opposite way.

Incorporating the DDI at Caloundra Road significantly reduced the interchange footprint on the nearby Mooloolah River National Park from 35 hectares to about six hectares. The DDI will continue to evolve as new sections are completed and opened to traffic. It is expected the DDI will be fully operational towards the end of 2020, weather permitting.

In May 2020, piling work started on a new bridge over the Sunshine Motorway near Sippy Downs. This bridge will form a key link to more than nine kilometres of new dedicated lanes and pathways that are currently under construction for bike riders and pedestrians.

Bruce Highway Upgrade – Maroochydore Road and Mons Road Interchanges

This interchange project involves building a new four-lane eastbound bridge over the Bruce Highway from Nambour Connection Road to Maroochydore Road. The existing Maroochydore Road and Nambour Connection Road roundabout will be converted to a fully controlled, signalised interchange.

Works include:

- Maroochydore Road interchange ramps extended and widened
- interchanges connected via two new service roads on the eastern and western sides of the Bruce Highway
- the north-facing ramps at the Mons Road interchange removed and the Mons Road southbound on-ramp upgraded
- Mons Road widened underneath the highway
- Mons Road northbound off-ramp relocated to a new roundabout at the intersection of Chevallum Road and Rainforest Road.

Project benefits include:

- separation of local and highway traffic to improve travel times, safety, and efficiency
- improved flood immunity at Eudlo Creek
- greater transport network capacity and reliability
- improved active transport connections for bike riders and pedestrians through the Maroochydore Road interchange connecting to Sandalwood Lane and Mons Road.

Early service works were completed in April 2020 with major construction commencing in June 2020.

Brisbane Valley Rail Trail

The department is continuing to build on its commitment to develop the Brisbane Valley Rail Trail into a world-class tourism asset. In 2019–20, accessibility has been improved by resurfacing works, removing gates, and installing a further 21 bicycle type cattle grids along the trail to enhance the user experience.

As part of the commitment to deliver a sustainable transport network for its customers, and as part of the Queensland Government's Cycle Network Local Government Grants program, the department contributed funding to Ipswich City Council to construct the Brassall Bikeway Stage 7, a concrete, shared pathway, along a section of the Brisbane Valley Rail Trail between Diamantina Boulevard, Brassall and Bayley Road, Pine Mountain. The shared pathway opened to the public in April 2020.

A five year Strategic Plan is being finalised to guide future development and management of the trail. A draft of the Strategic Plan was released for key stakeholder feedback in early-2020.

Our Regions

Metropolitan

Fast Facts

527 KM

 State-controlled
road**

89 KM

 National Land
Transport Network**

1,559,715

 Vehicle and machinery
registrations

50

 Boating
infrastructures

29

 Community safety
events held

17,885

 Vehicle and machinery
inspections completed

454

Bridges*

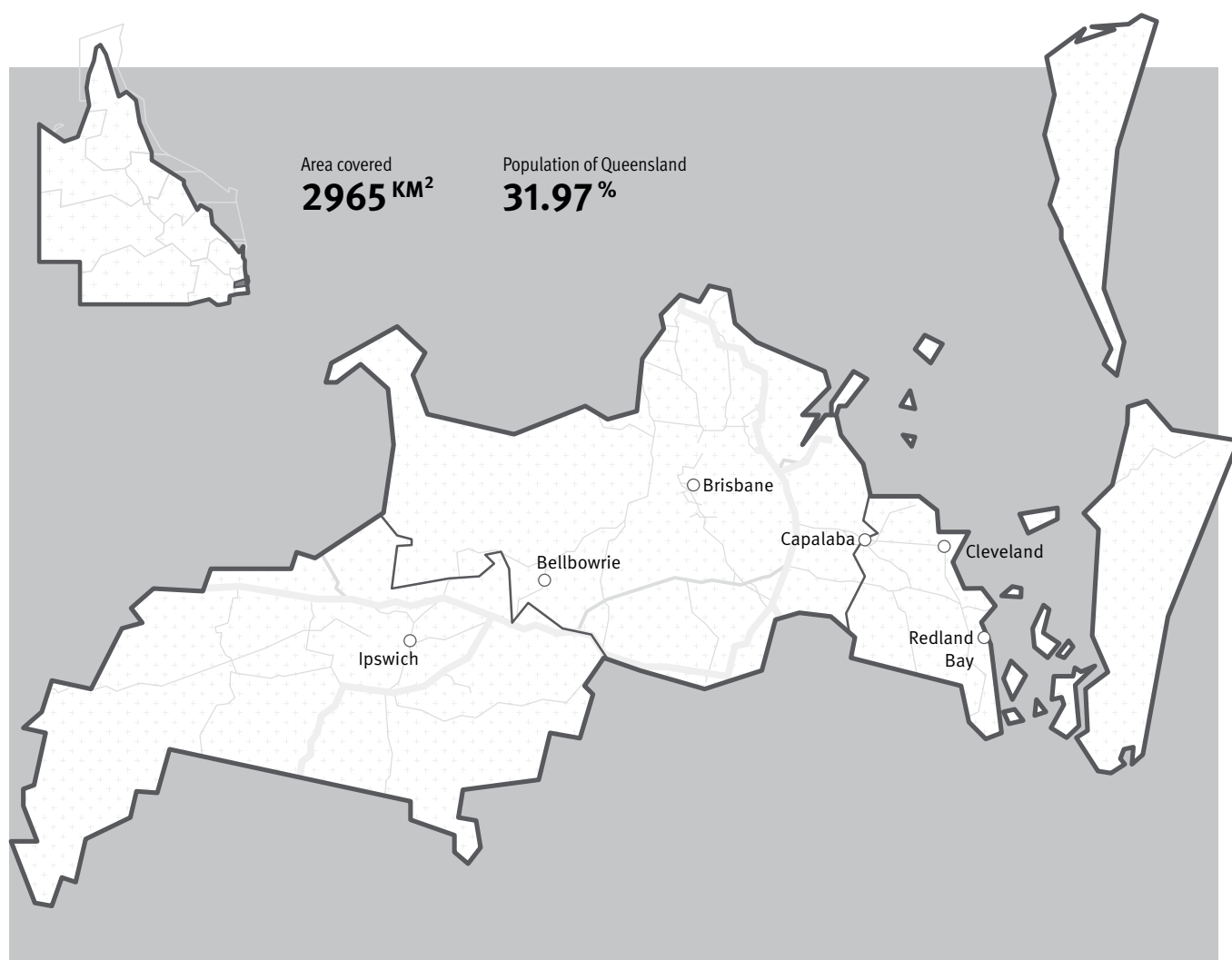
35,417

 Drivers licence tests
conducted

926,248

 Customer face-to-face
interaction

502

 Priority enabled
intersections


Data source: *Bridge Information System (BIS), 30 June 2020

Data source: **A Road Management Information System (ARMIS), 30 June 2020

 Data source: Queensland Government Statistician's Office (Queensland Treasury),
Queensland Regional Profiles. www.qgso.qld.gov.au, April 2020

Highlights

- Continued delivering the Ipswich Motorway (Rocklea–Darra) (Stage 1) project, to upgrade the motorway from four to six lanes from just east of the Oxley Road roundabout to the Granard Road interchange at Rocklea, jointly funded by the Australian and Queensland governments.
- Progressed construction of the Sumners Road interchange over the Centenary Motorway.
- Completed construction of the Veloway1 (V1) Cycleway (Stage E) project between Birdwood Road in Holland Park West and Gaza Road at Tarragindi.
- Completed construction of the Eight Mile Plains bus station park 'n' ride expansion.
- Completed construction of the North Brisbane Bikeway (Stage 2 and 3) between Windsor and Woolloowin, linking Brisbane's CBD to the northern suburbs.
- Early works commenced on the Cleveland-Redland Bay Road and Anita Street intersection

Ipswich Motorway Upgrade – Rocklea to Darra

The three kilometre upgrade is located within a heavy industrial precinct and will greatly improve flood immunity and connectivity across the Oxley Creek floodplain. Complex traffic staging has been necessary to keep 85,000 vehicles, 11,000 of which are heavy vehicles, moving through the site each day while maintaining a four-lane capacity and an 80 kilometres per hour speed limit.

With over 1.1 million hours already completed, it is already improving safety by rationalising interchanges, and lengthening entry and exit ramps for easier merging. Over 97 per cent of the businesses providing goods and services for the project are located within South East Queensland.

Ultimately, road users will benefit with reduced congestion, improved safety, connectivity, and better active transport infrastructure. In July 2018, it was announced that the project would include the Boundary Road Connection, a 1.5 kilometre missing link on Boundary Road across the Oxley Creek floodplain and will be delivered within the committed funding.

North Brisbane Bikeway

The North Brisbane Bikeway connects Brisbane's CBD to Windsor and Woolloowin, and uniquely includes priority pedestrian and cycle crossings at several local road intersections along the bike path.

Stages 2 and 3 started construction in mid-2019 and formed part of the Queensland Government's four year investment of more

than \$240 million into infrastructure for cyclists and supports the *Queensland Cycling Strategy 2017–27* vision of 'more cycling, more often' across Queensland.

Stages 2 and 3 opened in March 2020, providing a 1.7 kilometre separated bike path from Somerset Street in Windsor to Rigby Street in Woolloowin.

The final stage along Dickson Street from Rigby Street to Price Street in Woolloowin, is scheduled to start construction in late-2020.

This project is being delivered in partnership with Brisbane City Council.

New Albion station transit-oriented development underway

The department is facilitating a transit-oriented development at Albion Train Station using under-utilised and surplus state owned land. Albion TOD Pty Ltd were selected as the developer following an open market procurement process and they lodged their first two development applications for the project in 2018. The Stage 1 development approval was granted by Brisbane City Council in January 2020.

The developer is now commencing staged detailed design to deliver \$28.7 million of transport infrastructure improvements including *Disability Discrimination Act 1992* (Cth) compliant works to improve access to the station. Other works will include consolidated commuter park 'n' ride facilities, pedestrian, and cyclist connectivity.

South Brisbane Transport and Mobility Study

This study was a multi-model, strategic assessment that explored opportunities to enhance movement into, around, and through the area by private vehicle, public transport, and active transport. Study considerations included:

- key connections via the river
- road and rail network
- access to education hubs
- cultural precincts
- essential services such as hospitals.

The department engaged with the community across the study area and identified several important priorities including:

- safety
- connectivity of the network
- convenient journeys
- choice of transport
- accessibility and mobility for all
- affordability of travel
- connecting community liveability.

The South Brisbane Transport and Mobility Study was completed in November 2019 and the report is available on the department's website.

Springfield Central park 'n' ride

The Springfield Central park 'n' ride project will increase the total capacity at Springfield Central station's parking precinct to approximately 1100 car parks. The multi-storey car park will also feature 24-hour access, elevators, and CCTV.

Additional accessible parking spaces will be provided closer to the train station in the existing car park adjacent to Southern Cross Circuit.

Community consultation on the design occurred in July 2019, and the design was finalised in early-2020. A major milestone was reached in May 2020, with the release of the construction tender.

Summers Road interchange upgrade

Commencing in July 2019, the construction of the Summers Road interchange upgrade includes new:

- signalised intersections to replace the existing roundabouts
- two-lane eastbound bridge
- four-lane westbound bridge
- grade-separated cycle track.

The new eastbound bridge over the Centenary Motorway was completed in late-May 2020 and the old bridge demolished. All traffic will remain on the new two-lane bridge until mid-2021, when construction of the new four-lane westbound bridge is expected to be completed. Traffic will then flow in its final six-lane configuration of two-lanes eastbound and four-lanes westbound.

The old roundabouts have been reconfigured and will become signalised intersections in mid-2021.

The project benefits include:

- improved traffic flow
- reduced congestion
- provisions for bike riders with on-road cycle lanes and shared pedestrian paths.

The project is scheduled to be completed in late 2021, subject to construction and weather conditions.

Demand Responsive Transport pilot in Logan

As the transport environment continues to evolve, the department is adapting with new service delivery options such as Demand Responsive Transport.

A trial of this on-demand public transport mode in Logan has highlighted the effectiveness of providing greater public transport

coverage and access to nearby destinations in low density areas, which can be challenging to service with traditional bus options.

Provided by local taxi operator, 13Cabs, the pilot brings together small groups of people who are looking to travel at the same time. It uses advanced technology to plan the most efficient route, picking up each passenger and taking them to major public transport stations and local facilities.

Patronage on the trial has grown steadily with over 100,000 passenger trips taken since its inception. Feedback indicates that customer satisfaction is high.

The trial has been extended to 30 June 2021 to provide the necessary time for the department to complete investigations and potentially deliver an integrated technology option. This includes exploring opportunities for customer registration, journey planning, booking, payment, and trip management to be delivered through a single dedicated technology platform.

This is the first step towards Mobility as a Service in Queensland where mobility solutions are used as a service, rather than individuals owning and organising their own modes of transport.



For more information, visit:

www.translink.com.au/travel-with-us/drt

Victoria Point Central bus station

The new \$9.8 million Victoria Point Central bus station, opened in December 2019, provides enhanced safety and efficiency for passengers while improving travel times and service reliability. The improved facilities also provide capacity to meet the growing population and demand for bus services.

The new bus station on Cleveland-Redland Bay Road near Victoria Point Shopping Centre includes:

- two new high-quality sheltered platforms with capacity for six buses
- improved customer comfort and safety through improved lighting and security cameras
- new bicycle storage
- bus driver facilities to support improved network operations.

Relocation of the station provides centralised access to local facilities and improve travel for the broader community, supporting local economic and community development for Victoria Point.



For more information, visit:

www.translink.com.au/about-translink/projects-and-initiatives

Veloway 1 Stage E

The Veloway 1 is a dedicated 17 kilometre cycleway connecting cyclists between Lower River Terrace, South Brisbane, and Eight Mile Plains adjacent to the Pacific Motorway.

Upgrades to the Veloway 1 are being made in stages to remove multiple road crossings and improve safety where on-road crossings exist. Stage E, completed in June 2020 is a 1.64 kilometre path for cyclists between Birdwood Road, Holland Park West, and Gaza Road, in Tarragindi.

Safety for cyclists will be improved by providing grade separation from motorists with bridges over Marshall Road, Sterculia Avenue, and Bapaume Road near Gaza Road. Stage E also included new connections on Bapaume Road, opposite Peronne Road, as well as the Gaza Road and Birdwood Road connections. The project also upgraded the shared path on Birdwood Road to three metres wide, improving the connection from the new Veloway 1 Stage E to the already completed Stage C.

Our Regions

South Coast

Fast Facts

1049^{KM}

 State-controlled
road**

130^{KM}

 National Land
Transport Network**

1,009,421

 Vehicle and machinery
registrations

7

 Boating
infrastructures

8

 Community safety
events held

9501

 Vehicle and machinery
inspections completed

335

Bridges*

32,197

 Drivers licence tests
conducted

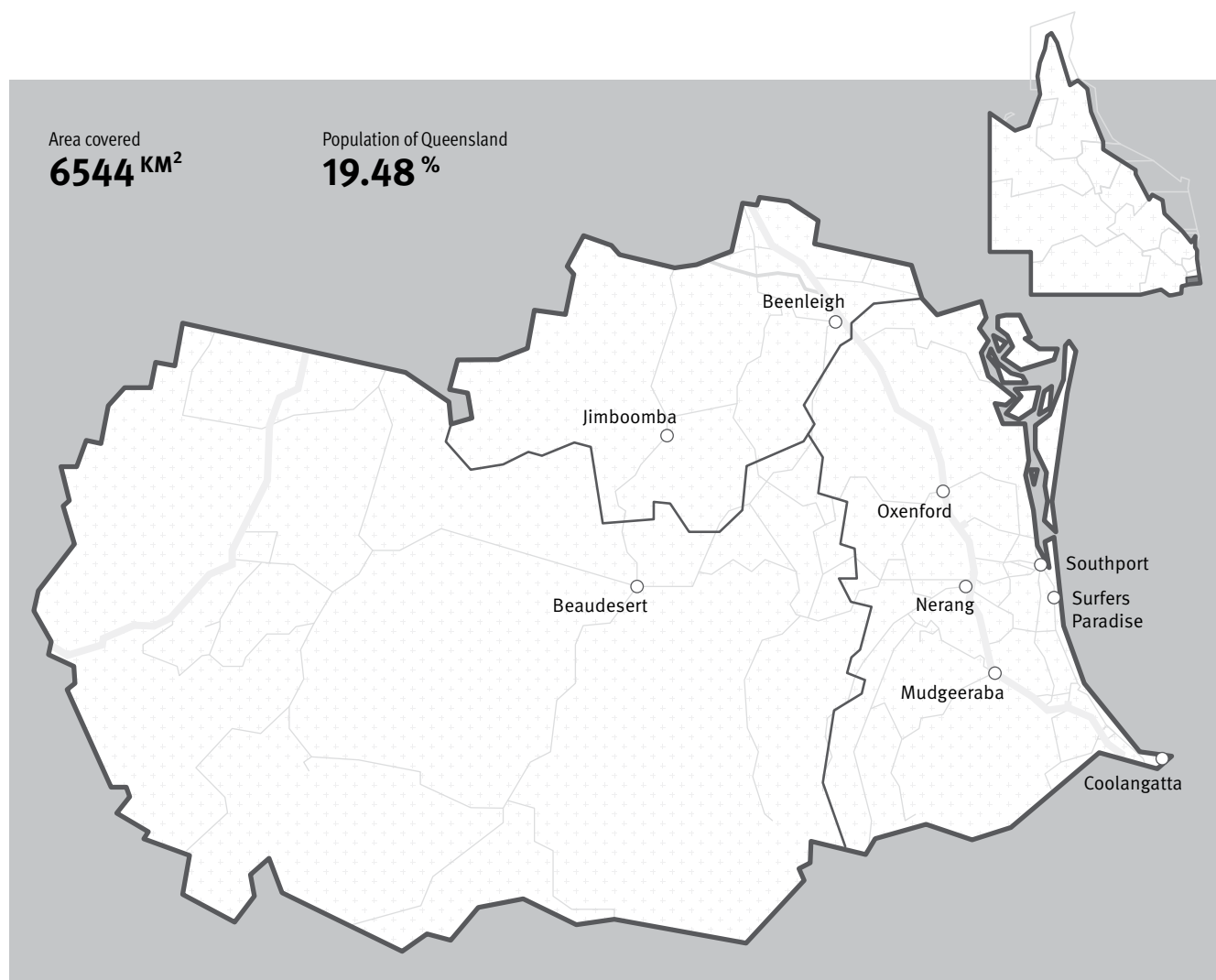
670,005

 Customer face-to-face
interaction

628

 Priority enabled
intersections

 Area covered
6544^{KM²}

 Population of Queensland
19.48 %


Data source: *Bridge Information System (BIS), 30 June 2020

Data source: **A Road Management Information System (ARMIS), 30 June 2020

 Data source: Queensland Government Statistician's Office (Queensland Treasury),
Queensland Regional Profiles. www.qgso.qld.gov.au, April 2020

Highlights

- Completed construction of additional southbound lanes on the merge between the Gateway Motorway and the Pacific Motorway at Eight Mile Plains and Rochedale, jointly funded by the Australian and Queensland governments.
- Completed widening of the Pacific Motorway, from four to six lanes, between Mudgeeraba and Varsity Lakes, jointly funded by the Australian and Queensland governments.
- Commenced widening, from four to six lanes, of the Pacific Motorway between Varsity Lakes and Tugun, jointly funded by the Australian and Queensland governments.
- Commenced extending the four-lane duplication of Mount Lindesay Highway between Rosia Road and Stoney Camp Road interchange at Greenbank.
- Commenced construction of a four-lane upgrade of Mount Lindesay Highway, between Camp Cable Road and intersection of Johanna Street and Tamborine Street at Jimboomba.

Safety Improvements for Mount Lindesay Highway

Two safety improvement projects on the Mount Lindesay Highway at north and south Maclean have been completed. Both sections of highway had been identified as high-risk through fatality and crash statistics.

The key safety improvements of these projects included:

- new signalised intersections at Stockleigh Road and Greenbank Road
- removal of direct access to the highway
- extension of side roads and service roads to join the new intersections
- installation of right-hand turning lanes
- installation of guardrails
- a reduction in highway speed limits.

These priority safety improvement projects were delivered ahead of schedule and form part of the strategic 10 year Mount Lindesay Highway Program to improve highway safety and capacity.

Building a Better M1 – South upgrades

This project will increase capacity and improve safety and traffic flow at the southern end of the M1. The section between Mudgeeraba (Exit 79) and Varsity Lakes (Exit 85) was completed in June 2020.

This upgrade included:

- widening the M1 from four to six lanes between Mudgeeraba and Varsity Lakes
- adding an additional northbound lane between Robina and The Link Way
- building two bridges over Mudgeeraba Creek northbound to better withstand flood events
- building a new four-lane bridge at Stapley Drive.

Further south, between Varsity Lakes and Tugun, construction commenced on the first package of works, between Varsity Lakes and Burleigh, in May 2020.

This upgrade will:

- widen 10 kilometres of the M1 between Varsity Lakes (Exit 85) and Tugun (Exit 95) to a minimum of three-lanes in each direction
- extend all entry and exit ramps
- significantly upgrade the Burleigh (Exit 87), Tallebudgera (Exit 89) and Palm Beach (Exit 92) interchanges
- widen the Tallebudgera and Currumbin Creek bridges
- build a new western service road and bike path between Tallebudgera and Palm Beach.

Smart motorway technologies will be incorporated in both projects.

Building a better M1 – North upgrades

This rolling three stage delivery program is addressing congestion on the northern M1 corridor.

Stage 1, M1/M3 Gateway Merge was completed in May 2020 and included:

- widening up to five southbound lanes between Eight Mile Plains and Rochedale South (Exit 19)
- replacing the Underwood Road bridge to a new four-lane overpass
- relocating the existing bus entry to the M1 at the Eight Mile Plains bus station to nearer the Rochedale Road exit.

Stage 2, Eight Mile Plains to Daisy Hill, commenced construction in April 2020. This eight kilometre upgrade between the Gateway Motorway and Loganlea Road will:

- widen the northbound carriageway up to five lanes between the Gateway Motorway and just north of Watland Street
- widen the southbound carriageway up to four-lanes between Rochedale and Logan Roads
- extend the South East Busway from Eight Mile Plains to Springwood, including a new bus station and park 'n' ride at Rochedale
- complete the missing V1 cycleway link on the western side of the M1 from the Gateway Motorway to Paradise Road.

Planning has started for Stage 3, Daisy Hill to Logan Motorway and this upgrade will:

- investigate widening of the M1
- consolidate the on and off ramps
- provide improvements to the transport corridor between Springwood and Loganholme.

Gold Coast Light Rail

Light rail has been hugely successful and transformative for the Gold Coast. G:link light rail services have had a very high take-up with more than 50 million paid passenger trips since 2014, demonstrating the popularity of the mode with the local community and visitors to the Gold Coast.

In 2019–20 the \$709 million Gold Coast Light Rail Stage 3 project, which extends the current system from Broadbeach to Burleigh received funding commitments from both the Australian Government (\$269 million) and the City of Gold Coast (\$91.5 million), with the balance of the funding committed by the Queensland Government.

A tender process led by GoldlinQ also commenced to engage a contractor to design and construct Stage 3. It is expected that the successful construction contractor will be appointed in late-2020 with major works beginning in 2021.

Further early and enabling works have also been undertaken by the department along the corridor during the year to support the tender process and ultimate delivery of the project, including taking and testing of soil samples, identification and inspection of underground services, and preparation of sites along the corridor for the construction phase.

Senior's road trip to road safety

Senior drivers make up a large portion of the driving population and the department's focus is to equip them with knowledge to help them continue to drive safely.

Older drivers refreshed their knowledge of road rules and road safety in a series of events held across the Ipswich region between February and May 2020.

The event, tailored for drivers aged 60 years and older, was hosted by the Queensland Police Service and supported by the department's safety team.

Participants engaged in education on safe driving behaviours, licensing laws for seniors, relevant concessions, and safe driving tips. Other topics included mobility scooters and motorised wheelchairs, voluntarily surrendering a driver's licence, and the fatal five.

Coomera Connector

The department is undertaking planning of a new road corridor between Loganholme and Nerang known as the Coomera Connector. Designed to alleviate congestion on the M1 between Brisbane and the Gold Coast, the project achieved a major milestone this year with community consultation rolled out in November and December 2019.

The consultation program included a series of 10 traditional face-to-face engagements along the 45 kilometre project corridor plus online engagement activities.

There was significant interest from the community with 3200 visits to the website, more than 2000 people visiting the community drop-in sessions to talk to the project team, and 700 pieces of feedback received.

A telephone survey of 1000 residents and businesses revealed four out of five people in the project corridor area support the introduction of the Coomera Connector.

The Preliminary Evaluation was completed in March 2020. Jointly funded by the Australian and Queensland governments, the department is currently developing a Detailed Business Case for Stage 1 between Coomera and Nerang, which is expected to be completed by mid-2021.

Reconnecting communities affected by bushfires

Between early September 2019 and late January 2020, catastrophic fire conditions in South East Queensland saw bushfires ignite in three locations – Binna Burra and Lamington National Park (see page 96) in the Gold Coast Hinterland, Cunningham Highway at Cunningham's Gap, and Mount Lindesay Highway at Rathdowney.

RoadTek was instrumental in reconnecting those communities directly affected by the bushfires. Teams attended each location and were faced with unique environmental situations to carry out emergent works, including manning 24/7 road closures, clearing debris, removing trees, replacing damaged roadside signage and furniture, and dislodged unsafe roadside boulders by scaling and stabilising embankments.

Accessible to everyone

Highlights

- 236 projects were delivered statewide through the Regional Roads and Transport Groups, with joint investment of over \$120 million in local roads, marine infrastructure, safer school drop-off areas and active transport infrastructure.
- Funded \$4.02 million for 56 school buses and \$1.35 million for 45 Specialist School Buses for Students with Disabilities Transport through the School Bus Upgrade Scheme (SchoolBUS).
- Introduced the *Transport Legislation (Disability Parking and Other Matters) Amendment Bill 2019*.
- Provided \$312.51 million in concessions and assistance to pensioners and seniors, veterans, students, people with a disability and their carers, job seekers, and asylum seekers to make public transport more affordable.
- Commissioned the Toowoomba Bypass.
- Delivered capital works and an effective Event Transport Management Plan for the new Queensland Country Bank Stadium in Townsville.
- Completed reconstruction and betterment works on the Flinders Highway in Queensland's north west, following the north and far north Queensland's unprecedented flooding.
- Worked to stabilise bushfire-damaged slopes on Binna Burra Road after severe bushfires swept through the Gold Coast hinterland.
- Invested in technological solutions, including the Roadside Bushfire Risk Assessment Model (RBRAM).
- The War on Wrecks Taskforce removed 609 derelict wrecks from Queensland waters.
- Completed the last of a \$3.8 million series of radar upgrades installations at Port Cartwright (Mooloolaba), Woorim (Bribie Island), and Nudgee (north of the mouth of the Brisbane River).
- Launched the Queensland Road Safety Action Plan 2020–21 under the current *Queensland Road Safety Strategy*.
- Hosted Queensland Road Safety Week and sponsored Fatality Free Friday in May.
- Trialling a new camera technology designed to detect when drivers are using their mobile phones illegally while driving.
- Delivered the #LiftLegend drink driving campaign.
- Created the first statewide OneTMR Heritage Places Asset Register.
- Delivered major projects aligned with Reef 2050 Plan commitments, including the recently completed Cairns Shipping Development Project and the Townsville Channel Capacity Upgrade project.
- Director General, Neil Scales, led the Australian Delegation to the World Road Congress in Abu Dhabi.
- Ran over 130,000 New Generation Rollingstock passenger services over more than eight million in service kilometres.



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

Shaping our products and services with a customer focus

Customer Research – connecting with millennial customers

Conducting strategic customer research delivers relevant information to better understand customer needs and expectations.

For example, millennials will represent over 70 per cent of the global workforce by 2025. In late 2019, the department explored how to best engage with millennials, the internet generation, 'Net Gen', connecting with over 1100 millennial customers through a multi-phased customer research approach that included:

- current state analysis
- a desktop and literature review
- surveying 1141 millennial customers through Transport Talk
- co-design workshops
- analysis of how to enhance communications and engagement.

Understanding our customers

To ensure that the priorities in the department's *Strategic Plan 2019–23* include the voice of our customers, the department uses its Customer Value Proposition as a framework to understand customer experiences across its products and services. Co-designed with customers and employees, the Customer Value Proposition is made up of three dimensions that provide a triple bottom line for evaluating customer experiences:

- Customer Care (respectful and responsive)
- User Experience (affordable and efficient)
- Information (timely and accurate).

The Customer Value Proposition supports a whole of department approach to gathering and sharing customer insights and identifying opportunities for improvement. Regardless of the product or service, the quality of the customer experience will be influenced by how well it delivers respectful and responsive customer care, an affordable and efficient user experience, and timely and accurate information.

The optimal benefit, from a customer perspective, will be when all three dimensions of the Customer Value Proposition are delivered in line with customer needs and expectations. The Customer Value Proposition unpins all department research projects.

Customer Experience Hub

The Director-General's innovation challenge, 'Hack 19 – how can the department make active transport more accessible and appealing so that people use active transport more often?' saw finalists participate in an eight week innovation sprint using Human Centred Design principles to discover, ideate, prototype,

and test their ideas. The concepts investigated included online gamification and incentivisation to encourage:

- active transport choices for school children and commuters
- online journey planning that integrates active transport options so our customers can have a multimodal experience when using our network.

While the concepts were presented in person to a panel of judges, the innovation sprint was delivered as a 100 per cent virtual activity to encourage more regional participation. This format provided excellent learnings which the department used when faced with the challenge of delivering innovation sprints in the COVID-19 restricted environment.

The ability to adapt and continue to innovate by empowering people to do and see things differently, delivers great value for customers.

Accessibility and Inclusion Strategy

Through an extensive co-design process, the department has developed an *Accessibility and Inclusion Strategy (AIS)*. The strategy, scheduled for launch in July 2020, outlines the department's commitment to leading the delivery of accessible and inclusive transport products, services, information, and infrastructure, as well as the department's workplaces and practices.

The AIS will include goals, objectives, focus areas, key government priorities and a roadmap to initiate change, embed guiding principles, and transform inclusive and accessible transport across Queensland.

To ensure the AIS reflects the needs and expectations of all Queenslanders, it was designed with over 200 customers, employees, delivery partners and representatives from the accessibility and inclusion sector over a three month consultation process in late 2019.

A range of accessibility and inclusion surveys were distributed and completed in June 2020 by more than 1500 customers, 1100 employees and 100 industry partners. The surveys captured various insights and provided important benchmarks to measure performance.

These insights will be used to support the development of the Accessibility and Inclusion Action Plan which will fall under the AIS.



For more information, visit:

www.tmr.qld.gov.au/About-us/Our-organisation

Disability Standards for Accessible Public Transport 2002

The department in partnership with the Federal Department of Infrastructure, Transport, Regional Development and Communications, formed the National Accessible Transport Taskforce in July 2019.

The Taskforce is driving the reform and modernisation of the *Disability Standards for Accessible Public Transport 2002* (Transport Standards), following four principles endorsed by the Transport and Infrastructure Council, which sits under the Council of Australian Government. These four principles are:

- people with disability have a right to access public transport
- accessibility is a service, not an exercise in compliance
- solutions should meet the service needs of all stakeholders and be developed through co-design
- reform should strive for certainty without sacrificing best functional outcome.

Taskforce members include representatives from the disability community, the Australian, state and territory governments, industry, and accessibility subject matter experts.

The department is both Chair and Secretariat and hosted Taskforce meetings in September 2019 and February 2020.

The Taskforce has developed several ideas for initial reforms, fitting within five themes:

- improving the accessibility of infrastructure
- improving access on conveyances
- making information more accessible
- improving the whole of journey
- providing flexible and innovative solutions to challenging situations.

In late April 2020, the Transport and Infrastructure Senior Officials Committee endorsed the Taskforce to develop initial ideas for reform and test them for feasibility, before consulting with broader stakeholder groups.

The Taskforce intends to work closely with people with disability, public transport operators and providers, and other interested stakeholders throughout the modernisation process.

It is developing strategies to engage stakeholders and keep them informed to ensure their meaningful participating in the public consultation phases of the reform and modernisation process.

It is expected that stakeholders will have the opportunity to contribute to the reforms in the second half of 2020 or early 2021.



For more information, visit:

www.infrastructure.gov.au/transport/disabilities/reform/index.aspx

School Bus Upgrade Scheme (SchoolBUS)

In 2019–20 the department funded \$4.02 million for 56 school buses and \$1.35 million for 45 Specialist School Buses for Students with Disabilities Transport through the School Bus Upgrade Scheme (SchoolBUS).

The scheme provides capital funding to assist contracted school bus operators to replace their fleet with buses that meet the latest safety standards. This ensures that safety for students travelling to and from school on contracted services is maximised.



For more information, visit:

www.tmr.qld.gov.au/Travel-and-transport/School-transport/Assistance-schemes/School-Bus-Upgrade-Scheme.aspx

QLDTraffic continues to evolve to meeting customer needs

This suite of services is continuing to be enhanced to meet the needs of Queenslanders via a website, smart phone apps, a phone service, and open data feeds. QLDTraffic provides travellers with up-to-date traffic and road condition information, allowing informed journey decisions.

Key improvements delivered to services over the past year have included:

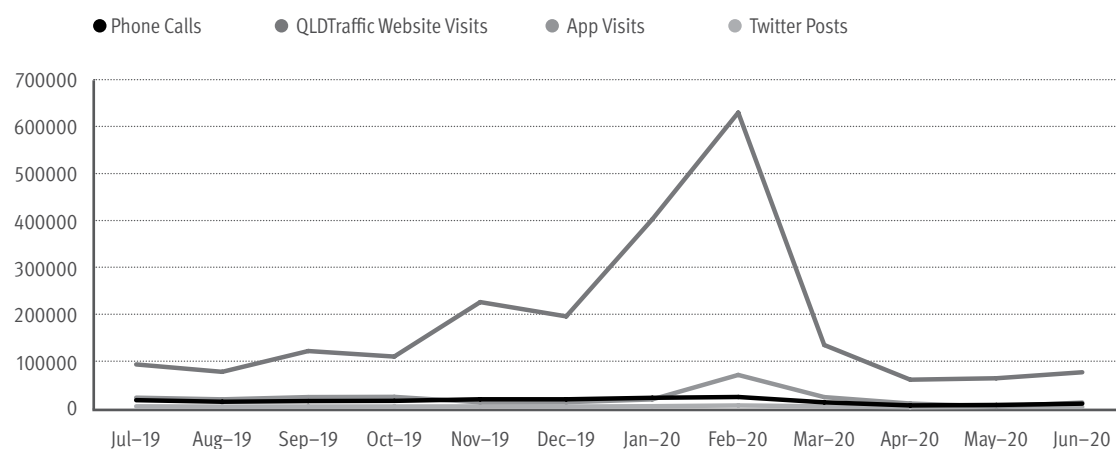
- reliability of the smartphone apps
- inclusion of Bureau of Meteorology weather radar overlays on the QLDTraffic website, enabling users to see weather conditions which may impact road conditions
- publishing images associated with events, such as images of flooded roads, to provide motorists with information about road conditions
- enhancements to open data feeds, enabling easier integration of QLDTraffic event information with other apps and services.

The services continue to see significant use throughout the year with:

- the application being downloaded 47,542 times
- the website accessed more than two million times
- more than 180,000 phone calls received by the 13 19 40 phone service
- instigating more than 41,000 tweets.

The graph below shows the number of phone calls, website and mobile application visits and Twitter posts experienced in the 2019–20 financial year.

Figure 3: Peak usage of 13 19 40, website traffic and usage of QLDTraffic app



The February 2020 peak correlates to the late wet season in north Queensland, and the low points in March-April 2020 correlates with access restrictions in place across Queensland due to COVID-19.

Smart Ticketing

The Smart Ticketing project is delivering a new, seamless, and integrated ticketing experience across Queensland and has achieved significant advancement of system delivery during 2019–20.

The investment in Smart Ticketing demonstrates the department's commitment to ensuring Queensland's public transport network meets the needs of customers. Smart Ticketing will deliver the following benefits:

- more ways to pay for travel including contactless debit and credit cards, smartphones and wearable devices, cash, and go card
- upgrades to ticketing equipment with smarter technology and improved reliability
- access to an enhanced website and app for customers to manage their account on the go
- ability to use payment options throughout South East Queensland and 18 regional urban public transport networks by late 2022
- introduction of real-time information to regional centres enabling customers to track the arrival time of their service.

In 2019–20, the project recorded the following achievements:

- engagement with a range of stakeholders to inform system design and development, including transport operators and accessibility representatives
- completion of detailed planning and design in preparation for customer trials
- completion of regional bus trials in Minjerribah (North Stradbroke Island), Fraser Coast (Maryborough and Hervey Bay), Innisfail, and Bowen

- successful express gate trials at Central Station
- development of a range of plans and policies to support the rollout
- progression of commercial agreements with financial scheme providers
- commencement of Smart Ticketing customer trials of new hardware on Gold Coast Light Rail.



For more information, visit:

www.translink.com.au/about-translink/projects-and-initiatives/smartticketing

One month vehicle registration renewals

In response to cost of living pressures, the department introduced a new one month vehicle registration renewal term in February 2020.

The one month term enables customers to make smaller, more manageable registration renewal payments. The new term compliments the existing 3, 6, and 12 month registration terms, providing choice for customers to select the term that suits their needs.

To access the new term, customers enrol in the department's direct debit service, which provides a convenient automatic payment. As part of the introduction several enhancements were also made to the direct debit service, which delivered a more user friendly product for customers and enabled broader access to this service.



For more information, visit:

www.qld.gov.au/transport/news/features/one-month-rego-now-available

Robotic Process Automation technology improves efficiency

The department is embracing the future by piloting Robotic Process Automatic technology to process learner logbooks.

The trial started in June 2019, and has resulted in an estimated time saving of 13 minutes per logbook, which is an 87 per cent efficiency gain, a better customer experience, faster processing times, enables staff to focus on important customer-centric activities and has released staff to do more in depth investigating and editing of logbooks

The application configures software to capture, imitate or learn activities, and complete a process the same way a person would (or be trained to complete a process a certain way).

It is applied to highly repetitive, rule-based tasks that require manual input, such as processing a transaction, manipulating data, triggering responses, and communicating with other digital systems.

PrepL Supervisor Course

Over 1000 supervisors have already benefited from the October 2019 launch of the PrepL Supervisor Course, targeted at learner driver supervisors.

The course includes specialist guides and lesson plans for supervisors. It starts with driving basics and progresses to more complex driving situations. The course provides advice on how to deal with stressful situations and communicate effectively. It also includes a video demonstration of how to develop a learner driver's hazard perception skills.

The course draws on PrepL's road rule information, providing interactive scenarios for anyone wanting to refresh their road rules knowledge.

It can be completed at the user's own pace, at any time, using a compatible smartphone, tablet or computer.



For more information, visit

www.qld.gov.au/transport/licensing/getting/learner/prepl/prepl-supervisor-course/prepl-supervisor

Driving Licensing Unit in Hope Vale

In a bid to help improve road safety and reduce unlicensed driving in far north Queensland, a mobile unit is making licensing services more accessible to people in remote and Aboriginal and Torres Strait Islander communities.

The Indigenous Driver Licensing Program reaches communities as far as Hope Vale, located about 370 kilometres north of Cairns, for residents who can't access mainstream customer service centres.

The team offers residents practical driver licence testing, as well as driver licence replacements, renewals and photo identification cards.

Proposed changes to the Disability Parking Permit Scheme

The Disability Parking Permit Scheme helps over 190,000 Queenslanders go about their daily business by providing access to conveniently located disability parking bays.

Following community feedback, the Minister for Transport and Main Roads requested a review to assess the feasibility of expanding eligibility for the scheme to include people with a vision impairment. The outcomes of the review, which included consultation with vision impaired organisations, other community groups, and other jurisdictions, recognised the unique mobility challenges faced by people with a severe vision impairment. Careful consideration was also given to the impacts that changes to the scheme may have on existing permit holders.

On 26 November 2019, the Minister introduced the *Transport Legislation (Disability Parking and Other Matters) Amendment Bill 2019* to the Queensland Parliament. Subject to passage, the bill will expand the scheme to include vision impaired persons diagnosed as 'legally blind' on a permanent or temporary basis and will double the penalty for illegally parking in a disability parking bay.

Debate on the Bill commenced on 17 March 2020, however due to COVID-19 was delayed. The department is working towards a proposed implementation date as soon as practicable after passage of the legislation. A Ministerial Disability Parking Summit will bring together key stakeholders who through communication, education, awareness, and enforcement all play a role in improving access to improving access to disability parking spaces for scheme members.

Taxi Subsidy Scheme

The Taxi Subsidy Scheme (TSS) is an initiative designed to provide an affordable and accessible transport option for people with severe disability.

At the end of 2019–20 the scheme was assisting 56,010 Queenslanders to access more affordable taxi travel.

The TSS includes a subsidy paid by the Queensland Government of half the total taxi fare, up to a maximum of \$25 per trip, and access to subsidised taxi travel in other Australian states and territories.

During 2019–20, 1,704,760 taxi trips were taken by TSS members, with subsidies of over \$13.5million (ex GST) paid. As at 30 June 2020, the department paid an average subsidy of \$7.89 (inc. GST) per trip.

The Queensland Government also allocated \$6.34 million to the Lift Payments incentive for drivers of wheelchair accessible taxis

(WAT) to prioritise services to TSS members identified as requiring a wheelchair to travel. This Lift Payment incentive is paid in addition to the TSS payment.

In 2019–20, 347,365 trips attracted the Lift Payment providing incentive to WAT drivers and improving service to TSS members requiring a wheelchair.



For more information, visit:

www.qld.gov.au/disability/out-and-about/subsidies-concessions-passes/taxi-subsidy

End of registration labels

After a statewide consultation process was undertaken, significant support was received from industry and the boating public to no longer display a registration label on boats and personal watercraft. Automatic posting of registration certificates has also ceased for most registration transactions. Customers can still access their registration certificate via the department's online service.

Removal of registration labels from boats and watercraft delivers a range of customer benefits including time savings, loss of labels, aligning with vehicle and trailer label requirements, and removing offences for not displaying a registration label. The initiative also sees the department save approximately \$400,000 each year.

Customers are reminded of their registration renewal date by receiving notices four weeks before the registration is due, and a reminder notice for those customers who have forgotten to pay on time. Customers can also register for free e-reminder and direct debit services, check the registration status and expiry date of any vessel using the online Check Registration Status tool at www.qld.gov.au/checkrego, or by downloading the QLD Rego Check app.

Enforcement officers continue to actively enforce vessel registration.



For more information, visit

www.msq.qld.gov.au/About-us/News-and-stories/Changes-to-boat-registration-stickers

Passenger Transport Accessible Infrastructure program

This statewide grants program provides funding assistance to local governments upgrading their existing passenger transport facilities to comply with the Commonwealth *Disability Discrimination Act 1992*.

These funding contributions allow local governments to:

- enhance safety and accessibility of the transport network for everyone

- modernise passenger transport facilities to comply with the Act
- apply consistent design standards across the passenger transport network.

In 2019–20, over \$5 million of funding assistance was provided to 17 local governments across Queensland to support upgrades of over 700 urban bus stops to meet accessibility standards. In addition, approximately \$140,000 was provided towards upgrading long-distance coach stops in regional and remote areas.

The success of these programs is built on the partnership approach with local governments and other state government agencies, working together to deliver a single integrated transport network accessible to everyone.



For more information, visit:

www.tmr.qld.gov.au/Travel-and-transport/Disability-access-and-mobility/Accessible-regional-bus-stops

Providing consistent technical advice to inform decisions

One of the four functions of the Accessible Transport Network team is the provision of consistent technical advice to inform decisions across the development, implementation and upgrading of all the department's products, services and infrastructure.

It has provided ongoing review of major projects for access and inclusion, including Cross River Rail, Gold Coast Light Rail procurement and Gold Coast Infill Station accessibility.

Specific technical advice has been given on discrete projects, including:

- Southern Moreton Bay Ferry terminals
- Car parks at Springfield Central, Varsity Park 'n' ride
- Pimpama Exit 49 Interchange
- Rockhampton Ring Road
- West Creek Cycle Path
- Minden Interchange
- Morayfield Interchange temporary bus stop location
- Rest stop auditing project.

Collaboration with other divisions to review and develop new technical and policy documents include:

- Public Transport Infrastructure Manual
- Public Transport Conveyance Manual
- New cycling and pedestrian's guideline – Bicycle rider and pedestrian underpass.

Participation in policy and technical development projects including:

- National Asset Centre of Excellence 014 access project, a critical review of design and development practices that relate to access for people with a disability
- pedestrian wayfinding and signage
- Queensland Rail Accessibility Reference groups.

Actions contained in the Disability Action Plan 2018–2022 are being implemented to improve the accessibility of the passenger transport network for customers with disability.

Third Disability Action Plan to improve the accessibility on the state network

Actions contained in the Disability Action Plan 2018–2022 are being implemented to improve the accessibility of the passenger transport network for customers with disability.

The \$2.7 million lift at Queen Street bus station opened in August 2019, making platform 2 accessible to everyone. Funding for this project was provided through the department's Passenger Transport Infrastructure Investment Program.

May 2020 saw the completion of the second rollout of Bus Stop Blade Sign Braille ID numbers to improve access for people with vision impairment. Locations included bus stops in Spring Hill, Fortitude Valley, Queen Street, Toombul, UQ Lakes, Chancellors Place, Capalaba, and Loganholme bus stations.

Consultation with the department's Accessibility Reference Group, which includes representatives from government, industry, and disability advocacy groups has continued with four meetings held throughout 2019–20 in addition to out-of-session engagements on individual projects and other proposed initiatives.



For more information, visit:

www.tmr.qld.gov.au/Travel-and-transport/Disability-access-and-mobility

School Transport Assistance Scheme

The School Transport Assistance Scheme is one of the largest schemes funded by the state government which assists eligible students to travel to and from school on rail, bus, ferry, and tram services. For 2019–20, \$176.3 million was paid to assist approximately 130,000 recipients.

The scheme can cover all or part of a student's transport costs between home and school, with the focus being on assisting those students travelling to a school outside their local area, students living in extreme isolation, and for low income families.

The department works with about 502 delivery partners, providing over 1400 school routes using approximately 2000 buses.



For more information, visit:

www.tmr.qld.gov.au/Travel-and-transport/School-transport/Assistance-schemes/School-Transport-Assistance-Scheme

School transport operator payments

The department provided funding assistance to 502 private operators to deliver school transport services.

School services for South East Queensland are paid as part of integrated urban and school transport service contracts and reflected in the Passenger transport operator payments South East Queensland (**see page 191**).

Total payment for the 2019–20 financial year to deliver school transport services in regional Queensland was \$149.9 million (GST exclusive).



A full list of school transport operators in regional Queensland and payments is available on the Queensland Government Open Data Portal:

www.data.qld.gov.au

Concessional fares for disadvantaged community members

The department continued to provide concessional fares on rail, ferry, bus, and light rail services to ensure mobility and access across Queensland for those in the community who are disadvantaged.

In 2019–20, \$312.51 million was provided in concessions and assistance to pensioners and seniors, veterans, students, people with a disability and their carers, job seekers, and asylum seekers to make public transport more affordable. Assistance ranges from public transport concessions, ticketing products, and subsidised transport schemes.



For more information on concession fares, visit:

www.translink.com.au/tickets-and-fares/concessions



For more information on ticket options for people with a disability, visit:

www.translink.com.au/tickets-and-fares/ticket-types/disability

Digitising customer interactions

Passenger real-time technology

Real-time information provides accurate predictions for the next service departing from the customer's stop or station. This feature improves the user experience and enables customers to utilise and access transport services, improving frequency and accuracy of information.

In 2019–20, the Smart Ticketing project's regional bus trials delivered real-time information to Innisfail and Bowen.



For more information, visit:

www.translink.com.au/plan-your-journey/real-time

My TransLink App

The department has continued to improve the user experience of the MyTransLink app with regular updates providing additional features based on customer feedback. Throughout 2019–20, the number of customers using the app has continued to increase, with an average of 129,000 active users each week in 2019. However, active weekly users dropped to 80,000 in 2020 due to the significant reduction in patronage caused by COVID-19.



For more information, visit:

www.translink.com.au/mytranslink

Digital licence App

In 2019, over 100 Queenslanders were brought together to co-design Queensland's first Digital Licence App. This customer centric design process included the views of those most vulnerable members of our community.

The pilot was launched on the Fraser Coast on 24 March 2020 during COVID-19. The Fraser Coast community warmly welcomed its introduction with a strong focus on supporting the business community.

The Digital Licence App will meet an international standard for a mobile driver licence, meaning in the future, Queenslanders will be able to validate their licence overseas.

Based on customer feedback during the pilot, the latest version of the App was released in mid-June which included upgrades to allow for open licence credentials and automated onboarding.



For more information, visit:

www.qld.gov.au/transport/projects/digital-licence/digital-licence

Engaging with industry

Class 1 permit duration extension

Extension of permit durations to 12 months for Class 1 Oversize and Overmass heavy vehicles was announced in June 2019.

The significant increase from three month network permits and 28 days to 12 months for route specific permits was welcomed by the heavy vehicle industry. The initiative highlighted the department's continued commitment to the National Oversize Overmass Review to provide efficiencies in the heavy vehicle permit assessment process.

The department has since seen a steady decrease of up to 50 per cent compared against 2019 application data in Class 1 Oversize and Overmass permit applications.

It is estimated that industry will save approximately \$1 million in fees and around 3300 hours in permit application processing.



For more information, visit

www.qld.gov.au/transport/news/features/class-1-oversize-and-overmass-permits-are-now-being-issued-for-12-months

Class 1 heavy vehicle permits return to the National Heavy Vehicle Regulator

The department successfully completed the Return of Delegations Project for Class 1 heavy vehicles in December 2019. All classes of permit applications for travel through and within Queensland are now processed by the National Heavy Vehicle Regulator through an online portal system providing a consistent approach to the permit application process and enabling heavy vehicle industry to track the progress of their applications.

Heavy Vehicle National Law Review

Led by the National Transport Commission, the Heavy Vehicle National Law Review is a unique opportunity to take a fresh view of how the industry regulates heavy vehicles and ensure that the law is fit for purpose to meet the challenges of the future.

Over the past 12 months, the department has participated in extensive preliminary consultation to assist in identifying issues with the current law and provide possible solutions. Areas of key focus have included:

- supporting safe and efficient access
- enhanced risk-based fatigue management
- increased use of technology and data
- improving the accreditation framework to foster more innovative, efficient, and safer compliance.

The next phase of the review will include the release of a Consultation Regulatory Impact Statement, which will test a comprehensive set of potential policy options for the new law.

As host jurisdiction of the law, the department has continued to manage the passage of legislative amendments through the Queensland Parliament, with the *Heavy Vehicle National Law and Other Legislation Amendment Act 2019* being assented in September 2019. This addressed some operational, minor, and technical drafting issues to improve roadside enforcement, reduce the compliance burden for industry, and reduce the administrative burden for jurisdictions and the National Heavy Vehicle Regulator.

Queensland will continue to work collectively with the Commission, the Regulator, other jurisdictions, and industry to deliver a modern, outcome-focused law that will improve safety for all road users, support increased economic activity and innovation, and simplify the administration and enforcement of the Heavy Vehicle National Law.

Improvements to national notices for heavy vehicles

The department has continued working with the National Heavy Vehicle Regulator to harmonise national notices and to further refine existing notices to provide the heavy vehicle industry with improved access efficiencies and consistency across borders. Notices serve the same function that a heavy vehicle permit has traditionally provided and deliver significant administrative and cost savings for transport operators.

The 2020 National Class 2 Road Train Notice, released in June 2020, consolidates road train combination requirements, facilitates cross-border access, and reduces permit volumes.

The National Rationalisation of State Notices for Load Carrying Vehicle Dimension and Mass Exemptions provides an enhanced single reference point for industry to use, particularly operators undertaking cross-border operations.

With the opening of the Toowoomba Bypass in September 2019, the department was also able to safely extend access for road trains and Performance-Based Standards level 3 combinations from Toowoomba to the Gatton Road Train Transfer Facility on the Warrego Highway.

Port of Brisbane Freight Precinct

To provide enhanced, safe, and simple access for heavy vehicles servicing Queensland ports, a Declared Freight Precinct has been developed in partnership with the department, National Heavy Vehicle Regulator, Brisbane City Council, the Port of Brisbane, and industry.

The precinct includes the area covering Lytton, Hemmant and Murarrie areas east of the Gateway Motorway on state and council roads.

The development of a freight precinct adjacent to the Port of Brisbane, allows additional heavy vehicle mass and dimension exemptions to assist with the movement of imports and exports

travelling between the port and key customer destinations in the Lytton/Hemmant area.

The first stage of this initiative concerning access for heavier Performance Based Standards A-Doubles was introduced in mid-2019. A second stage with low loader operations for flat rack and open top containers has also been introduced.

Access arrangements are currently provided under Class 3 route specific permits, pending the development of a National Notice by the National Heavy Vehicle Regulator.

Consultation on Queensland's tow truck scheme

In response to the recommendations made by the Queensland Government, a commissioned independent investigation into the tow truck and vehicle removal industry was undertaken. To ensure the rights and interests of private property owners and occupiers, towing operators, and motorists are appropriately balanced, the department commenced a post-implementation review of the reforms, including identifying opportunities to improve and modernise Queensland's tow truck scheme.

The review used multiple methods of consultation to a broad range of stakeholders, including direct mailouts, industry forums, and the release of an online discussion paper titled *Your say on Queensland's Tow Truck Scheme*. Stakeholders including the tow trucking industry, the community, RACQ, and the Queensland Police Service provided invaluable feedback on change proposals.

The consultation will ensure the scheme provides an effective and contemporary regulatory framework. Feedback from stakeholders will guide proposed scheme changes that will be considered by the Queensland Government.



For more information, visit

www.tmr.qld.gov.au/business-industry/Accreditations/Tow-truck-licensing-scheme

Industry relationships delivering for Queenslanders

Over the past 12 months the department has worked closely with many industry groups in the development of new specifications and technical notes that keep industry delivering for Queenslanders.

Engagement and consultation occurs throughout the year with many different stakeholders including:

- The Australian Asphalt Pavement Association as part of a joint Strategic Alliance
- Cement and Concrete Aggregates Australia – formed a working group on MRS/MRTS10 Plant-Mixed Lightly Bound Pavements specification suite
- Waste Recycling Industry Association of Queensland and Demolition and Asbestos Industry Association

- Civil Contractors Federation
- Consult Australia
- Queensland Major Contactors Association
- RACQ
- ITS Australia
- Roads Australia
- Austroads
- Engineers Australia
- Australian New Car Assessment Program
- Queensland Trucking Association and Livestock Carriers
- local government.

The department continues to work closely with Queensland industry partners and liaise at a national level via the Austroads Task Forces with Director-General, Chair of the group.

The department has also recently started collaborating with Main Roads Western Australia on a significant recycled plastics project as part of the National Centre of Excellence.

Leading Australia at the World Road Congress

In October 2019, the department's Director-General attended the World Road Congress in Abu Dhabi. Mr Scales attendance was sponsored by Roads Australia and as the First Delegate, led the Australian Delegation comprised of more than 45 key stakeholders from the transport industry. The event, hosted by PIARC, the World Road Association, was held for the first time in the Middle East with 3000 attendees including 46 Ministers from across the globe.

With the overarching theme of 'Connecting Cultures, Enabling Economies', many topics aligned to the department's strategic direction including road safety, connected and automated vehicles, sustainability, and accessibility. Specifically, discussions around the relationship of public and private organisations in preparing and introducing connected and automated vehicles generated key insights to inform the department's Cooperative and Automated Vehicle Initiative (CAVI). Further insights from the Abu Dhabi Traffic Management Centre technical tour and presentations on asset management and resilience also provided important learnings for Queensland and Australia.

Along with attending sessions, presenting the Road Safety Prize, and participating in tours, Mr Scales also presented two technical papers:

- Delivering network mobility for Brisbane through integrated busways and transitways.
- Risk Context Profiling – An integrated tool for Program and Project Risk Management.

Overall, the conference provided an important platform to collaborate and discuss future trends and opportunities with key international decision makers and ultimately shape the future of transport in Queensland.

Delivering with partners

National Asset Centre of Excellence

Established seven years ago, the National Asset Centre of Excellence is an initiative of the department and the Australian Road and Research Board to strengthen specialist technical capability and capacity and achieve cost savings in road infrastructure expenditure through targeted research.

As the department's benchmark research and development program, it has a strong focus on pavements, asset management and structures research and targets international best practice, providing guidance in the use of innovative materials.

This \$6.85 million investment in the 2019–20 program has several multi-year projects in delivering economic benefits to the Queensland network. The program works in partnership with industry, universities and government bodies having an emphasis on collaborative research findings.

Some highlights from its research include the:

- modified compaction techniques to improve the strength of unbound and lightly bound materials reducing their susceptibility to moisture when compared to standard compaction
- laboratory and field-trial tests into the use of geosynthetic reinforcement material, potentially reducing the pavement thickness required when building granular pavement over soft subgrade found in South East Queensland
- updates to MRTS05 Unbound Pavements Specification to improve the resilience of our pavements by changing the required particle size distribution and introducing modified compaction for the base pavement layer.

New Generation Rollingstock

The New Generation Rollingstock (NGR) project is being delivered by the department under an Availability Public Private Partnership with Qtectic, a Bombardier led consortium.

The project had three main priorities during 2019–20:

- ongoing delivery of the daily NGR passenger services
- start of the NGR accessibility upgrade program
- ramped-up cleaning on the NGR trains in response to COVID-19.

More than 130,000 NGR passenger services were run during 2019–20, running more than 8 million in service kilometres. Work started on the installation of the NGR accessibility upgrades, with the first train being delivered to the Downer facility in Maryborough in October 2019. All 75 NGR trains will be upgraded and back in service in South East Queensland by 2024.

Roads and Transport Alliance

The Roads and Transport Alliance is a partnership between the department, the Local Government Association of Queensland, and Queensland local governments.

The Alliance was established in 2002 to create a more strategic approach to regional road and transport management, specifically to administer Transport Infrastructure Development Scheme funding and help deliver projects across both levels of government in Queensland.

The Alliance operates under a Memorandum of Agreement now in its fourth iteration (2018–2023).



For more information, visit:

www.tmr.qld.gov.au/business-industry/Business-with-us/Alliances/The-Roads-and-Transport-Alliance.aspx

Transport Academic Partnership

The *Transport Academic Partnership 2015–2020 Agreement* is a \$3.3 million agreement between the department, the Motor Accident Insurance Commission, Queensland University of Technology, Griffith University, and the University of Queensland.

This collaborative partnership facilitates innovative transport research and development to build mutual capability across government and academic sectors. The agreement supports the shared delivery of a small annual work program of projects across various transport topics.

In 2019–20, project included:

- demand responsive transport
- travel behaviour using social economic data
- data collection for heavy vehicle crashes
- new research on Blockchain technology
- evaluations of cycling infrastructure
- literature reviews.

The work program for 2020–21 has been collectively developed and will include nine new research and development projects covering topics such as; transport related behavioural economics, heavy vehicle safety research, Mobility as a Service (MaaS) research, and decarbonisation of heavy vehicle fleet technology.

The agreement also facilitates an internal procurement strategy which ensures eligible research and development projects can be delivered quickly and efficiently through the established partnerships, providing prompt and innovative benefits for all parties.



For more information, visit:

www.tmr.qld.gov.au/Community-and-environment/Research-and-education/Transport-Academic-Partnership

Transport Infrastructure Development Scheme/ Regional Roads and Transport Groups

Regional Roads and Transport Groups (RRTGs) are central to the Roads and Transport Alliance. There are 17 groups across Queensland, representing 65 local governments including five Aboriginal Shire Councils.

Members include local government elected representatives and department district directors. They are the primary decision-making bodies which determine regionally prioritised improvements to their communities' transport infrastructure utilising Transport Infrastructure Development Scheme (TIDS) funding.

The groups work collaboratively to develop and agree a four year program of works based on regional investment strategies and priorities, capacity to match TIDS funding and ability to deliver within the financial year.

In 2019–20, 236 projects were delivered statewide through the RRTGs, with joint investment of over \$120 million in local roads, marine infrastructure, safer school drop-off areas and active transport infrastructure.

Franchised Roads

The Queensland Government enters into road franchise agreements under the provisions of the *Transport Infrastructure Act 1994* to assist and encourage private sector investment in the construction, maintenance and operation of road transport infrastructure.

Current state road franchise agreements include:

- the Gateway, Gateway Extension and Logan motorways and Airport link toll roads (operated and maintained by Transurban Queensland)
- Toowoomba Bypass (operated and maintained by Nexus Infrastructure)
- Port Drive for Port of Brisbane Pty Ltd (operated by Transport and Main Roads). This is not a toll road but does provide the only access to the Port of Brisbane precinct.

A key achievement for 2019–20 was the commissioning of the Toowoomba Bypass. The \$1.6 billion Toowoomba Bypass is 41 kilometres, connecting the Warrego Highway at Helidon Spa to the Gore Highway at Athol, via Charlton. The Toowoomba Bypass is a toll road, with Transurban Queensland providing tolling collection service on behalf of the state.

During 2018, the Transport and Public Works Committee conducted an Inquiry into the Operations of Toll Roads in Queensland. The Committee made five recommendations with a view to improving the toll road user customer experience. The department is working with key stakeholders to implement all recommendations which progressed in 2019–20.

Queensland Transport and Logistics Workforce Strategy and Action Plan 2018–2023

Promoting the attractiveness of the transport and logistics industry

A proactive approach to the design of and support for the transport and logistics workforce in the coming years is required to support the transformational changes that are occurring across this industry. The workforce has been, and will continue to be, significantly impacted by emerging technologies, changing consumer preferences, increasing demands from population growth, and increasing competition caused by globalisation. This will lead to new skills and new occupations within the industry, and significant role redesign as technology changes the functions and processes of traditional transport occupations.

The increase in rail projects across Australia has highlighted the need to prioritise skills and workforce development across the rail industry. The department continues ongoing engagement with the Australasian Railway Association Workforce Development Committee and reinforces 'promoting the attractiveness of the transport and logistics industry' as critical to making rail an industry of choice. A working group has been created to develop a framework to support this objective.

The *Queensland Transport and Logistics Workforce Strategy and Action Plan 2018–2023* aims to ensure a skilled, sustainable and supported workforce into the future. This strategy and action plan sets the direction for workforce reform over the short, medium and long term and addresses issues that are felt across the whole industry, as well as those specific to each sector.

The Transfutures internship program, for example, promotes careers in the transport and logistics industry by offering placements to university students across Queensland, where they can apply the knowledge gained at university to a real working environment. To date industry has hosted 48 interns which equates to approximately 5580 hours of industry experience.



For more information, visit:

Queensland Transport and Logistics Workforce Strategy and Action Plan 2018–2023

Bus Driver Safety Scheme

The Queensland Bus Driver Safety Scheme is a key deliverable under the Queensland Government's final response to the Bus Driver Safety Review.

The scheme, which opened in November 2018, allocated up to \$5.47 million in grant funding for contracted urban bus service operators to install driver barriers and anti-shatter window film in eligible fleet vehicles, to reduce the risk and impact of violence against bus drivers and vandalism to property.

Under the scheme, eligible delivery partners could apply for a 50 per cent rebate of the cost of driver barriers for buses operating in high risk areas up to a maximum of \$2000 per bus, and a 100 per cent rebate of the cost of anti-shatter film up to a maximum of \$1200 for a small bus and \$2400 for a large bus.

The scheme was administered by the Queensland Rural and Industry Development Authority. Applications for grant funding closed on 31 March 2019. In September 2019, successful applicants received approval to install driver barriers and anti-shatter film on eligible buses. In June 2020, installations were completed, and the rebate was paid to delivery partners in order to finalise the scheme.

The scheme is part of a suite of measures aimed at addressing known triggers of violence against bus drivers and will contribute to keeping bus travel safe for everyone. As a result of the scheme, over half of Queensland's contracted urban bus fleet is fitted with a driver barrier.



For more information, visit:

www.translink.com.au/about-translink/projects-and-initiatives/bus-driver-safety-review

Roma Street Busway station temporary diversion

To support the delivery of Cross River Rail, the department partnered with industry and other government agencies to commence the temporary closure of the busy Roma Street Inner Northern Busway station, temporarily moving over 2000 bus services per day from the busway on to Roma Street from mid-May 2020.

The temporary station closure and diversion of bus services are part of the Cross River Rail works to allow the safe removal of the Brisbane Transit Centre coach deck, which was above the busway.

In collaboration with Cross River Rail Delivery Authority and Brisbane City Council, the department planned alternative bus scheduling, temporary facilities, new wayfinding, colour-coded bus stop signage, customer awareness advertising, and social media. The presence of the department's customer liaison officers on the ground was a key factor in customers being well informed about changes to their travel plans.

Bus services will return to the busway when a temporary outbound platform is finalised, which will then be in place during the remainder of construction of the new Roma Street station. It will become the state's most significant transport interchange and will feature a new station plaza and entry point to all public transport services.



For more information, visit:

www.translink.com.au/service-updates/272706

Wheelchair Accessible Taxi grant scheme

The wheelchair accessible taxi funding program is a \$21 million, four year program, to modernise Queensland's fleet of wheelchair accessible taxis and support the taxi industry to continue providing accessible transport options for people with reduced mobility. It helps with the cost of purchasing new wheelchair accessible taxis to replace ageing or written off vehicles and offers funding for replacing a conventional taxi with a wheelchair accessible taxi in some areas. Under the funding, eligible taxi operators may apply for 50 per cent funding toward the purchase of a new vehicle, to a maximum of \$45,000.

The scheme is being administered by the Queensland Rural and Industry Development Authority. It first opened in December 2019 and two rounds of applications have been completed. A total of 82 applications have been received from across Queensland, of which, 64 have been approved.



For more information, visit:

www.tmr.qld.gov.au/business-industry/Taxi-and-limousine/Industry-information/Taxi/Wheelchair-accessible-taxis

Queensland Country Bank Stadium– a OneTMR transport success

Creating a great transport experience was key to the department's involvement in the opening of the new, \$293 million Queensland Country Bank Stadium in Townsville in February 2020, one of the Queensland Government's key election commitments and a Townsville City Deal initiative.

The department played an important role in supporting the delivery of capital works and working with stakeholders to deliver an effective Event Transport Management Plan for the new stadium.

Ensuring positive transport outcomes for the new stadium and the Townsville community was a OneTMR effort, with collaboration between the Policy, Planning and Investment; Infrastructure Management Delivery; and TransLink divisions across the various planning and delivery phases.

The first events included a stadium open day, the Elton John concert, and the historic opening NRL match between the home-town Cowboys and the Brisbane Broncos, with positive feedback received from eventgoers about their transport experience.

Key transport outcomes for the stadium include:

- improvements to the road network around the stadium
- a new active transport footbridge and connecting cycle/pedestrian pathways
- safety improvements to the nominated showground's park 'n' ride site
- free trial of special event bus services for eventgoers travelling to and from the stadium
- a trial of active traffic signal management at key locations around the stadium to ensure safe and efficient traffic and pedestrian movements on the local road network during events
- standing up of the Townsville Traffic Management Centre as a transport coordination hub during the first few events, hosting key stakeholders from Stadiums Queensland, Queensland Police Service, Queensland Rail, and Townsville City Council to actively monitor and manage the transport network.

Bureau of Meteorology Partnership

Since December 2018, the three year partnership agreement with the Bureau of Meteorology and the department has formed the basis of collaboration on several projects and initiatives.

Due to the COVID-19 pandemic master class training scheduled for May-June 2020 was postponed.

Working group meetings are held quarterly, and a steering committee meets annually to review progress and consider options for future work activities and initiatives.

Environment and heritage

OneTMR Heritage Places Asset Register

Across Queensland, the department is responsible for the maintenance and conservation of numerous heritage and cultural sites on its properties and road reserves. In 2019–20, the department created the first statewide OneTMR Heritage Places Asset Register.

The Register will include a collation of existing district data, review of statutory registers, and creation of a standard data proforma. Heritage sites include First Nation Peoples' culturally significant trees, artefact scatters, rock art, and wells. It will also include historic bridges, tunnels, lighthouses, tree avenues and buildings.

The Register will continue to develop in consultation with First Nation People and future condition assessments of relevant sites. It will prioritise the department's heritage maintenance program and information for heritage assessments which will enable the department to better provide a heritage sensitive, sustainable transport network for all Queenslanders.

Woorabinda community

The Director-General has continued in his role as Government Champion for the Woorabinda Aboriginal community, which is situated on the traditional lands of the Wadja Wadja/Wadjigal people, about 170 kilometres south west of Rockhampton. The Department of Aboriginal and Torres Strait Islander (DATSIP) led program focuses on achieving improved economic and social outcomes and addressing barriers to effective service delivery.

The department works in partnership with DATSIP, neighbouring councils, and other government agencies to progress the community's agenda. Over the past year, the partnership continued to build the community's capacity and capability under a Memorandum of Understanding for road construction, assisted to reinvigorate a community outpost and develop a training facility, and provided support and equipment to assist the community enact COVID-19 biosecurity restrictions.

The department also entered into a two year partnership, facilitated by Australia's CEO Challenge, with the Woorabinda Gumbi Gunyah Women and Children's Shelter. The shelter offers a safe place for women and children escaping domestic and family violence, who may be at risk of homelessness.

Minimising impacts on native fauna

The department continues to implement initiatives, during the design and construction of transport infrastructure, to minimise impacts on native fauna and ensure compliance under state and federal legislation.

Recent examples of initiatives that has been incorporated in projects:

- Five fauna movement structures and over 12 kilometres of fauna exclusion fencing are being constructed in areas of critical habitat along the Bruce Highway Upgrade–Caloundra Road to Sunshine Motorway alignment. More than 66 hectares will be rehabilitated to offset vegetation clearing associated with the project.
- Bruce Highway–Cooroy to Curra Section D project – offset areas are being legally secured and managed to improve and protect habitat for the koala and black-breasted button-quail.
- Monitoring of a fauna underpass constructed at Denison Creek near Mackay has recorded ten successful crossings by koalas and high utilisation by other native animals.
- Continual funding of valuable research by Sunshine Coast University to understand the characteristics of land offsets that provide best long-term outcomes for koalas.
- Representation on the Koala Advisory Council to work collaboratively on the South East Queensland Strategy outcomes and transport impacts with key stakeholders.

Reef 2050 Plan

Since the release of the Reef 2050 Plan in 2015, the department has continued to progress implementing actions to ensure the protection of the Great Barrier Reef.

The department and Queensland Ports have continued to work together with community, industry, scientists, and Traditional Owners to improve the management of maintenance dredging and reduce the impact of ports on the Great Barrier Reef while maintaining the economic and social contribution of ports.

Queensland Ports continue to progressively update and apply leading practice to dredging management through continuous improvement processes embedded in the Long-term Maintenance Dredging Management Plans by each port, including conducting Sustainable Sediment Management Studies to better manage dredging.

In addition, Queensland Ports have delivered major projects aligned with Reef 2050 Plan commitments, including the recently completed Cairns Shipping Development Project and the Townsville Channel Capacity Upgrade project, currently under construction.

The department is also delivering master plans for the priority ports of Gladstone, Abbot Point, Townsville and Hay Point/Mackay in accordance with the *Sustainable Ports Development Act 2015*.

Electric Vehicle Strategy

Released in October 2017, *The Future is Electric - Queensland's Electric Vehicle Strategy* (EV Strategy) is a multi-agency strategy, designed to ensure Queensland is in the best position to capture

the benefits and opportunities electric vehicles (EV) will bring for a cleaner, greener, and cheaper transport future.

The strategy outlines 16 cost-effective initiatives the Queensland Government will implement to encourage consumer support and uptake of these vehicles. The showpiece action of the *EV Strategy* is the Queensland Electric Super Highway (QESH), completed in January 2018. The QESH is the world's longest electric vehicle super highway in a single state, consisting of a series of fast-charging stations stretching from the Gold Coast to Cairns, and Brisbane to Toowoomba.

Since installation of the first chargers in late 2017, up to the end of May 2020, there has been over 13,000 QESH fast charging sessions. The use of QESH fast chargers, powered by renewable energy, has saved between 210 and 247 tonnes of CO₂ compared to a car filling up at a service station.

A further \$2.5 million was committed for Phase 2, with construction now underway which will construct additional fast charging stations along the QESH, reducing the distance between the existing charging locations.

Electric vehicle numbers are increasing in Queensland demonstrating the successful implementation of the *EV Strategy*. In the 12 months from 1 May 2019 to 30 April 2020, there was a 150 per cent increase in battery electric vehicles registered in Queensland from 1054 to 2636 vehicles.

Throughout the year, several other significant EV related activities occurred including:

- hosting an Electric Vehicle Forum at Parliament House in February 2020 as part of the Premier's Business Series, with government and industry representatives attending
- leading the development and implementation of a national program of work on low and zero emission vehicles for the Council of Australian Government's Transport and Infrastructure Council
- the Department of State Development, Manufacturing, Infrastructure and Planning led development of the 500 kilometre Tropical North Queensland Electric Vehicle Drive, which opened in November 2019. The Drive features electric vehicle destination charging stations at six key tourist attractions across the Cairns region.



For more information, visit:

www.qld.gov.au/transport/projects/electricvehicles

Roadside Bushfire Risk Assessment Model

The department manages a large estate of land within the state-controlled road corridor. This vast estate adjoins both the state-controlled transport network and a wide array of public and private buildings and other land uses. This land has varying bushfire hazard and risk.

To manage this issue, the department has invested in technological solutions, including the Roadside Bushfire Risk Assessment Model (RBRAM).

The RBRAM combines bushfire science by Queensland Fire and Emergency Services and CSIRO, to assess the likelihood and consequence of a bushfire on the land, and immediately adjacent to, the state-controlled road network.

Bushfire likelihood and consequence scores are combined to provide a risk score which is then reclassified to 250-500 lineal metre assessment units.

The results guide district delivery of bushfire fuel management. The model was piloted in 2018 and has been updated with the latest dataset in the 2020 model.

Recycled materials

With Queensland striving to become a national leader in avoiding unnecessary consumption and waste generation, the department is working on several projects to identify ways to reduce landfill waste.

These include:

- trials of concrete pavement rehabilitation technology known as 'concrete rubblisation' which sees existing concrete broken up and reused to create a stable base for the overlaying pavement layers
- updates to its asphalt and bitumen specifications to facilitate the increased use of reclaimed asphalt pavement in the manufacture of 'new' asphalt
- completion of an investigation into the use of recycled glass in roads
- ongoing research into the continued expansion of approved materials for recycling. The department currently allows the use of recycled materials – recycled tyres, recycled glass, crushed concrete, reclaimed asphalt pavement and masonry (in unbound gravel), and bound pavement materials
- research into the use of recycled plastics focusing on road furniture like bollards, posts, seats, signs, noise and retaining walls, and more. The department is working with Main Roads Western Australia and the Australian Road Research Board on this project.

Road safety

Action plan reflects holistic approach to road safety

The Queensland Road Safety Action Plan 2020–21 is the third and final action plan under the current *Queensland Road Safety Strategy*.

A series of road safety forums and consultation with members of the community, academia, local government, and industry has resulted in a comprehensive action plan, containing actions relevant to urban and rural environments and different road users across Queensland.

This is particularly important given that regional communities disproportionately shoulder the burden of the road toll, with over half of all road fatalities occurring on rural roads.

The action plan reflects a holistic approach to road safety, with showcase actions that represent multi-layered, complex, and strategic reforms targeted at making the most impact on serious road trauma.

There are 50 actions guided by safe system principles to address culture, health and behaviour, environment and infrastructure, and planning.



For more information, visit:

www.tmr.qld.gov.au/Safety/Road-safety/Strategy-and-action-plans

Targeted Road Safety Initiatives

The department has an ambitious vision for the future – zero road deaths and serious injuries. The Targeted Road Safety Program is delivering jointly funded initiatives dedicated to the delivery of high benefit safety interventions and route-based treatments to support safer roads and roadsides. The Queensland Transport and Roads Investment Program 2019–20 to 2022–23 (QTRIP) outlines more than \$900 million over the four year period for targeted upgrades to ensure roads are safer.

Key projects from QTRIP 2019–20 to 2022–23 delivered during 2019–20 include:

- \$14 million for safety treatments on Mount Lindesay Highway–Brisbane to Beaudesert
- \$3.5 million for an intersection upgrade on Brisbane-Woodford Road at Dixon Street
- \$1.8 million for intersection improvements on Strathpine-Samford Road at Eden Drive.

StreetSmarts road safety campaigns

In 2019–20, several road safety and education campaigns were run to encourage safer road use.

'You're no dummy' encouraged young people and their parents to buy the safest cars they can afford (August to October 2019). This campaign was the winning idea from the fourth Co-Lab Youth Road Safety Challenge.

The *'Leave Your Phone Alone'* campaign educated drivers about the dangers of distracted driving (September to October 2019 and January to March 2020).

'LiftLegend' targeted drink driving across the Christmas-New year period and the Australia Day long weekend.

Events and sponsorships in 2019–20 included:

- Queensland Road Safety Week in partnership with Queensland Police Service (26–30 August 2019)
- partnering with Queensland Cricket including *'LiftLegend'* promotion at Brisbane Heat Big Bash League games (Summer 2019–20)
- the fifth Co-Lab Youth Road Safety Challenge in Rockhampton (March 2020)
- sponsoring Fatality Free Friday (29 May 2020).

Underpinning the department's ongoing road safety communication and engagement is the StreetSmarts' social media posts, reaching between 1 million–1.5 million people every month.



For more information, visit:

www.streetsmarts.initiatives.qld.gov.au/

Cross-agency data bureau

To better understand the social and economic costs of road trauma, a five-person unit was established to analyse road crash and trauma data from various government agencies to help reduce the state's road toll. This five-unit team includes representatives from the Department of Transport and Main Roads, Queensland Police, Queensland's Motor Accident Insurance Commission and Queensland Health's Jamieson Trauma Institute.

The team will help Queensland understand the extent of the social, emotional and economic costs inflicted by road trauma.

Road Safety Education Blueprint

The department has recently delivered Queensland's Road Safety Education Blueprint – guiding Queensland's approach to road safety education from birth to young adulthood.

The blueprint was developed in consultation with stakeholders representing road safety program providers, emergency services, police and justice, education, researchers, and community groups.

The document provides 28 actions that sit across six focus areas. These actions support a whole-of-life road safety educational approach and will equip children and young adults with the skills and knowledge to become safer pedestrians, cyclists, and road users.

Recognising the different influences on children and youth, the actions seek to enlist parents and carers, educators, and the wider community in supporting the department in delivering road safety education.

Community Road Safety Grants

The Community Road Safety Grants Scheme has awarded over \$20 million since 2013, funding programs including road safety education, resources and training, learner driver mentor programs for young drivers, bicycle education, child restraint information, and heavy vehicle fatigue management.

In 2019–20, the Community Road Safety Grants Scheme awarded over \$225,000 to 26 successful community organisations. The grants provide opportunities for community organisations to lead and support local road safety initiatives within their local communities.

Examples of grants awarded in 2019–20:

- \$19,800 to Lions Club of Gympie for the delivery of a safer seniors' road safety education and awareness project
- \$31,655 to the Hervey Bay Neighbourhood Centre and Whitsunday Community Services for the delivery of seatbelts (child restraints) education and awareness projects to local not-for-profit staff and rural and remote communities
- \$3245 to Logan City Council and Pioneer Community Pre-School and Kindergarten Association Inc for the delivery of childhood road safety education and awareness projects to kindergarten and school children
- \$1393 to the Flagstone State School Parents and Citizens Association for the delivery of a pedestrian education and awareness project
- \$19,560 to the Nambour Community Centre to support Australian and migrant women, some of whom are experiencing family and/or domestic violence or are migrants from non-English speaking backgrounds, build the skills to enable them to obtain a driver's licence
- \$11,818 to Rock FM Association Inc to deliver a driver education campaign via the radio during peak drive times. The campaign focusses on fatigue management, driver distraction, drink driving, speeding and sharing the road.



For more information, visit:

www.tmr.qld.gov.au/roadsafetygrants

Targeted Road Safety Program

The Targeted Road Safety Program delivers targeted infrastructure safety treatments on the state and local government road networks which have a significant crash history or other identified safety problems. There are currently 12 sub-programs including Safer Roads Sooner, Federal Black Spot Program, Mass Action Programs, Route Actions, and Vulnerable Users Program.

\$125 million has been expended on the delivery of over 500 safety projects statewide including:

- route and intersection safety treatments on the Mount Lindesay Highway
- safety works on Gladstone-Benaraby Road
- lane widening and shoulder works on the Tamborine Oxenford Road.

Queensland Road Safety Week

Queensland Road Safety Week 2019 ran from 26–30 August 2019, and was delivered in partnership with the Queensland Police Service. The 'road safety first' theme focused on rural and regional road safety.

2019 marked the fifth year of the annual event which continues to grow each year and held almost 600 grassroots events across the state to encourage local communities to engage with road safety.

For the first time, the statewide event included regional visits by the Minister for Transport and Main Roads travelling to four locations (Cairns, Townsville, Bundaberg and Roma) accompanied by the Queensland Police Service Assistant Commissioner (Road Policing Command) and industry representatives.

The department continued its partnership with Queensland Cricket to use their Regional Tour as a platform to reach school students at more than 40 events, including the Brisbane Heat Opening Day event, and through social media.

Major events during the week included:

- the launch of the department's Co-Lab campaign '*You're no dummy*', which aimed to encourage young drivers to purchase the safest vehicle for their budget
- CARRS-Q Queensland Road Safety Awards
- local stakeholder forums in Cairns, Townsville, Roma, and Bundaberg, including one on 'Safe driving as we age'
- community events including the Buckle Up Kids event in Cairns partnering with Kidsafe and the local emergency services teams to offer child restraint checks and fitting advice.



For more information, visit:

www.streetsmarts.initiatives.qld.gov.au/news/28/queensland-road-safety-week-2019

Mobile phone distraction

The department is putting in place a series of measures to tackle illegal mobile phone use. These ideas were identified by industry, government, and academic stakeholders at the National Summit on Driver Distraction hosted by Queensland in July 2019.

On 1 February 2020, penalties were increased to \$1000 and four demerit points, which is a significant increase from the previous penalties of \$400 and three demerit points.

The popular 'Leave Your Phone Alone' campaign was re-run to educate Queenslanders on the new penalties with independent market research finding drivers are now more likely to reduce their illegal mobile phone use and encourage others to do the same.

The department is also trialling new camera technology designed to detect when drivers are using their mobile phones illegally while driving.

These and other measures are outlined in the National Roadmap on Driver Distraction and in Queensland's Road Safety Action Plan 2020–21.

#LiftLegend

The 2019–20 #LiftLegend drink driving campaign, re-run over the Christmas/New Year/Australia Day holiday season, achieved excellent levels of recall, exceeding almost all measurable objectives and benchmarks including effectively influencing behaviour change. More than eight in 10 Queensland drivers recognised at least one element of the campaign, with an outstanding 90 per cent of 21 to 39 year old males in South East Queensland and 21 to 30 year old females in regional Queensland recalling at least one message.

#LiftLegend achieved more than 24.7 million impressions and over 1.8 million video completions during the campaign period.

Co–Lab Youth Road Safety Challenge Rockhampton 2020

Co–Lab Youth Road Safety Challenge is an annual co-design event where teams of young people pitch an idea for a road safety campaign aimed at their peers. The winning concept is then developed into a campaign for online and social media channels.

Young drivers are one of the most at-risk groups on the road, however, they are notoriously difficult to reach through traditional road safety marketing and advertising. Co–Lab campaigns have not just been successful in reaching this key audience, they have also empowered them to be part of the solution.

The fifth Co–Lab was held in Rockhampton in March 2020, with a focus on improving road safety for young people in regional Queensland.

Fifty young Queenslanders participated in teams, competing to develop a road safety campaign that would encourage their peers to drive at the safest speed for the conditions.

The winning campaign idea for Co–Lab 2020 is still under wraps and is due to be launched later in 2020.



For more information, visit:

www.streetsmarts.initiatives.qld.gov.au/co-lab

Fatality Free Friday 2020

The department once again proudly supported the 2020 Australian Road Safety Foundation's Fatality Free Friday campaign, held on Friday 29 May 2020. The campaign is Australia's largest community-based road safety day and remembers those who have lost their lives on Australian roads.

A digital campaign encouraged the public to choose road safety and show their commitment by making an online pledge. The department supported the campaign via social media. Customer Service Centres and regional offices worked closely with their community networks to extend the promotion, particularly with Queensland Police Service, Queensland Ambulance Service, and local schools.

Takata Airbag Recall

By taking action against the registration of high-risk vehicles, the department is working with the Australian Competition and Consumer Commission, other government agencies, and the automotive industry to remove faulty Takata airbags from our roads.

This action involves a series of escalating steps including a courtesy letter, defect notice, and ultimately registration cancellation if vehicle owners do not replace their faulty airbags.

Vehicles fitted with 'alpha' type Takata airbags, considered the highest safety risk, were targeted as part of the first stage of the process. Manufacturers and the ACCC have confirmed that certain 'beta' type Takata airbags also pose a high safety risk. These vehicles are now being targeted by the department as part of the next stage of the recall.

Journi

The department has developed Journi, a free and interactive road safety education website designed to increase applied knowledge and skills around safe road and travel practices of children in years five to six.

Journi supports Queensland teachers to implement the Australian Curriculum, while engaging students in meaningful learning. The program has linkages to both the Health and Physical Education and Digital Technologies learning areas of the Australian Curriculum, helping the program fit seamlessly into the classroom.

Students are guided through Journi by Roadbot, an animated character designed to assist student's inquiry and reflection. They progress through the program by completing activities, animations, videos, games, quizzes, and up to three pieces of assessment under guidance from their teacher.

Cooperative and Automated Vehicle Initiative

Since 2016, the Cooperative and Automated Vehicle Initiative has been preparing the department for the arrival of new vehicle technologies.

The CHAD Pilot launched the CAVI First500 demonstrations in March 2020, where community members experienced the self-driving cooperative and highly automated, ZOE2, on-road, in live traffic conditions. Based out of the TAFE Queensland Bundamba campus, over 70 community members, across 32 sessions, took part in the ZOE2 community demonstration days.

Each session involved a 10 minute on road experience and the chance to participate in important research being conducted by QUT. For many this was their first experience in an automated vehicle – especially one as advanced as the ZOE2. Questions about the programmed trajectory and the use of pre-programmed maps were popular. After this initial success, the department looks forward to bringing ZOE2 to the community in future. The demonstrations were halted at the end of March 2020 due to COVID-19.

The CHAD pilot is being delivered by the Department of Transport and Main Roads, in partnership with QUT (Queensland University of Technology), iMOVE Australia and Motor Accident Insurance Commission (MAIC).



For more information on Connected and Automated Vehicles, visit:

www.qld.gov.au/transport/projects/cavi

Rail Safety

Rail Safety in Queensland

The department enhances rail safety outcomes in Queensland through initiatives that complement the activities of the Office of the National Rail Safety Regulator and continues to maintain the Rail Safety National Law (Qld) in consultation with the other stakeholders, ensuring that Queensland's interests are reflected in any legislative amendments.

The department provides rail safety-related policy advice to the Queensland Government, maintains regulatory oversight of the safe transport of dangerous goods by rail, and supports accredited tourist and heritage rail operators.

By continuing to lead the Queensland Level Crossing Safety Group in overseeing the *Queensland Level Crossing Safety Strategy 2012–21*, the department brings together relevant stakeholders to work collaboratively on current level crossing safety issues in Queensland. The Director-General continues to chair the National Level Crossing Safety Committee and is a board member of the Australasian Centre for Rail Innovation.

This year, the department worked with the regulator to grant a ministerial exemption for rail safety workers who were unable to undertake periodic health assessments due to COVID-19, while ensuring the appropriate safety measures were in place until the health assessments could be undertaken.



For more information

www.tmr.qld.gov.au/Safety/Rail-safety

Protecting our vulnerable road users

School Transport Infrastructure Program

The School Transport Infrastructure Program provides funding to improve the safety and operation of Queensland schools through new or improved infrastructure at the school and on the surrounding road network.

During 2019–20, two tranches of the program were finalised which has seen 37 projects valued at over \$9.8 million approved across Queensland.

Queensland schools are already seeing the benefits of the program, with a number of projects delivered during 2019–20. For example, the \$526,500 carpark and kiss-and-go area at Walkervale State School in Bundaberg and kerb ramps and footpath reinstallation for students attending Birkdale South State School in Brisbane's eastern suburbs.



Further information about the program can be found at:

www.tmr.qld.gov.au/stip.

The audit results data will go through a data review and cleansing process and will be made available to the community through the RestSpace app, Qld Glove and QldTraffic under open data in early-2021.

An Interactive Map (IMAP) will be developed and will contain the audit data. When any updates to new or removed rest areas or maintenance requirements will be recorded and managed in the IMAP. This will mean customers will have up to date data for current rest areas and their facilities on the network.

Flashing School zones improve safety

School children across Queensland are safer with flashing school zone signs installed at 1000 school zones since the program began in 2012.

Children can be unpredictable around roads and flashing zones actively remind drivers of the presence of children and the lower speed limit.

Priority sites are selected for treatment based on several risk criteria's, which includes a detailed assessment of risk, nominations by schools and communities, along with local knowledge of the area.

Funded by the Camera Detected Offences Program, this year's program saw flashing school zones installed across Queensland including Mareeba, Longreach, Roma, and Mitchell. Over 100 school zones are scheduled to have flashing school zones installed in 2020–21.

Rest area audit

The department audited more than 1000 rest areas across Queensland's state-controlled road network in 2019–20 with a focus on disability access features at picnic tables, shelter sheds, access paths, amenities, and playgrounds.

This initiative is part of the department's commitment to providing a transport network accessible to everyone in addition to further helping road users to plan their journeys and factor in motorist rest stops to manage fatigue.

Marine Safety

Marine fatalities and injuries

In 2019–20, reported marine incidents in Queensland included 18 fatalities and 32 serious injuries. The number of reported marine incidents involving at least one Queensland Regulated Ship (QRS) has remained relatively constant, while this year the number of fatalities has significantly increased as the result of an uncommon number of incidents resulting in multiple fatalities.

Figure 4 indicates the number of people who have died during the last ten financial years in a reported marine incident that involved at least one QRS (post-2013) or one Recreational Ship (pre-2013). These people have been classified as masters or passengers of boats, the masters or passengers of personal watercraft (PWC), swimmers which includes divers, snorkelers, and water skiers which includes anyone being towed by a vessel of any kind.

Figure 4: Marine fatalities (in Queensland)

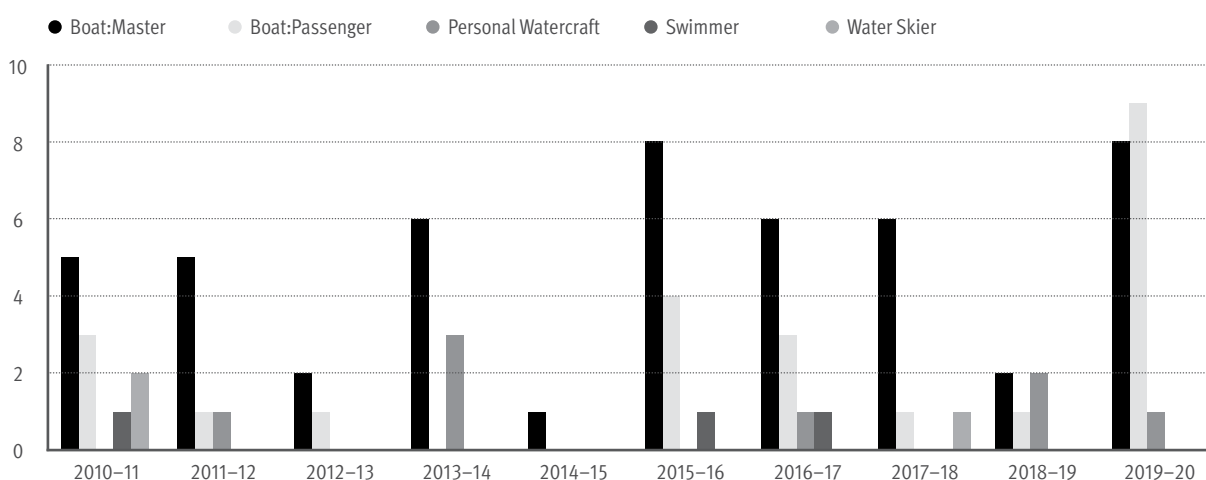
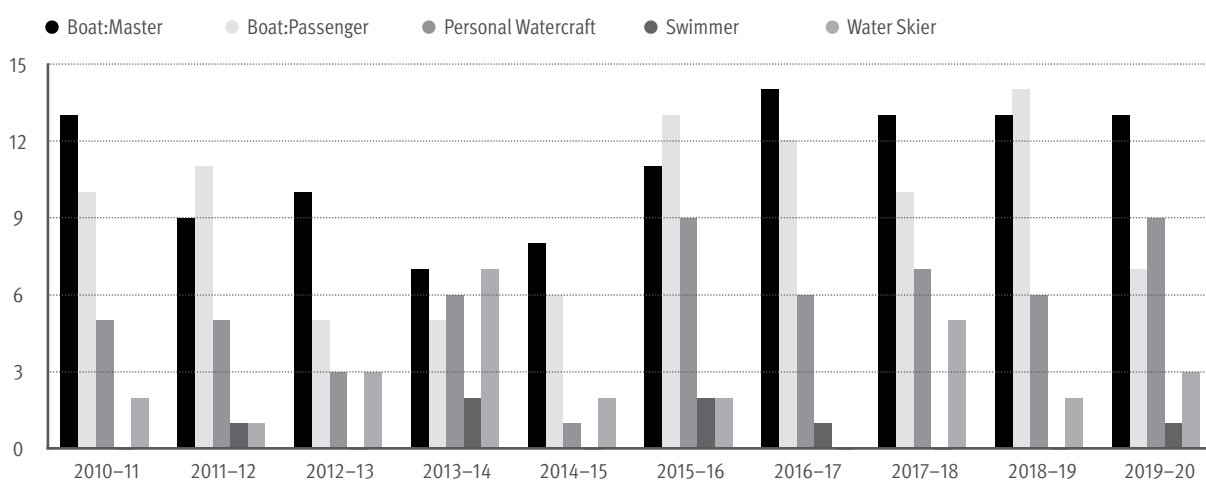


Figure 5 indicates the number of people who have been admitted to a hospital during the last ten financial years for the treatment of injuries sustained in a reported marine incident that involved at least one QRS. These people have been classified as the masters or passengers of boats, the masters and passengers of PWC, swimmers which includes divers, snorkels, and water skiers which includes anyone being towed by a vessel of any kind.

Figure 5: Serious injuries from maritime incidents (in Queensland)



Maritime Safety Messaging

To achieve the vision of safe and clean seas and waterways, Maritime Safety Queensland utilised hard copy education materials, social media messaging, traditional media opportunities, and face-to-face engagement at targeted events for the maritime community.

During 2019–20 the department has:

- utilised geo-targeted messages on social media for efficient region-specific messaging
- designed and built a Torres Strait education trailer as a pod to easily transport between islands
- worked with the Department of Agriculture and Fisheries to deliver weekly radio safety campaigns
- featured in a range of regional safety videos and distributed through social media and local events.

Keeping the water safe over Easter

Easter is one of the busiest and most dangerous times on South East Queensland waterways.

To ensure everyone's safety on the water, Maritime Safety Queensland joined forces with Queensland Boating and Fisheries Patrol, Water Police, and the Department of Environment and Science to conduct patrols using 23 vessels across the Easter long weekend from Noosa to Nerang.

In one of the largest joint campaigns seen on Queensland waterways in recent years, shipping inspectors conducted over 600 vessel intercepts resulting in 65 COVID-19 directions and 116 formal actions for safety related non-compliance.

Maritime Enforcement Team keep waterways safe

After receiving a number of complaints regarding unsafe behaviour on the Noosa River, the newly formed Maritime Enforcement Team conducted a three week safety campaign from Tewantin to the Noosa Bar which coincided with the December holiday speed limit.

The four day campaign was extended to 12 days over three weekends to address the concerns of the local council and waterway users. Almost 200 vessels were intercepted, significantly reducing the number of complaints from river side properties and other waterway users.

Real time reminder to watch your speed

Speed Awareness Monitors, known as SAMs, are free-standing screens that display the speed you are travelling when you approach in your vehicle. They're the signs that flash you a 'smiley face' if you are within the speed limit, or a 'grumpy face' – reminding you to slow down. SAMs have shown to reduce traffic speeds in both road and marine environments.

Maritime Safety Queensland has installed SAM signs at Manly Harbour and Urangan Harbour to reduce the incidence of boats exceeding the six knot speed limit in marinas and other areas where creating excess wash can damage other boats and infrastructure and increase the chances of collisions in congested areas. A third sign will be installed in the Noosa River in 2020.

Trials in the Manly Boat Harbour, Moreton Bay found that 64 per cent of vessels approaching the boat harbour were detected travelling in excess of six knots. Importantly, about 41 per cent of these vessels reduced speed when approaching the SAM, showing that giving skippers immediate information about their vessel's speed encourages them to adjust their behaviour.

SAM also provides insight into traffic density and vessel usage patterns, allowing Maritime Safety Queensland to plan safety education campaigns and learn more about traffic density and waterway usage.

War on Wrecks

In July 2018, the Queensland Government committed \$20 million over four years towards removing derelict and illegally dumped vessels from Queensland waterways.

The Minister for Transport and Main Roads announced the establishment of a War on Wrecks Taskforce to investigate the causes of vessel abandonment and make recommendations to the State Government for a holistic response to these issues. The taskforce has conducted community consultation across the state and continues to explore ways to reduce derelict and abandoned vessels in the future.

As at 30 June 2020, using \$7.6 million of the War on Wrecks funding, 609 derelict wrecks were removed from Queensland waters. This equates to 25 full time equivalent jobs across the state for the past two years.

The work will continue during 2020–21, with around 300 further wrecks having been identified for removal from Queensland's bays, rivers, and creeks.

MSQ Smartship launches new Check Pilot Training course

In October 2019, Smartship launched a Check Pilot training course targeted at senior pilots who are either acting as a check pilot or who are likely to act in the role. It explores the art and science of what makes a good marine check pilot before putting this into practice through practical examples drawn from real life situations and simulated exercises.

The course draws extensively from the assessment units within the Australian Qualifications Authority Certificate IV Training and Assessment package, specifically tailored for the marine check pilot role.

The course is limited to a maximum of four students, guaranteeing extensive contact time with the instructors and engagement

with each other – each pilot brings their own experiences which enriches the overall learning experience.

The course has proven popular with 28 pilots successfully completing training in 2019–20.

Operation Midgee a success

The Gladstone region conducted a marine pollution response exercise on 7–8 August 2019. Operation Midgee was based around a fictitious large-scale tallow spill at Port Alma.

An Incident Control Centre was set up in the Gladstone office with the testing of the new facilities and the production of an Incident Action Plan.

Day two saw the teams moved to Port Alma to set up the Forward Operating Base and deploy pollution response equipment. Several department staff from Gladstone and Mackay regions along with staff from Gladstone Ports Corporation, Gladstone Regional Council, Great Barrier Reef Marine Park Authority, and the Department of Environment and Science participated in the exercise.

Regular response exercises are vital to building relationships with response partners and testing the department's competence and confidence in responding to a marine environmental emergency.

Port Vessel Traffic Services Decision Support Tool Rollout Update

On 19 November 2019 the Decision Support Tool project and Australian Maritime Systems Group successfully deployed MARITIMECONTROL onto 25 consoles for use by regional Vessel Traffic Services Centres for monitoring and informing port vessel movements.

The MARITIMECONTROL has been integrated with Maritime Safety Queensland's QSHIPS system and configured to incorporate data from Automatic Identification Systems, CCTV, Radar, and Met Ocean.

A second release is scheduled to deploy further functionality necessary for supporting the Great Barrier Reef and Torres Strait Vessel Traffic Service in 2020.

Vessel traffic services radar Brisbane upgrade

Ships entering and leaving the busy port of Brisbane have been given a safety boost after the department completed the last of a \$3.8 million series of radar upgrades in February 2020. The three radar installations at Port Cartwright (Mooloolaba), Woorim (Bribie Island), and Nudgee (north of the mouth of the Brisbane River) feeding images back to the Brisbane Vessel Traffic Services Centre at Pinkenba.

Brisbane operators, ships' masters, and marine pilots are now being provided with higher resolution and a more accurate and reliable system when navigating the long shipping lanes into the port.

Sacred Seas – artwork and design from First Nations people

In 2019, Maritime Safety Queensland finalised the commission of an artwork titled Sacred Seas by artists from central Queensland's Aboriginal and Torres Strait Islander communities. The artwork depicts the story of the current and historical relationship between First Nations people and the sea, how waterways have provided food, travel opportunities, settings for ceremony, stories, and the passing down of culture to the next generations.

The artwork and designs will be used in:

- apparel
- educational materials
- design detail on some vessels and tents
- an artwork display with story for every Maritime Safety Queensland office.

The use of the artwork and design will be of significance when officers are working in communities enhancing interaction with seafarers and boat owners.

Port of Mackay celebrates 80 years

On 25 August 2019, more than 3000 people gathered in Mulherin Park at Mackay Harbour to celebrate the Port of Mackay's 80th Anniversary Carnival.

The day recreated the original opening of the port in 1939 with a pipe band, classic car display, train rides, and live performances.

Port stakeholders North Queensland Bulk Ports, Maritime Safety Queensland, Sugar Australia, Volunteer Marine Rescue, and the Army and Navy Cadets ran information/education displays.

There were many boating enthusiasts who came up to speak with department representatives and ask many questions regarding life jackets, Emergency Position Indicating Radio Beacon and other safety requirements.

Schooner Rock Buoy retrieved

Mackay's Seaforth put to sea on 23 December 2019 to retrieve the marker buoy that warns boaties about Schooner Rock's location.

The buoy had broken its mooring tackle during rough weather and went aground on St Bees Island. The Seaforth is equipped with a deck winch and crane to allow buoy retrieval.

Once back on station it performs the important safety role of warning boaties about the existence of this rock which presents a danger to navigation in the popular boating transit area.

Designing solutions that create value

Captain Cook Bridge rehabilitation

The department is currently undertaking maintenance and rehabilitation works on the Captain Cook Bridge, an iconic piece of Brisbane infrastructure. Works started in mid-2019 and are expected to finish in late-2021.

The 555 metre long structure was opened to traffic in 1973. The traffic loading on the bridge is significantly higher than expected when originally designed (up to 145,000 vehicles per day) which has led to some wear and tear.

The project involves:

- replacing deteriorated bearings with new bespoke spherical bearings designed by the department and manufactured in Germany specifically for this bridge
- inclusion of load sensors within the componentry of the new bearings – a Queensland first
- other structural works, such as thickening the sides of the box girder to ensure its longevity
- use of a custom made, 27-tonne, temporary work platform that was specifically designed and installed from a floating barge beneath the Captain Cook Bridge to facilitate these maintenance works.

This rehabilitation work to strengthen and provide improved safety on the bridge will ensure that it can meet future traffic loads, at an approximate cost of \$26 million.

Downfall Creek Bridge Rehabilitation

The department undertook rehabilitation works on the 18 metre Downfall Creek bridge on Gympie Road, Chermshire. Works were completed in nine weeks between March and May 2020. The work involved sealing more than 500 linear metres of cracks in existing concrete deck units, installing a waterproof membrane and deck wearing surface, as well as strengthening the structure using carbon-fibre-reinforced polymer.

This is the first time carbon-fibre-reinforced polymer was used in the Brisbane region for the rehabilitation of a bridge. It was chosen because of the site conditions and width of cracks in the concrete. The project leveraged the expertise of the University of Queensland to provide technical guidance and knowledge, through the department's Structural Engineering Academic Agreement.

This was a complex rehabilitation project on a bridge critical to the main northern arterial road into Brisbane.

These works cost approximately \$500,000 and will extend the life of the structure which carries approximately 67,000 vehicles per day.

Managing congestion

The department has invested innovative data management and analysis techniques to provide greater insights into the causes and cost of congestion. This includes developing two new methodologies which have been implemented into operational tools.

Causes of congestion: This methodology seeks to understand the causes of excessive delays across our motorway and arterial network, whether due to vehicle crashes, weather events, roadworks, or bottlenecks. This helps to target operational activities and investment in locations that will provide the most benefit.

Cost of congestion: This methodology quantifies the economic cost of excessive delays due to the above factors, informing response decisions, and helping justify improvements.

These two methodologies are supported by data management and dashboarding which offers the department insight into network performance from a network-wide view down to individual links and corridors. Being able to identify specific performance issues, localised improvements, and network optimisation can be undertaken.

Next Generation Traffic Signal Controller

The Next Generation Traffic Signal Controller (NGTSC) project will provide Queensland with an innovative new way of managing traffic, placing the department at the forefront of traffic signal control management internationally.

The new controller will bring both operational and cost benefits, with an expected initial purchase price saving of at least 10 per cent compared to existing controllers, including reduced costs for ongoing maintenance.

The first two NGTSC trial controllers were installed at Reedy Creek Road on the Gold Coast in August and September 2019. Monitoring at these sites has shown they are performing well.

Improving transport operation systems

To help improve the efficiency and accuracy of the department's transport operation system, the Road and Passenger Transport Incident Detection (RAPID) Proof of Concept processed real-time road and passenger transport data from existing department systems combined with new and emerging data sources. Various capabilities were tested by the correlation of multiple data sources to automatically detect incidents and identify specific bus services impacted by road incidents.

RAPID Proof of Concept was undertaken through the department's Data and Business Analytics Program in 2019 and focussed on South East Queensland.

Reducing the impact of network disruption

Business Continuity

The department enables and maintains department wide business continuity and disruptive event management programs.

An integral part of the Business Continuity Management Program is the Continuity and Disruption Management Policy, introduced in 2017, and is reviewed and updated annually. The Policy established the requirement to undertake business continuity and disruption management planning and activities using an all hazards approach.

The program continues to evolve, with annual Business Continuity Awareness Week activities and annual review of supporting documents following best practice guidelines. The Community of Practice provides support to department employees and delivers general awareness sessions throughout the year.

When COVID-19 was becoming a global issue, the department adapted and modified the existing business continuity exercises to focus on prolonged employee absences in excess of two weeks to six months. This revised exercise was undertaken by all business areas by March 2020 with all continuity process documents updated to reflect learnings from completing the exercise.

Another important business continuity component is the annual Pre-season Program. The program, established in 2010, supports the department in its capacity to prepare for, respond to, and recover from a disruptive event whilst continuing to deliver its essential functions. The program's delivery positions the department as a trusted advisor to the government during times of disaster or significant disruption. It supports the risk management framework and disruptive event management approach, enabling the department to undertake its functional role and responsibilities under the *Queensland State Disaster Management Plan* through participation at District Disaster Management Groups.

The 2019–20 program was structured to address the changing emergency management and transport security landscape, reflecting whole-of-government direction. An exercise focussing on a large disruptive event was undertaken, exercising districts' response to business continuity impacts.

Education and awareness sessions were also undertaken, providing district employees with information on relevant current issues such as:

- statewide traffic operations supporting disruptive event preparation and response
- bushfire management in road corridors
- weather forecasts to inform wet season planning and preparation
- lessons management.

The program is one of several used by the department to assist with disruptive event preparedness.

Queensland Disaster Management Arrangements

The *Disaster Management Act (2003)* forms the legislative basis for the Queensland Disaster Management Arrangements.

These arrangements recognise partnerships between government, non-government organisations, industry, and the community working collaboratively to ensure the effective co-ordination of planning, services information, and resources necessary for comprehensive disaster management. The department provides functional support in the area of transport systems and is the hazard specific lead agency for ship sourced pollution events.

As a member of the Queensland Disaster Management Committee, the Leadership Board Recovery Sub-Committee and chair of the Roads and Transport Functional Recovery Group, the Director-General leads the recovery and reconstruction support for disaster affected communities and provides strategic oversight for implementation and delivery of resilience initiatives.

The department's continued membership of State Disaster Coordination Group enables it to contribute to protocols to improve planning for, and response to, disruptive events in Queensland. As a member of this group, the department plays an important role in the focusing of activities across response, recovery and resilience, to respond to new and emerging issues.

The department has engaged in consultation with key disaster management stakeholders and provided input into several key documents in 2019–20 including Inspector General of Emergency Management's (IGEM) Paradise Dam Preparedness Review, and the review of the Emergency Management Assurance Framework and Standard for Disaster Management.

The 2019–2020 severe weather season commenced early. Queensland experienced a sustained run of intense bushfire activity beginning in August 2019. Over following months, bushfires threatened townships across south eastern and northern Queensland with heightened fire weather conditions prompting a State of Fire Emergency declaration on 9 November 2019 across 42 Local Government Areas. District staff assisted the management of fire impacts and supported the state led response as the State Disaster Coordination Centre was activated from 7–24 September 2019 and 12–25 November 2019 respectively. The department continues to provide relevant input into key bushfire planning documents including those arising from the *2018 Queensland Bushfires Review*.

Queensland Transport Security Program and Queensland Counter Terrorism Strategy 2013–19

Under the Council of Australian Governments' (COAG) Intergovernmental Agreement on Surface Transport Security 2005, Transport Ministers are accountable for delivering transport security outcomes, which includes the threat of terrorism.

The department works in partnership with Queensland Police Service, the surface transport industry, and state and Australian governments' partners to help prepare for, prevent, respond to, and recover from significant security incidents. Operating under the guidance of the *National Surface Transport Security Strategy*, Australia's *Strategy for the Protection of Crowded Places from Terrorism*, the National Counter-Terrorism Plan and the *Queensland Counter-Terrorism Strategy*, the Transport Security Program includes:

- national and state surface transport counter-terrorism policy coordination
- regulation of, and support to, Queensland's Security-Identified Surface Transport Operations
- facilitation of South East Queensland's Transport Precinct Security Program
- support to State Major Event Security Planning and police operations
- facilitation of intelligence and information sharing events for transport operators
- critical infrastructure protection.

National and state surface transport counter-terrorism policy coordination

The department leads the Queensland Government's representation on the National Transport Security Committee. The committee serves to give effect to the requirements for national policy and program coordination to achieve transport security objectives outlined in COAG's *Intergovernmental Agreement on Surface Transport Security 2005*.

It is also the functional lead for surface transport and transport infrastructure counter-terrorism arrangements under the Queensland Security and Counter-Terrorism Committee (QSCTC).

Regulation of Queensland's Security-Identified Surface Transport Operations

Under COAG's *Intergovernmental Agreement on Surface Transport Security 2005*, Transport Ministers have responsibility to ensure state legislation is sufficiently strong to achieve the counter-terrorism and security objectives outlined in the Agreement.

The Queensland Government achieves this through the administration of the *Transport Security (Counter-Terrorism) Act 2008*. Under this Act, the department identifies high security risk passenger transport operations called Security-Identified Surface Transport Operations (SISTO) and regulates security outcomes for these operations.

There are currently 10 declared SISTO in South East Queensland. All SISTO were compliant with the annual requirements in the legislation and have current counter-terrorism risk management plans. The department supported counter-terrorism compliance exercises during the year and provided professional guidance on

terrorism and security risk management and auditing in response to industry requests for assistance.

Facilitation of South East Queensland's Transport Precinct Security Program

Following the bombings on the London transport network in July 2005, COAG recommended all governments continue to support an integrated approach to managing the security of key transport precincts. National Guidelines for Transport Precinct Security were established under this recommendation in 2007. In 2017 the Australia-New Zealand Counter-Terrorism Committee released Australia's *Strategy for Protecting Crowded Places from Terrorism* which, as applicable to transport precincts, builds on these better practice precinct security guidelines.

In helping to strengthen security at Queensland's largest passenger transport precincts under these guidelines, the department facilitates a Transport Precinct Security Program, which provides security planning, response and coordination opportunities at eight major transport hubs in South East Queensland. During the year the department facilitated 17 precinct coordination meetings with support from the Queensland Police Service.

Support to State Major Event Security Planning and police operations

COAG's *Intergovernmental Agreement on Surface Transport Security 2005* includes the need to ensure response arrangements are in place for security incidents affecting the surface transport sector.

In support of major events, the department works with the Queensland Police Service, local governments and transport operators for security planning. This includes security risk advice and planning coordination.

Facilitation of intelligence and information sharing events for transport operators

Transport sector operators receive the latest intelligence on the threat of terrorism and are regularly engaged in security planning and exercising and have access to contemporary guidance on broader security risk management. During the year, the department facilitated transport security community of practice workshops for declared SISTO, and an 'All-In' Forum for SISTO precinct members and other sector stakeholders.

Critical Infrastructure Protection

During the year the department participated in Trusted Information Sharing Network workshops with state-based partners to develop shared understanding of cross sector dependencies to enhance resilience arrangements across Queensland.

The department assisted the Department of Natural Resources Mines and Energy Queensland with input into the Federal

Department of the Environment and Energy National Liquid Fuel Security Review. It also participated in workshops to review and improve the Crime Prevention Through Environmental Design Guidelines for Queensland.

Protective Security arrangements

The department's Internal (Protective) Security team has staff to help manage the investigation and response to security incidents affecting departmental staff, customers, facilities, and assets.

Security reviews and risk assessments were conducted at various locations during the year to ensure staff were safe, information and physical assets were protected, and facilities secured from trespass and other unlawful interference.

Natural Disaster Program

Reconnecting the community after natural disasters

In 2019–20, \$86.77 million was spent repairing the state-controlled road network following natural disasters.

Works included:

- repairing 331 earthworks and batter locations
- repairing 24 structures (including bridges and culverts)
- reconstructing 114.92 kilometres of road pavement
- clearing 167 silt and debris locations.

Reconstruction and betterment works on the Flinders Highway in Queensland's north west were completed in December 2019, following the north and far north Queensland monsoon trough, which caused unprecedented flooding across northern and western Queensland in early 2019. This involved repairing almost 22 kilometres of the vital link for rural and remote communities and improving flood resilience.

Other sites included:

- Alice River Bridge (Hervey Range Road) bridge repairs completed in early July 2019
- Mount Spec Road (Paluma Range) landslip repairs at nine sites completed in late July 2019
- Richmond-Winton Road pavement repairs completed in December 2019.

Severe bushfires swept through the Gold Coast hinterland in September 2019, destroying the historic Binna Burra Lodge and caused extensive slope damage along Binna Burra Road. Works to stabilise bushfire-damaged slopes on Binna Burra Road are underway, and reconstruction works are expected to continue until late-2020, weather and site conditions permitting.

Repairs are making good progress and the road is targeted to re-open in mid-2020.

Eligible reconstruction works are jointly funded by the Commonwealth and Queensland governments under the Natural Disaster Relief and Recovery Arrangements and Disaster Recovery Funding Arrangements.

ICT Asset Disaster Recovery Plan

It is vital for the department to maintain resilient and highly available ICT systems to enable the provision of essential ICT services to the community and support frontline service delivery.

The ICT Resiliency Program undertakes ICT Disaster Recovery planning, scheduling, and testing activities annually to ensure its critical ICT system's Recovery Action Procedures are fit for purpose and conducted in alignment with the ICT system's defined Recovery Time Objective.

In 2019, the department undertook scheduled ICT asset disaster recovery exercises to test the resilience of the core network, platforms, and applications. These testing activities provided opportunities for resiliency improvement across elements of people, processes, and technology. Additionally, significant focus was on ensuring service providers' ICT resilience and availability requirements are met.

Core switch replacement

In response to a 'cloud first' approach in the consumption of public cloud ICT capability, the department is undertaking a replacement of its core ICT data networking infrastructure. This activity is being completed by a mix of internal resources and key ICT partners to deliver capability for the future ICT needs of the department.

A significant portion of the department's data traverses this ICT infrastructure so significant architectural, implementation, and deployment planning has taken place alongside ICT partners and vendors.

The benefits of the new ICT infrastructure include:

- supporting the modernisation of service delivery such as the digital licence to the Queensland community
- providing additional capacity for the transmission of large data sets allowing for a more efficient workforce and timely decision making
- cloud native connectivity allowing for easy transition to cloud ICT consumption
- highly scalable and resilient architecture.

The implementation of this new ICT infrastructure and is expected to be fully deployed and operational by the late-2020.

Our people

Highlights

- Welcomed 25 high-calibre graduates, bringing the graduate program total to 54 across 22 disciplines. The program saw an increased the number of graduates identifying as Aboriginal and Torres Strait Islander (11.53 per cent) and 3.84 per cent living with a disability.
- Piloted the Public Service Commission's new leadership assessment tool, LEAD4QLD, which aims to assess individual leaders' capability strengths and opportunity areas.
- Hosted the fifth Indigenous Employee Network two day forum in Brisbane.
- Participated in the joint Queensland Government Musgrave Park Family Fun Day for NAIDOC week.
- Hosted a Domestic Family Violence Awareness event.
- Launched the first Gender Equity Plan.
- Supported several initiatives to advance and support women in the engineering profession.
- Supported disaster recovery efforts in regional Queensland, including fundraising for fire victims.
- Held the annual CUBIE Awards.
- Implemented the new Flexi-ProcQr Procurement Framework.
- Commenced the rollout of the Windows 10 Project.
- Experienced a significant reduction in the severity of injuries incurred by employees, with lost working days decreasing by 60 per cent.
- Delivered mental health training for managers and mental health awareness training for 1043 employees, including 36 members of the Senior Leadership Team.
- Released a new *OneTMR Strategic Workforce Plan: Future workforce 2020–2024*, which identifies strategic drivers and disruptors impacting the department's future workforce needs and identifies four levers of change to prepare for the future and priority projects under each lever.
- Delivered more than 40 digital capability uplift events and workshops to equip and encourage employees to adopt human-centred, value-driven thinking, and approaches in their work.



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

Chief Human Resources Officer's Report

Sandra Slater, Acting Chief Human Resources Officer

This year has been a year of challenge and a year of change. It will be remembered most notably for the efforts the global community have made to keep each other healthy, safe, and connected.

I am incredibly proud of our OneTMR family for rising to the challenge to ensure business continuity as well as the health, safety and wellbeing of each other and the community we serve.

We implemented a robust safety assurance framework to COVID-19 conditions to maintain delivery of critical safety outcomes throughout the pandemic.

Our diligence in keeping connected despite working remotely was underpinned by our *Mental Health Strategy 2019–21*. This strategy implemented vital training that enables managers and employees to more confidently discuss their wellbeing concerns and access support. Our new partnership with Employee Assistance Program provider, Benestar, has also provided employees with 24/7 employee assistance, as well as specialist coaching and support services.

Diversity and inclusivity continue to be a key focus of our people capability plans and we are delivering on our commitments.

In November, our Indigenous Employees Network forum was attended by members from across the state and identified several priorities to further break down barriers for Aboriginal and Torres Strait Islander employees.

We welcomed 25 high-calibre graduates in 2020 in positions across the state. This year's cohort was diverse, with a 25 per cent increase in our female graduates, an 11 per cent increase of graduates identifying as Aboriginal and Torres Strait Islander and up to four per cent increase of graduates living with a disability.

The department continues to listen to our employees through our annual Working for Queensland Survey to ensure we are doing all we can to facilitate positive change. Notable progress was made in how we support each other, through wellbeing programs and development opportunities, and how managers continue to model our values and culture.

This year, we are continuing our strong focus on ensuring our employees are healthy, safe, and well in a supportive and inclusive environment, equipped to face challenges in a changing world.

Table 5: Workforce statistics as at 30 June 2020

	2019–20	2018–19	2017–18	2016–17	2015–16	2014–15	2013–14
Full-time equivalent employees*	7333	7199	7180	7192	7,032	6891	6857
Employee headcount	9446	9186	9181	9112	8899	8,737	8721
Permanent	70%	70%	70%	70%	71%	73%	73%
Temporary	8%	7%	8%	8%	7%	5%	4%
Casual	22%	22%	22%	22%	22%	22%	23%
Permanent employee separation rate	5.6%	6.1%	6%	5%	5.5%	5%	8%
Non-Corporate roles	82%	82%	82%	82%	82%	81%	81%
Average age	48.3	48.1	47.6	47.1	46.2	45.8	45.1
Manager to employee ratio	1:7.2	1:7.3	1:7.2	01:07.5	1:7.9	1:8.2	1:10.8
SES/SO eligible to retire	29%	29%	25%	22%	22%	23%	23%
SES/SO women	32%	30%	32%	30%	27%	27%	25%
Located outside SEQ	31%	32%	32%	36%	36%	37%	38%
Average retirement age	64.2	63.9	64.3	62.9 yrs	63.8	63.1	62.7
Average length of service	10.29	10.26	10.08	9.84 yrs	n/a	n/a	n/a
Occupational groups	79	79	79	80	79	80	80

*Percentages have been rounded to the nearest whole number.

Data Source: TMR SAP Business Warehouse

Workforce Profile

At 30 June 2020, there were 7333 full-time equivalent (FTE) (see page 197) employees within the department, representing a decrease of 134 on last year's total FTEs. Our workforce composition is complex and includes 79 occupational groups spread across trade, professional, technical and administrative disciplines throughout Queensland.

Table 6: Comparative workforce data as at 30 June 2020

Gender	Full Time	Part Time	Casual	Total	Full Time	Part Time	Casual	Total
Female	2634	769	1590	4993	2580	531	253	3365
Male	3853	75	525	4453	3823	52	93	3969
Grand Total	6487	844	2115	9446	6404	583	346	7333

Age	Full Time	Part Time	Casual	Total	Full Time	Part Time	Casual	Total
< 25 Years	186	4	85	275	186	3	25	213
20 - 34 Years	1052	109	130	1291	1025	73	37	1135
35 - 44 Years	1693	346	270	2309	1668	238	50	1956
45 - 54 Years	1872	196	411	2479	1861	142	66	2068
55 - 64 Years	1466	153	528	2147	1449	105	78	1632
> 65 Years	218	36	691	945	215	23	91	329
Grand Total	6487	844	2115	9446	6404	583	346	7333

Equivalent Salary Level	Full Time	Part Time	Casual	Total	Full Time	Part Time	Casual	Total
A01	14	0	0	14	14	0	0	14
A02	710	45	2075	2830	705	30	323	1057
A03	1249	413	15	1677	1227	283	7	1517
A04	962	80	3	1045	949	55	2	1005
A05	945	88	0	1033	934	60	0	994
A06	871	90	10	971	858	64	7	930
A07	849	89	12	950	840	63	8	910
A08	559	32	0	591	552	24	0	576
S0	214	7	0	221	212	5	0	216
SES	114	0	0	114	113	0	0	113
Grand Total	6487	844	2115	9446	6404	583	346	7333

Data source: TMR SAP Business Warehouse

*Separation and retention rates are calculated using different formulas. Overall combined rates do not add up to 100 per cent.

Establishing an agile and future ready workforce

Strategic workforce planning

The department is people focussed and strives to build, grow, and inspire our workforce to be agile, inclusive, customer centric, and prepared for the future. The department understands the importance of creating a safe and supportive working environment and having a positive culture where people feel supported and empowered.

In May 2020, the department released a new *OneTMR Strategic Workforce Plan: Future workforce 2020–2024*. This plan was developed taking into consideration the:

- Queensland Government's Advancing Queensland Priorities
- Queensland Government's 10 year human capital outlook
- Capability Blueprint results in July 2018
- Working for Queensland survey results.

The plan identifies strategic drivers and disruptors impacting the department's future workforce needs and identifies four levers of change to prepare for the future and priority projects under each lever.

The plan will be updated annually to ensure it remains fit for purpose, with the first review due in November 2020 to assess learnings through COVID-19 and positioning on future ways of working.

Digital capability uplift

Throughout 2019–20, the department continued to strengthen its workforce capability to tackle customer and business challenges and opportunities differently. More than 40 digital capability uplift events and workshops were delivered to equip and encourage employees to adopt human-centred, value-driven thinking and approaches in their work.

Proofs of Concepts delivered through the TMR Digital Incubator also supported employees to learn and embrace iterative and agile delivery approaches, while exploring the potential value and feasibility of new technologies such as digital twins, voice assistants, augmented reality, 3D modelling, and cloud-enabled data analytics.

The department's approach to building and embedding sustainable digital capability was recognised in two national awards programs—being named winner of the 2019 Australian Government Digital Awards (Outstanding methodology or approach award) and a finalist in the 2019 Prime Minister's Awards for Excellence in Public Sector Management.

Industrial relations

During 2019–20, the department continued to experience an increase in complex case management issues. This increase can be attributed to the reporting requirements under the Public Service Commission's (PSC) Conduct and Performance Excellence (CaPE) framework, as well as supervisors and managers meeting their obligations under the *Public Service Act 2008* to proactively manage employee performance. The Human Resources Case Management team proactively engage with the broader Human Resources network to provide strategic advice and guidance on early intervention strategies to mitigate cases from escalating to investigation and potential disciplinary process.

The Industrial Relations team continues to work closely with senior management, key departmental employees, government and unions in planning, negotiating, and finalising the department's Certified Agreements.

The department continues to engage and work collaboratively with other Queensland Government departments, the Public Service Commission, the Office of Industrial Relations, and applicable unions to ensure compliance with whole-of-government policies, directives, and Award provisions.

Redundancy and retrenchment

No redundancy, early retirement or retrenchment packages were paid during the 2019–20 financial period.

Creating a diverse and inclusive workforce

Cultural Capability Plan

The department onboarded 25 new graduates in 2020, and as part of their induction, they participated in a cultural awareness program on Minjerribah (North Stradbroke Island).

The Minjerribah/Moorgumpin Elders-in-Council provided an on-site experience for the graduates. They shared personal accounts of their experiences to build understanding of the complexity of the events experienced by First Nations Peoples.

Many of the graduates work in areas such as policy development, cultural heritage, and planning. This experience provided them with a knowledge base to ensure their contribution is informed and reflects the diversity of our communities and customers' needs. The experience was well received by the graduates and has assisted in building a productive, culturally capable and diverse workforce.

Indigenous Employee Network

In November 2019, Human Resources branch hosted the fifth Indigenous Employee Network two day forum in Brisbane.

The forum provided a development opportunity for members of the Network to come together and learn about their collective history and co-design what cultural safety 'looks like' for the department.

More than 20 Network members attended both days of the forum, learning about the impact State Government policies have had on the lives of Aboriginal and Torres Strait Islander Queenslanders. These learnings were delivered through the method of storytelling, valued as a fundamental learning style common to both Aboriginal and Torres Strait Islander cultures.

Attendees identified several priorities that can be addressed to break down barriers for Aboriginal and Torres Strait Islander employees, including:

- the creation of a formal committee to progress Aboriginal and Torres Strait Islander issues
- Network members sharing and supporting the cultural development of individuals
- mental health training, specifically designed to support Aboriginal and Torres Strait Islander employees
- members to work together to actively promote and support the growth of the network and cultural capability within their respective workgroups
- regional forums.

The Indigenous Employee Network is continuing to engage with the department to work towards positive outcomes and a way forward to ensure the department has a diverse and inclusive workforce.

NAIDOC Week

NAIDOC week is one of the most significant events on the Aboriginal and Torres Strait Islander Peoples' calendar and participation by the department provides an opportunity to demonstrate commitment to its Aboriginal and Torres Strait Islander communities. It also develops partnerships with Indigenous businesses and community members within each region. The theme for NAIDOC week in 2019 was 'Voice, Treaty, Truth. Let's work together for a shared future'.

The department participated in the joint Queensland Government Musgrave Park Family Fun Day on 12 July 2019. The event provided an open, friendly, and accessible space for the Aboriginal and Torres Strait Islander community to engage with government employees in relation to the services departments offer. Community feedback received from the department's stall, which promoted its Indigenous Reconciliation Action Plan artwork on cardboard trains, removable tattoos, novelty licence boats and car photo boards was extremely positive.

Table 7: Equal employment opportunities (EEO) as at 30 June 2020

EEO Group	Target	2019–20		2018–19		2017–18		2016–17		2015–16	
		Head-count**	% of TMR	Head-count	% of TMR	Head-count	% of TMR	Head-count	% of TMR	Head-count	% of TMR
Aboriginal and/or Torres Strait Islander	3% by 2022	131	1.39%	132	1.44%	122	1.33%	97	1.06%	106	1.19%
People from a Non-English speak background	9.5% by 2022	674	7.14%	600	6.53%	596	6.49%	524	5.75%	525	5.90%
People with a disability	6.5% by 2022	470	4.98%	480	5.23%	543	5.91%	663	7.28%	718	8.07%
Women	*	4993	52.86	4892	53.25%	4885	53%	4844	53%	4703	53%

Data source: TMR SAP Business Warehouse

* no formal target but we aim for 50/50 - noting this is different to Women in Leadership target.

** Headcount is the actual number of employees at a point in time.

Disability Services Plan

The Human Rights Act 2019 (Qld) (HR Act) and the *Disability Services Act (Qld) 2006* promote the inclusion and protection of people with disability to ensure their full participation in the Queensland community. The Disability Services Plan 2017–2020 (DSP) incorporates the key principles of these Acts and government policies for people with disability as outlined in the State Disability Plan, All Abilities Queensland: opportunities for all (Queensland State Disability Plan 2017–2020).

To support the Disability Services Plan, Transport and Main Roads: Disability Services Plan, the department:

- participated with Department of Communities, Child Safety and Disability Services in Disability Awareness Week 2019
- held a whole-of-government Wide Angle Film Festival (stories of people with disability) and co-ordinated a panel of experts who spoke about removing structural barriers to employment
- hosted 10 job seekers in the Access Ability Day program for a second year. One job seeker who spent the day in Infrastructure Management and Delivery Division said, “I was accepted for who I am and not my disability”
- partnered with JobAccess, Disability Employment Service Providers to host a job networking event. The event gave hiring managers a chance to collaborate with providers to understand how to access this potential talent pool.

The department’s Disability Action Plan 2018–2022 has a focus on activities to improve accessibility of public transport services.

White Ribbon workplace

The department continues to raise awareness of domestic and family violence (DFV) through internal communications, training and events. Each year in November, the department hosts a Domestic Family Violence Awareness event and in 2019, we were fortunate to hear from keynote speakers, Simone O’Brien, employee, domestic violence survivor and ambassador for Beyond DV; Shaan Ross-Smith from the MATE Violence Prevention Program, Griffith University and Tracy O’Brien, Deputy Director-General, Corporate Division.

Simone shared with us the progress she has made as a survivor of domestic violence and her work as an advocate in the community. Simone amazed the audience when she shared that she has now completed 52 surgeries as a result of a horrific domestic violence attack. Her story has raised awareness in the department and empowered employees to recognise when a colleague may be affected by violence.

Shaan challenged everyone to think about how they can be active bystanders in the prevention of DFV. She explained that as a bystander, getting involved sends two messages - a message of support to the victim and a message of accountability to the perpetrator.

Tracy highlighted the department’s continued involvement in addressing DFV and reinforced how staff individually play a role in creating a positive culture and social change.

Women in Leadership Mentoring Program

The Women in Leadership Mentoring Program is now in its sixth year and is a key initiative within the department’s Gender Equity Plan 2019–21.

The mentoring program continues to support the department’s commitment to increasing women in senior leadership positions (Senior Officer/Senior Executive Service). The program provides participants with support to achieve their goals and offers an exciting opportunity to further develop leadership skills and create broader networks.

The 2020 Women in Leadership Mentoring Program has 37 matched pairs with participation from across the department’s divisions. The program runs from August to December, launching with planned virtual workshops in early August, mid-program webinars in October, followed by an end-of-program event in December.

Table 8: Percentage of women in SES/SO leadership roles as at 30 June 2020

Year	%
2013–14	25%
2014–15	27%
2015–16	27%
2016–17	30%
2017–18	32%
2018–19	30%
2019–20	32%

Women in Engineering

The Women in Engineering Program aims to attract, support, retain, and celebrate women in engineering by delivering various initiatives aligned to three focus areas:

- early awareness – providing opportunity for primary and secondary school students to engage with STEM through relevant activities
- continued engagement – supporting female high school and university students to consider or continue studies in engineering and STEM
- professional support and development – retaining, promoting and celebrating females in the engineering profession.

In 2019–20, the department supported several initiatives to advance and support women in the engineering profession, by awarding an educational bursary and sponsoring STEM school competitions.

These included:

- the Spaghetti Bridge Competition
- Engineering Link Projects
- the Aurecon Bridge Building Competition.

Gender diversity recognised

In 2019, the first Gender Equity Plan was launched, recognising the work the department has done to promote equality and outline goals for the future.

In aligning with the Plan's goal of valuing gender diversity, the department celebrated Queensland Women's Week 2020 with a public event in March 2020. Keynote speaker, Dr Kirsten Ferguson, Deputy Chair of the ABC and award winning expert in leadership, business leader, and author, demonstrated the importance of celebrating the diverse community of strong women through her #Celebratingwomen campaign.

At the event, the inaugural Wonder Women Awards was launched to celebrate the unsung female heroes in the workplace. Wonder Women have been nominated for their leadership, innovation, determination, and commitment to others. The event brought together industry, government, and the wider community to celebrate their diverse community of strong women and featured a lively debate on the topic 'Men are better at science, women are better at humanities'.

Attracting talented people

OneTMR Graduate Program

The department onboarded 25 new graduates in 2020, bringing the graduate program total to 54 across 22 disciplines. Each graduate undertakes between two and four rotations across the two year program.

The initial applicant pool for the 2020 intake was 4291. Accordingly, the department's recruitment and selection processes were designed to select a group of diverse high calibre graduates for roles in both South East and regional Queensland. This has resulted in a 25 per cent increase in female graduates, an outstanding achievement in a typically male-dominated workforce. There has also been an increase in the number of graduates identifying as Aboriginal and Torres Strait Islander (11.53 per cent) and 3.84 per cent living with a disability.



For more information visit:

www.tmr.qld.gov.au/About-us/Employment-and-careers/Graduate-program

OneTMR Induction Program

The department's Induction Program delivers five online learning modules over a six month period. The program is designed to connect new employees to the department's corporate values. More than 300 new employees have successfully completed the online induction course.

The Big Event

A total of 140 employees attended two sessions of the Big Event held in Cairns and Brisbane in the 2019–20 financial year. Feedback from program evaluations indicated that new inductees highly value meeting and interacting with the Senior Leadership Team. At the Cairns Big Event, held in September 2019, the induction team piloted a new delivery format. This saw increased opportunities for new inductees to interact with senior leaders, with a strengthened focus on the Public Sector corporate values. The new format was then rolled out for the November 2019 event and was well received by the new employees. The Values and Culture Network continue to support the delivery of the Big Event through their culture advocate roles. 229 new employees across the state participated in the Big Event via the livestream service.

Leadership development

Personal and professional growth of departmental employees continued through leadership development initiatives across all levels of the organisation. A range of corporate programs and initiatives were delivered which focused on developing agile, dynamic and flexible leaders who are available to team leaders, program leaders and executives. Key programs include: Emerging Leaders Program; Public Sector Management Program; and a blended learning program for middle management, Passport 2 Leadership (P2L).

The department also piloted the Public Service Commission's new leadership assessment tool, LEAD4QLD, which aims to assess individual leaders' capability strengths and opportunity areas. The LEAD4QLD pilot had 371 registrations of which over two thirds of participants completed the process. The department will use insights gathered through LEAD4QLD data to develop targeted development initiatives aimed at uplifting leadership capability.

The P2L program continues to be very successful, with another cohort of 60 participants commencing in February 2020. Over 268 middle managers have participated in this program since its inception. The program provides targeted development through a blended learning approach, both modular and interactive, and utilises the Public Service Commission's People Matters program as core content.

Leadership development continues through utilising the department's Seven Learning Options. This includes formal training, coaching, mentoring, job shadowing, networking, individual research, and on-the-job learning opportunities such as special projects and relieving in more senior roles.

OneTMR Mentoring Program

The OneTMR Mentoring Program is now in its seventh year and is designed to assist employees to access guidance and support from experienced peers across the department. It continues to drive the creation of new networks and collaborative partnerships, breaking down workplace barriers to make OneTMR a reality. The 2020 mentoring program runs from August to December, with virtual workshops planned for early August and mid-program webinars in October, followed by an end of program event in December. There are 38 matched pairs for the 2020 mentoring program.

Building a strong culture

Values and culture network

The Values and culture network was formed in 2014 and continues to promote the Queensland public sector values and build a OneTMR culture. There are over 30 permanent members of this volunteer network representing more than 13 branches, including representatives from regional locations. The network meets quarterly to discuss areas of focus for the year which has included:

- building relationships in regional and remote areas through local culture initiatives, such as charity fundraising, team health checks, mini Olympics, and health and wellbeing walks
- partnering with senior leaders to share organisational values with new employees at Big Event inductions, both in Brisbane and in the regions
- championing values and culture across key departmental initiatives, such as the Customer Service Ways We Work program, People 4 People Week, My Health for Life Program and the CUBIE (recognition) awards
- supporting disaster recovery efforts in regional Queensland, including fundraising for fire victims and participation in community recovery.

Working for Queensland survey

The Working for Queensland annual survey gives the department the opportunity to help shape the future of the Queensland Public Service, while improving employees' work experience. The survey results inform focus on enhancing employee engagement, building a positive workplace culture, strategy development, and resource investment.

The 2019 focus included workload and health, organisational fairness, anti-discrimination, and red-tape reduction.

The results revealed employees reported the most positive changes in the following areas:

- feeling supported to pursue development opportunities in other workplaces
- the wellbeing of employees is a priority for the department
- managers model the behaviours expected of all employees.

The Plans for Action 2019–20 addressed key employee engagement focus areas. Actions are undertaken at organisational, divisional and branch level.

CUBIE Awards 2019

The annual CUBIE awards were held for the sixth year in December 2019. CUBIE awards are aligned to the Queensland Public Sector values and candidates are nominated by their peers based on their commitment to these values. Winners are awarded in eight categories: Customers first, Unleash potential, Be courageous, Ideas into action, Empower people, OneTMR - Individual, OneTMR - Team and the Director-General's All-rounder. A total of 1362 submissions were received, with nominations shortlisted by the department's 17 branches before progressing to the Values and Culture Network panel and then to the final judging panel convened by the Director-General.

Table 9: Winners for 2019–20 Cubie awards

Category	Winner	Highly Commended
Customer First	Donald Mackay, PPI, Road and Passenger Transport Planning	Steven MacDonald, IMD, PDO, North Queensland Region
Unleash Potential	Trevor Short, IMD, RoadTek, Far North Region	Anne-Marie Moxham, Strategic Investment and Asset Management
Be Courageous	Alexander Taylor, TransLink, Fare Revenue and Contracts	Brett McKenna, CSSR, Service Innovation and Systems Peter McCarten, IMD, PDO, Project Planning and Corridor Land Management
Ideas into Action	Christopher Kiernan, IMD, PDO, Environment and Cultural Heritage	Peter Jenkins, TransLink, Network Events
Empower People	Leah Warnick, IMD, PDO, Capability and Human Resources	–
OneTMR Individual	Rachel Coulson, CSSR, Northern Region, Road Safety	Lindel Ryan, IMD, PDO, Engineering Services Anthony Hoiberg, Corporate, Health and Safety
OneTMR Team	Disruptive Event Management Team (DEMT), IMD, PPI, Corporate, CSSR, TransLink and TNSR	
From IMD — Brett Whitbread, Andrew Thomas, Bruce Bernhardt, Donna Cullen, Gina Turner, Glen Vaughan, Mehmood Khan, Stephen Mallows, Steven MacDonald, Leeann Taylor, Tammy Adams, Annita Sloan and Mark Wasley. From PPI — Christopher Sykes From Corporate — Alec Chambers From CSSR — Andrew Robinson, Anthony Melrose and Frank D'Souza From Translink — Anthony Partridge, Jeffrey Gregory, Sherrin Cappler and Karen Wood From TNSR — Helen Maloney and Melinda Williamson.		
DG All Rounder	Brett Collard, Corporate, ITB, Service Operations	

Health and wellbeing

Wellbeing programs

The 2019–20 wellbeing programs have focused on mental health.

The Mental Health Strategy 2019–21 has seen the delivery of mental health training for managers and mental health awareness training for 1043 employees, including 36 members of the Senior Leadership Team. Incorporating a Workplace Reality Theatre Methodology, the training aims to develop mental health capabilities, and provide information and resources while increasing the confidence of employees and managers to discuss mental health issues.

The 2019–20 period has seen the promotion of, and employees' participation in, events such as Australian Mental Health Week, World Mental Health Day, R U OK? Day, and Fly the Flag Day. Collectively, these events build awareness of psychological wellbeing and suicide prevention and help to de-stigmatise mental illness and associated behaviours. This messaging was further reinforced through partnering with a new Employee Assistance Service provider, Benestar in 2019.

During COVID-19, the focus was on supporting the mental health and wellbeing of all employees. A special COVID-19 mental health and wellbeing intranet page was developed outlining services and resources for those who were struggling generally or as a result of the pandemic. A proactive Wellness Check program was also put in place for the Senior Leadership Team and regular wellness calls were made to employees and managers directly impacted by COVID-19. Additionally, regular workplace health and safety visits were made to frontline employees to check on their mental health and wellbeing and to deliver Toolbox Talks.

The identification and mitigation of hazards that may increase the risk of work-related stress will be undertaken in 2020–21 as the department pilots the People at Work Program's psychosocial risk assessment process.

Injury Management

Though the Workplace Rehabilitation Policy and centralised management of rehabilitation and workers' compensation claims, the department is committed to ensuring that rehabilitation and return to work services are provided in keeping with injury management best practice.

The department recognises that workplace rehabilitation assists in the recovery process and helps restore the employee's normal function sooner. In the event of an injury or illness, regardless of whether it is work-related, the department is committed to assisting employees to achieve a safe return to work in a way that will facilitate their best possible recovery.

This is achieved by:

- accommodating a gradual return to work with a focus on suitable duties in accordance with medical advice
- building a positive culture around injury management and providing suitable duties to assist in employees' recovery
- working closely with WorkCover Queensland and QSuper to ensure proactive case management.

Table 10: Comparison of workers' compensation claims lodged over a five year period

	2015–16	2016–17	2017–18	2018–19	2019–20
Claims	296	310	315	309	254

Data source: WorkCover Queensland – Online services for employers.

Note: Figures are subject to revision as more information becomes available.

Table 11: Comparison of final return to work percentages

	2015–16	2016–17	2017–18	2018–19	2019–20
Final RTW	98.52%	95.31%	98.52%	98.47%	98.90%

Data source: WorkCover Queensland – Online services for employers.

Note: Figures are subject to revision as more information becomes available.

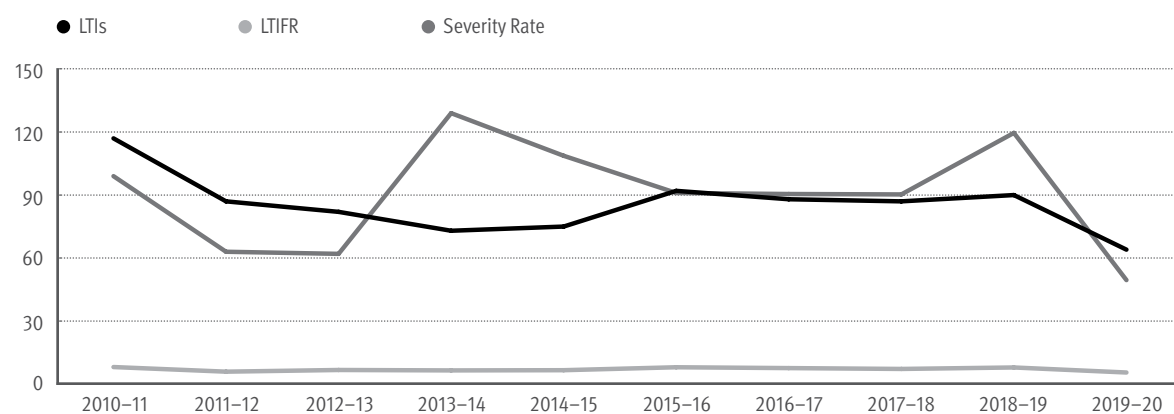
Safety for our employees

Safety Performance

Reporting on Workplace Health and Safety demonstrates how safety is managed and where improvements are needed. Whole-of-department and branch safety reports are developed monthly and every six months the Safety and Wellbeing Improvement Plan report for the department and branches is released.

The statistical overview indicates that the department is expecting a significant reduction in the severity of injuries incurred by employees, with lost working days decreasing from 1362 in 2018–19 to 575 in 2019–20 (a decrease of 60 per cent).

Figure 6: Snapshot of our performance over the years



	2010–11	2011–12	2012–13	2013–14	2014–15	2015–16	2016–17	2017–18	2018–19	2019–20
LTIs	117	87	82	73	75	92	88	87	90	64
LTIFR	8.1	5.9	6.7	6.5	6.6	8.0	7.6	7.2	7.9	5.5
Severity Rate	99	63	62	129	108.7	91	90.5	90.3	119.6	49.5
Days Lost	1431	919	757	1442	1234	1044	1049	1088	1362	575

Data sourced from the department's WHS Incident/Injury Management System (Safeware) and from WorkCover Queensland.

Data are subject to change in accordance with decisions made by WorkCover Queensland regarding the determination of compensable claims. This may result in variations to historical data which have previously been published.

Lost Time Injury (LTI) is an injury that results in at least one full shift being lost at some time after the shift during which the injury occurred.

Lost Time Injury Frequency Rate (LTIFR) is the number of lost time injuries per million hours worked.

Days Lost is the number of full work shifts lost for a lost time injury.

Severity Rate is the number of days lost per million hours worked.

Digital uplift of our information processes

ICT Resources Strategic Planning

An ICT asset register is used to uphold a consistent and evidenced-based approach for managing ICT assets and planning. In conjunction with the ICT Portfolio of Work, it provides details on current and planned activities that impact the ICT resources of the organisation, and the effectiveness and efficiency of those resources in supporting the delivery of departmental services.

The ICT asset register records functional, financial, and lifecycle information about the application, technology, and information assets that the department has investment authority over. The register supports business capability planning and ICT portfolio investment analysis both at the department and whole-of-government level. Additionally, it is the enterprise source of information for the Queensland Government Customer and Digital Group ICT Resources reporting which contributes to improving whole-of-government ICT policies and custodianship.

Flexible and adaptive ICT procurement implementation (Flexi-ProQr)

Following a successful 12 month pilot, a new Flexi-ProcQr Procurement Framework was implemented in 2019.

The Flexi-ProQr Framework aims to enhance the ability to support the Queensland Government's *DIGITAL1ST Strategy*, while also supporting the Queensland Procurement Policy 2019, by looking at improved ways to engage with small business and innovative ways of approaching the market. While the department continues to support and use traditional methods of procuring ICT, Flexi-ProQr now provides additional options to procure ICT in a flexible way that works collaboratively with the market.

Successful activities using the Flexi-ProQr Framework include a new Bus Stop Management System that automates the workflow of processes associated with bus stop management. This procurement was commenced with a small pilot, working collaboratively with the supplier, before progressing to full production with the solution being implemented across the state. This contract was awarded to a local small to medium enterprise and provides a cost-effective solution and improved operational efficiency to support bus stop administration, planning, and maintenance across Queensland.



For more information visit:

www.digital1st.initiatives.qld.gov.au/

Mobile Technology

In late 2019, the department's Mobile Services contract was refreshed with its primary telecommunications provider to enable a range of new capabilities and anticipates an annual saving of approximately \$290,000.

During 2019–20, the department consumed on average 14 terabytes of data per month with data consumption increasing month on month across the fleet of approximately 9500 devices and services. This was primarily due to line of business applications becoming more mobile and employees working offsite.

To cater for this growth and better enhance its security position, the department has partnered with MobileIron and Wandera, two best in category mobile management solutions that will protect mobile devices and all data consumed through these services.

Additionally, the department is progressing with its expansion of Microsoft's Intune platform to enable employees to use services on personal devices, if desired.

By migrating to these platforms, it is expected to have all corporately owned mobile devices connected by the end of 2020.

Accelerating TMR's modern digital workplace with Windows 10

By creating a modern digital workplace, employees can work more easily from anywhere, anytime, with any device.

The department is well advanced in its transformation with the Windows 10 Project starting rollout in mid-late 2020, following a successful pilot to over 250 devices in March 2020.

As of June 2020, over 1400 employees are working on a Windows 10 device. The statewide rollout to over 9000 devices is scheduled to be completed by December 2020.

Windows 10, which supports the increasing demand for mobility and flexible ways of working, is part of a suite of new technologies being introduced to enable the department's digital transformation. It follows the successful rollout of Office 365 last year, with additional rollouts in the pipeline.

Our organisation

Highlights

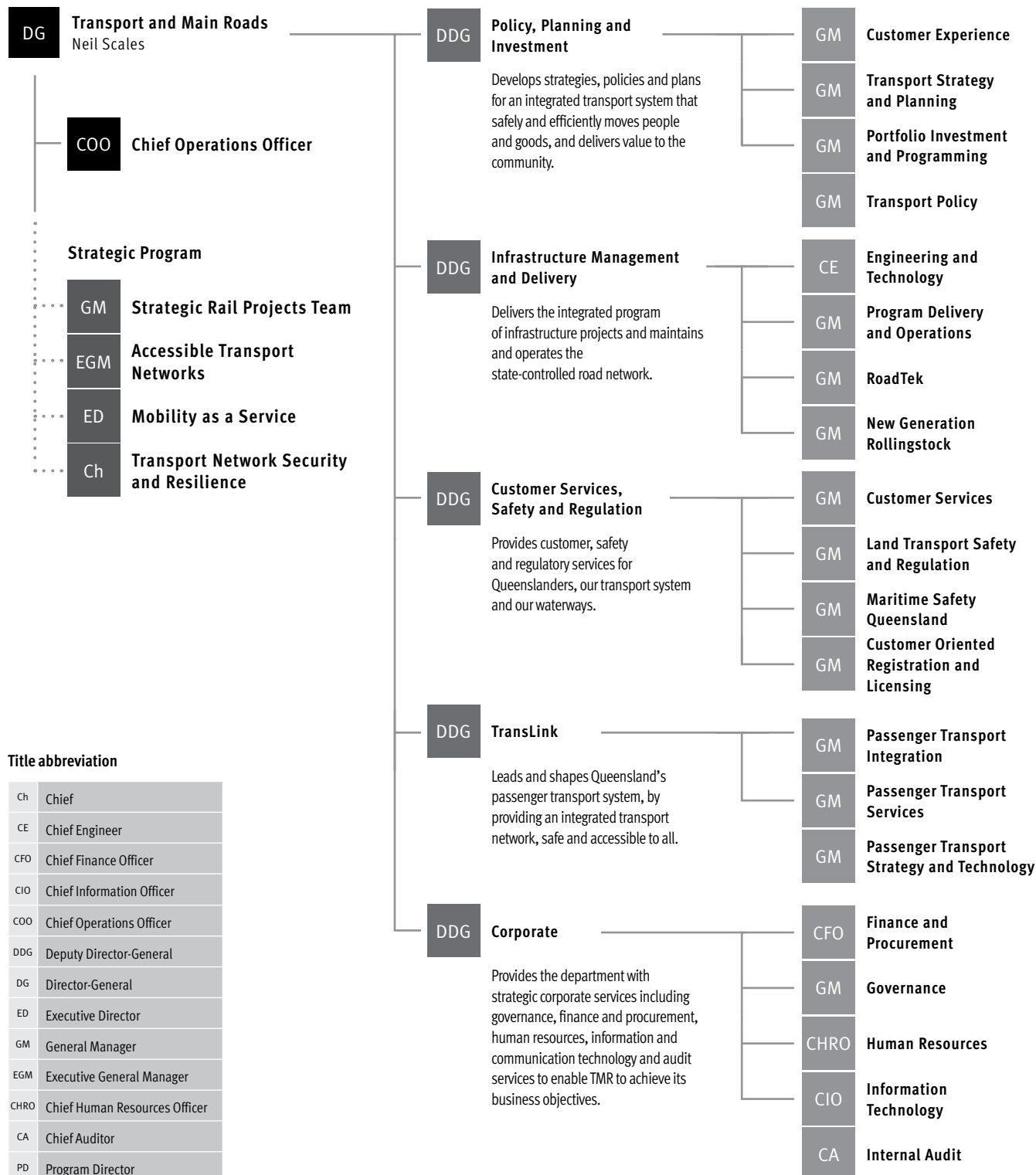
- Reframed the department's strategic risks and revised the Risk Appetite Statement after the implementation of the new *Strategic Plan 2019–2023*.
- Embedded the Risk Management System across business areas, promoting a coordinated and consistent risk management approach.
- 700 applications were received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



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

Management and structure

Organisation Chart as at 30 June 2020



DG

Transport and Main Roads

Neil Scales

DDG

Policy, Planning and Investment

Julie Mitchell

DDG

Infrastructure Management and Delivery

Amanda Yeates

DDG

Customer Services, Safety and Regulation

Mike Stapleton

DDG

TransLink

Matthew Longland

DDG

Corporate

Tracy O'Bryan

COO

Acting Chief Operations Officer

Anne Moffat

GM

Strategic Rail Projects Team

Jane Richards

EGM

Accessible Transport Networks

Kevin Cocks

ED

Mobility as a Service

Ishra Baksh

Ch

Transport Network Security and Resilience

Don Bletchly

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, FIFE Aust, FCILT, FLJMU, FRSA, FSOE, FIRTE, VFF, MAICD

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

Under the *Financial Accountability Act 2009*, the Director-General is accountable to the Minister for Transport and Main Roads and the Premier of Queensland for the efficient, effective and financially responsible performance of the Department of Transport and Main Roads. He leads the department with an operating budget of \$6.189 billion, capital budget of \$2.877 billion and managed assets worth \$67.444 billion.

Former positions:

- Chief Executive Officer, TransLink Transit Authority
- Chief Executive and Director-General, Merseytravel, United Kingdom.

Along with over 40 years' experience in the transport industry, Neil received the Order of the British Empire for services to public transport in 2005 and in 2011 was awarded an honorary Fellowship from Liverpool John Moores University for his services to the region. Neil is a Vincent Fairfax Fellow after successfully completing a course in Ethical Leadership.

Anne Moffat**Acting Chief Operations Officer**

BBus

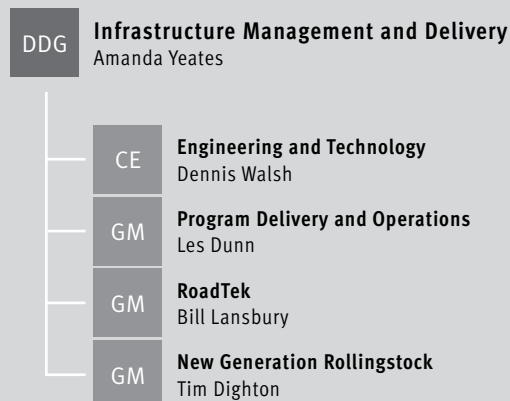
- Appointed as Acting Chief Operations Officer in December 2018
- Gender Equity Champion.

Anne supports the Director-General with the day-to-day operations of the department allowing the Director-General to focus on strategy, the government's objectives and key stakeholder relationships.

Former positions:

- Project Director South East Queensland Asset Management (Infrastructure Management and Delivery)
- Executive Director, State Services (Department of the Premier and Cabinet)
- Executive Director (Planning Management, Planning and Investment)
- Executive Director, Strategy and Policy (Passenger Transport).

Anne has more than 20 years' experience across both state and local government in Queensland. She has held a number of senior roles across the infrastructure programming and delivery areas, as well as urban and regional planning. She has delivered a number of large policy and engagement projects, plus reform agendas.



Julie Mitchell

Deputy Director-General (Policy, Planning and Investment)

BE, MBA, MEnvMan, FIEAust, RPEQ, GAICD

- Appointed as Deputy Director-General (Policy, Planning and Investment) March 2018
- Champion for Innovation
- Registered Professional Engineer, Fellow of Engineers Australia
- Public Service Medal Recipient 2018.

Julie sets the future direction of the transport system in Queensland. She defines and shapes key strategies, policies and plans for an integrated transport system that supports the safe and efficient movement of people and goods, while driving value for the community.

She ensures the investment across road, rail and public transport, active transport, and freight networks is balanced as part of a single integrated transport network.

Julie is a highly respected leader with over 30 years' civil engineering experience which covers a broad range of transport related engineering and leadership roles including Chief Engineer for eight years.

Amanda Yeates

Deputy Director-General (Infrastructure Management and Delivery)

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

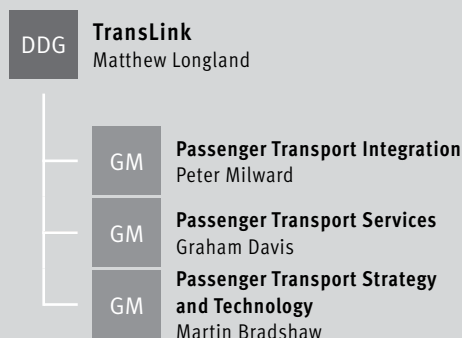
- Appointed Deputy Director-General July 2018
- Registered Professional Engineer, Fellow of Engineers Australia
- Champion for Health, Safety and Wellbeing.

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

Former positions:

- General Manager (Program Delivery and Operations)
- General Manager (Integrated Transport Planning)
- Regional Director (North Coast and Wide Bay Burnett)
- Deputy Regional Director (Metropolitan Region).

With over 20 years' civil engineering experience, Amanda sets and leads the strategic direction for best practice infrastructure management and delivery and the department's role in driving economic vibrancy and shaping local communities.



Mike Stapleton

Deputy Director-General (Customer Services, Safety and Regulation)

BBus, MPA, MANCAP, MNRSS, MAustroads, MQLCSG

- Appointed as Deputy Director-General (Customer Services, Safety and Regulation) January 2016
- Champion for Cultural Diversity.

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

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

Former positions:

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

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

Matthew Longland

Deputy Director-General (TransLink)

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

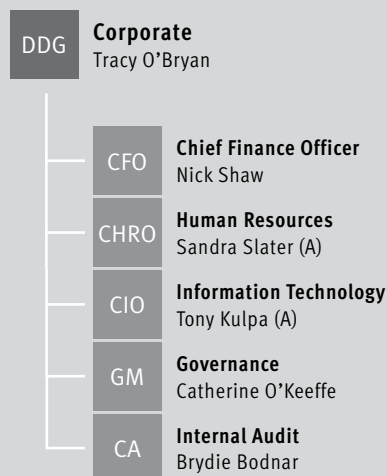
- Appointed as Deputy Director-General (TransLink) December 2016
- Champion for Active Transport
- Board member of the International Association of Public Transport (Australia/New Zealand).

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

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

Former positions with the Department of Transport and Main Roads:

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



Tracy O'Bryan

Deputy Director-General (Corporate)

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

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

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

Former positions:

- Executive Director (Department of National Parks, Sport and Racing)
- Acting Deputy Director-General, Corporate (Department of Environment and Heritage Protection).

Tracy has over 20 years' experience in the Queensland public sector in the fields of law, policy, governance, major projects and program design and delivery, and stakeholder engagement. She has also led major reform and commissions of inquiry for government and worked in a number of Queensland Government departments including the Department of the Premier and Cabinet. Tracy has also won ministerial awards and been nominated for a Premier's Excellence Award.

Key organisation changes

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

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

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

Audit and Risk Committee

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

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

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

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

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

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

Members:

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

Achievements

During the past year, ARC reviewed:

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

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

Governance Committees

Information and Systems Committee

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

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

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

Members:

- Director-General
- Deputy Director-General, Corporate
- Deputy Director-General, TransLink
- Deputy Director-General, Customer Services, Safety and Regulation
- Deputy Director-General, Infrastructure Management and Delivery
- Deputy Director-General, Policy Planning and Investment
- Chief Operations Officer
- Chief Information Officer
- Chief Finance Officer.

Achievements

During the past year, the committee:

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

Finance and Procurement Committee

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

A key role of the committee is to ensure the department's resources are directed towards delivering on the government's Advancing Queensland's Priorities to create jobs in a strong economy and a responsive government through responsible fiscal management.

The committee also ensures that Transport and Infrastructure Services Category spend is aligned with the Queensland Procurement Policy, which is aimed at prioritising Queensland business by focussing on local economic and employment opportunities.

The finance and procurement functions operate in a centre-led model with the business operations carried out locally in line with the standards, policies and procedures established in the centre.

The key role of the committee is to:

- ensure all financial resources are allocated consistent with approved strategic direction, priorities and ongoing commitments
- identify reform initiatives and associated savings
- realise savings in line with government savings targets
- ensure cost control and longer-term funding sustainability
- approve procurement strategic direction, priorities, and ongoing commitments
- provide strategic oversight of the procurement policy environment
- monitor functional performance and category benefits realisation.

Chair: Deputy Director-General (Corporate).

Members:

- Director-General
- Deputy Director-General (TransLink)
- Deputy Director-General (Customer Services, Safety and Regulation)
- Deputy Director-General (Infrastructure Management and Delivery)
- Deputy Director-General (Policy, Planning and Investment)
- Chief Operations Officer
- Chief Finance Officer.

Achievements

During the past year, the committee has:

- provided oversight of the development of the 2020–21 budget ensuring the overall budget aligns to agreed business plans to contribute towards creating a single integrated transport network accessible to everyone

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

Safety, Health and Wellbeing Governance Committee

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

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

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

Members:

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

Achievements

During 2019–20, the committee has:

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

Infrastructure and Investment Committee

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

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

Members:

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

Achievements

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

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

RoadTek Performance Committee

The RoadTek Performance Committee meet twice a year and provide strategic guidance and assessment while reviewing RoadTek's performance against the annual performance contract, strategic and business plans, and performance indicators.

Chair: Director-General.

Members:

- Deputy Director-General (Corporate)
- Deputy Director-General (TransLink)
- Deputy Director-General (Customer Services, Safety and Regulation)
- Deputy Director-General (Infrastructure Management and Delivery)
- Deputy Director-General (Policy, Planning and Investment)
- Chief Operations Officer
- Chief Finance Officer
- General Manager (RoadTek).

Achievements

During the past financial year, the committee has considered:

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

Robust Management Standards

Integrity Commissioner

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

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

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

Information Privacy

The department is committed to protecting the personal information it holds in accordance with its obligations under the *Information Privacy Act 2009* (IP Act). The IP Act regulates how personal information is collected, stored, used, and disclosed by all Queensland Government agencies and their contracted service providers. In providing services, the department ensures that personal information is managed in a fair, secure and ethical manner.

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

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

Information Management

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

The four objectives are:

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

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

Cyber Security – Information Security Plan

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

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

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

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

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

Queensland Procurement Policy

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

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

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

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

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

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

Spend data sourced from TMR Spend Cube.

Internal Accountability

Business Planning

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

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

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

The Strategic Rail Project Team

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

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

Performance management and monitoring

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

These reports inform strategic decisions, drive improvements and allow course correction or re-evaluation of objectives, to ensure value is continually delivered to our customers, stakeholders, and the community. The report also demonstrates alignment with the Queensland Government's Financial and Performance Management Standard 2019.

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

Data and business analytics strategy

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

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

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



For more information, visit:

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

Complaints management

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

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

The department's complaints management system complies with the *Public Service Act 2008* (Section 219A), is compatible with the *Human Rights Act 2019* and meets the guiding principles of the Australian/New Zealand Standard AS/NZS 10002:2014 Guidelines for complaint management in organisations.

Table 13: Complaints received

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

Data source: TMR Complaints Management System

Internal Audit

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

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

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

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

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

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

During 2019–20, Internal Audit:

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

External Accountability

Protecting the public interest: Queensland Ombudsman

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

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

Transparency and the right to information

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

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



Details on how to make a formal application requesting access to documents under the RTI Act or the IP Act are available at:

www.tmr.qld.gov.au/About-us/Right-to-Information.

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

Human rights

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

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

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

During COVID-19, the department played an important role in the government's efforts to protect Queenslanders. From a human rights perspective, the department took action and made decisions which supported the government's positive obligations to protect the right to life, under section 16 of the Act. When Queenslanders were directed to undertake social distancing and restrict movement, many licensing requirements which would normally be able to be complied with, were difficult or impossible to meet. This particularly impacted vulnerable, older Queenslanders required to obtain or renew their medical certificate in order to comply with the obligation to carry a medical certificate while driving. The department delivered the *Transport Legislation (COVID-19 Emergency Response) Regulation 2020* which allowed drivers aged 75 and over to either extend their current medical certificate for up to six months, or in some cases, provided an exemption to enable certain customers to drive without holding a valid medical certificate during COVID-19.

The department acted flexibly and delivered the COVID-Safe Public Transport Plan to ensure public transport services could continue safely in line with social distancing requirements. All bus, train, ferry and tram transport services continued to operate as scheduled during the period of restricted travel. This provided customers, particularly vital essential workers, with access to full

services and assisted with maintaining safe social distancing practices. Customers were also provided with options to board from both the front and rear of buses.

Open data

The open data program continued to mature during 2019–20. The department is one of the largest contributors to the Queensland Government's open data portal, with a collection of 270 published datasets in 2019–20, up from 263 in 2018–19. Datasets empower Queenslanders to make informed decisions about how and when they travel and enable business partners and industry to help deliver better traffic and transport services for the community.



For more information, visit:

www.data.qld.gov.au/dataset?organization=transport-and-main-roads

Auditor-General reports

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

These areas included:

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



For more information on Queensland Audit Office, visit:

www.qao.qld.gov.au

Coronial inquests and recommendations

Under the whole-of-government coronial reporting arrangements, Ministers are required to inform the Attorney-General within six months of coronial findings being handed down as to whether the recommendations are supported. Ministers must also provide progress updates every six months until the recommendation is implemented.

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



For more information, visit:

www.courts.qld.gov.au/courts/coroners-court/findings

Crime and Corruption Commission reports

The Crime and Corruption Commission (CCC) is a statutory oversight body accountable to the Parliamentary Crime and Corruption Committee, set up to combat and reduce the incidence of major crime and corruption in the public sector. Its functions and powers are set out in the *Crime and Corruption Act 2001*.

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

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

Parliamentary Committees

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

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

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

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

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

Risk Management

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

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

Strategic risks and risk appetite

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

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

Risk achievements

Key achievements in 2019–20

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

The Executive Leadership Team:

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

Financial statements

Department of Transport and Main Roads

Financial Statements as at 30 June 2020

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Department of Transport and Main Roads
Statement of comprehensive income
for the year ended 30 June 2020

OPERATING RESULT	Note	2020 \$'000	2019 \$'000
Income			
Appropriation revenue	2	5,440,647	5,274,759
User charges and fees	3	671,121	711,380
Grants and other contributions	4	269,614	106,959
Other revenue		43,200	46,316
Total revenue		6,424,582	6,139,414
Gains on disposal of assets		3,384	5,021
Total income		6,427,966	6,144,435
Expenses			
Employee expenses	5	633,538	571,425
Supplies and services	7	3,719,341	3,671,862
Grants and subsidies	8	610,219	593,073
Depreciation and amortisation	13, 14, 20	1,156,399	1,178,722
Finance and borrowing costs	9	121,778	104,339
Impairment losses	11	2,651	1,847
Other expenses	10	50,426	42,922
Total expenses		6,294,352	6,164,190
Operating result before income tax equivalent expense		133,614	(19,755)
Income tax equivalent expense	19	7,541	8,690
OPERATING RESULT FOR THE YEAR		126,073	(28,445)
Items not reclassified to operating result			
Increase in asset revaluation surplus	14	3,703,762	1,390,601
Total other comprehensive income		3,703,762	1,390,601
TOTAL COMPREHENSIVE INCOME		3,829,835	1,362,156

The accompanying notes form part of these financial statements.

Department of Transport and Main Roads
Statement of financial position
as at 30 June 2020

	Note	2020 \$'000	2019 \$'000
Assets			
Current assets			
Cash		338,495	571,529
Receivables	11	122,913	152,074
Inventories		13,681	12,281
Prepayments	12	28,470	15,034
Non-current assets classified as held for sale		2,587	8,763
Total current assets		506,146	759,681
Non-current assets			
Receivables	11	3,285	-
Prepayments	12	171,264	104,410
Intangible assets	13	76,198	75,302
Property, plant and equipment	14	71,854,798	66,316,278
Deferred tax assets	19	5,942	6,077
Right-of-use assets	20	211	-
Investment in subsidiary	24	5,601	601
Total non-current assets		72,117,299	66,502,668
Total assets		72,623,445	67,262,349
Liabilities			
Current liabilities			
Payables	15	602,853	607,011
Provisions	16	228,440	146,762
Accrued employee benefits	17	72,978	38,616
Current tax liabilities	19	473	-
Lease liabilities	20	44,249	22,416
Other	18	93,686	94,833
Total current liabilities		1,042,679	909,638
Non-current liabilities			
Provisions	16	254,567	368,499
Lease liabilities	20	1,264,304	1,215,300
Other	18	-	14,636
Total non-current liabilities		1,518,871	1,598,435
Total liabilities		2,561,550	2,508,073
NET ASSETS		70,061,895	64,754,276
Equity			
Contributed equity		60,953,656	59,492,190
Accumulated surplus		2,167,063	2,024,672
Asset revaluation surplus		6,941,176	3,237,414
TOTAL EQUITY		70,061,895	64,754,276

The accompanying notes form part of these financial statements.

Department of Transport and Main Roads
Statement of comprehensive income by major departmental services
for the year ended 30 June 2020

	Transport system investment programming 2020 \$'000	Transport infrastructure management and delivery 2020 \$'000	Transport safety and regulation 2020 \$'000	Customer experience 2020 \$'000	Passenger transport services 2020 \$'000	Transport infrastructure construction and maintenance 2020 \$'000	Inter- departmental services eliminations 2020 \$'000	Total 2020 \$'000
OPERATING RESULT								
Income								
Appropriation revenue	112,639	2,135,405	14,734	264,885	2,912,984	-	-	5,440,647
User charges and fees	40,516	52,132	249,262	10,760	303,713	573,207	(558,469)	671,121
Grants and other contributions	300	220,334	6,838	6	42,136	-	-	269,614
Other revenue	728	50,468	2,794	70	8,171	2,914	(21,945)	43,200
Total revenue	154,183	2,458,339	273,628	275,721	3,267,004	576,121	(580,414)	6,424,582
Gains on disposal of assets	2,477	33	20	-	-	854	-	3,384
Total income	156,660	2,458,372	273,648	275,721	3,267,004	576,975	(580,414)	6,427,966
Expenses								
Employee expenses	70,499	170,805	75,357	165,637	98,320	147,011	(94,091)	633,538
Supplies and services	44,819	738,792	174,978	102,102	2,732,480	390,548	(464,378)	3,719,341
Grants and subsidies	22,161	340,635	9,298	234	237,891	-	-	610,219
Depreciation and amortisation	6,255	1,035,143	10,410	7,004	90,034	7,553	-	1,156,399
Finance and borrowing costs	2	23,232	4	4	99,057	1,359	(1,880)	121,778
Impairment losses	529	1,674	(176)	14	182	428	-	2,651
Other expenses	12,395	22,705	3,777	726	9,040	21,848	(20,065)	50,426
Total expenses	156,660	2,332,986	273,648	275,721	3,267,004	568,747	(580,414)	6,294,352
Operating result before income tax equivalent expense	-	125,386	-	-	-	8,228	-	133,614
Income tax equivalent expense	-	-	-	-	-	7,541	-	7,541
OPERATING RESULT FOR THE YEAR	-	125,386	-	-	-	687	-	126,073
Items not reclassified to operating result								
Increase in asset revaluation surplus	1,619	3,671,109	1,260	10	29,753	11	-	3,703,762
Total other comprehensive income	1,619	3,671,109	1,260	10	29,753	11	-	3,703,762
TOTAL COMPREHENSIVE INCOME	1,619	3,796,495	1,260	10	29,753	698	-	3,829,835

Department of Transport and Main Roads
Statement of comprehensive income by major departmental services (continued)
for the year ended 30 June 2020

	Transport system investment planning and programming 2019 \$'000	Transport infrastructure management and delivery 2019 \$'000	Transport safety and regulation 2019 \$'000	Customer experience 2019 \$'000	Passenger transport services 2019 \$'000	Transport infrastructure construction and maintenance 2019 \$'000	Inter- departmental services eliminations 2019 \$'000	Total 2019 \$'000
OPERATING RESULT								
Income								
Appropriation revenue	77,632	2,140,482	15,233	255,417	2,771,823	-	14,172	5,274,759
User charges and fees	44,574	22,370	246,768	9,104	368,892	580,513	(560,841)	711,380
Grants and other contributions	-	62,058	4,087	-	40,812	2	-	106,959
Other revenue	605	61,894	2,051	47	6,678	2,715	(27,674)	46,316
Total revenue	122,811	2,286,804	268,139	264,568	3,188,205	583,230	(574,343)	6,139,414
Gains on disposal of assets	2,978	378	155	39	467	1,004	-	5,021
Total income	125,789	2,287,182	268,294	264,607	3,188,672	584,234	(574,343)	6,144,435
Expenses								
Employee expenses	63,443	163,331	70,441	153,267	90,827	129,629	(99,513)	571,425
Supplies and services	51,732	701,943	174,227	96,617	2,696,377	412,294	(461,328)	3,671,862
Grants and subsidies	2,044	344,959	10,871	10	235,149	-	-	593,073
Depreciation and amortisation	6,153	1,058,763	8,498	13,341	82,566	9,401	-	1,178,722
Finance and borrowing costs	-	22,434	1,580	-	81,888	1,480	(3,043)	104,339
Impairment losses	883	679	200	12	61	12	-	1,847
Other expenses	1,534	20,602	2,477	1,360	1,804	25,604	(10,459)	42,922
Total expenses	125,789	2,312,751	268,294	264,607	3,188,672	578,420	(574,343)	6,164,190
Operating result before income tax equivalent expense	-	(25,569)	-	-	-	5,814	-	(19,755)
Income tax equivalent expense	-	-	-	-	-	8,690	-	8,690
OPERATING RESULT FOR THE YEAR	-	(25,569)	-	-	-	(2,876)	-	(28,445)
Items not reclassified to operating result								
Increase in asset revaluation surplus	2,475	1,328,440	2,550	302	56,823	11	-	1,390,601
Total other comprehensive income	2,475	1,328,440	2,550	302	56,823	11	-	1,390,601
TOTAL COMPREHENSIVE INCOME	2,475	1,302,871	2,550	302	56,823	(2,865)	-	1,362,156

Department of Transport and Main Roads
Statement of assets and liabilities by major departmental services
as at 30 June 2020

	Transport system investment planning and programming 2020 \$'000	Transport infrastructure management and delivery 2020 \$'000	Transport safety and regulation 2020 \$'000	Customer experience 2020 \$'000	Passenger transport services 2020 \$'000	Transport infrastructure construction and maintenance 2020 \$'000	Inter- departmental services eliminations 2020 \$'000	Total 2020 \$'000
Assets								
Current assets								
Cash	8,359	61,019	16,632	17,571	185,869	49,045	-	338,495
Receivables	5,685	44,194	35,430	1,483	48,448	63,957	(76,284)	122,913
Inventories	-	4	1,131	161	2,980	59,855	(50,450)	13,681
Prepayments	1,314	1,933	3,097	557	20,770	799	-	28,470
Non-current assets classified as held for sale	2,534	47	-	-	6	-	-	2,587
Total current assets	17,892	107,197	56,290	19,772	258,073	173,656	(126,734)	506,146
Non-current assets								
Receivables	138	1,073	861	36	1,177	-	-	3,285
Prepayments	34	556	296	157	170,221	-	-	171,264
Intangible assets	24,166	4,161	29,017	16,755	2,099	-	-	76,198
Property, plant and equipment	67,787	69,255,131	105,577	186,568	2,187,307	52,428	-	71,854,798
Deferred tax assets	-	-	-	-	-	5,942	-	5,942
Right-of-use assets	1	158	1	2	20	29	-	211
Investment in subsidiary	-	5,601	-	-	-	-	-	5,601
Total non-current assets	92,126	69,266,680	135,752	203,518	2,360,824	58,399	-	72,117,299
Total assets	110,018	69,373,877	192,042	223,290	2,618,897	232,055	(126,734)	72,623,445
Liabilities								
Current liabilities								
Payables	19,545	345,446	20,024	8,462	290,327	26,783	(107,734)	602,853
Provisions	-	161,065	-	-	67,375	-	-	228,440
Accrued employee benefits	7,653	18,542	8,180	17,980	10,673	9,950	-	72,978
Current tax liabilities	-	-	-	-	-	473	-	473
Lease liabilities	-	9,242	-	-	34,984	23	-	44,249
Other	758	1,232	1,658	-	89,634	404	-	93,686
Total current liabilities	27,956	535,527	29,862	26,442	492,993	37,633	(107,734)	1,042,679
Non-current liabilities								
Provisions	-	120,605	-	-	133,962	-	-	254,567
Lease liabilities	-	414,623	-	-	849,681	-	-	1,264,304
Total non-current liabilities	-	535,228	-	-	983,643	-	-	1,518,871
Total liabilities	27,956	1,070,755	29,862	26,442	1,476,636	37,633	(107,734)	2,561,550

Department of Transport and Main Roads
Statement of assets and liabilities by major departmental services (continued)
as at 30 June 2020

	Transport system investment planning and programming 2019 \$'000	Transport infrastructure management and delivery 2019 \$'000	Transport safety and regulation 2019 \$'000	Customer experience 2019 \$'000	Passenger transport services 2019 \$'000	Transport infrastructure construction and maintenance 2019 \$'000	Inter- departmental services eliminations 2019 \$'000	Total 2019 \$'000
Assets								
Current assets								
Cash	13,360	101,408	28,291	28,760	319,263	80,447	-	571,529
Receivables	8,285	26,834	46,382	1,678	76,362	62,092	(69,559)	152,074
Inventories	-	47	1,163	160	3,064	51,343	(43,496)	12,281
Prepayments	1,323	2,931	4,542	574	4,976	688	-	15,034
Non-current assets classified as held for sale	7,244	981	39	38	461	-	-	8,763
Total current assets	30,212	132,201	80,417	31,210	404,126	194,570	(113,055)	759,681
Non-current assets								
Prepayments	40	793	85	83	103,409	-	-	104,410
Intangible assets	30,910	4,454	21,110	15,846	2,982	-	-	75,302
Property, plant and equipment	72,859	64,055,116	105,678	98,511	1,939,541	44,573	-	66,316,278
Deferred tax assets	-	-	-	-	-	6,077	-	6,077
Investment in subsidiary	-	601	-	-	-	-	-	601
Total non-current assets	103,809	64,060,964	126,873	114,440	2,045,932	50,650	-	66,502,668
Total assets	134,021	64,193,165	207,290	145,650	2,450,058	245,220	(113,055)	67,262,349
Liabilities								
Current liabilities								
Payables	13,041	324,338	22,671	9,178	284,691	47,147	(94,055)	607,011
Provisions	-	130,783	-	-	15,979	-	-	146,762
Accrued employee benefits	4,017	10,340	4,460	9,703	5,750	4,346	-	38,616
Lease liabilities	-	914	-	-	21,502	19,000	(19,000)	22,416
Other	1,016	1,540	3,791	73	88,413	-	-	94,833
Total current liabilities	18,074	467,915	30,922	18,954	416,335	70,493	(113,055)	909,638
Non-current liabilities								
Provisions	-	167,162	-	-	201,337	-	-	368,499
Lease liabilities	-	42,382	-	-	791,478	-	-	1,215,300
Other	300	5,496	637	628	7,575	-	-	14,636
Total non-current liabilities	300	596,480	637	628	1,000,390	-	-	1,598,435
Total liabilities	18,374	1,064,395	31,559	19,582	1,416,725	70,493	(113,055)	2,508,073

Department of Transport and Main Roads
Statement of changes in equity
 for the year ended 30 June 2020

	Note	2020 \$'000	2019 \$'000
Contributed equity			
Opening balance		59,492,190	57,439,789
Transactions with owners as owners:			
Appropriated equity injections	2	1,489,060	1,922,776
Net asset transfer from/(to) other Queensland Government entities		(27,594)	129,625
Closing balance		60,953,656	59,492,190
Accumulated surplus/(deficit)			
Opening balance		2,024,672	2,053,117
Net effect of changes on application of AASB 16 <i>Leases</i>	1	16,318	-
Operating result for the year		126,073	(28,445)
Closing balance		2,167,063	2,024,672
Asset revaluation surplus			
Opening balance		3,237,414	1,846,813
Increase in asset revaluation surplus	14	3,703,762	1,390,601
Closing balance		6,941,176	3,237,414
TOTAL EQUITY		70,061,895	64,754,276
The closing balance of Asset revaluation surplus comprises:			
Land		1,746,408	1,722,694
Buildings		114,193	103,432
Heritage and cultural		3,273	2,840
Leased assets		113,676	83,616
Infrastructure		4,963,626	1,324,832
Closing balance		6,941,176	3,237,414

The accompanying notes form part of these financial statements.

Accounting policy

Non-reciprocal transfers of assets and liabilities between wholly-owned Queensland State Public Sector entities are adjusted to contributed equity. These adjustments are made in accordance with Interpretation 1038 *Contributions by Owners Made to Wholly-Owned Public Sector Entities*. Appropriations for equity adjustments are similarly designated.

Department of Transport and Main Roads
Statement of cash flows
for the year ended 30 June 2020

	2020 \$'000	2019 \$'000
Cash flows from operating activities		
<i>Inflows:</i>		
Service appropriation receipts	5,487,765	5,332,788
User charges and fees	705,713	718,388
Grants and other contributions	265,169	101,794
GST input tax credits from ATO	697,544	688,219
GST collected from customers	74,760	64,112
Other	26,106	27,773
<i>Outflows:</i>		
Employee expenses	(595,881)	(571,137)
Supplies and services	(3,941,695)	(3,737,445)
Grants and subsidies	(584,124)	(585,466)
Finance and borrowing costs	(124,953)	(91,051)
GST paid to suppliers	(700,299)	(680,773)
GST remitted to ATO	(75,833)	(68,797)
Income tax equivalent paid	(4,440)	(9,713)
Other	(37,473)	(16,734)
Net cash provided by operating activities	1,192,359	1,171,958
Cash flows from investing activities		
<i>Inflows:</i>		
Sales of property, plant and equipment	11,493	32,248
<i>Outflows:</i>		
Payments for property, plant and equipment	(2,754,720)	(2,460,399)
Payments for intangibles	(18,834)	(9,000)
Payment for investment in subsidiary	(5,000)	-
Net cash used in investing activities	(2,767,061)	(2,437,151)
Cash flows from financing activities		
<i>Inflows:</i>		
Equity injections	2,633,647	3,067,363
<i>Outflows:</i>		
Equity withdrawals	(1,144,587)	(1,144,587)
Borrowing redemptions	-	(11,719)
Finance lease payments	(145,542)	(450,858)
Other	(1,850)	(1,500)
Net cash provided by financing activities	1,341,668	1,458,699
Net increase/(decrease) in cash	(233,034)	193,506
Cash – opening balance	571,529	378,023
CASH – CLOSING BALANCE	338,495	571,529

The accompanying notes form part of these financial statements.

Cash disclosures

Cash represents all cash on hand, cash at bank and cheques receipted but not banked at 30 June.

The departmental bank accounts are grouped within the whole of government banking set-off arrangement with Queensland Treasury Corporation and do not earn interest. The department has an overdraft facility with the Commonwealth Bank of Australia with an approved limit of \$200m (2019: \$200m). There is no interest charged on this overdraft facility.

Department of Transport and Main Roads
Notes to the Statement of cash flows
for the year ended 30 June 2020

	2020 \$'000	2019 \$'000
RECONCILIATION OF OPERATING RESULT TO NET CASH PROVIDED BY OPERATING ACTIVITIES		
OPERATING RESULT	126,073	(28,445)
Non-cash items included in operating result		
Goods, services and assets received at below fair value	(5,037)	(5,579)
Gains on disposal of assets	(3,384)	(5,021)
Gain on finance lease modification	(8,952)	(4,833)
Assets provided at below fair value	10,772	522
Depreciation and amortisation	1,156,399	1,178,722
Loss on disposed assets	12,953	12,016
Change in assets and liabilities:		
(Increase)/decrease in receivables	25,876	63,396
(Increase)/decrease in inventories	(1,400)	(274)
(Increase)/decrease in prepayments	(80,290)	(93,342)
Increase/(decrease) in deferred income tax equivalents	135	850
Increase/(decrease) in payables	(62,440)	46,086
Increase/(decrease) in accrued employee benefits	34,362	1,220
Increase/(decrease) in current tax liabilities	473	-
Increase/(decrease) in other liabilities	(13,181)	6,640
Net cash provided by operating activities	1,192,359	1,171,958

CHANGES IN LIABILITIES ARISING FROM FINANCING ACTIVITIES

	Borrowings	Lease liabilities Note 20
	2020 \$'000	2020 \$'000
Opening balance	-	1,237,716
New leases	-	222,443
Accrued repayments	-	(3,362)
Remeasurement of liability	-	(2,702)
Non-cash changes	-	216,379
Cash repayments	-	(145,542)
Closing balance	-	1,308,553

	2019 \$'000	2019 \$'000
Opening balance	644,314	785,421
New leases	-	1,480,277
Accrued repayments	-	486
Prepayments applied to finance lease	-	(572,777)
Remeasurement of liability	-	(4,833)
Transfers to/(from) other Queensland Government entities	(632,595)	-
Non-cash changes	(632,595)	903,153
Cash repayments	(11,719)	(450,858)
Closing balance	-	1,237,716

Department of Transport and Main Roads

Notes to the financial statements 2019–20

1 ACCOUNTING POLICIES AND BASIS FOR FINANCIAL STATEMENTS PREPARATION

Refer to individual notes for specific accounting policies.

STATEMENT OF COMPLIANCE

The department has prepared these financial statements in compliance with section 38 of the *Financial and Performance Management Standard 2019*.

These financial statements are general purpose financial statements and have been prepared on an accrual basis in accordance with Australian Accounting Standards and Interpretations and requirements applicable to not-for-profit entities. Except where stated, historical cost is used as the measurement basis in the financial statements.

The financial statements are authorised for issue by the Director-General and Chief Finance Officer at the date of signing of the management certificate.

THE REPORTING ENTITY

The Department of Transport and Main Roads is a Queensland Government department established under the *Public Service Act 2008*. The department is controlled by the State of Queensland which is the ultimate parent. The principal address of the department is:

61 Mary Street
Brisbane, Queensland 4000

The objectives of the department are:

- Accessible – Tailored connections for our customers and workforce to create an integrated and inclusive network
- Safe – Safe and secure customer journeys and TMR workplaces
- Responsive – Our network, services and workforce respond to current and emerging customer expectations
- Efficient – Partnerships, integration, innovation and technology advance the movement of people and goods
- Sustainable – Planning, investment and delivery outcomes support a more liveable and prosperous Queensland.

The financial statements include the value of all income, expenses, assets, liabilities and equity of the Department of Transport and Main Roads.

The department has elected not to consolidate its investment in the controlled entity Transmax Pty Ltd in accordance with AASB 127 *Separate Financial Statements*. Refer to Note 24.

DEPARTMENTAL SERVICES AND PRINCIPAL ACTIVITIES

The identity and purpose of the services and principal activities undertaken by the Department of Transport and Main Roads during the reporting period are as follows:

Transport system investment planning and programming

The objective of this service area is to provide the direction for a single integrated transport network in Queensland, including the policy and planning framework to make informed investment decisions.

Transport infrastructure management and delivery

The objective of this service area is to construct, maintain and operate an integrated transport network accessible to all.

Transport safety and regulation

The objective of this service area is to regulate the transport system safely, economically and sustainably without imposing unnecessary red tape.

Customer experience

The objective of this service area is to put customers at the centre of the design and delivery of the department's products and services, to understand evolving customer needs and expectations, to improve customer experiences and reduce complaints.

Passenger transport services

The objective of this service area is to connect Queensland through the delivery of customer focused passenger transport services.

Transport infrastructure construction and maintenance (RoadTek)

RoadTek provides transport infrastructure solutions, including construction and maintenance services to enable the department to deliver on government priorities and community outcomes.

Department of Transport and Main Roads

Notes to the financial statements 2019–20 (continued)

1 ACCOUNTING POLICIES AND BASIS FOR FINANCIAL STATEMENTS PREPARATION (continued)

AGENCY ARRANGEMENTS

The department performs certain transactions in an agent capacity, and the receipts of such funds are not considered to be revenue for the department, nor are payments of these amounts considered to be expenses of the department. These transactions are not recognised in the financial statements but are disclosed in these notes for the information of users. In 2020 Compulsory Third Party (CTP) insurance premiums collected on behalf of licensed CTP insurers totalled \$1.1b (2019: \$1.0b). Levies collected on behalf of the Motor Accident Insurance Commission totalled \$128m (2019: \$126m) and National Injury Insurance Scheme Queensland totalled \$427m (2019: \$404m), and stamp duty collected on behalf of the Office of State Revenue totalled \$534m (2019: \$556m). Registration fees collected on behalf of the National Heavy Vehicle Regulator totalled \$42m (2019: \$42m).

ACCOUNTING ESTIMATES AND JUDGEMENTS

The preparation of financial statements necessarily requires the determination and use of certain critical accounting estimates, assumptions, and management judgements that have potential to cause a material adjustment to the carrying amounts of assets and liabilities within the next reporting period. Such estimates, judgements and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in future periods as relevant.

Estimates and assumptions that have a potential significant effect are outlined in the following financial statement notes:

- Note 11 Receivables
- Note 13 Intangible assets
- Note 14 Property, plant and equipment
- Note 16 Provisions.

CURRENCY, ROUNDING AND COMPARATIVES

Amounts included in the financial statements are in Australian dollars and have been rounded to the nearest \$1000, or where that amount is \$500 or less, to zero, unless disclosure of the full amount is specifically required.

Comparative information is restated where necessary to be consistent with disclosures in the current reporting period.

CLIMATE RISK DISCLOSURE

The department has not identified any material climate related risks relevant to the financial statements at the reporting date, however constantly monitors the emergence of such risks under the Queensland Government's Climate Transition Strategy.

No adjustments to the carrying value of recorded assets or other adjustments to the amounts recorded in the financial statements were recognised during the financial year.

FINANCIAL IMPACTS FROM THE COVID-19 PANDEMIC

The department has assessed the impacts of the COVID-19 pandemic to the 2019–20 financial statements and identified no material impacts other than that disclosed in Note 28.

NEW AND REVISED ACCOUNTING STANDARDS

No Australian Accounting Standards have been early adopted in 2019–20.

Effective for the first time in 2019–20

AASB 1058 Income of Not-for-Profit Entities and AASB 15 Revenue from Contracts with Customers

These standards require revenue to be recognised progressively as control of a good or service transfers to customers.

AASB 15 establishes a comprehensive framework for determining whether, how much and when revenue is recognised based on the transfer of promised goods or services to customers.

AASB 1058 is relevant in circumstances where AASB 15 does not apply and applies to transactions where the consideration to acquire an asset is significantly less than fair value, principally to enable the department to further its objectives.

Department of Transport and Main Roads

Notes to the financial statements 2019–20 (continued)

1 ACCOUNTING POLICIES AND BASIS FOR FINANCIAL STATEMENTS PREPARATION (continued)

NEW AND REVISED ACCOUNTING STANDARDS (continued)

Effective for the first time in 2019–20 (continued)

Under the new revenue recognition model the department shall determine whether an enforceable agreement exists and whether the promises to transfer goods or services to the customer are 'sufficiently specific' to a transaction or part of a transaction. The department applies the AASB 15 principles to determine the appropriate revenue recognition. If these criteria are not met, the department shall consider whether AASB 1058 applies.

The department has analysed the new revenue recognition requirements under these standards and has determined that capital grants and developers' contributions received may need to be recognised over the term of the arrangement, depending on individual circumstances. The impact of this change is immaterial to the department's financial statements and no transition adjustment was made to retained earnings at 1 July 2019.

AASB 16 Leases

This standard requires the department, as lessee, to recognise a right-of-use asset, representing a right to use the underlying leased asset, and a liability, representing the obligation to make lease payments, for all leases with a non-cancellable term of more than 12 months, unless the underlying assets are below the threshold of \$10,000 set by Queensland Treasury.

In accordance with the accounting standard, the department is not required to value concessionary (peppercorn) leases. The right-of-use assets from these leases are valued at cost in accordance with Queensland Treasury policy. Currently the department's peppercorn leases comprise only legislative perpetual leases.

Queensland Treasury has advised that the following arrangements will be exempt from lease accounting under AASB 16 and costs for these services will continue to be expensed as supplies and services when incurred:

- Commercial office accommodation leases from the Department of Housing and Public Works under the Queensland Government Accommodation Office (QGAO)
- Residential accommodation through the Government Employee Housing program
- Motor vehicles provided under the Department of Housing and Public Works Qfleet program.

On the adoption of AASB 16 the department recognised right-of-use assets and lease liabilities in relation to leases of plant and equipment, land and staff accommodation, which had previously been classified as operating leases. The lease liabilities were measured at the present value of the remaining lease payments, discounted using the department's incremental borrowing rates. The rates ranged from 1.2% and 2.7%.

In applying AASB 16 for the first time, the department has used the following practical expedients permitted by the accounting standard:

- To not reassess whether a contract is, or contains, a lease at 1 July 2019, for those contracts previously assessed under AASB 117 *Leases* and Interpretation 4 *Determining whether an Arrangement contains a Lease*
- Applying a single discount rate to a portfolio of leases with reasonably similar characteristics
- Relying on our previous assessment of whether leases are onerous immediately before the date of initial application, as an alternative to performing an impairment review
- To not recognise a lease liability and right-of-use asset for short-term leases that end within 12 months of the date of initial application
- Excluding the initial direct costs from the measurement of the right-of-use asset at the date of initial application
- Using hindsight in determining the lease term where the contract contained options to extend or terminate the lease.

The transactional impact of the adoption of AASB 16 as at 1 July 2019 is as follows:

Category	\$'000
Assets	
Receivables	3,380
Property, plant and equipment	244
Total assets	3,624
Liabilities	
Leases	(3,620)
Derecognised lease incentives	16,314
Total liabilities	12,694
Equity	
Retained earnings	16,318

Department of Transport and Main Roads

Notes to the financial statements 2019–20 (continued)

1 ACCOUNTING POLICIES AND BASIS FOR FINANCIAL STATEMENTS PREPARATION (continued)

NEW AND REVISED ACCOUNTING STANDARDS (continued)

Effective for the first time in 2019–20 (continued)

Former finance leases recognised as a finance lease in accordance with AASB 117 *Leases* have not been reassessed under AASB 16 *Leases* in accordance with AASB 2019-2 *Amendments to Australian Accounting Standards – Implementation of AASB 1059*. These arrangements are disclosed in Note 20 and will be accounted for under AASB 1059 *Service Concession Arrangements: Grantors* when this accounting standard comes into effect on 1 July 2020.

New Australian Accounting Standards issued but not yet effective

At the date of authorisation of the financial report, the expected impacts of new or amended Australian Accounting Standard issued but with future effective dates is set out below:

AASB 1059 *Service Concession Arrangements: Grantors*

AASB 1059 will first apply to the department's financial statements in 2020–21. This accounting standard defines service concession arrangements and applies a new control concept to the recognition of service concession assets and related liabilities.

With the exception of the Brisbane Airport Rail Link arrangement assessment has been completed for each public private partnership agreement reported in Note 21 of the department's 2019–20 financial statements. This assessment concludes that each of the arrangements, except for the New Generation Rollingstock (NGR), are subject to the accounting standard and that the department controls each of these arrangements in terms of the accounting standard's definition of control. For the NGR arrangement, as the private party in the agreement does not operate the services on behalf of the department, AASB 1059 is therefore not applicable.

This accounting standard will produce an estimated increase in assets greater than \$6 billion and liabilities greater than \$5 billion, with current off-balance sheet agreements for the Gateway and Logan Motorways, Airportlink toll road and Port Drive being recognised for the first time on the implementation of AASB 1059.

	2020 \$'000	2019 \$'000
2 APPROPRIATIONS		
Reconciliation of payments from Consolidated Fund to appropriation revenue recognised in Statement of comprehensive income		
Budgeted appropriation revenue	5,369,201	5,131,477
Treasurer's advance	4,400	-
Transfers from other headings	114,164	-
Unforeseen expenditure	-	201,311
Total appropriation receipts	5,487,765	5,332,788
Less: Opening balance of appropriation revenue receivable	-	(58,029)
Plus: Closing balance of appropriation revenue receivable	-	-
Plus: Opening balance of deferred appropriation payable to Consolidated Fund	14,172	-
Less: Closing balance of deferred appropriation payable to Consolidated Fund	(61,290)	(14,172)
Net appropriation revenue	5,440,647	5,260,587
Plus: Deferred appropriation payable to Consolidated Fund (expense in 2018–19)	-	14,172
Appropriation revenue recognised in Statement of comprehensive income	5,440,647	5,274,759
Reconciliation of payments from Consolidated Fund to equity adjustment recognised in contributed equity		
Budgeted equity adjustment appropriation	1,628,456	1,514,142
Transfers to other headings	(119,164)	-
Lapsed equity adjustment	(20,232)	-
Unforeseen expenditure	-	408,634
Equity adjustment receipts	1,489,060	1,922,776
Equity adjustment recognised in contributed equity	1,489,060	1,922,776

Department of Transport and Main Roads

Notes to the financial statements 2019–20 (continued)

2 APPROPRIATIONS (continued)

Accounting policy

Appropriations provided under the *Appropriation Act 2019* and the *Appropriation (COVID-19) Act 2020* are recognised as revenue when received. Where the department has an obligation to return unspent or unapplied appropriation receipts to the Consolidated Fund at year end, a deferred appropriation repayable liability to the Consolidated Fund is recognised with a corresponding reduction to appropriation revenue, reflecting the net appropriation revenue position with the Consolidated Fund for the reporting period. Prior to 1 July 2019, any liability at the end of the financial year for deferred appropriation repayable was debited to expense under the requirements of the superseded AASB 1004 *Contributions*. Refer to Note 10. Capital appropriations are recognised as adjustments to equity.

	2020 \$'000	2019 \$'000
3 USER CHARGES AND FEES		
Compulsory third party administration fees	36,943	32,784
Fare revenue	288,690	359,976
Merchant fees collected	8,001	5,871
National Heavy Vehicle Regulator	21,302	22,135
Personalised plates sales	53,423	47,419
Pilotage	98,265	102,460
Property rental	32,158	33,692
Recoverable works	4,440	9,793
Registration fee surcharge	20,907	22,810
Services rendered	40,858	35,883
Toll revenue	9,302	-
Other	56,832	38,557
Total	671,121	711,380

Accounting policy

User charges and fees are recognised as performance obligations are met and as goods and services are provided to the customer.

4 GRANTS AND OTHER CONTRIBUTIONS

Goods, services and assets received at below fair value	4,445	5,165
Grants from Queensland Reconstruction Authority *	180,002	20,726
Grants from Queensland Investment Corporation **	29,887	31,755
Grants from Motor Accident Insurance Commission ***	10,159	6,002
Subsidies from Department of Education for students with disabilities	39,221	38,228
Other	5,900	5,083
Total	269,614	106,959

* Grants received for the rebuilding of transport infrastructure following natural disasters under the Natural Disaster Relief and Recovery Arrangements (NDRRA) and Disaster Recovery Funding Arrangements (DRFA).

** Grants related to the Gateway Upgrade North project which was completed in 2018–19.

*** Grants received for road safety campaigns.

Accounting policy

Grants, contributions and donations are non-reciprocal transactions where the department does not directly give approximately equal value to the grantor.

Where the grant agreement is enforceable and contains sufficiently specific performance obligations for the department to transfer goods or services to a third-party on the grantor's behalf, the transaction is accounted for under AASB 15 *Revenue from Contracts with Customers*. In this case, revenue is initially deferred (as a contract liability) and recognised as or when the performance obligations are satisfied.

Otherwise, the grant is accounted for under AASB 1058 *Income of Not-for-Profit Entities*, whereby revenue is recognised upon receipt of the grant funding, except for special purpose capital grants received to construct non-financial assets controlled by the department. Special purpose capital grants are recognised as unearned revenue when received, and subsequently recognised progressively as revenue as the department satisfies its obligations under the grant through construction of the asset.

Department of Transport and Main Roads

Notes to the financial statements 2019–20 (continued)

4 GRANTS AND OTHER CONTRIBUTIONS (continued)

Accounting policy (continued)

Contributions of services are recognised only if the services would have been purchased if they had not been donated and their fair value can be measured reliably. Where this is the case, the amount representing the fair value is recognised as revenue with a corresponding expense for the same amount.

Contributed physical assets are recognised at their fair value.

	2020 \$'000	2019 \$'000
5 EMPLOYEE EXPENSES		
Employee benefits		
Annual leave levy	47,310	42,199
Employer superannuation contributions	57,820	55,368
Long service leave levy	12,564	10,116
Wages and salaries *	496,226	447,284
Other employee benefits	4,158	2,418
Employee related expenses		
Workers' compensation premium	3,197	2,735
Other employee related expenses	12,263	11,305
Total	633,538	571,425

* Wages and salaries includes \$7.899m of \$1,250 one-off pro-rata payments announced in September 2019 for 6,320 full-time equivalent employees.

The department's total employee expenditure was \$849.508m in 2020 (2019: \$775.744m). Of this \$215.970m (2019: \$204.319m) was capitalised to construction work in progress leaving \$633.538m (2019: \$571.425m) reported as employee expenses.

Number of full-time equivalent employees	7333	7199
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Refer to Note 17 for the policies related to employee entitlements.

6 KEY MANAGEMENT PERSONNEL AND REMUNERATION EXPENSES

Key management personnel

The department's responsible Minister, the Minister for Transport and Main Roads, is identified as part of the department's key management personnel, consistent with guidance included in AASB 124 *Related Party Disclosures*.

The following details for non-Ministerial key management personnel include those positions that form the department's Executive Leadership Team (ELT) that had authority and responsibility for planning, directing and controlling the activities of the department during the financial year. Further information on these positions can be found in the Annual Report under the section titled Our Organisation.

Remuneration expenses

Ministerial remuneration entitlements are outlined in the Legislative Assembly of Queensland's Members' Remuneration Handbook. The department does not bear any cost of remuneration for the Minister. The majority of Ministerial entitlements are paid by the Legislative Assembly, with the remaining entitlements being provided by Ministerial Services Branch within the Department of the Premier and Cabinet. As all Ministers are reported as key management personnel of the Queensland Government, aggregate remuneration expenses for all Ministers is disclosed in the Queensland General Government and Whole of Government Consolidated Financial Statements, which are published as part of Queensland Treasury's Report on State Finances.

Remuneration policy for the department's key management personnel is set by the Queensland Public Service Commission as provided for under the *Public Service Act 2008*. The remuneration and other terms of employment for the key management personnel are specified in employment contracts. The contracts may provide for other benefits including a motor vehicle allowance, however they do not provide for the provision of performance payments.

The following disclosures focus on the expenses incurred by the department for non-Ministerial personnel during the reporting period attributable to the key management positions.

Department of Transport and Main Roads

Notes to the financial statements 2019–20 (continued)

6 KEY MANAGEMENT PERSONNEL AND REMUNERATION EXPENSES (continued)

Remuneration expenses (continued)

Remuneration expenses for key management personnel comprise the following components:

- Short term employee expenses including:
 - salaries, allowances and leave entitlements earned and expensed for the entire year or for that part of the year during which the employee occupied the specified position
 - non-monetary benefits and any applicable fringe benefits tax.
- Long term and post employment expenses including:
 - amounts expensed in respect of long service leave entitlements earned
 - amounts expensed in respect of employer superannuation obligations.
- Termination benefits include payments in lieu of notice on termination and other lump sum separation entitlements payable on termination of employment.

1 July 2019 – 30 June 2020

Position	Short term employee expenses \$'000	Long term and post employment expenses \$'000	Termination benefits \$'000	Total expenses \$'000
Director-General	556	76	-	632
Acting Director-General (31.07.2019–01.09.2019)	26	3	-	29
Deputy Director-General (Customer Services, Safety and Regulation)	291	34	-	325
Deputy Director-General (Infrastructure Management and Delivery)	294	35	-	329
Deputy Director-General (Policy, Planning and Investment)	277	33	-	310
Acting Deputy Director-General (Policy, Planning and Investment) (31.07.2019–15.08.2019) (19.09.2019–06.10.2019)	22	3	-	25
Deputy Director-General (TransLink)	316	39	-	355
Acting Deputy Director-General (TransLink) (23.08.2019–26.08.2019) (14.10.2019–05.11.2019)	24	3	-	27
Deputy Director-General (Corporate)	272	34	-	306
Chief Operations Officer	239	29	-	268

1 July 2018 – 30 June 2019

Position	Short term employee expenses \$'000	Long term and post employment expenses \$'000	Termination benefits \$'000	Total expenses \$'000
Director-General	578	79	-	657
Deputy Director-General (Customer Services, Safety and Regulation)	296	36	-	332
Deputy Director-General (Infrastructure Management and Delivery) (Appointed July 2018)	277	31	-	308
Acting Deputy Director-General (Infrastructure Management and Delivery) (01.07.2018 – 27.07.2018)	20	2	-	22

Department of Transport and Main Roads

Notes to the financial statements 2019–20 (continued)

6 KEY MANAGEMENT PERSONNEL AND REMUNERATION EXPENSES (continued)

Remuneration expenses (continued)

1 July 2018 – 30 June 2019 (continued)

Position	Short term employee expenses \$'000	Long term and post employment expenses \$'000	Termination benefits \$'000	Total expenses \$'000
Acting Deputy Director-General (Infrastructure Management and Delivery) (02.01.2019–29.01.2019)	16	2	-	18
Deputy Director-General (Policy, Planning and Investment)	289	34	-	323
Acting Deputy Director-General (Policy, Planning and Investment) (01.07.2018–15.07.2018) (07.12.2018–21.12.2018) (12.04.2019–26.04.2019)	29	4	-	33
Deputy Director-General (TransLink)	287	35	-	322
Deputy Director-General (Corporate)	284	35	-	319
Acting Deputy Director-General (Corporate) (17.12.2018–18.01.2019)	23	2	-	25
Chief Operations Officer	140	15	-	155
Acting Chief Operations Officer (03.12.2018–30.06.2019)	137	17	-	154

Performance payments

None of the non-Ministerial key management personnel remuneration packages provide for performance or bonus payments.

Transactions with related parties of key management personnel

There are no related party transactions for non-Ministerial key management personnel during the period, other than domestic transactions that form part of the usual course of business, which are not required to be reported as related party disclosures.

	2020 \$'000	2019 \$'000
7 SUPPLIES AND SERVICES		
Administration	60,932	62,340
Contractors – including service contracts:		
Administrative and professional	95,808	89,235
Information technology	120,559	96,024
Repairs and maintenance	260,488	280,007
Staff replacement	7,282	6,956
Transport services – Queensland Rail *	1,794,172	1,777,558
Transport services – other	1,022,518	1,005,903
Other	47,210	52,958
Communication equipment and service charges	50,679	45,610
Motor vehicles – Qfleet	9,981	10,493
Office accommodation	48,635	48,048
Payments to other government agencies **	46,330	42,991
Utilities	46,374	46,943
Other	108,373	106,796
Total	3,719,341	3,671,862

Department of Transport and Main Roads

Notes to the financial statements 2019–20 (continued)

7 SUPPLIES AND SERVICES (continued)

* The department has a contract with Queensland Rail to provide rail passenger services in suburban and regional Queensland, and to ensure the Queensland Rail network can support safe and reliable passenger and freight services.

** Queensland Government services include payments to Queensland Shared Services and the Queensland Government's primary information services provider CITEC.

The department's total supplies and services expenditure was \$6.317b in 2020 (2019: \$7.090b). Of this \$2.598b (2019: \$3.418b) was capitalised to construction work in progress leaving \$3.719b (2019: \$3.672b) reported as supplies and services.

	2020 \$'000	2019 \$'000
8 GRANTS AND SUBSIDIES		
Assets provided to third parties at below fair value	10,772	522
Public transport	85,053	78,217
School transport	156,786	151,392
Transport infrastructure	244,605	283,973
Transport Infrastructure Development Scheme (TIDS)	97,717	78,525
Other	15,286	444
Total	610,219	593,073

9 FINANCE AND BORROWING COSTS

Administration charges	-	247
Interest on lease liabilities	121,778	95,391
Interest on borrowings *	-	8,701
Total	121,778	104,339

* The department no longer incurs interest on borrowings following Queensland Treasury's centralisation of borrowings in November 2018.

Accounting policy

Finance costs are recognised as an expense in the period in which they are incurred.

No borrowing costs are capitalised into qualifying assets.

10 OTHER EXPENSES

Deferred appropriation payable to Consolidated Fund	-	14,172
Queensland Audit Office – external audit fees *	686	676
Audit fees – other **	1,699	510
Fees, permits and other charges	1,102	1,215
Insurance premiums	8,001	8,055
Loss on disposal of property, plant and equipment	8,828	10,144
Losses:		
Public monies	356	450
Public property	291	193
Special payments:		
Ex gratia payments ***	10,753	533
Court awarded damages ***	6,587	489
Compensation claims	7,370	4,102
Other	4,753	2,383
Total	50,426	42,922

Department of Transport and Main Roads

Notes to the financial statements 2019–20 (continued)

10 OTHER EXPENSES (continued)

* Total audit fees quoted by the Queensland Audit Office relating to the 2020 financial statements are \$0.712m. Actual fees paid relating to the 2019 audit were \$0.662m.

** Relates mainly to probity audits associated with road infrastructure projects.

*** Significant special payments made in 2020 relate to an ex-gratia payment for a transit development project and an court awarded settlement for a roadworks project.

The department's total other expenses was \$64.626m in 2020 (2019: \$53.525m). Of this \$14.200m (2019: \$10.603m) was capitalised to construction work in progress leaving \$50.426m (2019: \$42.922m) reported as other expenses.

Insurance

The department's road assets are not insured. The risk associated with these assets is therefore borne by government. In certain circumstances, damage to the road network may be proportionally covered through the Australian Government's *Disaster Recovery Funding Arrangements* (previously *Natural Disaster Relief and Recovery Arrangements*).

The department insures its open tender road construction contract activities for both material damage and product liability under the Principal Arranged Insurance Program. As well as providing cover for the department and its employees, it also covers the other parties to open tender construction contracts such as contractors, superintendents and sub-contractors.

The department's project risks and other non-current physical assets are insured through the Queensland Government Insurance Fund, with the exception of land, and New Generation Rollingstock assets which are insured by the service operator. Premiums are paid on a risk assessment basis. Under this scheme the department's liability is limited to \$10,000 for each claim.

In addition, the department pays premiums to WorkCover Queensland for its obligations for employee compensation.

	2020 \$'000	2019 \$'000
11 RECEIVABLES		
Current		
Trade debtors	44,579	76,609
Other debtors	4,059	4,429
Less: Allowance for impairment loss *	(10,050)	(8,172)
	38,588	72,866
GST receivable	72,615	69,860
GST payable	(6,788)	(7,861)
	65,827	61,999
Annual leave reimbursements	8,936	11,540
Long service leave reimbursements	2,467	3,158
Other	7,095	2,511
	18,498	17,209
Total	122,913	152,074
Non-current		
Sublease receivable	3,285	-
Total	3,285	-

* Movements in the allowance for impaired receivables

Opening balance	8,172	8,157
Increase/(decrease) in allowance recognised in the operating result	2,651	1,847
Amounts written off during the year	(783)	(1,835)
Amounts recovered during the year previously written off	10	3
Closing balance **	10,050	8,172

** Individually impaired financial assets are more than 90 days overdue.

Department of Transport and Main Roads

Notes to the financial statements 2019–20 (continued)

11 RECEIVABLES (continued)

Receivables credit risk – ageing analysis

Past due but not impaired	Overdue				
	1-30 days \$'000	31-60 days \$'000	61-90 days \$'000	More than 90 days \$'000	Total \$'000
2020					
Trade debtors	3,633	177	37	7,810	11,657
2019					
Trade debtors	4,143	490	567	2,721	7,921

Accounting policy

Trade debtors are recognised at the amounts due at the time of sale or service delivery. Settlement on these amounts is generally required within 30 days from invoice date.

The collectability of receivables is assessed periodically with an allowance being made for impairment.

The loss allowance for trade receivables is no longer recognised on an incurred loss model, but instead using the simplified approach for lifetime expected credit losses. Under AASB 9 *Financial instruments* the department uses a provision matrix to assess the historical trend of its receivables to calculate loss rates adjusted for forward-looking information. Historical rates are calculated using credit losses experienced during the past 10 years preceding 30 June 2020, adjusted by the unemployment rate, which is determined to be the most relevant forward-looking indicator for the department. The calculated lifetime expected credit loss allowance has been applied to trade receivables. No additional loss allowance has been recognised in the current financial year based on materiality.

All known bad debts were written off as at 30 June.

The department's annual and long service leave receivables relate to the Queensland Government's Annual Leave and Long Service Leave Central Schemes which are administered by QSuper on behalf of the state. Refer to Note 17.

2020
\$'000

2019
\$'000

12 PREPAYMENTS

Current

Insurance	313	574
New Generation Rollingstock accessibility works *	12,743	-
Pilotage	2,030	3,380
Software and data agreements	11,339	9,532
Other	2,045	1,548
Total	28,470	15,034

Non-current

New Generation Rollingstock accessibility works *	168,503	102,266
Software and data agreements	2,642	2,080
Other	119	64
Total	171,264	104,410

* Milestone payments on rectification works for New Generation Rollingstock train sets made in accordance with the variation deed entered into with the vendor. Residual payments have been recognised as a provision. Refer to Note 16.

Department of Transport and Main Roads

Notes to the financial statements 2019–20 (continued)

13 INTANGIBLE ASSETS	Software purchased	Software internally generated *	Software work in progress	Other	Total
	2020 \$'000	2020 \$'000	2020 \$'000	2020 \$'000	2020 \$'000
Gross value	26,254	279,152	23,290	4,211	332,907
Less: Accumulated amortisation	(14,215)	(242,490)	-	(4)	(256,709)
	12,039	36,662	23,290	4,207	76,198
Reconciliation					
Opening balance	5,850	43,616	21,629	4,207	75,302
Acquisitions (including upgrades)	-	-	18,834	-	18,834
Transfers between classes	7,870	2,178	(10,048)	-	-
Transfers from/(to) property, plant and equipment	88	939	(3,075)	-	(2,048)
Projects written off	-	-	(4,050)	-	(4,050)
Amortisation	(1,769)	(10,071)	-	-	(11,840)
Closing balance	12,039	36,662	23,290	4,207	76,198
	2019 \$'000	2019 \$'000	2019 \$'000	2019 \$'000	2019 \$'000
Gross value	18,295	276,952	21,629	4,211	321,087
Less: Accumulated amortisation	(12,445)	(233,336)	-	(4)	(245,785)
	5,850	43,616	21,629	4,207	75,302
Reconciliation					
Opening balance	5,832	60,100	13,934	4,207	84,073
Acquisitions (including upgrades)	-	-	9,941	-	9,941
Transfers from/(to) property, plant and equipment	1,353	-	(1,305)	-	48
Disposals	(58)	(870)	-	-	(928)
Projects written off	-	-	(941)	-	(941)
Amortisation	(1,277)	(15,614)	-	-	(16,891)
Closing balance	5,850	43,616	21,629	4,207	75,302

* The department holds significant internally generated software assets as follows:

- Portfolio, Program, Project and Contract Management software that has a carrying amount of \$20.888m (2019: \$25.065m) and a remaining amortisation period of 5 years.
- New Queensland Drivers Licence software that has a carrying amount of \$5.066m (2019: \$7.582m) and a remaining amortisation period of 2 years.

Accounting policy

Intangible assets with a cost equal to or greater than \$100,000 are recognised in the financial statements. Items with a lesser cost are expensed.

Expenditure on research activities relating to internally-generated intangible assets is recognised as an expense in the period in which it is incurred. Any training costs are expensed as incurred.

The department's intangible assets are not revalued as there is no active market for any of these assets. Such assets are recognised and carried at cost less accumulated amortisation and accumulated impairment losses.

For each class of intangible asset, the following amortisation rates are used:

Class	Amortisation method	Average useful life
Intangibles – purchased	Straight-line	10
Intangibles – internally generated	Straight-line	14
Intangibles – work in progress	Not amortised	-
Intangibles – other	Not amortised	Indefinite life

The estimation of useful life and the resulting amortisation rates applied are based on a number of factors including expected usage, obsolescence, past experience and the department's planned replacement program. These are reviewed on an annual basis.

Department of Transport and Main Roads

Notes to the financial statements 2019–20 (continued)

14 PROPERTY, PLANT AND EQUIPMENT

	Land	Buildings	Heritage and cultural	Plant and equipment	Leased assets	Infrastructure *	Work in progress	Total
	2020	2020	2020	2020	2020	2020	2020	2020
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Gross value	4,828,042	892,614	8,350	642,928	3,466,172	78,830,535	4,234,847	92,903,488
Less: Accumulated depreciation	-	(233,309)	-	(443,984)	(243,130)	(20,128,267)	-	(21,048,690)
	4,828,042	659,305	8,350	198,944	3,223,042	58,702,268	4,234,847	71,854,798
Reconciliation								
Opening balance	4,746,483	615,685	7,918	193,888	2,385,104	53,836,421	4,530,779	66,316,278
Acquisitions (including upgrades)	79,550	277	-	24,139	218,481	46	2,714,609	3,037,102
Assets received at below fair value	2,807	-	-	-	-	-	451	3,258
Transfers from/(to) other Queensland Government entities	(28,157)	2,412	-	-	-	-	-	(25,745)
Transfers between classes	19,809	87,679	-	15,371	674,783	2,203,615	(3,001,257)	-
Transfers from/(to) intangibles	-	-	-	2,048	-	-	-	2,048
Disposals	(215)	(1,490)	-	(1,311)	-	(2,683)	-	(5,699)
Assets provided to third parties at below fair value	(636)	(2,456)	-	(229)	-	-	(7,451)	(10,772)
Assets reclassified as held for sale	(15,313)	(3,543)	-	-	-	-	-	(18,856)
Projects written off	-	-	-	-	-	-	(2,284)	(2,284)
Net revaluation increments **	23,714	10,761	432	-	30,060	3,638,795	-	3,703,762
Depreciation	-	(50,020)	-	(34,962)	(85,386)	(973,926)	-	(1,444,294)
Closing balance	4,828,042	659,305	8,350	198,944	3,223,042	58,702,268	4,234,847	71,854,798

Fair value reconciliation for land and building assets classified as level 3 – fair value substantially derived from unobservable inputs (refer to the following accounting policy)

	Land	Buildings
	2020	2020
	\$'000	\$'000
Opening balance	11,948	318,484
Transfer from level 2 to level 3	-	2,820
Transfers from/(to) other Queensland Government entities	(2)	2,412
Transfers between classes	-	60,133
Assets provided to third parties at below fair value	-	(2,456)
Assets reclassified as held for sale	(65)	-
Net revaluation increments/(decrements)	229	5,033
Depreciation	-	(15,375)
Closing balance	12,110	371,051

* Infrastructure consists of roads \$46.313b, structures \$12.068b and other infrastructure \$0.321b.

** Infrastructure assets includes an increase of \$3.297b in 2020 mainly arising from the application of improved information used in the assumptions for estimating the remaining useful life of complex infrastructure assets. This change in estimates is prospective in nature and includes the re-assessment of depreciable earthworks in accordance with Interpretation 1055 *Accounting for Road Earthworks*. The department's experts have considered market fluctuations from COVID-19 and other global market changes and their impact on oil-based products in the short to medium term. Due to the short-term nature of these market fluctuations compared with the long-term nature of the department's infrastructure assets, there is limited impact on the department's asset values. The department will continue to monitor the future impact from these global market changes.

Department of Transport and Main Roads

Notes to the financial statements 2019–20 (continued)

14 PROPERTY, PLANT AND EQUIPMENT (continued)

	Land	Buildings	Heritage and cultural	Plant and equipment	Leased assets	Infrastructure *	Work in progress	Total
	2019 \$'000	2019 \$'000	2019 \$'000	2019 \$'000	2019 \$'000	2019 \$'000	2019 \$'000	2019 \$'000
Gross value	4,746,483	827,506	7,918	620,391	2,539,750	76,362,676	4,530,779	89,635,503
Less: Accumulated depreciation	-	(211,821)	-	(426,503)	(154,646)	(22,526,255)	-	(23,319,225)
	4,746,483	615,685	7,918	193,888	2,385,104	53,836,421	4,530,779	66,316,278
Reconciliation								
Opening balance	4,484,483	757,309	7,488	204,084	1,369,736	52,592,223	2,984,477	62,399,800
Acquisitions (including upgrades)	40,390	562	-	16,579	1,557,500	98	2,606,797	4,221,926
Assets received at below fair value	1,260	49	-	-	-	1,856	-	3,165
Transfers from/(to) other Queensland Government entities	(20,322)	(150,987)	-	-	-	(330,160)	-	(501,469)
Transfers between classes	49,205	47,151	-	8,588	(519,902)	1,474,101	(1,059,143)	-
Transfers from/(to) intangibles	-	-	-	1,304	-	-	(1,352)	(48)
Disposals	-	(7,885)	-	(1,546)	-	(1,151)	-	(10,582)
Assets provided to third parties at below fair value	(117)	(120)	-	-	-	(285)	-	(522)
Assets reclassified as held for sale	(20,852)	(3,910)	-	-	-	-	-	(24,762)
Net revaluation increments/(decrements)	212,436	26,294	430	-	37,142	1,114,299	-	1,390,601
Depreciation	-	(52,778)	-	(35,121)	(59,372)	(1,014,560)	-	(1,161,831)
Closing balance	4,746,483	615,685	7,918	193,888	2,385,104	53,836,421	4,530,779	66,316,278

Fair value reconciliation for land and building assets classified as level 3 (fair value substantially derived from unobservable inputs)

	Land	Buildings
	2019 \$'000	2019 \$'000
Opening balance	11,965	298,650
Acquisitions	578	-
Transfer from level 2 to level 3	-	155,172
Transfers from/(to) other Queensland Government entities	(834)	(151,131)
Transfers between classes	-	21,629
Disposals	-	(70)
Assets reclassified as held for sale	(5)	-
Net revaluation increments/(decrements)	244	19,549
Depreciation	-	(25,315)
Closing balance	11,948	318,484

* Infrastructure consists of roads \$42.110b, structures \$11.420b and other infrastructure \$0.306b.

Department of Transport and Main Roads

Notes to the financial statements 2019–20 (continued)

14 PROPERTY, PLANT AND EQUIPMENT (continued)

Accounting policy

Recognition thresholds

All items of property, plant and equipment are recognised when the cost exceeds the following thresholds:

• Land	\$1
• Buildings	\$10,000
• Heritage and cultural	\$5000
• Plant and equipment	\$5000
• Infrastructure	\$10,000

The threshold for assets subject to a finance lease varies dependent on the property, plant and equipment class components contained within the lease.

All other items with a cost less than the above thresholds are expensed.

Acquisition

Actual cost is used for the initial recording of all non-current physical asset acquisitions. Cost is determined as the value given as consideration plus costs directly attributable to the acquisition, including all other costs incurred in preparing the assets ready for use.

Where assets are received free of charge from another Queensland Government entity as a result of a machinery-of-government or other involuntary transfer, the acquisition cost is recognised as the gross carrying amount in the books of the transferor immediately prior to the transfer, together with any accumulated depreciation.

Any expenditure that increases the originally assessed capacity or service potential of an asset is capitalised and the new depreciable amount is depreciated over the remaining useful life of the asset.

Depreciation

For each class of property, plant and equipment other than infrastructure assets, the following depreciation rates are used:

Class	Depreciation method	Average useful life
Land	Not depreciated	Indefinite life
Buildings	Straight-line	35
Heritage and cultural	Cultural and preservation policies – not depreciated	Indefinite life
Plant and equipment	Straight-line	10
Work in progress	Not depreciated	–

Property, plant and equipment subject to a finance lease is depreciated on a straight line basis over the expected useful life of the asset.

Complex assets consist of significant separately identifiable components with different service lives, which are subject to regular replacement during the life of the complex asset. When the change in depreciation expense from separately identifying significant components is material to the class to which the assets relate, the significant components are separately identified and depreciated. The department's road infrastructure has a componentised structure as shown below.

The following depreciation rates are used for infrastructure sub-components:

Component	Sub-component	Depreciation method	Average useful life
Roads	Surfaces	Straight-line	21
	Pavements	Straight-line	52
	Formation earthworks	Not depreciated	Indefinite life
	Formation earthworks	Straight-line	Assessed on an individual basis
Structures – bridges, tunnels and major culverts	–	Straight-line	99
Other – mainly marine infrastructure	–	Straight-line	40

The estimation of useful life and resulting depreciation rates are based on a number of factors including the department's past experience, the planned replacement program and expected usage, wear and tear, obsolescence and expected funding availability to the department. Useful lives are reviewed on an annual basis.

Where the confirmed available funding for the renewal and replacement of the department's road infrastructure assets varies from one year to the next, the sub-component remaining useful lives are subject to change as a consequence of the altered works program.

Accordingly an increase in funding allocated to asset renewal or replacement is likely to result in a corresponding proportionate increase in depreciation expense, and in accumulated depreciation, with a reduction in useful lives.

Department of Transport and Main Roads

Notes to the financial statements 2019–20 (continued)

14 PROPERTY, PLANT AND EQUIPMENT (continued)

Accounting policy (continued)

Depreciation (continued)

A reduction in funding is likely to have a similar impact in reducing depreciation expense and accumulated depreciation, and increasing expected useful lives.

Formation earthworks initially have an indefinite life irrespective of work carried out on the surface and pavement components. Earthworks that are expected to be taken out of service or reconstructed are allocated a limited life and are depreciated in accordance with the requirements of AASB 116 *Property, Plant and Equipment*.

Land under roads

The aggregate value of land under roads is measured and disclosed as land until road declarations for each land portion are confirmed.

Where a road declaration is confirmed, the title is extinguished and ownership reverts to the state represented by the Department of Natural Resources, Mines and Energy in accordance with Queensland Government policy.

Non-current assets classified as held for sale

Non-current assets held for sale consist of those assets that management has determined are available for immediate sale in their present condition, and for which their sale is highly probable within the next twelve months.

In accordance with AASB 5 *Non-current Assets Held for Sale and Discontinued Operations*, when an asset is classified as held for sale its value is measured at the lower of the asset's carrying amount and fair value less costs to sell. Such assets are no longer amortised or depreciated upon being classified as held for sale.

Fair value measurement

All assets and liabilities of the department for which fair value is measured or disclosed in the financial statements, are categorised within the following fair value hierarchy, based on the data and assumptions used in the most recent specific appraisals:

- Level 1 – represents fair value measurements that reflect unadjusted quoted market prices in active markets for identical assets and liabilities
- Level 2 – represents fair value measurements that are substantially derived from inputs other than quoted prices included within level 1 that are observable, either directly or indirectly
- Level 3 – represents fair value measurements that are substantially derived from unobservable inputs.

Valuation of property, plant and equipment

Plant and equipment assets and capital work in progress are measured at cost in accordance with Queensland Treasury's *Non-Current Asset Policies for the Queensland Public Sector*.

Land, buildings, heritage and cultural and infrastructure assets are measured and reported at their revalued amounts, being the fair value at the date of valuation, less any subsequent relevant accumulated depreciation and accumulated impairment.

Leased assets are revalued on the same basis as the underlying property, plant and equipment class they would otherwise be reported in.

The cost of items acquired during the financial year materially represent their fair value at the end of the reporting period.

Heritage and cultural assets are independently valued on an annual basis. Road infrastructure assets are valued on an annual basis by suitably qualified departmental officers. Land, buildings and other infrastructure assets are assessed by qualified valuers at least once every five years with appropriate indices being applied in the intervening years.

Any revaluation increment arising on the revaluation of an asset is credited to the asset revaluation surplus of the appropriate class, except to the extent it reverses a revaluation decrement for the class previously recognised as an expense. A decrease in the carrying amount on revaluation is charged as an expense, to the extent it exceeds the balance, if any, in the revaluation surplus relating to that class.

For assets revalued using a cost valuation approach accumulated depreciation is adjusted to equal the difference between the gross amount and carrying amount.

For assets revalued using a market or income based valuation approach accumulated depreciation is eliminated against the gross amount of the asset prior to restating for the revaluation.

Department of Transport and Main Roads

Notes to the financial statements 2019–20 (continued)

14 PROPERTY, PLANT AND EQUIPMENT (continued)

Accounting policy (continued)

Valuation of property, plant and equipment (continued)

Land

The department's land was last revalued based on specific appraisals by registered valuers from the department's Strategic Property Management unit and various external valuers effective June 2016. During 2019–20 the fair values were updated using appropriate indices obtained from the Department of Natural Resources, Mines and Energy - State Valuation Service.

The State Valuation Service has provided an individual factor change per property. In determining indices, the valuation incorporated market sales data, land valuations issued by the Valuer-General, the location of the department's land, its size, shape, street or road frontage and access and any other significant restrictions.

Indices supplied are tested for reasonableness and the State Valuation Service has provided a statement of assurance of their robustness, validity and appropriateness for application to the relevant assets.

In accordance with AASB 13 *Fair Value Measurement*, the department's land assets are generally categorised as level 2.

Land subject to restrictions due to its size or use, and or ability to be sold, such as land located in areas where there is not an active market, has been classified as level 3.

Buildings

The department's buildings were last revalued based on specific appraisal by registered valuers from the department's Strategic Property Management unit and various external valuers effective June 2016.

During 2019–20 the fair values of residential buildings were updated using the Cordell Housing Price Index supplied by the State Valuation Service. This index is specific to Queensland house price movements and is based on observable inputs that are developed using publicly available information on market transactions. Indices supplied are tested for reasonableness and the State Valuation Service have provided an assurance of their robustness, validity and appropriateness for application to residential buildings.

General non-residential building assets have been updated using a Building Price Index supplied by Gray Robinson Cottrell (GRC) Pty Ltd, Quantity Surveyors. This index is based on recent tenders for typical specialised buildings and is considered to be the most appropriate index to apply for specialised government assets.

The department's building assets are categorised as a combination of level 2 and level 3 in accordance with AASB 13 *Fair Value Measurement*.

Heritage and cultural

The department's heritage collection was subject to specific appraisal by Waterhouse Property Valuers in March 2020. As there is no active market for the department's heritage assets, their fair value is determined by estimating the cost to reproduce the items with the features and materials of the original items, with adjustments made to take into account the items' heritage restrictions and characteristics.

The department's artwork was revalued based on specific appraisal by MacAulay Partners in March 2020. The fair value of the artwork was based on sales data on similar artwork by the respective artists. Factors such as condition, size and medium of artwork were also taken into consideration during this specific appraisal.

In accordance with AASB 13 *Fair Value Measurement*, heritage and cultural assets are categorised as level 3.

Infrastructure

A full management valuation of the road infrastructure network asset as at 30 June 2020 was completed by suitably qualified and experienced departmental engineers and staff. The valuation methodology adopted to calculate fair value is based on the cost to acquire the service potential embodied in an asset and adjusted to reflect the asset's present condition, functionality, technological and economic obsolescence. This is the estimated cost to replace an asset with an appropriate modern equivalent using current construction materials and standards, adjusted for changes in utility and service level.

The valuation involves a resource-based assessment to develop unit rates that provide a sound representation of the cost of replacing the service potential embodied in the asset. This process utilises the following key assumptions and judgements:

- **Stereotypical roads** – The road network is broken down into stereotypical roads as a way of standardising the complexities involved in road construction. The department estimates 13 different road stereotypes based on the road segments' complexity in relation to the number and width of traffic lanes, standard of construction (based on date), number of carriageways, age of construction, and location (rural or urban). Stereotypes range from unformed roads through to major motorways and busways and are further defined by complex category and sub-category mapping (for example, terrain – rolling, level, mountainous).

Department of Transport and Main Roads

Notes to the financial statements 2019–20 (continued)

14 PROPERTY, PLANT AND EQUIPMENT (continued)

Accounting policy (continued)

Valuation of property, plant and equipment (continued)

Infrastructure (continued)

- Project work breakdown structure (WBS) – Each stereotype is supported by a complex breakdown of WBS schedules representing the types of projects that would be undertaken to replace and renew relevant asset components. As WBS represent a standardised road construction, assumptions are made on the area used for each WBS. The areas have been determined by a firm of consultant engineers and are reviewed and updated as necessary. There is a small number of derived WBS schedules that are based on other similar WBS instead of their own schedule of work activities.
- Unit rates – The unit rates applied to stereotypical roads are priced by an expert estimating firm using current market rates of inputs such as raw materials, plant and labour to underpin the detailed WBS schedules representing the way in which certain stereotypical roads would be replaced. Inputs are sourced directly from suppliers and subcontractors competing in the marketplace in Queensland.
The unit rates, including underlying assumptions and specific details contained in the stereotypes, are ratified annually by an expert panel consisting of engineers and staff from a range of disciplines across the department in conjunction with local government and industry.

Remaining useful lives are estimated using past experience as detailed in the department's road condition models and in the extensive rule set that is applied to determine when an appropriate works intervention will occur. Consideration is also given to planned replacement programs as a result of observation of road use deterioration and environmental factors such as:

- Traffic volume
- Rutting
- Cracking
- Roughness
- Safety
- Number of years in use.

As there is no active market for the department's infrastructure assets, the valuation approach used is current replacement cost. This is the assets' measurement of their highest and best use. While the unit rates database consists of market derived component costs which includes raw materials and other costs of construction (level 2 inputs), there are also significant level 3 unobservable inputs such as useful life and asset condition which require extensive professional judgement. Differences in the assessment of these level 3 inputs would not result in material changes in the reported fair value.

The department determines the current replacement cost of structures on the infrastructure network through an approach that takes into consideration an expert review of actual construction costs and resource rates to replace existing bridges, tunnels and major culverts. This is achieved by referencing past works of similar construction method and moderating for changes in market movements through a combination of market indexation and referencing of recent actual construction costs and resource rates.

Unit rates for the current replacement cost of bridges and tunnels are derived from a combination of the current and prior four years' project costs and other departmental system reports, and market indexation, moderated by internal engineering experts. Unit rates for the current replacement cost of major culverts are derived from resource rates and use of the Expert Estimation tool, moderated by internal engineering experts. These unit rates are then certified by the department's Deputy Chief Engineer (Structures).

The department's other infrastructure was revalued during 2015–16 based on specific appraisal by AssetVal Pty Ltd using a costing database similar to the unit rates process used for road infrastructure.

During 2020 the fair values of other infrastructure assets were updated using an appropriate Building Price Index provided by Gray Robinson Cottrell (GRC) Pty Ltd, Quantity Surveyors.

As with the department's road infrastructure assets, there is no active market for other infrastructure. Therefore current replacement cost is the measurement of the other infrastructure assets highest and best use.

In accordance with AASB 13 *Fair Value Measurement*, the department's infrastructure assets are categorised as level 3.

As the department is a not-for-profit entity with no cash generating units, impairment under AASB 136 *Impairment of Assets* is unlikely to arise, since property, plant and equipment is carried at fair value or an amount that approximates fair value in rare circumstances.

Department of Transport and Main Roads

Notes to the financial statements 2019–20 (continued)

	2020 \$'000	2019 \$'000
15 PAYABLES		
Current		
Departmental services appropriation payable	61,290	14,172
Grants and subsidies payable	46,290	30,967
Trade creditors	471,915	541,007
Other	23,358	20,865
Total	602,853	607,011

Accounting policy

Trade creditors are recognised on receipt of the goods or services ordered and are measured at the agreed purchase or contract price, gross of applicable trade and other discounts. Amounts owing are unsecured and are generally settled on 28 day terms, with the exception of a range of transport service contracts which have varying settlement terms.

Other payables such as grants and subsidies and property resumptions have varying settlement terms.

16 PROVISIONS

Current		
Property resumptions	161,065	130,783
New Generation Rollingstock rectification works	67,375	15,979
Total	228,440	146,762
Non-current		
Property resumptions	120,605	167,162
New Generation Rollingstock rectification works	133,962	201,337
Total	254,567	368,499

Movements in provision for Property resumptions

Current		
Opening balance	130,783	134,080
Restatement of provision	29,500	(6,295)
Additional provision recognised	14,567	13,088
Reduction in provision as a result of payments	(43,428)	(46,892)
Reclassification from/(to) non-current provision	29,643	36,802
Closing balance	161,065	130,783
Non-current		
Opening balance	167,162	154,271
Restatement of provision	(23,905)	(19,199)
Additional provision recognised	18,371	70,620
Reduction in provision as a result of payments	(11,380)	(1,728)
Reclassification (to)/from current provision	(29,643)	(36,802)
Closing balance	120,605	167,162

Department of Transport and Main Roads

Notes to the financial statements 2019–20 (continued)

16 PROVISIONS (continued)

Provision for property resumptions

The department acquires property through compulsory acquisition in accordance with the *Acquisition of Land Act 1967*, the *Transport Infrastructure Act 1994* and the *Transport Planning and Coordination Act 1994*. The department recognises a provision to account for compensation it expects to pay for all property resumptions, with the exception of hardship resumptions which are recognised immediately as a payable. The department's advisors determine a value for the acquisition amount which, with timing of the settlement, is dependent on the outcome of negotiation between both parties.

	2020 \$'000	2019 \$'000
Movements in provision for New Generation Rollingstock rectification works		
Current		
Opening balance	15,979	-
Additional provision recognised	-	15,979
Reduction in provision as a result of payments	(15,979)	-
Reclassification from/(to) non-current provision	67,375	-
Closing balance	67,375	15,979
Non-current		
Opening balance	201,337	-
Additional provision recognised	-	201,337
Reclassification (to)/from current provision	(67,375)	-
Closing balance	133,962	201,337

Provision for New Generation Rollingstock rectification works

The department undertook a review of the New Generation Rollingstock (NGR) train sets' compliance with the disability legislation and functional requirements in June 2017 and it was identified that the train sets required rectification works to be undertaken to ensure compliance with the *Disability Standards for Accessible Public Transport 2002 (Cth)*. In 2018 the Minister for Transport and Main Roads committed to working with the disability sector to modify the trains. Rectification works are scheduled to be completed by 2024. This gives rise to a constructive obligation as there is an expectation that the department will honour this commitment. The department recognises a provision to account for the remainder of the rectification works it expects to pay for NGR train sets based on the variation deed entered into with the vendor.

Accounting policy

Provisions are recorded when the department has a present obligation, either legal or constructive as a result of a past event. They are recognised at the amount expected at reporting date for which the obligation will be settled in a future period. Provisions are reviewed at each reporting date to ensure the amounts accurately reflect the best estimate available.

17 ACCRUED EMPLOYEE BENEFITS

Current

Annual leave levy payable	19,553	15,798
Long service leave levy payable	4,902	3,613
Salaries and wages outstanding	46,451	17,268
Other	2,072	1,937
Total	72,978	38,616

Department of Transport and Main Roads

Notes to the financial statements 2019–20 (continued)

17 ACCRUED EMPLOYEE BENEFITS (continued)

Accounting policy

Annual leave and long service leave

Under the Queensland Government's Annual Leave Central Scheme and Long Service Leave Central Scheme, a levy is made on the department to cover the cost of employees' annual leave and long service leave entitlements. The levies are expensed in the period in which they are payable. Amounts paid to employees for annual leave and long service leave are claimed from the schemes quarterly in arrears. These schemes are administered by QSuper on behalf of the Queensland Government.

No provision for annual leave or long service leave is recognised in these financial statements. The liabilities are held on a whole-of-government basis and are reported by Queensland Treasury.

Sick leave

Prior history indicates that on average, sick leave taken each reporting period is less than the entitlement accrued. This is expected to continue in future periods. Accordingly, it is unlikely that existing accumulated entitlements will be used by employees and no liability for unused sick leave entitlements is recognised.

As sick leave is non-vesting, an expense is recognised for this leave as it is taken.

Superannuation

Post-employment benefits for superannuation are provided through defined contribution (accumulation) plans or the Queensland Government's QSuper defined benefit plan as determined by the employee's conditions of employment.

Contributions are made to eligible complying superannuation funds based on the rates specified in the relevant enterprise bargaining agreement or other conditions of employment. Contributions are expensed when they are paid or become payable following completion of the employee's service each pay period.

The liability for defined benefits is held on a whole-of-government basis and reported in those financial statements pursuant to AASB 1049 *Whole of Government and General Government Sector Financial Reporting*. The amount of contributions for defined benefit plan obligations is based upon the rates determined on the advice of the State Actuary. Contributions are paid by the department at the specified rate following completion of the employee's service each pay period. The department's obligations are limited to those contributions paid.

	2020 \$'000	2019 \$'000
18 OTHER LIABILITIES		
Current		
go card deposits held	42,466	41,657
go card stored value – unearned revenue *	46,818	45,563
Lease incentives **	-	1,678
Other	4,402	5,935
Total	93,686	94,833
Non-current		
Lease incentives **	-	14,636
Total	-	14,636

* Represents unused go card balances which are recognised as revenue as patrons undertake travel.

** Incentives received in relation to properties leased from the Department of Housing and Public Works were derecognised in 2020 at transition to AASB 16 *Leases*. Refer to Note 1 for details of the accounting standards effective for the first time in 2019–20.

Department of Transport and Main Roads

Notes to the financial statements 2019–20 (continued)

	2020 \$'000	2019 \$'000
19 INCOME TAX EQUIVALENTS		
Income tax equivalent expense		
Current tax equivalents	7,544	7,779
Deferred tax equivalent expense/(income) relating to temporary differences	(3)	852
Under provision in previous years	-	59
Income tax equivalent expense attributable to profit from ordinary activities	7,541	8,690
Numerical reconciliation of income tax equivalent expense to prima facie tax payable		
Accounting profit before tax	25,130	28,771
Prima facie tax at applicable rate of 30%	7,539	8,631
Adjustments for non-temporary differences and excluded temporary differences:		
Other non-deductible expenses	2	-
Under provision in previous years	-	59
Income tax equivalent expense attributable to profit from ordinary activities	7,541	8,690
Deferred tax equivalent expense/(income) included in income tax equivalent expense comprises:		
Deferred tax assets opening balance	6,077	6,927
Increase/(decrease) in deferred tax assets	(135)	(850)
Deferred tax assets at 30 June	5,942	6,077
Proof of deferred tax assets		
Deferred tax assets:		
Property, plant and equipment	5,011	6,359
Other items	931	(282)
Net deferred tax assets at 30 June	5,942	6,077
Reconciliation of current tax (receivable)/payable		
Opening balance	(2,493)	(620)
Net movements	2,966	(1,873)
Current tax (receivable)/payable at 30 June	473	(2,493)

Accounting policy

The department is a State body as defined under the *Income Tax Assessment Act 1936* and is generally exempt from Australian Government taxation with the exception of Fringe Benefits Tax (FBT) and Goods and Services Tax (GST).

The RoadTek business unit is subject to the requirements of the National Tax Equivalents Regime (NTER). The liability for income tax equivalents under NTER is calculated substantially on the same basis as a corporate tax payer. The department remits its tax equivalents to Queensland Treasury in accordance with NTER arrangements.

The amount of deferred tax provided is based on the expected manner of realisation or settlement of the carrying amount of assets and liabilities compared to their respective tax bases, in the ordinary course of business.

A deferred tax asset is recognised only to the extent that it is probable that future taxable profits will be available against which the tax asset can be used. Deferred tax assets and liabilities are set off on the basis that they relate to income taxes levied by the same taxation authority and the department has a legally enforceable right to set off current tax assets against current tax liabilities.

Department of Transport and Main Roads

Notes to the financial statements 2019–20 (continued)

	2020 \$'000	2019 \$'000
20 LEASES		
SERVICE CONCESSIONS – FINANCE LEASES AS LESSEE		
The following service concessions were recognised as a finance lease in accordance with AASB 117 <i>Leases</i> and have not been reassessed under AASB 16 <i>Leases</i> in accordance with AASB 2019-2 <i>Amendments to Australian Accounting Standards – Implementation of AASB 1059</i> . These arrangements are disclosed in Note 21 and, with the exception of the New Generation Rollingstock arrangement, will be accounted for under AASB 1059 <i>Service Concession Arrangements: Grantors</i> when the accounting standard comes into effect on 1 July 2020.		
Gold Coast Light Rail – G:link		
The Gold Coast Light Rail system was recognised as a finance lease in accordance with AASB 117 <i>Leases</i> at inception with a lease term of 15 years at an implicit interest rate of 9.22%.		
Future minimum lease payments payable under the lease together with their present value are as follows:		
Minimum lease payable		
Not later than one year	47,232	46,700
Later than one year and not later than five years	195,128	192,813
Later than five years	198,984	248,530
Minimum future lease payable	441,344	488,043
Less: future finance charges	(140,519)	(168,471)
Total minimum future lease payable	300,825	319,572
Present value of minimum lease payable		
Not later than one year	21,039	18,747
Later than one year and not later than five years	112,826	100,988
Later than five years	166,960	199,837
Present value of total minimum future lease payable	300,825	319,572
New Generation Rollingstock (NGR)		
The NGR arrangement was recognised in full as a finance lease in accordance with AASB 117 <i>Leases</i> at inception with a lease term of 32 years at an implicit interest rate of 12.13%. A total of 75 train sets and a purpose-built maintenance centre at Wulkuraka have been recognised as part of the finance lease.		
Future minimum lease payments payable under the lease together with their present value are as follows:		
Minimum lease payable		
Not later than one year	83,198	61,632
Later than one year and not later than five years	290,226	246,096
Later than five years	1,493,455	1,327,735
Minimum future lease payable	1,866,879	1,635,463
Less: future finance charges	(1,286,531)	(1,142,055)
Total minimum future lease payable	580,348	493,408
Present value of minimum lease payable		
Not later than one year	13,737	2,755
Later than one year and not later than five years	19,026	15,029
Later than five years	547,585	475,624
Present value of total minimum future lease payable	580,348	493,408

Department of Transport and Main Roads

Notes to the financial statements 2019–20 (continued)

	2020 \$'000	2019 \$'000
20 LEASES (continued)		
SERVICE CONCESSIONS – FINANCE LEASES AS LESSEE (continued)		
Toowoomba Bypass		
The Toowoomba Bypass was recognised in full as a finance lease in accordance with AASB 117 <i>Leases</i> at inception with a lease term of 25 years at an implicit interest rate of 5.32%. In December 2018 the first stage of the road was opened to traffic and therefore recognised as a finance lease. The remaining section of road was opened in September 2019.		
Future minimum lease payments payable under the lease together with their present value are as follows:		
Minimum lease payable		
Not later than one year	31,375	23,531
Later than one year and not later than five years	125,500	125,500
Later than five years	585,725	617,101
Minimum future lease payable	742,600	766,132
Less: future finance charges	(318,779)	(341,396)
Total minimum future lease payable	423,821	424,736
Present value of minimum lease payable		
Not later than one year	9,199	914
Later than one year and not later than five years	42,088	39,913
Later than five years	372,534	383,909
Present value of total minimum future lease payable	423,821	424,736

LEASES AS LESSEE

A new accounting standard AASB 16 *Leases* came into effect on 1 July 2019, resulting in changes to the department's accounting for leases for which it is a lessee. The transitional impacts of the new standard are disclosed in Note 1. Right-of-use assets include land, staff accommodation (buildings) and plant and equipment. Lease terms vary from 12 months to 46 years and interest rates range between 0.526% and 2.71%.

Leased assets previously recognised in accordance with AASB 117 *Leases* are not reassessed under AASB 16 *Leases*. This is in accordance with AASB 2019-2 *Amendments to Australian Accounting Standards – Implementation of AASB 1059*. These assets continue to be reported within the Leased assets class in Note 14.

Right-of-use assets	Land	Buildings	Plant and equipment	Total
	2020 \$'000	2020 \$'000	2020 \$'000	2020 \$'000
Opening balance	125	103	16	244
Additions	133	99	-	232
Depreciation charge	(132)	(125)	(8)	(265)
Closing balance	126	77	8	211

Department of Transport and Main Roads

Notes to the financial statements 2019–20 (continued)

	2020 \$'000	2019 \$'000
20 LEASES (continued)		
LEASES AS LESSEE (continued)		
Lease liabilities subject to AASB 16 Leases		
Current		
Lease liabilities	274	-
Non-current		
Lease liabilities	3,285	-
Total	3,559	

There was no lease liabilities under AASB 16 *Leases* in 2019.

Accounting policy

In accordance with Queensland Treasury policy, the department does not recognise right-of-use assets and lease liabilities from short-term leases and leases of low value assets. Short term leases are for periods less than 12 months and low value assets are those that cost less than \$10,000 when new. Payments for these leases are expensed on a straight-line basis over the lease term.

When measuring the lease liability, the department uses its incremental borrowing rate as the discount rate where the interest rate implicit in the lease cannot be readily determined, which is the case for all of the department's leases under AASB 16 *Leases*. To determine the incremental borrowing rate, the department uses loan rates provided by Queensland Treasury Corporation that correspond to the commencement date and term of the lease.

Details of leasing arrangements as lessee

Land	The department enters into land leases as a lessee at commercial terms in order to carry out its community objectives. Where lease terms are fixed they range from 2 to 46 years and contain extension options. The department also enters into legislative perpetual leases principally to further enhance the department's objectives.
Buildings	The department enters into residential property leases to accommodate its employees when government employee housing facilities are not readily available. The majority of staff accommodation is in regional Queensland. The lease terms range from 12 months to 2 years.
Plant and equipment	The department enters into plant and equipment lease agreements with external parties to fulfil its operational requirements. The lease terms range from 12 months to 2 years.

Office accommodation, employee housing and motor vehicles

The Department of Housing and Public Works (DHPW) provides the department with access to office accommodation, employee housing and motor vehicles under government-wide frameworks. These arrangements are categorised as procurement of services rather than as leases because DHPW has substantive substitution rights over the assets. The related service expenses are included in Note 7.

Amounts recognised in profit or loss

Interest expense on lease liabilities	(94)	-
Depreciation expense of right-of-use assets	(265)	-
Expenses relating to short-term and low value leases	(988)	-
Income from subleasing right-of-use assets	174	-
Total amount recognised in the Statement of comprehensive income	(1,173)	-

Department of Transport and Main Roads

Notes to the financial statements 2019–20 (continued)

20 LEASES (continued)

LEASES AS LESSEE (continued)

	2019 \$'000
Published 2018–19 operating lease commitments under AASB 117 Leases	
Not later than one year	44,695
Later than one year but not later than five years	157,489
Later than five years	170,629
Total *	372,813

* Operating lease commitments in 2019 are predominantly made up of office accommodation and employee housing provided through the Department of Housing and Public Works. These arrangements are categorised as procurement of services and are not in scope of AASB 16 Leases.

LEASES AS LESSOR

Accounting policy

The department recognises lease payments from operating leases as income on a straight-line basis over the lease term.

Details of leasing arrangements as lessor

State-owned boat harbours	The department owns and maintains public boating infrastructure in Queensland such as boat ramps, floating walkways, pontoons, jetties and breakwaters. The department is also responsible for maintaining the entrance and internal public navigation channels to those facilities. These facilities are leased to commercial operators and boat clubs to promote boating activities along the Queensland coast. Lease income from state-owned boat harbours is reported as Property rental in Note 3.
Sublease of land	The department's lease with Brisbane Airport Corporation Limited is subleased to Airtrain Citylink Limited (Airtrain) for the design, construction, operation and maintenance of the Brisbane Airport Rail Link.

Maturity analysis

The following table sets out a maturity analysis of future undiscounted lease payments receivable for the department from State-owned boat harbours and Airtrain.

	2020 \$'000	2019 \$'000
Less than one year	3,108	3,178
One to two years	3,986	4,217
Two to three years	3,847	3,960
Three to four years	3,678	3,678
Four to five years	3,678	3,678
More than five years	37,469	40,968
Total	55,766	59,679

Department of Transport and Main Roads

Notes to the financial statements 2019–20 (continued)

21 SERVICE CONCESSION ARRANGEMENTS

Gold Coast Light Rail – G:link

In May 2011 the department entered into a contractual arrangement with GoldLinQ Consortium to finance, design, build, operate and maintain a 13 kilometre light rail system linking key activity centres from Griffith University (Gold Coast Campus) and the Gold Coast University Hospital to Broadbeach via Southport. On 20 July 2014 construction was completed and the G:link commenced operations.

On 28 April 2016 the department entered into a contractual arrangement with GoldLinQ for stage two of the Gold Coast Light Rail system. Stage two connects the existing light rail system at Southport to heavy rail at the Helensvale station. The 7.3km route runs from Helensvale heavy rail station on the Gold Coast Line, adjacent to the Smith Street Motorway to connect with stage one at the Gold Coast University Hospital light rail station. Stage two of the system commenced operations on 18 December 2017.

During the 15 year operations period, GoldLinQ is paid monthly performance based payments for operations, maintenance and repayment of the debt finance used to construct the system. The state receives fare-box and advertising revenue generated by the system.

Since inception this arrangement has been recognised as a leased asset at fair value in accordance with AASB 117 *Leases*, which is depreciated over the life of the assets, and a corresponding lease liability, which is reduced by monthly repayments. This arrangement will fall within the scope of the upcoming accounting standard AASB 1059 *Service Concession Arrangements: Grantors*. Refer to Note 1 for details of new accounting standards not yet effective.

At the expiry of the concession period the department will retain ownership of the system.

The department has begun preparation for the next stage of the Gold Coast Light Rail system to extend the light rail from Broadbeach South Station to Burleigh Heads. The announcement of a successful bidder is expected towards the end of 2020.

The estimated cash flows, excluding GST and inflows from land sales are detailed below:

	2020 \$'000	2019 \$'000
Estimated cash flows		
<i>Inflows:</i>		
Not later than one year	30,933	28,500
Later than one year but not later than five years	149,924	139,235
Later than five years but not later than ten years	192,797	234,419
Later than ten years	-	-
<i>Outflows: *</i>		
Not later than one year	(108,350)	(104,655)
Later than one year but not later than five years	(458,381)	(450,186)
Later than five years but not later than ten years	(506,877)	(627,279)
Later than ten years	-	-
Estimated net cash flow	(699,954)	(779,966)

* Includes \$441.344m in 2020 (2019: \$488.043m) of finance lease commitments.

New Generation Rollingstock (NGR)

In January 2014 the department entered into a contractual arrangement with NGR Project Company Pty Ltd (Bombardier NGR Consortium) for the design, construction and maintenance of 75 new six-car train sets for south-east Queensland and a new purpose-built maintenance centre at Wulkuraka in Ipswich, over 32 years.

The arrangement involves the department paying the consortium a series of availability payments over the concession period.

Since inception this arrangement has been recognised as a leased asset at fair value which will be depreciated over the life of the asset, and a lease liability in accordance with AASB 117 *Leases*, which will be reduced by the repayments representing the capital component of the monthly availability payments following delivery of individual train sets. Maintenance payments are expensed during the relevant year.

In June 2016 the maintenance centre was accepted by the department and a lease asset and lease liability have been recognised. All 75 train sets have been accepted and recognised by December 2019.

Department of Transport and Main Roads

Notes to the financial statements 2019–20 (continued)

	2020 \$'000	2019 \$'000
21 SERVICE CONCESSION ARRANGEMENTS (continued)		
New Generation Rollingstock (NGR) (continued)		
In March 2019, an amendment deed was signed by NGR Project Company Pty Ltd to modify the trains in accordance with the <i>Disability Standards for Accessible Public Transport 2002 (Cth)</i> . Modification to the trains is expected to be completed by 2024. The first modified train is planned to return to service in late 2020.		
At the expiry of the concession period the department will retain ownership of the trains and the maintenance centre.		
The NGR agreement is not in scope of AASB 1059 <i>Service Concession Arrangements: Grantors</i> as the elements of a service concession arrangement do not exist in the agreement.		
NGR assets will be transferred from the finance lease asset class to the classes relevant to the underlying assets from 1 July 2020 in accordance with AASB 116 <i>Property, Plant and Equipment</i> . The related liability will be disclosed as a borrowing in accordance with AASB 101 <i>Presentation of Financial Statements</i> .		
The estimated cash flows, excluding GST, are detailed below:		
Estimated cash flows		
<i>Inflows:</i>		
Not later than one year	-	-
Later than one year but not later than five years	-	-
Later than five years but not later than ten years	-	-
Later than ten years	-	-
<i>Outflows: *</i>		
Not later than one year	(130,479)	(310,870)
Later than one year but not later than five years	(502,942)	(501,996)
Later than five years but not later than ten years	(813,850)	(736,974)
Later than ten years	(3,020,451)	(3,134,341)
Estimated net cash flow	(4,467,722)	(4,684,181)

* Includes \$1.867b in 2020 (2019: \$1.665b) of finance lease commitments.

Toowoomba Bypass

In August 2015 the department entered into a contractual arrangement with Nexus Infrastructure Consortium to finance, design, build, operate and maintain a range crossing connecting the Warrego Highway at Helidon Spa in the east with the Gore Highway at Athol in the west, via Charlton. The bypass opened to traffic in September 2019 and toll collection commenced in December 2019, with Transurban Queensland contracted to provide the tolling collection service on behalf of the department. The department will make ongoing quarterly service payments over the 25 year operation and maintenance period, which includes repayment of the debt finance used to construct the bypass. Maintenance payments will be expensed during the relevant year.

The department has recognised, in accordance with AASB 117 *Leases*, a lease asset at fair value which will be depreciated over the life of the asset, and a corresponding lease liability which will be reduced by quarterly repayments. This arrangement will fall within the scope of the upcoming accounting standard AASB 1059 *Service Concession Arrangements: Grantors*. Refer to Note 1 for details of new accounting standards not yet effective.

The estimated cash flows, excluding GST, are detailed below:

Estimated cash flows		
<i>Inflows:</i>		
Not later than one year	12,617	-
Later than one year but not later than five years	55,425	-
Later than five years but not later than ten years	82,403	-
Later than ten years	358,925	-
<i>Outflows: *</i>		
Not later than one year	(44,555)	(33,591)
Later than one year but not later than five years	(188,172)	(185,069)
Later than five years but not later than ten years	(269,361)	(260,146)
Later than ten years	(839,854)	(914,303)
Estimated net cash flow	(832,572)	(1,393,109)

* Includes \$742.600m in 2020 (2019: \$766.132m) of finance lease commitments.

Department of Transport and Main Roads

Notes to the financial statements 2019–20 (continued)

21 SERVICE CONCESSION ARRANGEMENTS (continued)

Airportlink

In 2008 the state entered into a 45 year service concession arrangement with BrisConnections to design, construct and maintain Airportlink, a 6.7km toll road, connecting the Clem 7 Tunnel, Inner City Bypass and local road network at Bowen Hills, to the northern arterials of Gympie Road and Stafford Road at Kedron, Sandgate Road and the East West Arterial leading to the airport. In April 2016 Transurban Queensland assumed responsibility for Airportlink and now operates Airportlink under the service concession arrangement.

In return for collecting the tolls, Transurban Queensland must maintain, operate and manage the toll road for the concession period and also assume the demand and patronage risk.

The department does not currently recognise any assets associated with this arrangement. This arrangement will fall within the scope of the upcoming accounting standard AASB 1059 *Service Concession Arrangements: Grantors*. Refer to Note 1 for details of new accounting standards not yet effective.

Gateway and Logan motorways

A Road Franchise Agreement (RFA) was established between the state and Queensland Motorways Limited (QML) in 2011 to operate, maintain and manage the Gateway and Logan motorways for a period of 40 years. In 2014, Transurban Queensland acquired QML and now operates the Gateway Motorway and Logan Motorway toll roads under the RFA with the state.

In return for collecting the tolls, Transurban Queensland must maintain, operate and manage the toll roads for the period of the franchise and also assume the demand and patronage risk for the franchise period.

The department does not currently recognise any assets associated with this arrangement. This arrangement will fall within the scope of the upcoming accounting standard AASB 1059 *Service Concession Arrangements: Grantors*. Refer to Note 1 for details of new accounting standards not yet effective.

Brisbane Airport Rail Link

In 1998, the state entered into a 35 year concession arrangement with Airtrain Citylink Limited (Airtrain) to design, construct, maintain and operate the Brisbane Airport Rail Link (BART), a public passenger rail system connecting the Queensland Rail City network to the Brisbane Domestic and International Airports. The BART is currently in the maintain and operation phase of the agreement after commencement of operations on 7 May 2001.

In return for collecting passenger fares, Airtrain Citylink Limited must maintain, operate and manage the rail link for the period of the concession and also assume the demand and patronage risk for the concession period.

The department does not recognise any assets associated with this arrangement. This arrangement is being assessed against the requirements of upcoming accounting standard AASB 1059 *Service Concession Arrangements: Grantors*. Refer to Note 1 for details of new accounting standards not yet effective.

22 COMMITMENTS FOR EXPENDITURE

Commitments inclusive of non-recoverable GST input tax credits but not recognised in the financial statements are payable as follows:

Finance lease commitments

Refer to Note 21 for commitments for service concession arrangements.

	2020 \$'000	2019 \$'000
Property, plant and equipment commitments		
Not later than one year	759,715	612,198
Later than one year and not later than five years	1,055,828	963,797
Later than five years	-	-
Total	1,815,543	1,575,995
Grants and subsidies commitments		
Not later than one year	459,112	398,103
Later than one year and not later than five years	925,766	1,033,984
Later than five years	-	2,250
Total	1,384,878	1,434,337

Department of Transport and Main Roads

Notes to the financial statements 2019–20 (continued)

	2020 \$'000	2019 \$'000
22 COMMITMENTS FOR EXPENDITURE (continued)		
Other commitments		
Not later than one year	1,514,677	3,313,101
Later than one year and not later than five years	2,805,707	2,950,346
Later than five years	3,172,228	3,302,848
Total	7,492,612	9,566,295

23 CONTINGENCIES

Contingent liabilities

At balance date the department has been named as defendant in two cases and 72 other claims not yet subject to court action. The department's legal advisers and management believe it would be misleading to estimate the final amounts payable for litigation filed in the courts.

The Queensland Government Insurance Fund limits the department's liability in a majority of these cases to \$10,000.

24 INVESTMENT IN SUBSIDIARY

Transmax Pty Ltd

Transmax Pty Ltd (Transmax) was established to enhance and market the STREAMS traffic management system. STREAMS is a multifunctional intelligent transport system that provides freeway, traffic signal and incident management as well as driver and passenger information capabilities.

The department exercises control over Transmax through 100 percent ownership of all its issued shares. This investment is recognised at cost and is valued at \$5.601m (2019: \$0.601m). The department received issued shares from Transmax during 2020 in exchange for a \$5 million capital injection. The amount of the investment and transactions relating to Transmax are not material to these financial statements, and the department has elected not to prepare consolidated financial statements in accordance with AASB 127 *Separate Financial Statements*.

The department engaged Transmax for the provision of software licencing, technical support and related professional services to the value of \$14.700m (GST inclusive) during the financial year, of which \$0.211m remains unpaid at 30 June 2020.

Transmax prepares separate financial statements which are audited by the Queensland Audit Office and are tabled in parliament in accordance with government policy.

25 FINANCIAL INSTRUMENTS

Financial assets and financial liabilities are recognised in the Statement of financial position when the department becomes party to the contractual provisions of the financial instrument.

CATEGORISATION OF FINANCIAL INSTRUMENTS

The department has the following categories of financial assets and financial liabilities:

Financial assets	Note		
Cash		338,495	571,529
Financial assets at amortised cost:			
Receivables	11	126,198	152,074
Total		464,693	723,603

Department of Transport and Main Roads

Notes to the financial statements 2019–20 (continued)

		2020 \$'000	2019 \$'000
25 FINANCIAL INSTRUMENTS (continued)			
CATEGORISATION OF FINANCIAL INSTRUMENTS (continued)			
Financial liabilities	Note		
Financial liabilities measured at amortised cost:			
Payables	15	602,853	607,011
Leases – service concessions	20	1,304,994	1,237,716
Leases – AASB 16 <i>Leases</i>	20	3,559	-
Total		1,911,406	1,844,727

FINANCIAL RISK MANAGEMENT

The department's activities have the potential to expose it to a variety of financial risks such as interest rate risk, credit risk, liquidity risk and market risk. Financial risk management is implemented pursuant to government and departmental policy and seeks to minimise possible adverse effects on the financial performance of the department.

All financial risk is managed by each division under policy established by the Finance and Procurement Branch.

CREDIT RISK EXPOSURE

Credit risk exposure refers to the situation where the department may incur financial loss as a result of another party to a financial instrument failing to discharge their obligation.

The maximum exposure to credit risk at balance date in relation to each class of recognised financial asset is the gross carrying amount of those assets inclusive of any provision for impairment less any collateral held as security, such as deposits.

The department manages credit risk through the use of a credit management strategy. This strategy aims to reduce the exposure to credit default by ensuring the department invests in secure assets and monitors all funds owed. Exposure to credit risk is monitored on an ongoing basis.

Refer to Note 11 for receivables credit risk ageing analysis.

LIQUIDITY RISK

The department manages liquidity risk through regular fortnightly appropriation payments from the Consolidated Fund. This strategy reduces the exposure to liquidity risk by ensuring the department has sufficient funds available to meet its obligations when they fall due.

The following maturity analysis measures the liquidity risk of financial liabilities held by the department:

Financial liabilities	Note	Payable in			
		< 1 year \$'000	1-5 years \$'000	> 5 years \$'000	Total \$'000
2020					
Payables	15	602,853	-	-	602,853
Leases – service concessions	20	161,805	610,854	2,278,164	3,050,823
Leases – AASB 16 <i>Leases</i>		364	704	3,854	4,922
Total		765,022	611,558	2,282,018	3,658,598
2019					
Payables	15	607,011	-	-	607,011
Leases – service concessions	20	131,863	564,409	2,193,366	2,889,638
Total		738,874	564,409	2,193,366	3,496,649

MARKET RISK

The department does not trade in foreign currency and is not materially exposed to commodity price changes.

INTEREST RATE SENSITIVITY ANALYSIS

The department is not exposed to interest rate sensitivity. Borrowings are now centrally managed by Queensland Treasury following a government decision in November 2018.

FAIR VALUE

The department does not recognise any financial assets or financial liabilities at fair value.

The fair value of trade receivables and payables is assumed to approximate the value of the original transaction, less any allowance for impairment.

Department of Transport and Main Roads

Notes to the financial statements 2019–20 (continued)

26 SCHEDULE OF ADMINISTERED ITEMS

The department administers, but does not control, certain resources on behalf of the government. In doing so, it has responsibility and is accountable for administering related transactions and balances, but does not have the discretion to deploy these resources for the achievement of the department's objectives.

The majority of administered revenue is recognised upon receipt, with the exception of Penalty Infringement Notices and Traffic Offence Notices for which an administered receivable is recognised at 30 June. If the notice is not paid within 56 days, the debt is transferred to Queensland Treasury and is not reported in the financial statements.

The following balances are administered by the department on behalf of the state and relate directly to the Transport Safety and Regulation departmental service area, with the exception of land assets which relate to the Transport Infrastructure Management Delivery departmental service area:

	2020 \$'000	2019 \$'000
Administered income		
User charges, fees and fines *	2,712,779	2,659,865
Other	8,894	8,703
Total income	2,721,673	2,668,568
Administered expenses		
Impairment losses on trade receivables	9	9
Other	570	985
Transfers of administered revenue to government	2,721,630	2,668,540
Total expenses	2,722,209	2,669,534
OPERATING RESULT FOR THE YEAR	(536)	(966)
* User charges, fees and fines includes:		
Fines and forfeiture	166,720	191,542
Motor vehicle registration	1,918,870	1,858,997
Transport and traffic fees	465,639	446,367
Other registration	83,797	83,992
Other regulatory fees	76,677	77,692
Other	1,076	1,275
Total	2,712,779	2,659,865
Administered assets		
<i>Current</i>		
Cash	36,592	65,449
Receivables	41,926	44,700
Total current assets	78,518	110,149
<i>Non-current</i>		
Land	272,089	263,786
Total non-current assets	272,089	263,786
Total assets	350,607	373,935
Administered liabilities		
<i>Current</i>		
Payables	57,491	104,062
Unearned revenue	5,793	5,854
Total liabilities	63,284	109,916
NET ADMINISTERED ASSETS	287,323	264,019
Administered equity		
Contributed equity	44,314	29,334
Accumulated surplus/(deficit)	(2,604)	(2,068)
Asset revaluation surplus	245,613	236,753
TOTAL ADMINISTERED EQUITY	287,323	264,019

Department of Transport and Main Roads

Notes to the financial statements 2019–20 (continued)

	2020 \$'000	2019 \$'000
27 ADMINISTERED APPROPRIATIONS		
Reconciliation of payments from Consolidated Fund to equity adjustment recognised in contributed equity		
Budgeted equity adjustment appropriation	40,000	-
Transfers from other headings	5,000	-
Unforeseen expenditure	-	89,817
Equity adjustment recognised in contributed equity	45,000	89,817

28 BUDGETARY REPORTING

STATEMENT OF COMPREHENSIVE INCOME

	Original budget 2020 \$'000	Actual result 2020 \$'000	Variance \$'000
Income			
Appropriation revenue	5,369,201	5,440,647	71,446
User charges and fees	752,843	671,121	(81,722)
Grants and other contributions	255,003	269,614	14,611
Other revenue	11,815	43,200	31,385
Total revenue	6,388,862	6,424,582	35,720
Gains on disposal of assets	3,455	3,384	(71)
Total income	6,392,317	6,427,966	35,649
Expenses			
Employee expenses	608,161	633,538	25,377
Supplies and services	3,819,223	3,719,341	(99,882)
Grants and subsidies	450,332	610,219	159,887
Depreciation and amortisation	1,154,210	1,156,399	2,189
Finance and borrowing costs	120,090	121,778	1,688
Impairment losses	1,670	2,651	981
Other expenses	30,278	50,426	20,148
Total expenses	6,183,964	6,294,352	110,388
Operating result before income tax equivalent expense	208,353	133,614	(74,739)
Income tax equivalent expense	6,035	7,541	1,506
OPERATING RESULT FOR THE YEAR	202,318	126,073	(76,245)
Items not reclassified to operating result			
Increase in asset revaluation surplus	-	3,703,762	3,703,762
Total other comprehensive income	-	3,703,762	3,703,762
TOTAL COMPREHENSIVE INCOME	202,318	3,829,835	3,627,517

Explanation of major variances

User charges and fees

Variance of (\$81.722m) is mainly due to a reduction of (\$88.494m) in fare revenue as a result of COVID-19 pandemic impacts on passenger transport patronage.

Department of Transport and Main Roads

Notes to the financial statements 2019–20 (continued)

28 BUDGETARY REPORTING (continued)

STATEMENT OF COMPREHENSIVE INCOME (continued)

Explanation of major variances (continued)

Other revenue

Variance of \$31.385m reflects:

- \$11.810m of additional revenue for the Toowoomba Bypass project including a refinancing gain of \$6.754m, a modification gain of \$2.702m and interest revenue of \$2.354m. Reliable estimates for the gains for this project were not available at the time of budget preparation
- \$7.966m of higher than anticipated contributions received from developers for which budgets could not be reliably allocated
- \$7.0m higher than budget due to an unforeseen compensation payment related to Angellala Creek Bridge damage for which a budget could not be reliably allocated
- \$3.579m of claim revenue from the Queensland Government Insurance Fund for which a budget could not be reliably allocated.

Grants and subsidies

Variance of \$159.887m mainly reflects:

- \$91.736m higher than anticipated for expenditure incurred on assets owned by other entities such as local government roads and public utility providers as part of the cost of delivering capital projects for which reliable estimates were not available at the time of budget preparation
- \$20.0m higher than budget due to the bringing forward of a grant payment made to local government as part of the Infrastructure Investment Program
- \$20.0m related to a government commitment to subsidise below-rail user access charges on the Mount Isa Line for which a reliable estimate was not available at the time of budget preparation
- \$10.862m of additional expenditure as part of the COVID-19 pandemic Essential Transport Services Package.

Other expenses

Variance of \$20.148m mainly reflects:

- \$10.093m higher than budget due to an unforeseen extra-contractual settlement payment in relation to a transit development project for which a budget could not be reliably allocated
- \$7.245m higher than budget due to a special payment for a legal claim in relation to a roadworks project.

Increase in asset revaluation surplus

Variance of \$3.704b mainly consists of a revaluation increment for infrastructure assets as a result of the annual revaluation for 2019–20. A budget was not allocated due to the unavailability of reliable measures for future movement in replacement costs of existing and new infrastructure assets.

STATEMENT OF FINANCIAL POSITION

	Original budget 2020 \$'000	Actual result 2020 \$'000	Variance \$'000
Assets			
Current assets			
Cash	467,745	338,495	(129,250)
Receivables	136,052	122,913	(13,139)
Inventories	13,740	13,681	(59)
Prepayments	25,163	28,470	3,307
Non-current assets classified as held for sale	15,449	2,587	(12,862)
Total current assets	658,149	506,146	(152,003)
Non-current assets			
Receivables	-	3,285	3,285
Prepayments	64,996	171,264	106,268
Intangible assets	83,957	76,198	(7,759)
Property, plant and equipment	66,760,352	71,854,798	5,094,446
Deferred tax assets	6,523	5,942	(581)
Right-of-use assets	133	211	78
Investment in subsidiary	601	5,601	5,000
Total non-current assets	66,916,562	72,117,299	5,200,737
Total assets	67,574,711	72,623,445	5,048,734

Department of Transport and Main Roads

Notes to the financial statements 2019–20 (continued)

28 BUDGETARY REPORTING (continued)

STATEMENT OF FINANCIAL POSITION (continued)

	Original budget 2020 \$'000	Actual result 2020 \$'000	Variance \$'000
Liabilities			
Current liabilities			
Payables	521,269	602,853	81,584
Provisions	134,080	228,440	94,360
Accrued employee benefits	37,766	72,978	35,212
Current tax liabilities	170	473	303
Lease liabilities	34,049	44,249	10,200
Other	90,344	93,686	3,342
Total current liabilities	817,678	1,042,679	225,001
Non-current liabilities			
Provisions	154,271	254,567	100,296
Lease liabilities	1,282,810	1,264,304	(18,506)
Total non-current liabilities	1,437,081	1,518,871	81,790
Total liabilities	2,254,759	2,561,550	306,791
NET ASSETS	65,319,952	70,061,895	4,741,943
TOTAL EQUITY	65,319,952	70,061,895	4,741,943

Explanation of major variances

Cash

Variance of (\$129.250m) reflects a higher than anticipated opening balance of \$225.213m due to the timing of future planned transport operations and maintenance expenditure and the timing of the delivery of prior year capital works expenditure, offset by a decrease in cash of (\$354.463m) as illustrated in the Statement of cash flows.

Prepayments – Non-current

Variance of \$106.268m reflects the recognition of additional milestone payments of \$104.503m as a prepayment for New Generation Rollingstock accessibility modifications.

Payables

Variance of \$81.584m primarily reflects an appropriation payable of \$61.290m due to lower than anticipated expenditure of \$52.714m on transport infrastructure activities, including maintenance, preservation and operation of the network; and \$6.500m related to the transport service contract with Queensland Rail.

Provisions – Current

Variance of \$94.360m comprises:

- \$67.375m for an increase in the provision to account for a payment for rectification works for New Generation Rollingstock train sets based on the variation deed entered into with the vendor. These payments were not able to be determined at the time of budget development
- \$26.985m for the provision re-measurement of the value of land resumptions after the budget had been published. Actual re-measurement of the value of land resumptions were not budgeted for due to the unavailability of reliable measures.

Accrued employee benefits

Variance of \$35.212m primarily reflects higher than anticipated unpaid salaries and wages of \$29.763m which includes the enterprise bargaining pay rise for 2019–20.

Provisions – Non-current

Variance of \$100.296m comprises:

- \$133.962m for an increase in the provision to account for accessibility modifications to be made to New Generation Rollingstock train sets in future years. These payments were not known at the time of budget development

Offset by:

- (\$33.666m) for the provision re-measurement of the value of land resumptions after the budget had been published. Actual re-measurement of the value of land resumptions were not budgeted for due to the unavailability of reliable measures.

Department of Transport and Main Roads

Notes to the financial statements 2019–20 (continued)

28 BUDGETARY REPORTING (continued)

STATEMENT OF CASH FLOWS

	Original budget 2020 \$'000	Actual result 2020 \$'000	Variance \$'000
Cash flows from operating activities			
<i>Inflows:</i>			
Service appropriation receipts	5,369,201	5,487,765	118,564
User charges and fees	754,190	705,713	(48,477)
Grants and other contributions	253,736	265,169	11,433
GST input tax credits from ATO	676,499	697,544	21,045
GST collected from customers	67,010	74,760	7,750
Other	11,815	26,106	14,291
<i>Outflows:</i>			
Employee expenses	(620,986)	(595,881)	25,105
Supplies and services	(3,866,825)	(3,941,695)	(74,870)
Grants and subsidies	(450,332)	(584,124)	(133,792)
Finance and borrowing costs	(120,090)	(124,953)	(4,863)
GST paid to suppliers	(677,710)	(700,299)	(22,589)
GST remitted to ATO	(63,086)	(75,833)	(12,747)
Income tax equivalent paid	(6,255)	(4,440)	1,815
Other	(16,961)	(37,473)	(20,512)
Net cash provided by operating activities	1,310,206	1,192,359	(117,847)
Cash flows from investing activities			
<i>Inflows:</i>			
Sales of property, plant and equipment	28,530	11,493	(17,037)
<i>Outflows:</i>			
Payments for property, plant and equipment	(2,701,617)	(2,754,720)	(53,103)
Payments for intangibles	(17,483)	(18,834)	(1,351)
Payments for investment in subsidiary	-	(5,000)	(5,000)
Net cash used in investing activities	(2,690,570)	(2,767,061)	(76,491)
Cash flows from financing activities			
<i>Inflows:</i>			
Equity injections	2,773,043	2,633,647	(139,396)
<i>Outflows:</i>			
Equity withdrawals	(1,144,587)	(1,144,587)	-
Finance lease payments	(142,807)	(145,542)	(2,735)
Other	(1,850)	(1,850)	-
Net cash provided by financing activities	1,483,799	1,341,668	(142,131)
Net increase/(decrease) in cash	103,435	(233,034)	(336,469)
Cash – opening balance	364,310	571,529	207,219
CASH – CLOSING BALANCE	467,745	338,495	(129,250)

Explanation of major variances

Other operating activities inflows

Variance of \$14.291m mainly reflects:

- \$7.966m higher than anticipated contributions received from developers for which budgets could not be reliably allocated
- \$3.579m of claim revenue from the Queensland Government Insurance Fund for which a budget could not be reliably allocated
- \$2.354m for the recognition of interest revenue for the Toowoomba Bypass project for which a budget could not be reliably allocated.

Grants and subsidies

Variance of (\$133.792m) mainly reflects:

- (\$91.736m) higher than anticipated for expenditure incurred on assets owned by other entities such as local government roads and public utility providers as part of the cost of delivering capital projects for which reliable estimates were not available at the time of budget preparation
- (\$20.0m) higher than budget due to a bringing forward of a grant payment made to local government as part of the Infrastructure Investment Program
- (\$20.0m) related to a government commitment to subsidise below-rail user access charges on the Mount Isa Line for which a reliable estimate was not available at the time of budget preparation

Department of Transport and Main Roads

Notes to the financial statements 2019–20 (continued)

28 BUDGETARY REPORTING (continued)

STATEMENT OF CASH FLOWS (continued)

Explanation of major variances (continued)

Grants and subsidies (continued)

- (\$10.862m) of additional expenditure as part of the COVID-19 pandemic Essential Transport Services Package.

Other operating activities outflows

Variance of (\$20.512m) mainly reflects:

- (\$10.093m) higher than budget due to an unforeseen extra-contractual settlement payment in relation to a Buranda property for which a budget could not be reliably allocated
- (\$7.245m) higher than budget due to a special payment for a legal claim in relation to a roadworks project.

SCHEDULE OF ADMINISTERED ITEMS

	Original budget 2020 \$'000	Actual result 2020 \$'000	Variance \$'000
Administered income			
User charges, fees and fines	2,755,861	2,712,779	(43,082)
Other	8,801	8,894	93
Total income	2,764,662	2,721,673	(42,989)
Administered expenses			
Impairment losses on trade receivables	-	9	9
Other	-	570	570
Transfers of administered revenue to government	2,764,662	2,721,630	(43,032)
Total expenses	2,764,662	2,722,209	(42,453)
OPERATING RESULT FOR THE YEAR	-	(536)	(536)
Administered assets			
<i>Current</i>			
Cash	69,600	36,592	(33,008)
Receivables	40,689	41,926	1,237
Total current assets	110,289	78,518	(31,771)
<i>Non-current</i>			
Land	262,729	272,089	9,360
Total non-current assets	262,729	272,089	9,360
Total assets	373,018	350,607	(22,411)
Administered liabilities			
<i>Current</i>			
Payables	104,270	57,491	(46,779)
Unearned revenue	5,785	5,793	8
Total liabilities	110,055	63,284	(46,771)
NET ADMINISTERED ASSETS	262,963	287,323	24,360
TOTAL ADMINISTERED EQUITY	262,963	287,323	24,360

Explanation of major variances

Cash

Variance of (\$33.008m) mainly reflects:

- \$7.966m higher than anticipated contributions received from developers for which budgets could not be reliably allocated
- \$7.0m higher than budget due to an unforeseen compensation payment related to Angellala Creek Bridge damage for which a budget could not be reliably allocated
- \$3.579m of claim revenue from the Queensland Government Insurance Fund for which a budget could not be reliably allocated
- \$2.354m for the recognition of interest revenue for the Toowoomba Bypass project for which a budget could not be reliably allocated.

Payables

Variance of (\$46.779m) mainly reflects the timing of compulsory third party insurance payable (\$19.141m) and vehicle registration duty payable (\$11.698m).

MANAGEMENT CERTIFICATE OF THE DEPARTMENT OF TRANSPORT AND MAIN ROADS for the year ended 30 June 2020

These general purpose financial statements have been prepared pursuant to section 62(1) of the *Financial Accountability Act 2009* (the Act), section 38 of the *Financial and Performance Management Standard 2019* and other prescribed requirements. In accordance with section 62(1)(b) of the Act we certify that in our opinion:

- a) the prescribed requirements for establishing and keeping the accounts have been complied with in all material respects; and
- b) the financial statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of the Department of Transport and Main Roads for the financial year ended 30 June 2020 and of the financial position of the department at the end of that year; and

The Director-General, as the Accountable Officer of the Department, acknowledges responsibility under sections 7 and 11 of the *Financial and Performance Management Standard 2019* for the establishment and maintenance, in all material respects, of an appropriate and effective system of internal controls and risk management processes with respect to financial reporting throughout the reporting period.



Nick Shaw FCPA
Chief Finance Officer

21 August 2020



Neil Scales
Director-General

21 August 2020



INDEPENDENT AUDITOR'S REPORT

To the Accountable Officer of the Department of Transport and Main Roads

Report on the audit of the financial report

Opinion

I have audited the accompanying financial report of the Department of Transport and Main Roads.

In my opinion, the financial report:

- a) gives a true and fair view of the department's financial position as at 30 June 2020, and its financial performance and cash flows for the year then ended
- b) complies with the *Financial Accountability Act 2009*, the *Financial and Performance Management Standard 2019* and Australian Accounting Standards.

The financial report comprises the statement of financial position and statement of assets and liabilities by major departmental service as at 30 June 2020, the statement of comprehensive income, statement of changes in equity, statement of cash flows and statement of comprehensive income by major departmental service for the year then ended, notes to the financial statements including summaries of significant accounting policies and other explanatory information, and the management certificate.

Basis for opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

I am independent of the department in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key audit matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial report of the current period. I addressed these matters in the context of my audit of the financial report as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

Infrastructure asset valuation (\$58.70 billion) and depreciation expense (\$974 million)

Refer to note 14 in the financial report

Key audit matter	How my audit addressed the key audit matter
Management has estimated the fair value of the entity's infrastructure assets to be \$58.70 billion as at 30 June 2020. The fair value measurement is based on current replacement cost (cost approach). The valuations are dependent on certain key assumptions that require significant management judgement including the following in respect of: - the categorisation of the road network, features of a modern equivalent asset and current economic and market conditions impacting on costs of road construction. - componentisation of the road assets and identifying those significant parts of road infrastructure assets that have different unit replacement rates and costs. - categorising road stereotypes based on physical characteristics and locality (such as road type, region, soil type, terrain, climatic and environmental conditions) and the applicable project or treatment type such as reseal, rehabilitation, reconstruction or new construction. - assignation of segmentation to road stereotypes. - defining and estimating unit rates for varying project or types of treatment including full replacement and renewal of components.	My procedures included, but were not limited to: Gross replacement value Assessing the adequacy of management's review of the valuation process including: - obtaining an understanding of the valuation technique adopted by management and assessing its design, validity and reasonableness in terms of the principles of the cost approach as described in AASB 13 <i>Fair Value Measurement</i>. - assessing the reasonableness of the key assumptions and corroborating these to supporting evidence and my knowledge of the entity and its operating environment. - verifying the mathematical accuracy of the model utilised to estimate gross replacement value through recalculation. Unit rates Assessing the reasonableness of unit rates by evaluating the techniques used in estimating unit rates, including: - examining a sample of unit rates to assess consistency in calculations and reasonableness in application from the underlying inputs obtained from management's external expert. - reviewing the 2020 Unit Rate Expert Panel's process and approval of final rates for adoption. This included analysis of rate movements since the date of the last revaluation. - vouching a sample of approved unit rates to rates applied in the calculation of the final gross replacement value. - comparing a sample of movement in unit rates against other publicly available information.

Key audit matter	How my audit addressed the key audit matter
In measuring annual depreciation expense and accumulated depreciation, management have applied significant judgement in estimating the expected utility of road infrastructure asset components, including: • applying past experience to determine when an appropriate works intervention will occur. • consideration of planned replacement programs as a result of observation of road use deterioration and environmental factors such as traffic volume, rutting, cracking, roughness, safety and number of years in use. • considerations of expected funding availability to the department and how this fiscal availability will impact upon planned replacement programs and expectations regarding the use of assets beyond their ideal or optimal replacement time-frame.	Useful lives Assessing the reasonableness of infrastructure asset useful lives by: • reviewing management's annual assessment of useful lives against evidence supporting current condition and planned replacement. • reviewing evidence of planned use of assets with a focus on assets that are planned to be used for a longer or shorter than standard engineering estimates. • assessing the consistency between asset management plans and useful lives assigned to infrastructure assets. • evaluating remaining useful life estimates for reasonableness with reference to management's assumptions regarding expected funding availability as reflected in Departmental budgets. This includes vouching that fiscal availability as reflected in budgetary information has been applied in the annual review of asset useful lives.

Responsibilities of the department for the financial report

The Accountable Officer is responsible for the preparation of the financial report that gives a true and fair view in accordance with the *Financial Accountability Act 2009*, the *Financial and Performance Management Standard 2019* and Australian Accounting Standards, and for such internal control as the Accountable Officer determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

The Accountable Officer is also responsible for assessing the department's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the department or to otherwise cease operations.

Auditor's responsibilities for the audit of the financial report

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. This is not done for the purpose of expressing an opinion on the effectiveness of the department's internal controls, but allows me to express an opinion on compliance with prescribed requirements.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the department.
- Conclude on the appropriateness of the department's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the department's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. I base my conclusions on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the department to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Accountable Officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

From the matters communicated with the Accountable Officer, I determine those matters that were of most significance in the audit of the financial report of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.



Report on other legal and regulatory requirements

Statement

In accordance with s.40 of the *Auditor-General Act 2009*, for the year ended 30 June 2020:

- a) I received all the information and explanations I required.
- b) I consider that, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.

Prescribed requirements scope

The prescribed requirements for the establishment and keeping of accounts are contained in the *Financial Accountability Act 2009*, any other Act and the *Financial and Performance Management Standard 2019*. The applicable requirements include those for keeping financial records that correctly record and explain the department's transactions and account balances to enable the preparation of a true and fair financial report.

A handwritten signature in black ink, appearing to read 'Vaughan Stemmett'.

Vaughan Stemmett
as delegate of the Auditor-General

21 August 2020

Queensland Audit Office
Brisbane

Appendices

Appendix 1 – Legislation administered by the department

The Department of Transport and Main Roads administers a range of Acts for transport-related purposes listed below:

Minister for Transport and Main Roads

- *Air Navigation Act 1937*
- *Century Zinc Project Act 1997 (sections 5(2) to (7), 11, 12 and 13)*
- *Civil Aviation (Carriers' Liability) Act 1964*
- *Gold Coast Waterways Authority Act 2012*
- *Heavy Vehicle National Law Act 2012*
- *Maritime Safety Queensland Act 2002*
- *Personalised Transport Ombudsman Act 2019*
- *Adult Proof of Age Card Act 2008 (effective 31 March 2019)*
- *Photo Identification Card Act 2008 (effective 1 April 2019)*
- *Queensland Rail Transit Authority Act 2013*
- *Rail Safety National Law (Queensland) Act 2017*
- *State Transport Act 1938*
- *State Transport (People Movers) Act 1989*
- *Sustainable Ports Development Act 2015*
- *Thiess Peabody Mitsui Coal Pty Ltd Agreements Act 1965**
- *Tow Truck Act 1973*
- *Transport Infrastructure Act 1994*
- *Transport Operations (Marine Pollution) Act 1995*
- *Transport Operations (Marine Safety) Act 1994*
- *Transport Operations (Marine Safety – Domestic Commercial Vessel National Law Application) Act 2016*
- *Transport Operations (Passenger Transport) Act 1994*
- *Transport Operations (Road Use Management) Act 1995*
- *Transport Planning and Coordination Act 1994*
- *Transport (South Bank Corporation Area Land) Act 1999*
- *Transport Security (Counter-Terrorism) Act 2008*

**Except to the extent administered by the Treasurer, Minister for Infrastructure and Planning; and the Minister for Natural Resources, Mines and Energy.*

Appendix 2 – Associated authorities

The department works collaboratively with two statutory authorities, four government-owned corporations (GOC) and one publicly owned private (Pty Ltd) company. The department provides strategic advice to the Minister for the Ports and Gold Coast Waterways Authority.

Statutory authorities

- Gold Coast Waterways Authority
- Queensland Rail

Government-owned corporations

- Far North Queensland Ports Corporation Limited (Ports North)*
- Gladstone Ports Corporation (GPC)*
- North Queensland bulk Ports Corporation (NQBP)*
- Port of Townsville Limited (POTL)*.

*Government-owned corporation with shareholding ministerial obligations.

Publicly-owned private company

Transmax Proprietary Limited**

** The Director-General of the Department of Transport and Main Roads is the company's sole shareholder.

Gold Coast Waterways Authority

The Gold Coast Waterways Authority was established to strategically plan for, facilitate and manage the development and use of the Gold Coast waterways. The authority manages the waterways south of the Logan River to the New South Wales border. The Gold Coast Waterways Authority operates in accordance with the *Gold Coast Waterways Authority Act 2012*.



For more information, visit:

www.gcwa.qld.gov.au/about/our-publications

Queensland Rail

Queensland Rail is a statutory authority and operates in accordance with the *Queensland Rail Transit Authority Act 2013*. It is responsible for the operation of passenger rail services and ensuring that supporting rail infrastructure remains safe, reliable and at a fit-for-purpose standard.

The Rail Transport Service Contract between the department and Queensland Rail governs the funding arrangements for new rail infrastructure, maintenance of the existing rail network and the provision of both South East Queensland and regional long-distance passenger rail services.



For more information, visit:

www.queenslandrail.com.au/aboutus/governance/annualreports

Transmax

Transmax Pty Ltd is an unlisted Australian company incorporated in 2002. Transmax is wholly owned by the department and is governed by an independent board of directors.



For more information, visit:

www.transmax.com.au/who-we-are/media/

Shareholding ministers

The listed ports corporates are GOC governed under the *Government Owned Corporations Act 1993* (GOC Act).

Each GOC must fulfil its obligations and keep the shareholding minister(s) reasonably informed of the operations, financial performance, financial position, and governance of the company and its subsidiaries.

The companies must report in a timely manner on all issues likely to have a significant financial or operating impact. Each must also develop a Corporate Plan, Statement of Corporate Intent and table an annual performance report each year which are available on their website.

Appendix 3 – Performance Statements 2019–20

Service area: Transport System Investment Planning and Programming

Service area objective

To provide the direction for a single integrated transport network in Queensland, including the policy and planning framework to make informed investment decisions.

Service area description

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. This is achieved through developing and managing the:

- *Queensland Transport Strategy* (formerly the Queensland Transport Policy) – currently a draft 30 year, long-term transport strategy to prepare and position Queensland's transport for the future
- Transport Coordination Plan – provides a 10 year framework for strategic planning and management of transport resources in Queensland as required under the *Transport Planning and Coordination Act 1994*
- *The Future is Electric: Queensland Electric Vehicle Strategy* (the EV Strategy) details what the Queensland Government will do to support and prepare for the transition to EVs and is complemented by the Queensland Electric Super Highway, a series of fast chargers linking the Gold Coast to Cairns and Brisbane to Toowoomba
- *The Queensland Freight Strategy – Advancing Freight in Queensland* is a 10 year strategy that sets a shared vision for the state's freight system, guiding policy, planning and investment decision making over the next ten years, supporting economic growth
- *Queensland Cycling Strategy 2017–2027 and two year Action Plan* – guides and prioritises actions that encourage more cycling, more often in Queensland
- *Queensland Walking Strategy and two year Action Plan*, currently a draft, will guide and prioritise actions that encourage more walking in Queensland
- Regional Transport Plans – these define the strategic direction of regional transport systems and guide the planning of Queensland's transport network over the next 15 years
- Transport System Planning Program to coordinate and prioritise planning across all modes of transport
- Queensland Transport and Roads Investment Program (QTRIP) – a four year rolling program of priority transport infrastructure works which is published annually
- Active Transport Investment Program to encourage all forms of active transport as part of an integrated land use and transport system for Queensland
- Roads and Transport Alliance – the department's strategic funding and engagement partnership with local government and the Local Government Association of Queensland
- Queensland position on state and national transport policy reform agendas
- freight strategies and action plans to guide and prioritise activities supporting an integrated, safe and resilient freight system
- asset management plans for maintenance, preservation and operation of state-controlled road infrastructure
- investment strategies that inform priority road and transport infrastructure funding needs
- funding submissions to the Australian Government for upgrading nationally significant road and transport networks to improve network safety and support economic development and population growth.

The activities of the department delivered under this service area support:

- delivering best value investment in the transport system of the future and creating opportunities for innovation
- maximising the benefits from our investments through long-term (10 year) planning and prioritisation
- connecting and partnering with industry and community to design for the future
- major transport infrastructure project evaluation and assurance to ensure delivery on a value-for-money basis
- promoting community cohesion, economic development and environmental sustainability

- promoting and investing in active and public transport solutions that support broader community benefits
- preparing for the freight system requirements of the future.

Service standards	Notes*	2019–20 Target/estimate	2019–20 Actual
Road system condition (the percentage of urban and rural state- controlled roads with condition better than the specified benchmark):			
Urban		97-99	98.26
Rural		95-97	96.13
Road ride quality – Traffic weighted roughness (percentage of the network in very poor/ poor condition)	1	10.7	11.4
Administrative cost to plan, develop and manage the QTRIP as a percentage of the overall value of the program	2	1	0.35

**Notes:*

1. The effectiveness of planning for the investment in maintenance, preservation and operation of state-controlled transport infrastructure contributes to the level of service provided to transport infrastructure users. 'Road ride quality – Traffic weighted roughness' is a measure of fit-for-purpose service levels provided for state-controlled road infrastructure. Maintenance and preservation of Queensland's state-controlled road network is managed through a structured program aimed at delivering agreed levels of service at minimum lifecycle cost. Road ride quality is used in the department's pavement management system to prioritise sections, within available funds, for future pavement renewal programs. The department seeks to mitigate external factors that may impact road roughness, such as, adverse weather events, increasing traffic volumes and increasing heavy vehicle loads. To improve road ride quality, the department will continue a proactive regime of inspection (targeting high-risk sections) and optimising the location and timing of future works.
2. QTRIP is a four year rolling program of priority transport infrastructure works published annually. This service standard measures how efficiently QTRIP is being developed and managed. It excludes Gold Coast Waterways Authority, Maritime Safety Queensland, School Bus Upgrade Program, and Queensland Rail and Ports.

Service area: Transport Infrastructure Management and Delivery

Service area objective

To construct, maintain and operate an integrated transport network accessible to all.

Services

- Transport Infrastructure Management
- Transport Infrastructure Delivery

Service area description

Activities undertaken in this service area relate to stewardship of the state road network and include:

- delivering, managing, and maintaining transport infrastructure
- leading innovation in transport infrastructure delivery
- setting value for money standards for transport infrastructure
- managing road operations, including traffic incidents, traffic operations, and traveller and traffic information
- managing use of the road corridor, including environmental preservation and third-party road access
- controlling access to and recovering the road network during and following emergency events.

Service standards	Notes*	2019–20 Target/estimate	2019–20 Actual
Service: Transport Infrastructure Management			
Road network efficiency – Average travel time per 10km:	1,4		
AM peak		11.5	11.0
Off peak		10.3	10.3
PM peak		11.9	11.6
Road network reliability – Percentage of the road network with reliable travel times:	2,4		

Service standards	Notes*	2019–20 Target/estimate	2019–20 Actual
AM peak		76	82
Off peak		87	90
PM peak		68	75
Road network productivity – Percentage of the road network with good productivity:	2,3,4		
AM peak		68	71
Off peak		72	72
PM peak		64	67
Arterial intersection performance – Percentage of intersections congested less than 20 minutes per hour:	2,4		
AM peak		82	87
Off peak		91	92
PM peak		76	81
Administration/staff costs of operating and delivering the department's Road Operations Program as a percentage of the total value of the Road Operations Program (including operations, maintenance and projects)	5,6	12.5	15.1
Service: Transport Infrastructure Delivery			
Number of fatal crashes on state-controlled roads per 100 million vehicle kilometres travelled where the road condition was likely to be a strong contributing factor	7	0.05	0.04
Administration costs of managing and delivering the QTRIP as a percentage of the current financial year QTRIP allocation	8	<5.1	3.5

*Notes:

1. This service standard is in minutes per 10 kilometres (lower is better).
2. A higher value indicates better performance.
3. Good road network productivity occurs under two scenarios of performance: (a) speeds are in excess of benchmark values (that is respectively 80 per cent and 65 per cent of the posted speed on motorways and arterials) irrespective of traffic flow; or (b) traffic flow is relatively high (for example 2000 vehicles/hour/lane on motorways and 900 vehicles/hour/lane on arterials) in combination with moderately degraded speeds.
4. These measures were discontinued in 2019–20. New, improved service standards with extended coverage across South East Queensland have been developed to replace them in 2020–21. The discontinued service standards will not be presented in other published reports.
5. Administration/staff costs included in the Road Operations performance metric are the administration of traffic signal/road lighting and Intelligent Transport Systems, maintenance contracts, other road operations service delivery costs (for example, placement of traffic detection tube counter equipment), asset performance analysis and reporting activities, the development and maintenance of operational and technical policies for enabling road operations, and other road operations system development and maintenance costs.
6. The actual result is higher due to additional, state-wide Road Operation efforts throughout the year associated with weather events and bush fires.
7. There is a three month lag in data availability for this measure due to the time it takes to complete preliminary crash investigations and to determine causal factors (such as road conditions). The Actual represents the result for the 12 month period ending 31 March 2020.
8. Administration costs cover accommodation, information technology, some travel, other administration expenses, depreciation and insurance costs.

Service area: Transport Safety and Regulation

Service area objective

To regulate the transport system safely, economically and sustainably without imposing unnecessary red tape.

Service area description

The safety of the transport network is critical to the health and wellbeing of all Queenslanders and the prosperity of Queensland. A safe, secure and resilient transport system aims to protect the lives and property of everyone who interacts with the network for business, employment and leisure.

Regulatory and safety related activities undertaken in this service area include:

- measuring the broad social and economic impacts of road trauma on Queenslanders and the Queensland economy
- maintaining focus on our long-term vision as established in *Queensland's Road Safety Strategy 2015–2021*
- retaining alignment to the safe system principles where the system is safe at every level of road safety management thereby driving a fundamental change in the culture and attitudes to road safety

- implementing road safety initiatives encompassing education, community engagement, enforcement, new technologies, safer roads, roadsides and behaviours
- managing the movement of vessels using Queensland's waterways as well as the Great Barrier Reef and Torres Strait
- maritime safety and regulation activities for Queensland registered ships, pilotage and hydrographic services, and supporting safe port development
- maintaining effective maritime emergency preparedness, response, and recovery capability and capacity
- developing and implementing rail safety initiatives and legislation
- regulating vehicle safety in accordance with best practice and national vehicle standards
- delivering vehicle and vessel registration, driver and marine licensing and accreditation services.

Service standards	Notes*	2019–20 Target/estimate	2019–20 Actual
Fatalities per 100,000 population on state-controlled roads	1,2	2.70	2.98
Road fatalities per 100,000 population	1,3	4.40	4.64
Hospitalised road casualties per 100,000 population	1,4	110	136.26
Marine fatalities per 100,000 registered vessels regulated in Queensland	5,6	3.26	6.81
Percentage of vessel movements without serious incidents:	7		
Pilotage areas		100	100
ReefVTS area		100	100
Direct operational cost of Vessel Traffic Services per monitored vessel movement	8,9	\$460	\$513

**Notes:*

1. The 2019–20 target/estimate was consistent with targets outlined in the Queensland Road Safety Strategy 2015–2021 as well as taking into account historic trends and the economic outlook. The department continues to implement various road safety programs aimed at reducing fatalities and hospitalisations.
2. The preliminary number of road fatalities along state-controlled roads for the 12 months to 30 June 2020 is 153 fatalities, which equates to a rate of 2.98 fatalities per 100,000 population.
3. The preliminary number of road fatalities for the 12 months to 30 June 2020 is 238 fatalities, which equates to a rate of 4.64 fatalities per 100,000 population.
4. The preliminary number of hospitalised road casualties for the 12 months to 31 December 2019 is 6939, which equates to a rate of 136.26 hospitalised casualties per 100,000 population.
5. Under the National System for Domestic Commercial Vessel Safety, the Australian Maritime Safety Authority has regulatory responsibility for the state's domestic commercial vessels. This service standard excludes vessels that are not regulated under Queensland legislation.
6. There were 18 marine fatalities to 30 June 2020 which is twice the average number per year. The department will continue its safety communications, campaigns and enforcement activities to improve maritime safety in Queensland.
7. Vessel Traffic Services (VTS) are provided to the maritime industry to improve the safe and efficient movement of ships in Queensland's ports and waterways and aid in the protection of the marine environment including the Great Barrier Reef and Torres Strait.
8. The direct operational cost of Vessel Traffic Services includes the costs for the operators and systems of Queensland's five VTS centres to track and monitor the safe movement of ships in Queensland ports and waterways. It also includes the costs for providing and maintaining a network of sensors and communication equipment including radars, CCTV and VHF radio sites along the Queensland coastline used to monitor and communicate with ships. The 2019–20 estimated actual figure includes additional costs relating to the implementation of the new VTS system.
9. The variance between the 2019–20 target/estimate and the 2019–20 actual result can be attributed to the travel restrictions introduced for the COVID-19 response and recovery in March 2020 resulting in decreased vessel movements in the last two quarters of 2019–20.

Service area: Customer Experience

Service area objective

To put customers at the centre of the design and delivery of the department's products and services, to understand evolving customer needs and expectations, to improve customer experiences and reduce complaints.

Service area description

The department is committed to delivering products and services with a 'customers first' approach. We engage with customers to better understand their needs, expectations, and behaviours regarding all our services including: roads usage; maritime safety and information; licensing services; registration services; and passenger transport services. The department provides flexible service and delivery methods and channels for its customers; including but not limited to, the ability to self-serve online 24/7.

The department regularly undertakes thorough and robust customer research and insight activities to understand the voice of the customer, capture customer perspectives, motivations and expectations, and to guide the development of product and service delivery across the department. This work is done in alignment with the department's Customer Value Proposition and Customer Charter.

Service standards	Notes*	2019–20 Target/estimate	2019–20 Actual
Overall customer satisfaction with transactional services (on a scale of 1 to 10)	1,2	8	8.4
Customer experience ratings of passenger transport service by type (on a scale of 1 to 5):	3		
South East Queensland bus		≥ 3.5	4.2
South East Queensland rail		≥ 3.5	4.1
South East Queensland ferry		≥ 3.5	4.5
South East Queensland tram		≥ 3.5	4.4
Regional urban bus		≥ 3.5	4.2
Customer service complaints in SEQ per 10,000 trips		< 3	2.1
Average unit cost per transaction in a Customer Service Centre	4,5	\$22.59	\$21.17
Average cost per customer enquiry – TransLink Contact Centre	6,7	\$5.25	\$5.50

*Notes:

1. This service standard is based on customer surveys which capture overall satisfaction rates of all channels including Customer Service Centres, Call Centre, website, mail, e-mail, Australia Post, and Queensland Government Agency Program. Responses from the surveys rate satisfaction based on multiple dimensions which include net promoter score, channel experience and channel preferences.
2. Customer satisfaction data is derived from surveys undertaken for the 12 months to April 2020.
3. The department has undertaken a major review of the way in which our passenger transport customers are surveyed. The upgraded survey and methodology leverages contemporary and developing technologies allowing easier response from customers, greater flexibility to add emerging products and services into the survey questionnaire and vary the survey length or content over time. The new customer experience measures replace the discontinued customer satisfaction measures.
4. Average unit cost per transaction is calculated using costs relating to registration and licensing conducted at Customer Service Centres (CSC) and includes technology, accommodation, staff, and general administration costs.
5. The department's Customer Service Centres increased flexible work practices due to COVID-19. Where face to face customer volumes fell due to movement restrictions, capacity was re-distributed to service other in demand channels (contact centre and webchat). While volumes in Customer Service Centres were lower than average from March through May 2020, numbers had recovered by end of financial year.
6. The measure is determined by the cost for the contracted service provider to be able to respond to a high volume of customer enquiries and can be impacted by the number, composition and handling time of the enquiries.
7. The 2019–20 actual figure is higher than expected and can be attributed to the impact of the travel restrictions introduced for the COVID-19 response and recovery in March 2020, resulting in lower customer enquiry volume, which increases the average cost per call.

Service area: Passenger Transport Services

Service area objective

To connect Queensland through the delivery of customer focused passenger transport services.

Service area description

Activities associated with this service area are undertaken to facilitate passenger mobility across the state and aim to provide a single integrated and safe transport network allowing fair access to everyone. Key transport activities managed through this service area include:

- providing funding for fair access to public transport to deliver economic, social and community benefits for Queenslanders
- connecting with customers and delivery partners to improve service integration, passenger information and ticketing products
- driving customer focused outcomes through network optimisation and next generation service contracts
- supporting public transport patronage increases by maximising our service offering, extending the passenger transport network, and delivering innovative ticketing products
- overseeing and funding the School Transport Assistance Scheme.

Service standards	Notes*	2019–20 Target/estimate	2019–20 Actual
Patronage on Government contracted services (millions):			
South East Queensland:	1	193.91	152.59
Bus		119.80	95.21

Service standards	Notes*	2019–20 Target/estimate	2019–20 Actual
Rail		56.24	43.69
Tram		11.16	8.46
Ferry		6.71	5.23
Rest of Queensland:	1	13.75	11.92
Regional air		0.17	0.14
Long distance bus		0.06	0.06
Regional urban bus		10.98	9.46
TravelTrain		0.36	0.28
Regional ferry	2	2.18	1.98
Average on-time running performance in peak times - CityTrain		95%	95.27%
Percentage of scheduled services delivered - CityTrain		99.5	99.7
Cost per passenger trip to administer state-wide Government contracted passenger transport services	1,3	\$12.92	\$16.92

*Notes:

1. The variance between the 2019–20 target/estimate and the 2019–20 actual results can be attributed to the travel restrictions introduced for the COVID-19 response and recovery in March 2020, including restrictions on work and travel associated with lockdown. The target/estimates for these measures will be reviewed in subsequent years to take into consideration the longer-term impact of COVID-19.
2. Results for patronage on Government contracted regional ferry services were introduced in 2019–20 to further complement the department's range of patronage measures.
3. The measure is calculated by dividing the total cost to administer public transport services in Queensland including payments to outsourced service delivery partners (bus, rail, ferry, tram and air), TransLink Division labour costs, depreciation, ticketing system, and call centre operators by the total number of passenger trips provided by Government contracted bus, rail, ferry, tram and air services state-wide.

Service area: Transport Infrastructure Construction and Maintenance

Service area objective

RoadTek provides transport infrastructure solutions, including construction and maintenance services to enable the department to deliver on Queensland Government priorities and outcomes for the community.

Service area description

As a commercialised business unit within the department, RoadTek is instrumental in the delivery of numerous projects on the state's extensive road and bridge network. This includes emergency response and related activities as well as the delivery of projects that restore infrastructure and services after natural disasters.

Service standards	Notes*	2019–20 Target/estimate	2019–20 Actual
Lost Time Injury Frequency Rate	1,2	<10	10.5
Customers' and stakeholders' value of RoadTek (on a scale of 1 to 5)	3	>4	4.5
Long term debt / equity		11.0%	10.7%
Long term debt / total assets		7.3%	8.3%
Return on equity		8.2%	9.9%
Return on revenue (after tax)		2.5%	3.0%
Profit margin (earnings before income tax / user charges)		3.6%	4.4%

*Notes:

1. The Lost Time Injury Frequency Rate (LTIFR) is an industry standard measure and is defined by AS 1885.1–1990 as the number of lost time injuries multiplied by one million and divided by the number of person-hours actually worked. The standard defines a Lost Time Injury as an occurrence that results in a fatality, permanent disability, or time lost from work of one day/shift or more. This measure is used to compare industry performance and to support the assessment of a company's safety performance as part of tendering and prequalification processes.
2. The actual result is slightly above the 2019–20 target/estimate due to a higher than expected number of incidents Q2. The other three quarters were better than target. The 2019–20 result of 10.5 is well below the rolling two year average and the national average for Civil and Heavy Construction (13.7) as published by Safe Work Australia.
3. This measure is based on customer surveys completed at the end of projects and or annual contracts with RoadTek's customers (both internal and external to government). The survey facilitates feedback in relation to levels of overall satisfaction with RoadTek's delivery performance, across the four elements of the Balanced Scorecard methodology.

Appendix 4 – Camera Detected Offence Program

Table 14: Camera Detected Offence Program (CDOP) financial overview for 2019–20

Revenue	\$'000
Department of Transport and Main Roads	117,901
Department of Treasury and Trade (State Penalties Enforcement Registry)	54,341
Total Revenue	172,242
Administrative/operational costs	
Department of Transport and Main Roads - operating	8,379
Department of Transport and Main Roads - equity	2,133
Queensland Police Service - operating (including road safety enforcement initiatives)	42,258
Queensland Police Service - equity	1,674
Department of Treasury and Trade (State Penalties Enforcement Registry)	9,137
Total administrative/operational costs	63,581
Expenditure from remaining revenue	
Road safety education and awareness	
Department of Transport and Main Roads - operating	17,366
Department of Transport and Main Roads - equity	3,365
Public Safety Business Agency	1,785
Road accident injury rehabilitation programs	
Queensland Health - to support the purchase of blood products used in the treatment of victims of road trauma	4,500
Improvements to the safety of state-controlled roads	
Department of Transport and Main Roads - operating	1,083
Department of Transport and Main Roads - equity	113,387
Total Expenditure from remaining funds	141,486
Total Expenditure 2019–20	205,067
Total Revenue less Total Expenditure	(32,825)

Note: Total 2019–20 expenditure on CDOP related activities, includes expenditure from prior year funds.

Community attitudes

The following results were drawn from recent research* indicate the community regards speeding as a dangerous and unacceptable behaviour. Of those drivers surveyed:

- 85 per cent agreed with the statement 'I think speeding is a major contributor to crashes'.
- 96 per cent agreed with the statement 'There can be serious consequences for others when people speed'.
- 66 per cent thought that speeding is as dangerous as drink driving/riding.
- 69 per cent agreed with the statement 'No matter what, I always drive under or at the speed limit'.
- 84 per cent agreed that driving/riding 10 kilometres per hour over the speed limit increases crash risk.

**Each year, Transport and Main Roads commissions a Road Safety Attitudes Tracking Study by an independent market research company. The 2019 survey asked transport-related questions of a sample of 600 Queensland drivers/riders. A number of the questions were specific to the Camera Detected Offence Program.*

Figure 7 shows the average number of vehicles that were monitored for every mobile speed camera notice that was issued between January 2014 and December 2019

Figure 7: Mobile speed cameras – vehicles monitored per notice issued



Table 15: Number of mobile speed camera infringements per penalty bracket for 2019.

Penalty bracket	< 13 km/h	13–20 km/h	21–30 km/h	31–40 km/h	> 40 km/h	Total
Number of mobile speed camera infringements	384,393	82,585	11,092	1,505	632	480,207
Percentage	80.05%	17.20%	2.31%	0.31%	0.13%	100%

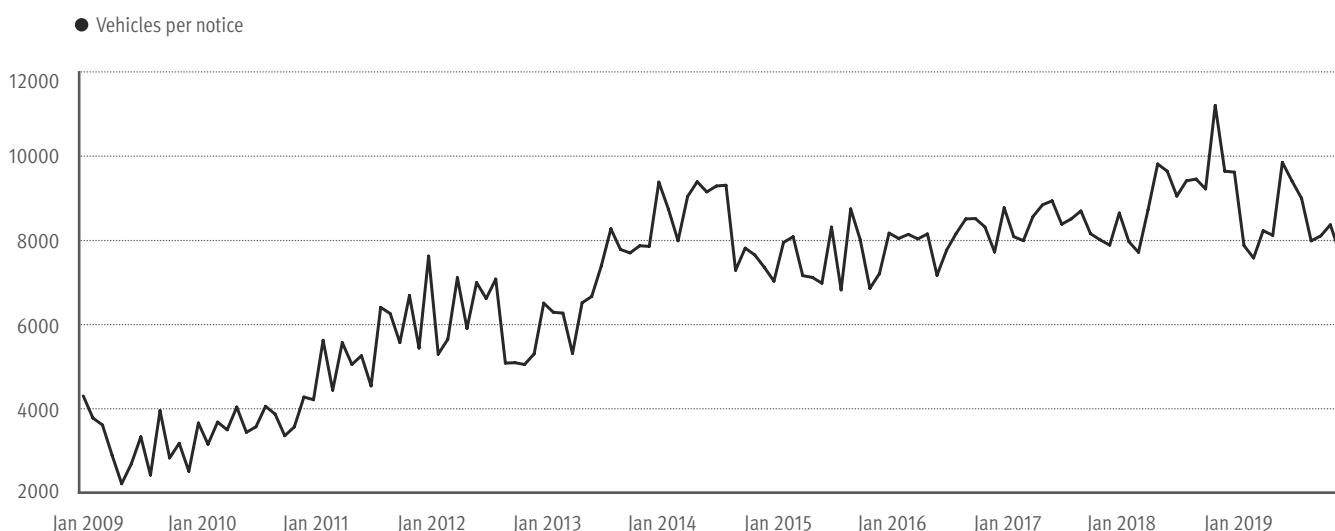
Data source: Transport and Main Roads Data Analysis Team

Note: Penalty bracket is vehicle exceeding the speed limit by this amount.

In the 2019 calendar year 30,116 red light camera infringement notices were issued. This includes red light camera notices detected by combined red light/speed cameras.

Figure 8 shows the average number of vehicles that were monitored for every red light camera notice that was issued between January 2014 and December 2019.

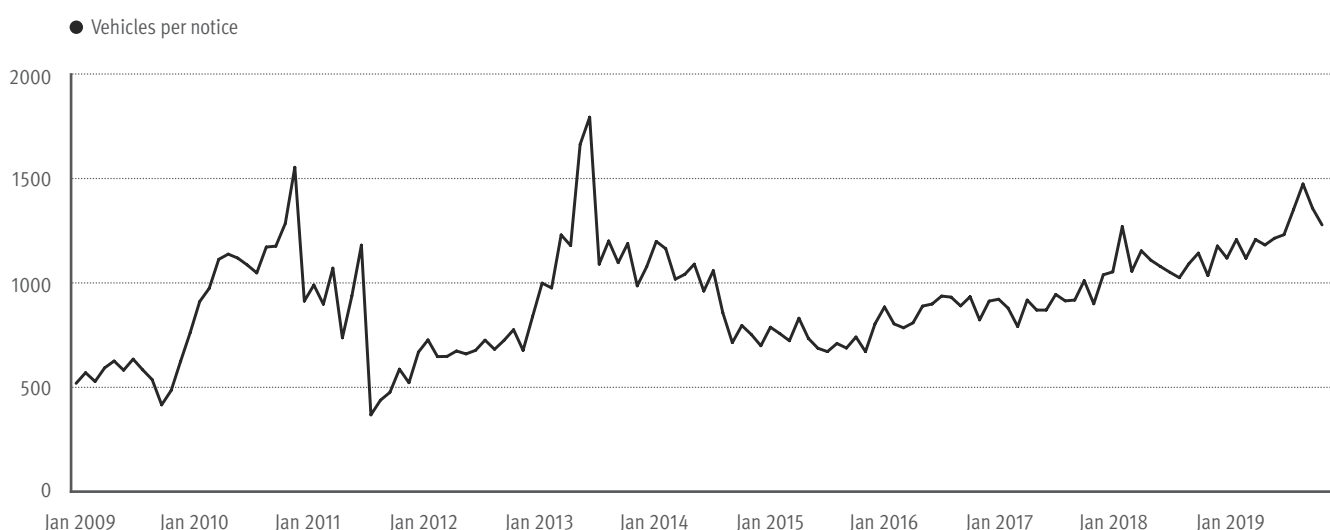
Figure 8: Red light cameras – vehicles monitored per notice issues.



Data source: Queensland Police Service

Note: This graph does not include red light camera notices issued by combined red light/speed cameras. See Figure 10

Figure 9: Fixed speed cameras – vehicles monitored per notice issues



Data source: Queensland Police Service

Note: This graph does not include red light camera notices issued by combined red light/speed cameras. See Figure 10

Table 16: Number of fixed speed camera infringements per penalty bracket for 2019

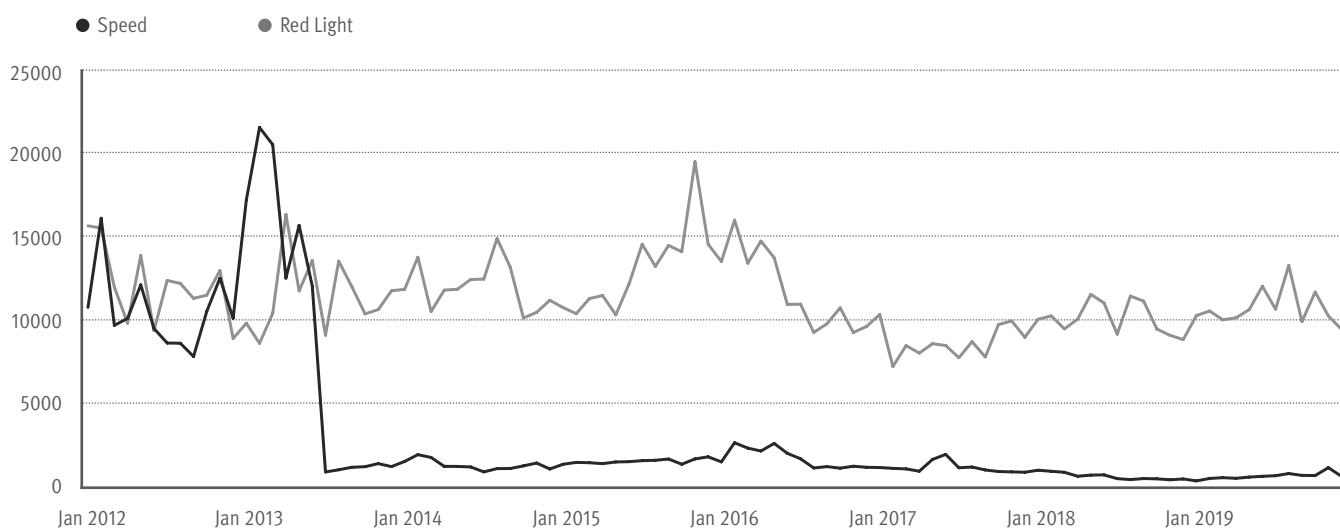
Penalty bracket	Less than 13 km/h	13–20 km/h	21–30 km/h	31–40 km/h	More than 40 km/h	Total
Number of fixed speed camera infringements	49,384	14,842	2,212	431	292	67,161
Percentage	73.53%	22.10%	3.29%	0.64%	0.43%	100%

Data source: Queensland Police Service

Notes: Penalty bracket is vehicle exceeding the speed limit by this amount. This data includes fixed speed camera notices detected by combined red light/speed cameras.

A combined red light/speed camera is placed at a signalised intersection and is able to detect both failure to obey the red signal and/or speeding. The speed detection component of the camera can operate on the red, yellow and green signal. Figure 10 shows the average number of vehicles that were monitored for every red light or speed camera notice issued from combined red light/speed cameras between January 2014 to December 2019.

Figure 10: Combined red light/speed cameras – vehicles monitored per notice issued



Data source: Queensland Police Service

Notes: Combined red light/speed cameras were introduced on 2 August 2011.

Between 2 August 2011 and 31 December 2013, data was captured from two combined red light/speed cameras.

Table 17: Number of point-to-point speed camera infringements per penalty bracket for 2019

Penalty bracket	Less than 13 km/h	13–20 km/h	21–30 km/h	31–40 km/h	More than 40 km/h	Total
Number of point-to-point speed camera infringements	1,666	1,352	185	32	22	3,257
Percentage	51.15%	41.51%	5.68%	0.98%	0.68%	100%

Data source: Transport and Main Roads Data Analysis Team

Notes: Penalty bracket is vehicle exceeding the speed limit by this amount.

A point-to-point (or average) speed camera system uses a number of cameras over a length of road to measure a vehicle's average speed. The system uses the time it takes for a vehicle to travel between the two points to calculate the average speed of the vehicle: $\text{Speed} = \text{Distance} \div \text{Time}$.

Appendix 5 – Transport Operator Payments

Table 18: Passenger transport operator payments: South East Queensland

Payments are for the period of 1 July 2019 to 30 June 2020 and are GST exclusive.

Operator	2019–20 Amount \$
Bus	
BIC Coaches Pty Ltd ACN 134 809 617	\$5,957,773
Brisbane Bus Lines Pty Ltd ACN 009 739 593	\$151,873
Brisbane City Council (Transport for Brisbane)	\$328,702,812
Bus Queensland Pty Ltd ACN 010 516 757 t/a Park Ridge Transit	\$16,477,875
Bus Queensland (Lockyer Valley) Pty Ltd ACN 140 535 888	\$1,690,508
Buslink Sunshine Coast Pty Ltd ACN 085 000 693	\$16,105,796
Caboolture Bus Lines Pty Ltd ACN 010 974 599	\$7,798,847
R.G. Clark & Y.H. Clark t/a Clarks Bus Service ABN 26 755 113 656	\$32,658,372
G.K. & J.M. Thompson Pty Ltd ACN 064 465 176 t/a Thompson Bus Services	\$10,441,185
Hornibrook Bus Lines Pty Ltd ACN 010 013 224	\$18,981,995
Mt Gravatt Bus Service Pty Ltd ACN 010 232 827 atf the L G Cole Family Trust	\$5,876,514
S & S Webster Investments Pty Ltd ACN 004 804 497 t/a Kangaroo Bus Lines	\$17,454,600
Southern Cross Transit (QLD) Pty Ltd ACN 097 130 615 atf the G. Oliveri Family Trust	\$172,960
Surfside Buslines Pty Ltd ACN 010 957 552	\$94,553,672
Transdev Queensland Pty Ltd ACN 087 046 044	\$27,894,380
Transit Australia Pty Ltd ACN 065 794 943 t/a Sunshine Coast Sunbus	\$38,366,642
Westside Bus Co Pty Ltd ACN 083 497 312 atf Westside Unit Trust	\$24,398,679
Cavbus Pty Ltd ACN 096 924 677	\$66,040
	\$647,750,522

Ferry	
Brisbane City Council (Transport for Brisbane)	\$20,492,480
Amity Trader Pty Ltd ACN 146 155 204 atf the trustee for the Scorpio Trust t/a Coochiemudlo Island Ferry Service	\$269,586
Kellstar Pty Ltd ACN 073 449 439 t/a Stradbroke Flyer	\$1,066,179
Stradbroke Ferries Pty Ltd ACN 009 725 713	\$113,815
TSA Ferry Group Pty Ltd ACN 108 664 848 t/a Bay Islands Transit System	\$6,917,982
	\$28,860,042

CityTrain	
Queensland Rail	\$1,317,022,308
Rail Bus Replacement Services	
Cav Queensland Pty Ltd	\$611,582
Gen_kangaroo Bus Lines	\$3,874,196
Gen_brisbane Bus Lines Pty Ltd	\$4,123,924
Gen_thompson Bus Service	\$1,704,253
Regent Taxis Limited	\$1,051
Yellow Cabs Australia Pty Ltd	\$5,557
Black & White Cabs Pty Ltd	\$11,067
Gympie Golden City Cabs	\$487
Suncoast Cabs Ltd	\$5,145
	\$10,337,263
Light Rail	
Goldlinq	\$57,549,568
Flexilink Taxi Service	
Yellow Cabs (Australia) Pty. Ltd. ABN 45 620 658 871	\$137,349
Demand Responsive Transport	
Yellow Cabs (Australia) Pty. Ltd. ABN 45 620 658 871	\$957,813
Total payments	\$2,062,614,864.78

Table 19: Passenger transport operator payments: Rest of Queensland

Payments are for the period of 1 July 2019 to 30 June 2020 and are GST exclusive.

Operator	2019–20 Amount \$
Regional Urban Bus	
Astronomical Chillagoe Pty Ltd ACN 107 487 972 atf Seven Bridges Unit Trust	\$8,360
Bowen Transit Pty Ltd ACN 105 749 602	\$155,459
Buslink Gladstone Pty Ltd ACN 612 803 406	\$1,753,468
Campsie Bus Co Pty Ltd ACN 000 953 328 t/a Whitsunday Transit	\$1,460,588
Cavglass Pty Ltd ACN 124 444 711 t/a Glasshouse Country Coaches	\$581,492
Complete Golf Coaching Pty Ltd ACN 101 380 116 t/a Kerry's Bus Service	\$4,098
D.G. Young & P.J. Young & P.J. Young t/a Youngs Bus Service	\$2,540,464
Duffy's City Buses Pty Ltd ACN 053 761 023 atf The Duffy Trust	\$2,043,255
Fultonlawn Pty Ltd ACN 010 489 068 atf NHPriebbenow Family Trust t/a Wide Bay Transit	\$4,155,501
GJ & LE Christensen t/a Christensens Bus and Coach	\$454,353
Haidley, Donald Joseph t/a Haidley's Panoramic Coaches & Motors	\$245,638
Hubbards Coaches Pty Ltd ACN 076 988 120 atf Hubbard Family Trust	\$4,608
Kuhle Pty Ltd ACN 093 136 317 atf The Khlewein Family Trust t/a Coast & Country Buses	\$7,546
L.G. Stewart Family Co. Pty Ltd ACN 009 971 617 atf LG Stewart Family Trust	\$195,206
Mackay Transit Coaches Pty Ltd ACN 050 416 227	\$4,608,440
Polleys Coaches Pty Ltd ACN 134 694 992	\$716,929
Stradbroke Island Buses Pty Ltd ACN 151 219 420	\$524,324
Toowoomba Transit Pty Ltd ACN 135 249 062 t/a Bus Queensland Toowoomba	\$7,494,693
Trans North Pty Ltd ACN 074 538 159 t/a Trans North Bus and Coach Service	\$278,529
Transit Australia Pty Ltd ACN 065 794 943 t/a Marlin Coast Sunbus	\$15,919,159
Transit Australia Pty Ltd ACN 065 794 943 t/a Capricorn Sunbus	\$2,990,410
Transit Australia Pty Ltd ACN 065 794 943 t/a Townsville Sunbus	\$12,547,324
	\$58,689,844

Ferry	
Sea-Cat Charters Pty Ltd ACN 010 551 925 t/a Peddells Thursday Island Tours	\$217,470
Sealink Queensland Pty Ltd ACN 148 811 170	\$3,356,263
	\$3,573,732

Operator	2019–20 Amount \$
Long Distance Rail	
XPT - NSW Trains (Contract Price)	\$2,701,353
Savanahlander	\$1,631,597
Queensland Rail	\$507,232,348
	\$511,565,298

Regional Air	
Qantas Airways Ltd ACN 009 661 901*	\$3,645,730
Regional Express Pty Ltd ACN 101 325 642	\$10,155,176
Skytrans Pty Ltd ACN 100 751 139	\$3,206,576
Hinterland Aviation Pty Ltd ACN 010 617 893	\$400,841
	\$17,408,322

Long Distance Coach	
Bowen Transit Pty Ltd ACN 105 749 602	\$114,317
Greyhound australia Pty Ltd ACN 104 326 383	\$647,170
Mackay Transit Coaches Pty Ltd ACN 050 416 227	\$511,159
North Burnett Regional Council	\$366,055
Toowoomba Transit Pty Ltd ACN 135 249 062 t/a Bus Queensland Toowoomba	\$5,384,043
Trans North Pty Ltd ACN 074 538 159 t/a Trans North Bus and Coach Service	\$451,252
	\$7,473,996

Regional Railbus	
TD & GR ECKEL PTY LTD ACN 074 098 114	\$158,457
OUTBACK AUSSIE TOURS PTY LTD ACN 010 813 313	\$73,810
	\$232,267

Total payments **\$598,943,460**

* Expenditure only - does not include QANTAS Central 1 contract revenue of \$2,969.7M

Queensland Government bodies (statutory bodies and other entities)

Public Transport Fares Advisory Panel

Act or instrument	Terms of Reference
Functions	The purpose of the Panel is to provide independent expert advice to the Queensland Government on changes it may propose to public transport fares, products, and ticketing in the future.
Achievements	The Panel met twice during 2019–20 to consider and provide advice on fare policy proposals.
Financial reporting	Transactions for the Public Transport Fares Advisory Panel are accounted for as part of the Department of Transport and Main Roads Financial Statements process.

Remuneration

Position	Name	Meetings/sessions attendance	Approved annual, sessional or daily fee	Approved sub-committee fees if applicable	Actual fees received
Chair	Paul Low	2	\$390 daily	N/A	\$390
Member	Matthew Burke	2	\$300 daily	N/A	\$0
Member	Julie Castle	2	\$300 daily	N/A	\$450
Member	Blaise Itabelo	2	\$300 daily	N/A	\$450
Member	Gail Ker	2	\$300 daily	N/A	\$450
Member	Adrienne Ward	2	\$300 daily	N/A	\$450
No. scheduled meetings/sessions	2				
Total out of pocket expenses	\$1227.68 (GST inclusive)				

Glossary

Term	Definition
Accelerated Works Program	Accelerated Works Program was part of a State Government initiative to help promote local contractor engagement and employment in Northern Queensland. Acceleration of works was primarily focussed on capital works already funded in the State Budget that could be brought forward or commenced earlier than planned in 2015-16 or 2016-17. The Department of Transport and Main Roads accelerated 21 infrastructure projects with a total value of approximately \$144.6 million in directly delivered infrastructure projects as part of the program.
Advance Queensland	Advance Queensland is a comprehensive suite of programs, based on international evidence of 'what works', designed to create the knowledge-based jobs of the future.
Albert device	A portable touchscreen tablet which supports customer transactions for TMR services.
App/Application	An application (application software) is a set of computer programs designed to permit the user to perform a group of coordinated functions, tasks or activities.
Australian Roads Research Board	Provides research, consulting and information services to the road and transport industry.
Black Spot Program	Black spots are locations where high-severity crashes occur. The Australian Government-funded Black Spot Program targets known crash sites through cost-effective, high-benefit engineering works to reduce accidents on Australian roads.
Breakdown safety glovebox guide	An educational pamphlet available to the public on pre-trip checks to help avoid dangerous breakdown situations.
Bridge Renewal Program	An Australian Government initiative to contribute to the productivity of bridges serving local communities and facilitate higher productivity vehicle access.
Building Information Modelling (BIM)	BIM is the process of creating an information-rich digital model to guide planning, designing, construction and asset maintenance.
Busway	A dedicated roadway that separates buses from general traffic.
Camera Detected Offence Program (CDOP)	A joint partnership between TMR and QPS, the CDOP comprises revenue collected from mobile speed cameras, fixed speed cameras, red light cameras, combined red light/speed cameras and point-to-point speed camera systems and trailer mounted speed cameras. CDOP revenue is used as a partial source of funding for the Safer Roads Sooner Program and a number of other safety-related state-funded special initiatives.
Class 1 applications	Special purpose vehicles, Agricultural vehicles, Oversize Over mass vehicles.
Class 2 applications	Freight-carrying vehicles (B-doubles, B-triples, Road Trains), Buses, Vehicle carriers, Livestock vehicles, Performance-Based Standards (PBS) vehicles.
Class 3 applications	Vehicles which, together with their load, do not comply with prescribed mass or dimension requirements.
Cooperative Intelligent Transport System	Cooperative Intelligent Transport Systems, known as C-ITS, use technology to allow vehicles to communicate wirelessly with other vehicles, roadside infrastructure, transport management systems and personal mobile devices.
Cross River Rail Delivery Authority	Established under the <i>Cross River Rail Delivery Authority Act 2016</i> , the Cross River Rail Delivery Authority lead the development, procurement and delivery of the Cross River Rail project.
Customer Charter	An important part of TMR's customer-led transformation is the development of a TMR Customer Charter. The TMR Customer Charter succinctly communicates the department's commitments to TMR customers. The Customer Charter commitments are: Make safety a priority; Keep you informed; Consult and collaborate; and Listen, action, improve.
Customer Experience Lab	The TMR Customer Experience Lab is a purpose built design space that supports TMR's capacity to design and deliver a seamless customer experience by engaging with customers to understand their expectations and needs, re-organising what we do and how we work around customer needs and expectations and co-designing solutions that embrace the future and create value for customers and for TMR.
Cycling infrastructure	Facilities such as on-road and off-road cycling networks, and end-of-trip facilities to promote increased use of cycling through safe direct and connected routes and increased transport choices.
Cycling Infrastructure Program	Delivery mechanism for constructing the principal cycle network and supporting the <i>Queensland Cycling Strategy 2017–2027</i> priority of building and connecting cycling infrastructure.
DIGITAL1ST	Advancing our digital future is the Queensland Government's strategic direction to position Queensland as a leader in digital government now and in the future.
<i>Disability Discrimination Act</i>	The federal <i>Disability Discrimination Act 1992</i> (DDA) provides protection for everyone in Australia against discrimination based on disability. It encourages everyone to be involved in implementing the Act and to share in the overall benefits to the community and the economy that flow from participation by the widest range of people.
Disaster Recovery Funding Arrangements	A joint Commonwealth/state government funding initiative providing financial assistance and infrastructure restoration to help communities recover from the effects of disasters. The DRFA apply to disaster events that occurred on or after 1 November 2018.
Diverging Diamond Interchange design	Diverging Diamond Interchange design allows right-turning traffic and through traffic to move through the interchange simultaneously reducing delays and improving safety.
EME2	EME2 is a heavy duty pavement technology suitable for environments that require thick asphalt, such as motorways and heavily trafficked roads. Compared to conventional asphalt, EME2 allows the asphalt base thickness to be reduced by about 20%, delivering cost savings while also offering superior performance, sustainability and productivity in construction time.

Term	Definition
Engagement	Measures the amount of interest in a social media post. It is determined by the number of people a post reaches who then like, comment, share or click on the post.
Facebook	Facebook is an online social networking service where users can post comments, share photographs and post links to news or other interesting content on the web, chat live, and watch short-form video.
European Train Control System	European Train Control System is an automatic train protection system.
Flashing School Zone Signs	Consists of a standard school zone sign that incorporates a flashing red circle and twin alternate flashing yellow lights mounted above the 'school zone' plate.
Foamed bitumen	Foamed bitumen is formed by injecting a small quantity of cold water into hot bitumen to produce an instant expansion. In this foamed state, bitumen is highly efficient at wetting and coating the finer particles of the pavement material, forming a mortar and binding the mixture together.
Full-time equivalent	Calculated by the number of hours worked in a period divided by the full-time hours prescribed by the award or industrial instrument for the person's position.
Geopolymer	Geopolymer concrete is a new class of concrete that offers the benefits of reduced CO2 emissions and enhanced durability compared to conventional Portland cement concrete.
go card	TransLink's smartcard (a thin, compact card about the size of a credit card) which stores up to \$250 of electronic credit.
Grassland Significant Environmental Area	This type of Significant Environmental Area is an ecologically community that is critically endangered nationally and a conservation priority. Only 0.78% of the original extent remains and of that 65.0% remains in the road reserve. The area contained within the in road reserve is progressively being eroded mostly as a result of the approval of corridor management activities.
iMap	iMaps (TMR's interactive mapping tool) is a collection of web-based, business specific, maps. They enable TMR to visualise, explore, search, query and share a combination of layers of information tailored to suit the user's needs. TMR created iMaps with just two maps in 2011 now has 20 desktop and five mobile maps.
Impressions	Measures the amount of time a social media page's content is displayed.
In situ	A stabilisation technique involving mixing of cementitious additives or foamed bitumen and lime using a stabiliser with the existing pavement material, which is then compacted with dedicated rollers.
Intelligent Transport System (ITS)	Intelligent Transport Systems (ITS) describe technology applied to transport and infrastructure to transfer information between systems for improved safety, productivity and environmental performance.
LinkedIn	LinkedIn is an online social networking service designed specifically for the business community and as a online platform for connecting with other professionals.
Maritime Safety Queensland (MSQ)	A branch of TMR responsible for: improving maritime safety for shipping and small craft through regulation and education; minimising vessel-sourced waste and responding to marine pollution; providing essential maritime services such as aids to navigation and Vessel Traffic Services; and encouraging and supporting innovation in the Queensland maritime industry.
National Land Transport Network	The National Land Transport Network is a network of nationally important road and rail infrastructure links and their intermodal connections as identified by the Australian Government.
Natural Disaster Relief and Recovery Arrangements	A joint Commonwealth/state government funding initiative providing financial assistance and infrastructure restoration to help communities recover from the effects of natural disasters. The NDRRA apply to disaster events that occurred on or before 31 October 2018.
New Generation Rollingstock project	The NGR project involves the delivery of 75 six-car trains and the construction of a new purpose-built maintenance centre to maintain the new trains for the next 30 years.
Northern Australia Roads Program	Australian Government program delivering upgrades to high priority roads in northern Australia essential to the movement of people and freight to support the north's economic development.
Northern Australia Beef Roads Program	An Australian Government program committed to improving key roads used for cattle transport in the nation's north.
OneTMR	A Department of Transport and Main Roads-wide culture and way of operating.
OnQ	Project management framework which establishes the fundamental principles for achieving consistency in project management within TMR.
Outback Way Upgrade Program	The Outback Way provides a route from Laverton, Western Australia to Winton, Queensland. The Queensland section of this road link is 599 kilometres. The funding commitment for the program of works is made up of Australian Government, Queensland Government and local governments. The funding is directed towards both the Outback Way and other road priorities identified by the Outback Regional Roads and Transport Group.
Park 'n' ride	A dedicated car park located at bus and train stations for customers to park their car and then catch public transport to their destination.
Pavement design methodology	Determining the correct approach when designing a pavement in a specific location, taking into consideration all elements.
Procurement Performance Management Framework	The mechanism for measuring the performance of the procurement function and directly links to the strategies set out in the Strategic Procurement Plan, as well as incorporating 24 procurement measures.
Q50 flood immunity	Built to withstand a one in 50-year flood event.

Term	Definition
QLDTraffic	QLDTraffic is the official source of traffic and travel information from the Queensland Government. It includes a website, 13 19 40 phone service, social media and the QLDTraffic smartphone app, enabling motorists and commuters to check traffic conditions and plan their journeys before they go.
Queensland Government Open Data	A Queensland Government searchable portal that allows visitors to view datasets on a range of government activities and responsibilities.
Queensland Transport and Roads Investment Program	An annually published program of works TMR plans to deliver over the next four-year period.
Rail infrastructure	All physical rail-related assets, including tracks, trains (often referred to as rollingstock), stations and associated infrastructure.
Regional Aviation Access program	A Commonwealth program providing funding assistance for access and safety upgrades to remote aerodromes as well as subsidised flights to ensure residents of remote communities have access to regional service centres.
Regional Roads and Transport Group (RRTG)	The primary decision-making bodies of the Roads and Transport Alliance. RRTGs regionally prioritise investments in their communities' transport infrastructure. Each RRTG comprises representatives from TMR, and local governments.
Roads and Transport Alliance	A cooperative governance arrangement between TMR, the Local Government Association of Queensland (LGAQ) and local governments to invest in and regionally manage the Queensland transport network.
Roads Australia	A not-for-profit, non-political industry association with membership drawn from the Australian road sector.
Road corridor	The road corridor comprises the space alongside, under and over the travelled way.
Road infrastructure	All physical road-related assets, including roads and pavements, bus and cycling facilities, tunnels, complex bridges, rest areas, signage, landscaping, animal crossings under and over roads, noise barriers, traffic signals and lighting.
RoadTek	A commercial business within TMR, RoadTek is a major provider of transport infrastructure solutions throughout Queensland.
Roadworks	Planning, designing, building, maintaining, replacing, operating or upgrading any part of the road network, state strategic roads, regional roads and district roads (but not local roads).
Rollingstock	Rail locomotives and wagons.
Royalties for the Regions	A Queensland Government initiative to invest in regional community infrastructure projects. This initiative helps regions hosting major resource developments receive genuine long-term royalty benefits through better planning and targeted infrastructure investment. The program will help resource communities better manage the consequences of resource sector development, seize economic opportunities and encourage growth.
Safer Roads Sooner	The Queensland Government's targeted program to improve the road safety performance of state-controlled and national road networks. It is funded by revenue from camera-detected offences, and delivers projects to address the road toll and reduce the number of people who sustain serious injuries in road crashes.
Service Delivery Statements	Budgeted financial and non-financial information for the Budget year. In addition to financial statements, the SDS includes TMR's achievements, highlights for the forthcoming year and performance statements.
Significant Environmental Area	Areas of national and international ecological importance contained within the state controlled road reserve that are not represented in protected areas or of a quality and uniqueness that is significantly higher than protected areas. This means that although road reserves have lots of nationally significant vegetation SEA are only the 'best of the best and unique'.
Stakeholder	Anyone or any group who either influences or is affected by our business.
State Infrastructure Plan	Outlines the Queensland Government's strategic direction for the planning, investment and delivery of infrastructure in Queensland.
State-controlled roads	Roads controlled and managed by the Queensland Government. They include the AusLink national road network, state strategic roads, regional roads and district roads (but not local roads).
Strategic plan	A high level document used to communicate departmental vision, purpose and objectives to provide a foundation for operational delivery.
Township Entry Treatments	A Township Entry Treatment is a speed management treatment that involves installing signage and line markings at the entry point to a town, where the speed limit transitions from a high speed rural environment to a lower speed environment.
TransLink	TransLink is the brand name for passenger transport services in Queensland, including TransLink buses, trains, ferries and trams.
Transport System Planning Program	Aimed at funding transport planning, modelling and investment proposal activities for all modes of transport across all regions of Queensland. The program plans an integrated transport system that promotes the right investment at the right time and drives better transport outcomes for Queensland.
Twin-Steer Axle	A group of 2 axles, with single tyres, fitted to a motor vehicle, connected to the same steering mechanism and the horizontal distance between the centre-lines of which is at least 1m but not more than 2m.
Twitter	Twitter is an online social networking service that enables users to send and read short 140-character messages called 'tweets'.
Waze Traffic	Waze is the world's largest community-based traffic and navigation app, enabling users to share real-time traffic and road information.
Wide centre line treatments	Painting two white lines one metre apart in the centre of the road to provide greater separation for opposing traffic.
Yammer	A private social network used within organisations for internal communication and collaboration.

Acronyms

Acronym	Definition
ACCC	Australian Competition and Consumer Commission
AGTTM	Ausroads Guide to Temporary Traffic Management
AIS	Automatic Identification System
AIS	<i>Accessibility and Inclusion Strategy</i>
AMSA	Australian Maritime Safety Authority
ARC	Audit and Risk Committee
ARRB	Australian Roads Research Board
ATIP	Active Transport Investment Program
ATN	Accessible Transport Network
BoM	Bureau of Meteorology
CaPE	Conduct and Performance Excellence
CAVI	Cooperative and Automotive Vehicle Initiative
CBD	Central business district
CCC	Crime and Corruption Commission
CDOP	Camera Detected Offence Program
CE Hub	Customer Experience Hub
CMS	Complaints management system
CNLGG	Cycle Network Local Government Grants
CO ₂	Carbon dioxide
COAG	Council of Australian Government
COO	Chief Operations Officer
CORAL	Customer Orientated Registration and Licensing
CRRR	Community Recovery Ready Reserves
CSC	Customer service centre
CSIA	Customer Service Institute of Australia
CSSR	Customer Services, Safety and Regulation Division
DATSIP	Department of Aboriginal and Torres Strait Islander
DAW	Disability Action Week
DCDN	Digital Capability Development Network
DDG	Deputy Director-General
DDI	Diverging Diamond Interchange
DES	Department of Environment and Science
DFVA	Domestic and Family Violence Awareness
DG	Director-General
DJAG	Department of Justice and Attorney-General
DLA	Digital Licence App
DNRME	Department of National Resources, Mining and Energy
DPC	Department of the Premier and Cabinet
DRFA	Disaster Recovery Funding Arrangements
DRT	Demand Responsive Transport
DSAPT	Disability Standards for Accessible Public Transport 2002
DSP	Disability Service Plan
ELT	Executive Leadership Team
EFRG	Economic Functional Recovery Group

Acronym	Definition
EPIRB	Emergency position indicating radio beacon
FRRAG	Flood Recovery Road Access Group
FSZS	Flashing school zone signs
FTE	Full-time equivalent
GBR	Great Barrier Reef
GCLR	Gold Coast Light Rail
GCLR3A	Gold Coast Light Rail - Stage 3A
GOC	Government owned corporations
GST	Goods and services tax
HR	Human Resources
HVIA	Heavy Vehicle Industry of Australia
HVSPP	Heavy Vehicle Safety and Productivity Program
IA	Infrastructure Australia
ICT	Information and Communication Technology
IEN	Indigenous Employee Network
IGEM	Inspector General of Emergency
IIC	Information Investment Committee
IMAP	Interactive Map
IMD	Infrastructure Management and Delivery Division
IP Act	<i>Information Privacy Act 2009</i>
IPL	Infrastructure Priority List
ISC	Information and Systems Committee
ISCA	Infrastructure Sustainability Council of Australia
ISSN	International Standard Serial Number
IT	Information Technology
ITB	Information Technology Branch
ITS	Intelligent Transport Systems
KPI	Key performance indicator
kWh	Kilowatt hours
LED	Light-emitting diode
LTI	Lost Time Injury
LTIFR	Lost Time Injury Frequency Rate
M1	Pacific Motorway
MaaS	Mobility as a Service
MIF	Marine Infrastructure Fund
MIIP	Marine Infrastructure Investment Program
MSQ	Maritime Safety Queensland
MUTCD	Manual of Uniform Traffic Control Devices
MVIC	Motor Vehicle Inspection Centre
MWh	Megawatt hours
NACoE	National Asset Centre of Excellence
NDRRA	Natural Disaster Relief and Recovery Arrangements
NHVR	National Heavy Vehicle Regulator
NGR	New Generation Rollingstock

Acronym	Definition
NGTSC	Next Generation Traffic Signal Controller
OIC	Office of the Information Commissioner
P2L	Passport 2 Leadership
PCN	Principal Cycle Network
PCNP	Principal Cycle Network Plan
PDO	Program Delivery and Operations Branch
PIA	Planning Institute of Australia
PIA	Privacy Impact Assessments
PID	Public Interest Discloser
PPI	Policy, Planning and Investment Division
PPN	Planning and Performance Network
PSC	Public Service Commission
PWC	Personal watercraft
QAO	Queensland Audit Office
QESH	Queensland Electric Super Highway
QFES	Queensland Fire and Emergency Services
QFS	<i>Queensland Freight Strategy</i>
QGAP	Queensland Government Agent Program
QPP	Queensland Procurement Policy
QPS	Queensland Police Service
QRS	Queensland Regulated Ship
QRSPP	Queensland Road System Performance Plan
QRSW	Queensland Road Safety Week
QSCTC	Queensland Security and Counter-Terrorism Committee
QTRIP	Queensland Transport and Roads Investment Program
R&D	Research and development
RAAP	Regional Aviation Access Programme
RAPID	Road and Passenger Transport Incident Detection
RACQ	Royal Automotive Club of Queensland
RBRAM	Roadside Bushfire Risk Assessment Model
ReefVTS	Great Barrier Reef and Torres Strait Vessel Traffic Services
RIC	Rapid Impact Compaction
RMS	Risk Management System
RRTG	Regional Roads and Transport Group
RSO	Regional Services Outlet
RTI Act	<i>Right to Information Act 2009</i>
RTRG	Roads and Transport Recovery Group
RV	Recreational Vehicle
SAMs	Speed Awareness Monitors
SAP	System, application and products
SCUH	Sunshine Coast University Hospital
SDCC	State Disaster Coordination Centre
SDCG	State Disaster Coordination Group
SDS	Service Delivery Statements
SEQ	South East Queensland
SES	Senior Executive Service

Acronym	Definition
SES/SO	Senior Executive Service/Senior Officer
SIP	State Infrastructure Plan
SISTO	Security-Identified Surface Transport Operations
SLT	Senior Leadership Team
SO	Senior Officer
SPM	Strategic Property Management
STAS	School Transport Assistance Scheme
STEM	Science, technology, engineering and mathematics
TAP	Transport Academic Partnership
TCC	Transport Coordination Centre
TCP	Transport and Coordination Plan 2017 –2027
TIDS	Transport Infrastructure Development Scheme
TIES	Transport Information Exchange System
TISN	Trusted Information Sharing Network
TMR	Department of Transport and Main Roads
TOD	Transit Oriented Development
TRSP	Targeted Road Safety Program
TSS	Taxi Subsidy Scheme
V1	Veloway 1
VHF	Very High Frequency
VoC	Verification of Competency
VRRN	Vehicle Registration Renewal Notice
VTs	Vessel Traffic Services
VTsO	Vessel Traffic Service Officers
WAT	Wheelchair Accessible Taxis
WfQ	Working for Queensland
WHS	Workplace Health and Safety
WHSQ	Workplace Health and Safety Queensland
WiL	Women in Leadership
WoG	Whole-of-government

Compliance Checklist

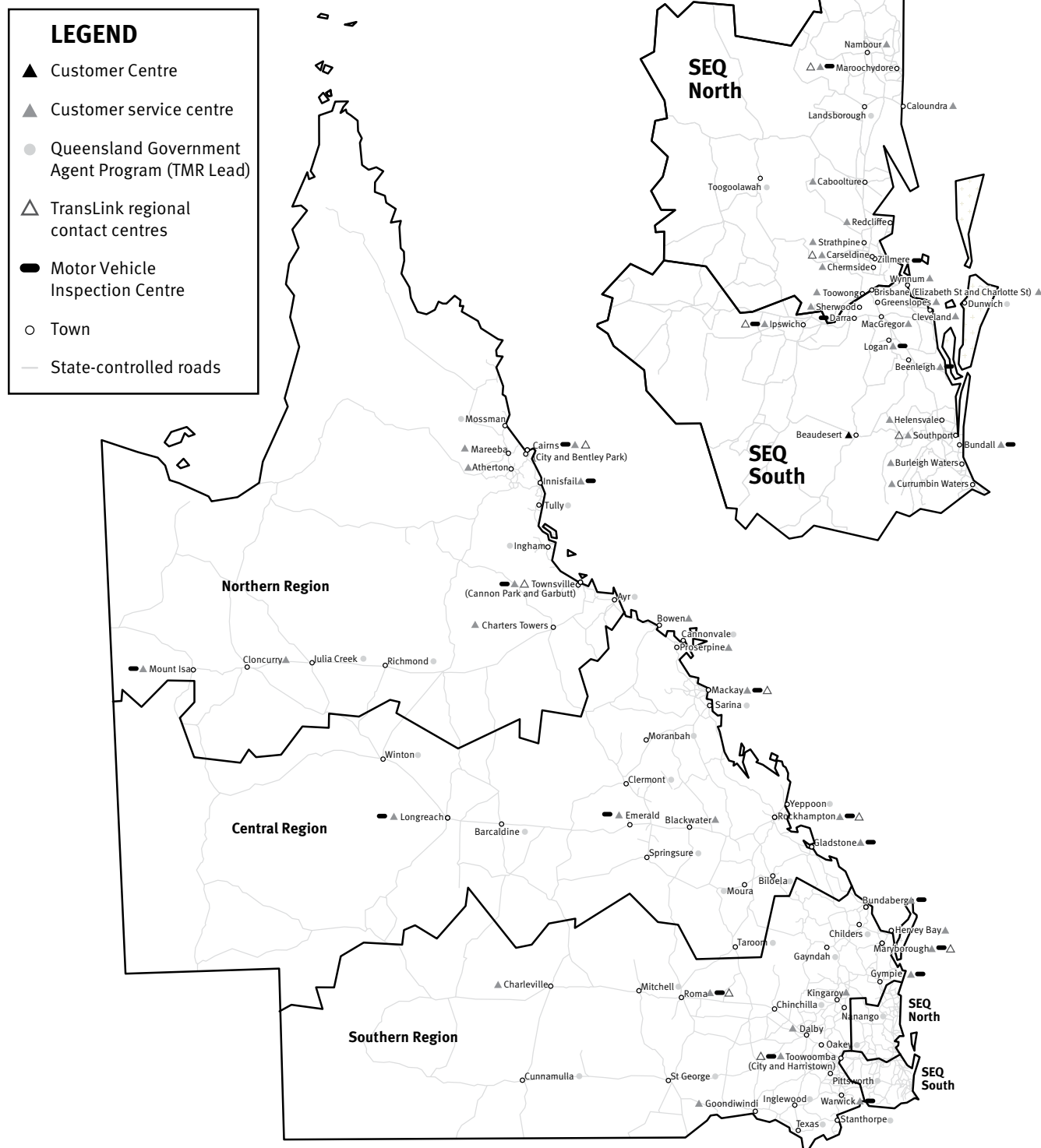
Summary of requirement		Basis for requirement	Annual report reference
Letter of compliance	A letter of compliance from the accountable officer or statutory body to the relevant Minister/s	ARRs – section 7	Page 003
Accessibility	Table of contents	ARRs – section 9.1	Page 005
	Glossary		Page 194
	Public availability	ARRs – section 9.2	Page 004
	Interpreter service statement	<i>Queensland Government Language Services Policy</i> ARRs – section 9.3	Page 004
	Copyright notice	<i>Copyright Act 1968</i> ARRs – section 9.4	Page 002
	Information Licensing	<i>QGEA – Information Licensing</i> ARRs – section 9.5	Page 002
General information	Introductory Information	ARRs – section 10.1	Page 004
	Machinery of Government changes	ARRs – section 10.2, 31 and 32	(if applicable)
	Agency role and main functions	ARRs – section 10.2	Page 104
	Operating environment	ARRs – section 10.3	Page 013
Non-financial performance	Government's objectives for the community	ARRs – section 11.1	Page 011
	Other whole-of-government plans / specific initiatives	ARRs – section 11.2	Page 011
	Agency objectives and performance indicators	ARRs – section 11.3	Page 014
	Agency service areas and service standards	ARRs – section 11.4	Page 181
Financial performance	Summary of financial performance	ARRs – section 12.1	Page 009
Governance – management and structure	Organisational structure	ARRs – section 13.1	Page 109
	Executive management	ARRs – section 13.2	Page 110
	Government bodies (statutory bodies and other entities)	ARRs – section 13.3	Page 193
	Public Sector Ethics	<i>Public Sector Ethics Act 1994</i> ARRs – section 13.4	Page 100
	Human Rights	<i>Human Rights Act 2019</i> ARRs – section 13.5	Page 121
	Queensland public service values	ARRs – section 13.6	Page 104
Governance – risk management and accountability	Risk management	ARRs – section 14.1	Page 123
	Audit committee	ARRs – section 14.2	Page 113
	Internal audit	ARRs – section 14.3	Page 119
	External scrutiny	ARRs – section 14.4	Page 120
	Information systems and recordkeeping	ARRs – section 14.5	Page 114
Governance – human resources	Strategic workforce planning and performance	ARRs – section 15.1	Page 100
	Early retirement, redundancy and retrenchment	Directive No.04/18 <i>Early Retirement, Redundancy and Retrenchment</i> ARRs – section 15.2	Page 100
Open Data	Statement advising publication of information	ARRs – section 16	Page 004
	Consultancies	ARRs – section 33.1	https://data.qld.gov.au
	Overseas travel	ARRs – section 33.2	https://data.qld.gov.au
	Queensland Language Services Policy	ARRs – section 33.3	https://data.qld.gov.au
Financial statements	Certification of financial statements	FAA – section 62 FPMS – sections 38, 39 and 46 ARRs – section 17.1	Page 172
	Independent Auditor's Report	FAA – section 62 FPMS – section 46 ARRs – section 17.2	Page 173

FAA: Financial Accountability Act 2009

FPMS: Financial and Performance Management Standard 2019

ARRs: Annual report requirements for Queensland Government agencies

Where to find us



Our principal place of business is 61 Mary Street, Brisbane, Queensland 4000.

Addresses for the department's statewide network of Customer Service Centres are listed over the following pages. For details about the services we provide, visit our website at www.tmr.qld.gov.au or telephone our call centre on 13 23 80*.

**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 3834 2011.*

Customer Service Centres

Suburb/town	Address
Atherton	Shop 2, 13B Herberton Road, Atherton QLD 4883
Beenleigh	31 Logan River Road, Beenleigh QLD 4207
Blackwater	8 Blain Street, Blackwater QLD 4717
Bowen	6 Herbert Street, Bowen QLD 4805
Brisbane (City)	229 Elizabeth Street, Brisbane QLD 4000
Brisbane (Charlotte Street)	Queensland Government Service Centre, 33 Charlotte Street, Brisbane QLD 4000
Bundaberg	9 Production Street, West Bundaberg QLD 4670
Bundall	30 Upton Street, Bundall QLD 4217
Burleigh Waters	Shop 1, Burleigh Home Space, 1 Santa Maria Court, Burleigh Waters QLD 4220
Caboolture	Cnr Aerodrome Road and Piper Street, Caboolture QLD 4510
Cairns (Bentley Park)	Shop 18, Bentley Village Shopping Centre, 96 McLaughlin Road, Bentley Park QLD 4869
Cairns (Kenny Street)	82-86 Kenny Street, Portsmith, Cairns QLD 4870
Caloundra	54 Canberra Terrace, Caloundra QLD 4551
Carseldine	532 Beams Road, Carseldine QLD 4034
Charleville	Hood Street, Charleville QLD 4470
Charters Towers	11-15 Church Street, Charters Towers QLD 4820
Chermside	766 Gympie Road, Chermside QLD 4032
Cleveland	Ross Court Centre, Cnr Bloomfield Street and Ross Court, Cleveland QLD 4163
Cloncurry	16-22 Ramsay Street, Cloncurry QLD 4824
Currumbin Waters	Unit 3, 109 Currumbin Creek Road, Currumbin Waters QLD 4223
Dalby	20 Cunningham Street, Dalby QLD 4405
Emerald	83 Esmond Street, Emerald QLD 4720
Gladstone	2 Paterson Street, Gladstone QLD 4680
Goondiwindi	6 Brisbane Street, Goondiwindi QLD 4390
Greenslopes	Greenslopes Shopping Mall, 700 Logan Road (Cnr Plimsoll Street), Greenslopes QLD 4120
Gympie	Floor 1, 50 River Road, Gympie QLD 4570
Helensvale	Helensvale Plaza Shopping Centre, 12 Sir John Overall Drive, Helensvale QLD 4212
Hervey Bay	50-54 Main Street, Pialba QLD 4655
Innisfail	12-14 Clifford Road, Innisfail QLD 4860
Ipswich	2 Colvin Street, North Ipswich QLD 4305
Kingaroy	Artie Kerr Building, 130 Kingaroy Street, Kingaroy QLD 4610
Logan City	43-45 Jacaranda Avenue, Logan Central QLD 4114
Longreach	14 Wonga Street, Longreach QLD 4730
Macgregor	Kessels Court, 567 Kessels Road, Macgregor QLD 4109
Mackay	Cnr Endeavour Street and Industrial Street, Mackay QLD 4740

Suburb/town	Address
Mareeba	147 Walsh Street, Mareeba QLD 4880
Maroochydore	6 Kelly Court (off Kayleigh Drive), Maroochydore QLD 4558
Maryborough	Bright Street, Maryborough QLD 4650
Mount Isa	Shop 1, 29 Simpson Street, Mount Isa QLD 4825
Nambour	Cnr Stanley Street and Coronation Avenue, Nambour QLD 4560
Proserpine	17 Main Street, Proserpine, QLD 4800
Redbank**	Shop 221, Level 2, Redbank Plaza Shopping Centre, 1 Collingwood Drive, Redbank QLD 4301
Redcliffe (Kippa Ring)	Cnr Beach Street and Bingle Street, Kippa Ring QLD 4021
Rockhampton	31 Knight Street, North Rockhampton QLD 4701
Roma	56-58 Gregory Street, Roma QLD 4455
Sherwood	14 Primrose Street, Sherwood QLD 4075
Southport	265 Nerang Street, Southport QLD 4215
Strathpine	43 Bells Pocket Road, Strathpine QLD 4500
Tewantin	8 Sidoni Street, Tewantin QLD 4565
Toowong	15 Lissner Street, Toowong QLD 4066
Townsville (Cannon Park)	Shop 14, 31-57 High Range Drive, Thuringowa QLD 4817
Toowoomba (Harristown)	Cnr Yaldwyn Street and Warwick Street, Toowoomba QLD 4350
Toowoomba	Cnr Clopton and Phillip Street, Toowoomba Qld 4350
Townsville (Garbutt)	21-35 Leyland Street, Garbutt QLD 4814
Warwick	51 Victoria Street, Warwick QLD 4370
Wynnum	139 Tingal Road, Wynnum QLD 4178
Zillmere**	69 Pineapple Street, Zillmere QLD 4034

Notes:

** Limited services available due to size and location of centre office.

TMR has three mobile customer service centre units operating across Queensland to deliver services to regional and remote areas.

TMR's Indigenous Driver Licensing Unit (based in Cairns, Bentley Park office) also delivers a range of licensing services to remote areas.

Queensland Government Agency Program

Suburb/town	Address
Ayr QGAP	Ayr Magistrates Court, 163 Queen Street, Ayr QLD 4807
Barcaldine QGAP	65 Ash Street, Barcaldine QLD (temporary)
Beautesert Customer Centre**	Tenancy 2, 1 Telemon Street, Beautesert QLD 4285
Biloela QGAP	60 Kariboe Street, Biloela QLD 4715
Cannonvale QGAP	Shops 5-7, 11 Island Drive, Cannonvale QLD 4802
Childers QGAP	Childers Magistrates Court, 67 Churchill Street, Childers QLD 4660

Suburb/town	Address
Chinchilla QGAP	Chinchilla Magistrates Court, Heeney Street, Chinchilla QLD 4413
Clermont QGAP	Clermont Magistrates Court, 44 Daintree Street, Clermont QLD 4721
Cunnamulla QGAP	Cunnamulla Magistrates Court, 5 Stockyard Street, Cunnamulla QLD 4490
Gayndah QGAP	Gayndah Magistrates Court, 20 Capper Street, Gayndah QLD 4625
Ingham QGAP	Ingham Magistrates Court, 35 Palm Terrace, Ingham QLD 4850
Inglewood QGAP	25 Albert Street, Inglewood QLD 4387
Julia Creek QGAP	Julia Creek Magistrates Court, 14 Burke Street, Julia Creek QLD 4823
Landsborough QGAP	Landsborough Magistrates Court, 12 Caloundra Street, Landsborough QLD 4550
Mitchell QGAP	Mitchell Magistrates Court, Cnr Mary and Dublin Streets, Mitchell QLD 4465
Moranbah QGAP	Moranbah Magistrates Court, 21 Griffin Street, Moranbah QLD 4744
Mossman QGAP	Mossman Magistrates Court, 27 Front Street, Mossman QLD 4873
Moura QGAP	Marshall and Shirley Streets, Moura QLD 4718
Nanango QGAP	Nanango Magistrates Court, 30 Henry Street, Nanango QLD 4615
North Stradbroke Island QGAP	5 Ballow Street, Dunwich QLD 4183
Oakey QGAP	Oakey Magistrates Court, 73 Campbell Street, Oakey QLD 4401
Pittsworth QGAP	Pittsworth Magistrates Court, 77 Yandilla Street, Pittsworth QLD 4356
Richmond QGAP	Richmond Magistrates Court, 53 Goldring Street, Richmond QLD 4822
Sarina QGAP	Sarina Magistrates Court, 52-54 Broad Street, Sarina QLD 4737
Springsure QGAP	Springsure Magistrates Court, 45 Eclipse Street, Springsure QLD 4722
St George QGAP	St George Magistrates Court, The Terrace, St George QLD 4487
Stanthorpe QGAP	51 Marsh Street, Stanthorpe QLD 4380
Taroom QGAP	Taroom Magistrates Court, 33 Yaldwyn Street, Taroom QLD 4420
Texas QGAP	32 Cadell Street, Texas QLD 4385
Toogoolawah QGAP	Toogoolawah Magistrates Court, Hopkins Place, Gardner Street North, Toogoolawah QLD 4313
Tully QGAP	Tully Magistrates Court, 46 Bryant Street, Tully QLD 4854
Winton QGAP	Winton Magistrates Court, 59 Vindex Street, Winton QLD 4735
Yeppoon QGAP	21-23 Normanby Street, Yeppoon QLD 4703

****Department of Housing and Public Works are currently the lead agency for this site.**

Key regional maritime offices

Suburb/town	Address
Brisbane	Floor 1, Pinkenba Marine Operations Base, MacArthur Avenue East, Pinkenba QLD 4008
Cairns	Floor 1, Portsmith Marine Operations, 100-106 Tingira Street, Portsmith QLD 4870
Gladstone	Floor 7, 21 Yarroon Street, Gladstone QLD 4680
Mackay	Floor 3, Mackay Government Office Building, 44 Nelson Street, Mackay QLD 4740
Townsville	60 Ross Street, Townsville QLD 4810
Townsville (Garbutt)	21-35 Leyland Street, Garbutt QLD 4814

A full list of MSQ offices can be found here: www.msq.qld.gov.au/About-us/How-to-contact-us/Regions

TransLink regional contact centres

Suburb/town	Address
Cairns	Floor 4, 15 Lake Street, Cairns QLD 4870
Carseldine	Building B, Floor 3, 532 Beams Road, Carseldine QLD 4034
Ipswich	2 Colvin Street, North Ipswich QLD 4305
Mackay	Floor 3, 44 Nelson Street, Mackay QLD 4740
Maroochydore	Building 1, 131 Sugar Road, Maroochydore QLD 4558
Maryborough	Bright Street, Maryborough QLD 4650
Rockhampton	31 Knight Street, North Rockhampton QLD 4701
Roma	56 Gregory Street, Roma QLD 4455
Southport	Floor 8, 12 Marine Parade, Southport QLD 4215
Toowoomba	1-5 Philip Street (corner Clopton Street), Toowoomba QLD 4350
Townsville	Floor 5, Townsville Government Office Building, 445 Flinders Street, Townsville, QLD 4810

Traffic management centres

Office	Contact
Brisbane Metropolitan Transport Management Centre	Phone: (07) 3292 6000 Post: GPO Box 1434, Brisbane QLD 4001
Statewide Traffic Management Centre, Nerang	Phone: (07) 5561 3800
Maroochydore Traffic Management Centre	Phone: (07) 5313 8737
Townsville Traffic Management Centre	Phone: (07) 4421 8807
Cairns Traffic Management Centre	Phone: (07) 4045 7244
Toowoomba Traffic Management Centre	Phone: (07) 4639 0700

Transport and traffic information

Office	Contact
Public transport	Phone: 13 12 30 Web: www.translink.com.au
Traffic information	Phone: 13 19 40 Web: qldtraffic.qld.gov.au

Motor vehicle inspection centres (MVIC)

Suburb	Address
South East Queensland South	Darra MVIC, Argyle Parade, Darra 4077
	Ipswich MVIC, 2 Colvin Street, North Ipswich 4305
	Bundall MVIC, 30 Upton Street, Bundall 4217
	Beenleigh MVIC, 31 Logan River Road, Beenleigh 4207
	Logan MVIC, 43-45 Jacaranda Avenue, Logan Central 4114
South East Queensland North	Maroochydore MVIC, 5 Kelly Court, Maroochydore QLD 4558
	Zillmere MVIC, 69 Pineapple Street, Zillmere QLD 4034
Southern	Bundaberg MVIC, 14 Production Street, Bundaberg QLD 4670
	Maryborough MVIC, Bright Street, Maryborough QLD 4650
	Warwick MVIC, 1 Parker Street, Warwick QLD 4370
	Roma MVIC, 44 Tiffin Street, Roma QLD 4455
	Toowoomba (Harristown) MVIC, Cnr Yaldwyn and Warwick Streets, Toowoomba QLD 4350
	Gympie MVIC, 17 Oak Street, Gympie QLD 4570
Central	Emerald MVIC, 20 Batts Street, Emerald QLD 4720
	Mackay MVIC, Corner Endeavour and Industrial Streets, Mackay QLD 4740
	Longreach MVIC, 14 Wonga Street, Longreach QLD 4730
	Gladstone MVIC, 2 Paterson Street, Gladstone QLD 4680
	Rockhampton MVIC, 31 Knight Street, North Rockhampton QLD 4701
Northern	Cairns MVIC, 82–86 Kenny Street, Portsmith 4870
	Townsville MVIC, 21–35 Leyland Street, Garbutt 4814
	Mount Isa MVIC, 17 Enterprise Road, Mount Isa 4825
	Innisfail MVIC, 12–14 Clifford Road, Innisfail 4860

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Regulator Performance Framework Reporting October 2019–June 2020 - combined input

Regulator model practices and supporting principles	Division	Outline evidence and relevant information to demonstrate the extent to which your regulatory practices align with the regulator model practices from October 2019 to June 2020
To achieve regulatory settings that are proportionate to risk and avoid unnecessary burden, the department of Transport and Main Roads develops regulation that: • is evidence based, by using statistical data including vehicle registration data and traffic offence infringement statistics; • is based on research and considered analysis; and • is developed in consultation, including with applicable internal stakeholders, road user groups and transport industries.		
1. Ensure regulatory activity is proportionate to risk and minimises unnecessary burden • A proportionate approach is applied to compliance activities, engagement and regulatory enforcement actions • Regulations do not unnecessarily impose on regulated entities • Regulatory approaches are updated and informed by intelligence gathering so that effort is focussed towards risk	TL	Smart Ticketing is a new ticketing solution being rolled out across Queensland which aims to make choosing public transport even easier by giving customers various options to pay for their travel. To pay for public transport, customers will be able to use cash, go cards and other tokens issued by the department, contactless debit and credit cards, smartphones or wearable devices. Amendments were made to the <i>Transport Operations (Passenger Transport) Regulation 2018</i> (PT Regulation), which aim to protect fare revenue for the use or hire of public passenger vehicles, as customers transition to Smart Ticketing. The amendments demonstrated regulator model practice by providing legal certainty for authorised persons and customers, as well as giving customers legal protections regarding personal property. The Bus Driver Safety Scheme, established in November 2018, provides funding assistance for eligible bus operators to install driver safety barriers and anti-shatter window film in fleet vehicles operating in high risk areas. The Scheme is administered by the Rural and Industry Development Authority under the Rural and Regional Adjustment Regulation 2011. Applications under the Scheme closed on 31 March 2019 and successful applicants had until 30 June 2020 to complete installations in order to receive the approved rebate. The wheelchair accessible taxi grant scheme was established in December 2020 to provide funding assistance for eligible taxi operators seeking to replace ageing wheelchair accessible taxis with new vehicles or to upgrade conventional taxis with new wheelchair accessible vehicles. Funding is available for up to 50% of the cost of the new vehicle, capped at \$45,000. The scheme is administered by the Queensland Rural and Industry Development Authority under the <i>Rural and Regional Adjustment Regulation 2011</i>. The Government announced a fee relief package for taxi, limousine, and ride-booking drivers and operators on 25 April 2020 to mitigate the impacts of COVID-19 on the industry. This included: • extending existing booked hire/taxi driver authorisations for six months • extending taxi/limousine licences for six months • waiving the annual Taxi Industry Security Levy in 2019–20 • extending existing booking entity authorisations for six months • temporarily extending the refund policy for holders of booked hire service licences so they can receive a pro-rata refund if they choose to surrender their licence • waiving fees for operators to cancel and re-register their vehicles. TransLink's Revenue Protection team enforce relevant offences (fare evasion and other offences relating to conduct on passenger transport) in line with provisions under the <i>Transport Operations (Passenger Transport) Act 1994</i> (TOPTA) and the PT Regulation. Enforcement approaches and associated penalties are designed to be proportionate to the seriousness of the offences. An offence matrix is maintained which outlines what action is appropriate for each offence committed on public transport. This matrix is updated regularly to reflect legislative and policy changes. Deployments of authorised persons undertaking enforcement are based on gathered intelligence and data on areas of greatest concern (e.g. routes with high rates of fare evasion, stakeholder/police intelligence on locations with high rates of anti-social behaviour etc).

Provide any examples or case studies to highlight the extent to which your regulatory practise from **October 2019 to June 2020** aligned with the regulator model practices, or to indicate where business practices could be enhanced in line with the model practices

Outline any actions taken from **October 2019 to June 2020**, or currently being taken by your agency, to improve regulatory activities and business practices to reflect the regulator model practices

The department undertakes rigorous policy analysis to fully identify all policy options, prior to advocating for and progressing any legislative amendment. The level of analysis undertaken by the department is commensurate with the complexity of the problems requiring resolution and includes systematic analysis of potential impacts on stakeholders. All amendments are supported and informed by thorough stakeholder consultation and, where possible, data analysis.

Examples of providing legal certainty to customers includes clarifying the legal obligation to:

- tap on and tap off token
- do everything reasonably necessary to allow a driver or authorised person to view a ticket, or read, or scan a token
- produce evidence of identity in certain circumstances.

Examples of giving customers legal protections regarding personal property include:

- ensuring valuable personal property (for example smartphones or bankcards) used as tokens cannot be seized by authorised persons
- entitlement to a refund of an amount when a person is charged a default fare and fined for fare evasion.

The *Transport Operations (Passenger Transport) Standard 2010* (PT Standard) expires in September 2021 and is currently being reviewed with the objective of streamlining the legislation and reducing the regulatory burden.

The department automatically applied the extensions to the term of existing authorisations and licences so that holders did not need to do anything.

For driver authorisations, a risk-based approach was taken with holders of a commercial medical certificate issued for 12 months or less being required to renew their driver authorisation but receiving a discount equivalent to the six month driver authorisation fee. All other holders had their driver authorisation automatically extended.

Members of the public who are detected committing lower-risk offences are initially issued with a warning notice with TransLink taking the opportunity to educate before issuing any penalty infringement notices.

The department's Fines and Investigation Unit adjudicates on appeals from members of the public, if they feel they have been punished unfairly. This provides a mechanism for members of the public to have matters reviewed without requiring court intervention.

TransLink is leading a Youth Fare Evasion Project to consider options to improve the effectiveness of current enforcement activities which includes consideration of current legislative and regulatory frameworks.

Regulator Performance Framework Reporting October 2019–June 2020 - combined input (continued)

Regulator model practices and supporting principles	Division	Outline evidence and relevant information to demonstrate the extent to which your regulatory practices align with the regulator model practices from October 2019 to June 2020
	CSSR	Due to COVID-19, the Queensland Government introduced relief measures to reduce the financial and administrative burden associated with the cancellation and re-registration of vehicles.
	PPI	

Provide any examples or case studies to highlight the extent to which your regulatory practise from **October 2019 to June 2020** aligned with the regulator model practices, or to indicate where business practices could be enhanced in line with the model practices

Outline any actions taken from **October 2019 to June 2020**, or currently being taken by your agency, to improve regulatory activities and business practices to reflect the regulator model practices

COVID-19 vehicle registration measures

These measures included waiving:

- vehicle registration cancellation fees
- plate fees at vehicle re-registration
- plate surrender requirements
- inspection requirements at re-registration in most cases.

These measures reduce the regulatory burden on industry and members of the general public who find themselves unable to afford registration due to COVID-19. The re-registration measures apply to anyone who cancelled their registration from 29 January 2020 and will remain in place until six months after the COVID-19 public health emergency declaration is revoked to ensure that those recovering economically and need to re-register their vehicles are appropriately supported.

One-month registration terms

On 15 February 2020, a one month vehicle registration renewal term was made available to eligible customers. This was in response to a customer survey that indicated nearly one in five customers would access a one month registration term if it was available. This new term is in addition to existing three, six and 12 month pay terms already available, making registration payments for customers easier, more convenient and affordable. The one month term is available to customers who enrol online in the department of Transport and Main Roads' direct debit service.

Accessory Plate Changes

Since 14 September 2019, customers have been able to purchase an accessory plate without firstly having to pay an administrative fee to customise their standard number plates. This fee was deemed burdensome, as accessory plates are a product that is required under legislation.

An accessory plate is a smaller plate with the same registration number as the plates attached to the vehicle. An accessory plate is attached to an accessory (e.g. bike rack) that covers or partially obscures a vehicle's number plate when fitted.

COVID-19 licensing measures

To support essential movements and employment during COVID-19, a range of temporary licensing measures were implemented. Key measures include:

- changing medical certificate requirements for drivers aged 75 years and over so this vulnerable group didn't need to visit a doctor to obtain a certificate to drive
- extending the validity of an unexpired medical certificate for drivers with an 'M' condition on their licence
- waiving the fee for learner licence renewal in response to the temporary cessation of practical driving tests
- extending the time for new Queensland residents to obtain a Queensland driver licence
- extending driver licence image life to allow more people to renew online.

These measures reduce the regulatory burden on individuals who, during the peak of COVID-19, would have faced difficulties in complying with driver licensing requirements.

Penalties for mobile phone offences

On 1 February 2020, the penalties for using a mobile phone illegally while driving were increased to \$1000 and four demerit points.

The penalties were increased to help eliminate this dangerous behaviour and to save lives on Queensland's roads. Road toll and injury statistics are evidence that driver distraction, and mobile phone use while driving, is a growing contributor to the number of lives lost and serious injuries on Queensland roads each year.

Strategies and action plans

Action plans, based on evidence that include monitoring of regulatory interventions, enable the department to focus on regulatory activities that are proportionate to risk and that minimise unnecessary burden.

Remake of Regulations

Several regulations are expiring in September 2021. The Regulations are currently subject to a significant remake process in accordance with best practice drafting principles focusing on the minimisation of unnecessary burden.

To maintain the safety of the road network, the department is currently developing a new policy for roadside fuel facilities to assist drivers manage their fatigue. The policy seeks industry feedback on proposals to relax some of the restrictions in the current service centres policy, such as drive-thru restaurants, accommodation and access to the local road network. Consultation with industry stakeholders is currently underway.

Regulator Performance Framework Reporting October 2019–June 2020 - combined input (continued)

Regulator model practices and supporting principles	Division	Outline evidence and relevant information to demonstrate the extent to which your regulatory practices align with the regulator model practices from October 2019 to June 2020
	PPI	The master plans for the priority ports (Gladstone and Townsville) were released in 2018 and 2019 respectively and were released for public consultation from 4 November to 16 December 2019. Public consultation on the draft port overlays ensured that the community and other stakeholders could consider the potential regulatory effects prior to finalisation. The preparation of port overlays includes peer review by independent planning and legal experts, and an independent environmental advisory panel. Feedback from stakeholders received during public consultation processes is used to inform the development of provisions that will have regulatory effect when finalised. The <i>Sustainable Ports Development Act 2015</i> includes specific provisions (section 35(2)(b) and (3)) that allows the carrying out of limited capital dredging for a port facility within the inner harbour of the Port of Cairns. Up to 50,000 cubic metres of material can be approved to a limit of no more than 150,000 cubic metres of material in a four year period. The <i>Sustainable Ports Development Act 2015</i> also includes provisions (section 38) that require a review of sections 35(2)(b) and (3) to be completed. The scope of the review is to consider whether the existing provisions for the inner harbour of the Port of Cairns are effectively achieving a balance between economic development and the protection of the Great Barrier Reef World Heritage Area. Public consultation for the review was undertaken from 3 December 2019 to 7 February 2020. All submissions received during the consultation period are being considered during the preparation of a review report. The intent of the <i>Transport Infrastructure (Public Marine Facilities) Regulation</i> (Regulation) is to ensure the safe usage of the harbours and provides powers to control the movement of vessels, vehicles, property, goods, passengers, and users of the public marine facilities (PMF). The Regulation provides Authorised Officers (AO) with powers to enforce the above activities by way of either an Authorised Officer Direction (AOD) or a Regulatory Notice (RN). Non-compliance with either the AOD or RN may result in a Marine Infringement Notice (MIN) if the breach is serious enough to present a risk to safety or cause damage to PMF.
The department undertakes a wide range of activities intended to support comprehensive and meaningful engagement with stakeholders. Formal mechanisms include forums, industry groups, and national transport bodies covering both general transport matters and dedicated projects. Formal consultation plans are developed as part of all proposed legislative amendments. Consultation plans routinely identify all government, community and industry stakeholders. For example, a range of techniques are employed to ensure there is meaningful consultation with stakeholders when developing new policies and regulation including: - consulting with road user groups, such as the RACQ and transport industry stakeholders before undertaking regulatory amendments - working with other Queensland government agencies - regular meetings with formal industry and road user reference groups - co-designing regulatory and service delivery processes, such as through the customer experience lab - collaborating nationally in policy development processes, including in the development of nationally consistent regulation.		
2. Consult and engage meaningfully with stakeholders - Formal and informal consultation mechanisms are in place to allow for the full range of stakeholder input and Government decision-making circumstances - Engagement is undertaken in ways that helps regulators develop a genuine understanding of the operating environment of regulated entities - Cooperative and collaborative relationships are established with stakeholders, including other regulators, to promote trust and improve the efficiency and effectiveness of the regulatory framework	TL	The department's Accessibility Reference Group meets quarterly and provides a forum for government, industry and representatives from the disability sector to discuss concerns relating to the accessibility of the public transport network for people with disability. This discussion includes working with all relevant stakeholders in ensuring compliance with the <i>Disability Standards for Accessible Public Transport 2002</i> (Cwth). The department and Queensland Bus Industry Council (QBIC) Strategic Forums occur quarterly and provide a forum to discuss issues relating to the bus industry including compliance of bus operators with relevant regulations.

Provide any examples or case studies to highlight the extent to which your regulatory practise from **October 2019 to June 2020** aligned with the regulator model practices, or to indicate where business practices could be enhanced in line with the model practices

Outline any actions taken from **October 2019 to June 2020**, or currently being taken by your agency, to improve regulatory activities and business practices to reflect the regulator model practices

The master plans for the priority ports (Gladstone and Townsville) were released in 2018 and 2019 respectively and released for public consultation from 4 November to 16 December 2019. Public consultation on the draft port overlays ensured that the community and other stakeholders could consider the potential regulatory effects prior to finalisation.

The preparation of port overlays includes peer review by independent planning and legal experts, and an independent environmental advisory panel.

Feedback from stakeholders received during consultation processes is used to inform the development of provisions that will have regulatory effect once the overlays commence.

The review required by section 38 of the *Sustainable Ports Development Act 2015* is currently underway.

Public consultation was undertaken from 3 December 2019 to 7 February 2020. All submissions received during the consultation period are being considered during the preparation of a review report.

Public consultation ensures that the community and other stakeholders could comment on the provisions.

For example, an AO may give an AOD to relocate a recreational or commercial vessel to a suitable location if it is breaching the anchorage or mooring provisions of the Regulation.

Although the PMF's are purposed for recreational vessels, where reasonable to do so usage by commercial vessels (such as small business owners), is allowable with prior approval (Landing Rights Agreement).

Feedback from stakeholders received during consultation processes is used to inform the review and any recommendations that may arise from it.

A review was carried out to determine the load bearing capacity of the PMF infrastructure at the Manly harbour to ascertain if commercial activities could be permissible. Further policy considerations to determine if mixed use is appropriate, taking into consideration the impact on recreational vessel usage of the facilities is currently being explored.

Where commercial use has been determined to be appropriate, a commercial operator may seek prior approval to undertake an activity at a PMF by completing an application form and providing relevant licences and insurances.

Consultation is generally conducted in a variety of mediums. The depth of consultation is informed by the complexity of the issue. Consultation is undertaken at all stages of the legislative amendment process including when constructing the case for government intervention, in assessing the available policy options, and when undertaking detailed analysis of the preferred option. Consultation outcomes are documented to accurately reflect the views of all stakeholders including those who disagree with what is being proposed. Policy development proposals (including Cabinet submissions) reflect how stakeholder views have been considered in the policy development process.

The departments Accessibility Reference Group met in November 2019, February and June 2020. Key issues discussed at these meetings included:

- Gold Coast Light Rail Stage 3A
- Brisbane Metro
- Smart Ticketing
- Moreton Bay Island Passenger Ferry Terminal upgrade
- Pet dogs on ferries trial
- Disability Parking Permit Scheme.

N/A

The department's Queensland Bus Industry Council met in December 2019 and April 2020. Key issues discussed at these meetings included:

- Smart Ticketing
- programmed Vehicle Inspections
- ethical supplier provisions
- DES Smartforms
- COVID-19 impacts.

Regulator Performance Framework Reporting October 2019–June 2020 - combined input (continued)

Regulator model practices and supporting principles	Division	Outline evidence and relevant information to demonstrate the extent to which your regulatory practices align with the regulator model practices from October 2019 to June 2020
	TL	The Bus Safety Forum provides an opportunity for key stakeholders, including representatives from the bus industry and unions, to consider and discuss bus driver and bus passenger transport safety related issues. The purpose of the forum is to: - consider bus driver and passenger safety issues - discuss relevant initiatives being developed and implemented by the department to address bus driver safety - share best practice ideas and developments in bus driver and passenger transport safety - showcase improvements in bus driver and passenger transport safety - be collaborative and interactive with contributions made by all members. In May 2019, the Personalised Transport Industry Reference Group was reconvened. The group consists of representatives from the taxi, limousine, ride-booking industries, and disability and driver advocacy groups. The reference group provides input and advice on issues and views relating to the monitoring and evaluation of the personalised transport reform framework as part of Stage 3 of the reforms. Formal consultation plans are developed as part of all proposed legislative amendments. Consultation plans identify all government community and industry representative body stakeholders and is generally conducted in a variety of mediums. The depth of consultation is informed by the complexity of the project. Consultation is undertaken when constructing the case for government intervention, in assessing the available policy options and when undertaking detailed analysis of the preferred option. Consultation outcomes are documented to accurately reflect the views of all stakeholders including those who disagree with what is being proposed. Policy development proposals (including Cabinet submissions) reflect how stakeholder views have been considered in the policy development process. TransLink's Operations team regularly meets with other state and interstate government agencies responsible for enforcement of passenger transport legislation, including the Queensland Police, Queensland Rail enforcement, and interstate jurisdictions responsible for enforcing passenger transport legislation. The offence matrix is reviewed and updated on a regular basis in consultation with all regulatory agencies with responsibilities across public transport. TransLink Busway Operations consults with a range of external stakeholders including Transport for Brisbane, private bus operators, and Emergency Services regarding policies and procedures relating to busway operations, safety, and security.

Provide any examples or case studies to highlight the extent to which your regulatory practise from **October 2019 to June 2020** aligned with the regulator model practices, or to indicate where business practices could be enhanced in line with the model practices

Outline any actions taken from **October 2019 to June 2020**, or currently being taken by your agency, to improve regulatory activities and business practices to reflect the regulator model practices

N/A

The Bus Safety Forum met once in 2019–20. A meeting was scheduled for March 2020 but postponed due to COVID-19.

N/A

The Personalised Transport Industry Reference Group met most recently in November 2019. The department continues to work with the personalised transport industry and gather feedback as the industry adapts to changes.

Kantar conducted customer and industry surveys and focus groups with the personalised transport industry as part of the evaluation of the personalised transport reforms.

TransLink has engaged in a new joint training program with Queensland Police to ensure that contemporary methodologies are used by TransLink authorised officers when conducting enforcement activities.

TransLink conducts multiple joint deployments and operations with all regulatory agencies responsible for enforcement of passenger transport legislation.

TransLink is a member of the Australasian Railway Association Revenue Protection Forum and co-hosted the annual cross-jurisdictional event for 2019 on the Gold Coast. The forum allows jurisdictions to share knowledge and best practices relating to revenue protection enforcement approaches.

A Youth Fare Evasion Roundtable was conducted at Parliament House in April 2019 to identify possible solutions to youth fare evasion on the South East Queensland public transport network. More than 30 representatives from several government sectors including education, police and transport, as well as university, justice, and community advocacy sectors in attendance. A second roundtable took place in December 2019.

The department has developed a Youth Fare Evasion Action Plan using the output of the roundtable, including nine priority actions to investigate under three key focus areas: education and prevention; detection and enforcement; and penalties and deterrents. A Cross-Agency Working Group was formed to facilitate effective collaboration across key state agencies to support the implementation of the Youth Fare Evasion Action Plan. Representatives include:

- Department of Transport and Main Roads
- Department of Youth Justice
- Department of Education
- Department of Justice and Attorney-General
- Queensland Treasury
- Department of the Premier and Cabinet
- Queensland Rail
- Queensland Police Service.

Attendance at Transport Precinct Security Committees and Forums, and attendance at Cross River Rail (Rail, Integration and Systems) Construction Traffic Management Liaison Groups for Roma Street, Boggo Road and Woolloongabba.

Regulator Performance Framework Reporting October 2019–June 2020 - combined input (continued)

Regulator model practices and supporting principles	Division	Outline evidence and relevant information to demonstrate the extent to which your regulatory practices align with the regulator model practices from October 2019 to June 2020
	TL	TransLink works with its delivery partners and internal stakeholders to ensure any amendments to regulations are communicated effectively, and the necessary updates to the contract and/or supporting documentation (for example, Operations Manual) are actioned.
		TransLink works with delivery partners to conduct and administer consultative forums on all subsidised or regulated aviation and long-distance coach service contract routes. Forums are designed to obtain community feedback on the following matters: • performance • customer service • communication • on-time performance • potential service enhancements in regional, rural and remote Queensland.
		Appropriate contractual mechanisms were put in place to address, mitigate and overcome the effects of COVID-19 on both delivery partners and the department.
		Delivered meaningful consultation with stakeholders during this period and in line with TransLink Division's Stakeholder Engagement Framework with customers and residents able to influence the final design of their network.
		TransLink has an extensive customer research program in place, which involves tracking studies and research projects to understand customer needs and experiences on the public transport network. The insights from this research is used to improve the customer experience across the public transport network.

Provide any examples or case studies to highlight the extent to which your regulatory practise from **October 2019 to June 2020** aligned with the regulator model practices, or to indicate where business practices could be enhanced in line with the model practices

Outline any actions taken from **October 2019 to June 2020**, or currently being taken by your agency, to improve regulatory activities and business practices to reflect the regulator model practices

A combination of formal and informal approaches that support the management of the 4G SEQ Bus Service Contracts were held in the 2019–20 period.

Under the 4G contracting framework, a three stage monthly process was embedded to support the shift to performance-based contracts. The stages are designed to enable timely and meaningful discussions about the performance of the services in the prior month. This has been helpful to identify and resolve issues quickly.

Through the establishment of the 4G SEQ Urban Bus Contracts, a Contract Management Portal was implemented in 2018–19 and allows for information to be captured centrally and easily disseminated. This Portal is used to ensure performance and financial management of our contracts.

In 2019–20 key community stakeholders from regional, rural and remote communities including Bedourie, Biggenden, Boulia, Bowen, Cunnamulla, Rockhampton, and Windorah were consulted about each aviation and long-distance coach subsidised or regulated routes.

TransLink will continue to work with delivery partners and community stakeholders to gather feedback to improve the delivery of essential public passenger services to regional, rural and remote Queensland.

The department observed the impacts to the passenger transport industry following the measures introduced by global and Australian governments to reduce non-essential travel to a minimum. This resulted in significant patronage decline across the passenger transport industry which directly affected services being delivered to Queensland communities.

To address this impact in the regions, the department took the following approach to responding to the impacts on delivery partners:

- Phase 1 - Where appropriate, work collaboratively with delivery partners to implement service reductions to reduce service delivery costs.
- Phase 2 – If Phase 1 is not applicable or operations are still unsustainable, the department considered additional government financial support. To facilitate this support, an appropriate level of financial transparency was undertaken based on the delivery partner's business in order to be satisfied that the level of financial support is appropriate.

The department ensured a coordinated and considered approach to aviation, long distance coach, regional bus and South East Queensland bus contractual matters and advice through the COVID-19 Incident Room. A 360 degree communications loop was established by the TransLink Contracts area, in which delivery partners raised questions or queries which were then recorded, escalated and addressed in daily Incident Room and Leadership Team meetings. Advice (including policy positions, Queensland Health Direction interpretation/application directions and relevant operational guidelines) was then circulated back down from the Incident Room representative to the respective contract manager for provision to delivery partners. This approach ensured a consistent and timely response to emerging contractual matters brought on by COVID-19.

To address any COVID-19 impacts for urban buses, the department worked collaboratively with bus delivery partners to monitor and respond to impacts on services and operations.

Delivery partners in South East Queensland maintained normal service levels over the period and implemented daily sanitisation of vehicles, rear-door boarding, and cashless services to mitigate risks to customers and staff. In regional Queensland, urban bus services also maintained service levels over the period and implemented daily sanitation of vehicles.

Between October 2019 and June 2020 TransLink engaged with the community on service change projects including Yarrabilba and Ripley Valley. TransLink provided customers and residents with the opportunity to provide feedback relevant to transport in their local area.

In line with the Stakeholder Engagement Framework the department is continuing to promote the benefits of consultation to other business areas to improve outcomes for our customers.

Between October 2019 and June 2020, TransLink surveyed more than 22,000 customers about their public transport experience. Dedicated research projects were also conducted to understand experiences of customers with disabilities, customers in regional locations, allowing pet dogs on ferries, youth fare evasion, and to understand customer expectations and attitudes about travelling on public transport in the COVID-19 environment. The insights from this research are shared throughout the department and delivery partner organisations, to improve the customer experience on the public transport network.

TransLink continues to look for ways to increase the level of customer consultation to ensure organisational decision making supports their needs.

Regulator Performance Framework Reporting October 2019–June 2020 - combined input (continued)

Regulator model practices and supporting principles	Division	Outline evidence and relevant information to demonstrate the extent to which your regulatory practices align with the regulator model practices from October 2019 to June 2020
	CSSR	
	PPI	
		The <i>Sustainable Ports Development Act 2015</i> requires that formal public consultation process be conducted during the preparation of port master plans and overlays. It also requires that relevant local government and port authorities are included when preparing port master plans and overlays. Extensive consultation takes place with government agencies and master planning documentation is subject to Cabinet processes. In addition to mandatory formal public consultation, when developing master plans and port overlays the department: • works closely with port authorities, local governments, and other key stakeholders including industry, community and environmental groups • makes timely information about priority port master planning processes and activities available subject to privacy/confidentiality restrictions • seek public submissions at key points of the master planning and port overlay making processes.

Provide any examples or case studies to highlight the extent to which your regulatory practise from **October 2019 to June 2020** aligned with the regulator model practices, or to indicate where business practices could be enhanced in line with the model practices

Outline any actions taken from **October 2019 to June 2020**, or currently being taken by your agency, to improve regulatory activities and business practices to reflect the regulator model practices

One month registration terms

Extensive internal and external stakeholder engagement was undertaken on the introduction of one month registration terms, particularly with Compulsory Third Party Insurance providers who have been significantly impacted by the changes. Feedback at the end of the process indicated that these stakeholders felt that they had received a high level of support from the department and were pleased with the level of engagement.

Camera enforcement of mobile phone and seatbelt offences

In the period December 2019 to March 2020, the department engaged widely with stakeholders on the proposal to introduce camera enforcement of mobile phone and seatbelt offences in Queensland. This consultation process included both government stakeholders as well as interested non-government organisations. Stakeholders were offered the opportunity to provide input into the proposal and comment on the draft legislation that is currently before the Queensland Parliament. Stakeholder feedback is valued and directly influenced the outcomes of the draft legislation.

Engagement with key stakeholders is ongoing and will continue throughout each stage of the project.

This stakeholder consultation process followed a National Summit on Driver Distraction held 1 July 2019. The Summit brought together industry, government, and academic stakeholders to identify ideas to help tackle driver distraction, a serious and growing road safety issue in Queensland and other Australian jurisdictions. Trialling new camera technology designed to detect drivers using a mobile phone illegally was one of several initiatives identified at the Summit.

National scheme Regulations

The department administers national scheme transport legislation, including, the Australian Code for the Transport of Dangerous Goods by Road and Rail (ADG Code) as applied through Queensland legislation. It works with the National Transport Commission and other transport agencies across Australia and industry in the development of national scheme legislation and the ADG.

National public consultation on a package of national amendments (Dangerous Goods amendment package No. 6) was conducted by the National Transport Commission in late 2019. Targeted local consultation with Queensland industry was conducted to ensure impacts for the Queensland industry were fully considered before the changes are applied in Queensland.

The department continues to engage with industry beyond the maintenance of national reforms.

Remake of Regulations

The following regulations are currently subject to a significant remake process in accordance with considered stakeholder feedback and will be remade prior to expiry on 1 September 2021:

- Transport Operations (Road Use Management - Driver Licensing) Regulation 2010
- Transport Operations (Road Use Management-Vehicle Registration) Regulation 2010
- Transport Operations (Road Use Management—Vehicle Standards and Safety) Regulation 2010
- Tow Truck Regulation 2009

Industry engagement

The department meets with industry groups to share information and provide businesses with opportunities to raise concerns.

Review Queensland's Tow Truck Scheme

The department is currently undertaking a post-implementation review of the 2018 private property towing reforms along with a review of the Tow Truck Regulation. Different consultation strategies were used to ensure meaningful engagement with stakeholders and facilitate a full range of opportunities for industry to contribute to decision making including:

- publication of a discussion paper and online survey on the Get Involved website inviting public responses
- letters sent to various stakeholders including:
 - tow truck drivers and licence holders
 - registered operators of tow trucks
 - local government
 - private property owners and occupiers
 - members of the public who have made complaints through the Tow Truck Hotline.
- online surveys
- meetings with the broader tow truck industry, the heavy vehicle towing industry, RACQ, and government agencies including the Queensland Police Service.

Involvement in motorcycle safety research

Q-ride accredited rider trainers were involved in an innovative road safety research study that identified the different types of riders and their motivations for riding. The research will be used to develop targeted road safety interventions and the outcomes will be considered in potential enhancement to the Q-Ride scheme.

The department is continuing to engage with members of its Roadside Advertising Consultation Group and is progressing updates to various components of the Roadside Advertising manual, including new technical criteria for new device types. It is currently exploring the possibility of collaborative research into the effect of advertising on drivers to inform future regulation.

Port master planning documentation and information can be found on the department's website.

Consultation processes are amended based on feedback received and improvements made where appropriate.

Regulator Performance Framework Reporting October 2019–June 2020 - combined input (continued)

Regulator model practices and supporting principles	Division	Outline evidence and relevant information to demonstrate the extent to which your regulatory practices align with the regulator model practices from October 2019 to June 2020
	PPI	A guideline on port master planning which outlines requirements for consultation and engagement has been published and is publicly available on the department's website. Reports on the outcomes of public consultation processes are published and information used to inform master plans is published. Consultation processes are reviewed based on feedback received and improvements made where appropriate.
		The <i>Sustainable Ports Development Act 2015</i> requires that formal public consultation process be conducted during the review of sections 35(2)(b) and (3). When preparing for and during the review consultation takes place with government agencies and master planning documentation is subject to Cabinet processes. In addition to mandatory formal public consultation, when undertaking the review, the department: - works closely with the relevant port authority and other key stakeholders including industry, community and environmental groups - makes timely information about the review available subject to privacy/confidentiality restrictions. An extended factsheet including information about the review was made available to assist stakeholders and is publicly available on the department's website. Once finalised, the Minister for Transport and Main Roads will table the report about review outcomes in the Legislative Assembly. Reports on the outcomes of public consultation processes will be published and a report about review outcomes will be made publicly available. In each State Boat Harbour (SBH) there is an onsite Boat Harbours Controller (BHC) who, as part of their role, acts as a liaison with stakeholders such as recreational boat owners, harbour tenants and the general public to inform and educate users of the terms of use of the PMF in accordance with the Regulation. The focus of compliance activities is to educate and seek voluntary compliance rather than enforce by way of a MIN. The direct contact with the stakeholders on site, ensures two-way communication so the BHC can understand the operating environment and deal with enquiries and issues on a case by case basis. The Boat Harbours team collaborates with other State Government entities such as The QLD Police and Maritime Safety Queensland to establish relationships to support each other with compliance activities.
The department of Transport and Main Roads is committed to the provision of timely and accurate guidance to assist all stakeholders with compliance with transport regulation. This includes proactively communication changes to stakeholders, the use of a wide range of communication mediums such as social media, print media and through publications, guides, policies and website content.		
3. Provide appropriate information and support to assist compliance - Clear and timely guidance and support is accessible to stakeholders and tailored to meet the needs of the target audience - Advice is consistent and, where appropriate, decisions are communicated in a manner that clearly articulates what is required to achieve compliance - Where appropriate, regulatory approaches are tailored to ensure compliance activities do not disproportionately burden stakeholders (IE small business) or require specialist advice	TL	The Disability Action Plan 2018–2022 contains 41 actions focussed on making the passenger transport network accessible for people with disability. Actions include providing funding and guidance to public transport infrastructure owners to ensure compliance with relevant disability legislation. An information bulletin is publicly available through the department's website for public transport providers which provides easy to understand guidance on requirements and compliance milestones under the Disability Standards for Accessible Public Transport 2002 (Cwth). To support compliance, general information about legislative requirements for the personalised transport industry is provided on the department's website.

Provide any examples or case studies to highlight the extent to which your regulatory practise from **October 2019 to June 2020** aligned with the regulator model practices, or to indicate where business practices could be enhanced in line with the model practices

Outline any actions taken from **October 2019 to June 2020**, or currently being taken by your agency, to improve regulatory activities and business practices to reflect the regulator model practices

Port master planning documentation and information is provided on the department's website.

Frequent cross-decking with other agencies is undertaken on water compliance activities to assist with addressing breaches of the Regulatory provisions.

Consultation with other areas of the department ensures harbours are dredged in accordance with obligations under the Regulation to provide access to the PMF.

Undertaking oil spill drills with Maritime Safety Services ensures response times and processes are efficient.

Customer consultation is undertaken when required to inform of any changes to the Regulation. For example, the recent introduction of GST to the Regulated fees following an ATO ruling is currently being communicated to customers to inform them of the changes and ensure they were prepared prior to the application of the additional charges in January 2020.

Consultation processes are amended based on feedback received and improvements made where appropriate.

Each year consultation with all occupants of trawler facilities within the Scarborough harbour is undertaken prior to the Christmas period to proactively manage breaches of the Regulation. In the past the trawler occupants would sell seafood directly from their vessels to the public. However, due to WHS compliance the public are not permitted to traverse the gangway and wharf.

Communication by way of email, letter, and face to face liaison is provided to the occupiers to remind them of the terms and conditions of use of the facility, in accordance with the Regulation and ensure they are aware of what they need to do to comply and mitigate the WHS risks. However, to ensure there is no unnecessary impediment to the operation of their business, instructions are provided to the occupants on how to apply to undertake the activity in a designated safe area. This ensures both parties needs are met through establishing a practical solution.

Compliance and enforcement programs are designed with a focus on information, awareness and educations, progressing through warnings and directions, with enforcement and penalties as a last resort.

TransLink provides advice and guidance at consultative forums about the *Disability Discrimination Act 1992* and supporting Standard (DDA) for upgrading of long-distance bus infrastructure.

Actions continue to be progressed and delivered under the Disability Action Plan 2018–2022. In May 2020, Bus Stop Blade Sign Braille ID numbers were rolled out to key locations providing improved access for people with vision impairment. Locations included bus stops in Spring Hill and Fortitude Valley, Queen Street, Toombul, UQ Lakes, Chancellors Place, Capalaba, and Loganholme bus stations.

N/A

N/A

N/A

Regulator Performance Framework Reporting October 2019–June 2020 - combined input (continued)

Regulator model practices and supporting principles	Division	Outline evidence and relevant information to demonstrate the extent to which your regulatory practices align with the regulator model practices from October 2019 to June 2020
	TL	TransLink is also responsible for the Fines and Investigation Unit which is the first point of contact for members of the public seeking review or clarification of regulatory action taken. The unit ensures procedural and legislative fairness has been applied across regulatory actions taken. It provides consistency in decision making and ensures all decisions are communicated appropriately. The department provides support to the operator of the Gold Coast Light Rail, to ensure that it complies with the requirements in relation to authorised officers pursuant to the Public Transport Regulation. Support is provided in the form of training and accreditation of authorised officers. The Customer Relations team undertake complaint management activities in line with requirements. Information about travelling on the public transport network is available through all TransLink channels including the department's website, MyTransLink App and the Contact Centre. Channels are available 24 hours a day, seven days a week to meet customer needs.
	CSSR	Through effective implementation planning and communication planning the department can notify and provide targeted information to the general public and industry ensure a smooth transition to new regulatory services or policies Examples of how information has been provided include: • easy to understand information f on the department's website • distributing information about emerging issues or regulatory changes • education campaigns, or targeted information sessions for industry groups • regular meetings with industry groups • responding to requests for information or advice.
	PPI	

Provide any examples or case studies to highlight the extent to which your regulatory practise from October 2019 to June 2020 aligned with the regulator model practices, or to indicate where business practices could be enhanced in line with the model practices	Outline any actions taken from October 2019 to June 2020 , or currently being taken by your agency, to improve regulatory activities and business practices to reflect the regulator model practices
	Currently have commenced an improvement program with a formal review of the Fines and Investigations Unit planned for the second half of 2020 to develop stronger governance and consistency of process.
N/A	N/A
Internal processes are reviewed and refined to improve and manage compliance with a range of regulations, such as complaints management policies and <i>Human Rights Act</i> . The department's processes were updated in 2019–20 to ensure consistent and accurate application of required compliance with process and policies. With the implementation of the <i>Human Rights Act</i> in January 2020, new processes were implemented, and staff training, and coaching was provided to ensure effective capture and reporting of potential and actual Human Rights cases.	The department continues to identify effective methods to ensure complaints are being managed in compliance with necessary standards.
Review of information through all channels is consistent and updated regularly to ensure accuracy. Regular engagement with TransLink's outsourced Contact Centre provider, Stellar Asia Pacific, is ongoing to provide the most current information relating to TransLink service provision to enable them to comply with processes and regulations. Revision of Stellar's internal processes and scripting was undertaken in 2019 to ensure alignment and compliance with TransLink policies and procedures.	TransLink continues to look for ways to increase the effective methods to ensure complaints are being managed in compliance with necessary standards.
<u>COVID-19 registration and licensing measures</u> The Queensland Government introduced relief measures in April 2020 to reduce the financial and administrative burden associated with the cancellation and re-registration of vehicles. A range of driver licensing measures were also introduced to assist with travel and employment during COVID-19. To assist with compliance with these new requirements, the department provided customers with appropriate information and support through a range of communication mediums. A comprehensive frequently asked questions and answers were provided to the Call Centre, the website was updated with new and highly visible banners on relevant webpages and the Facebook post on the StreetSmarts page. Where needed, new forms were also made available to customers to help understanding the new process. <u>Penalties for mobile phone offences</u> On 1 February 2020, the penalties for using a mobile phone illegally while driving were increased to \$1000 and four demerit points. A large scale communications campaign was undertaken to inform the public of the increased mobile phone penalties and to remind drivers to put their phone away while driving. This provided drivers with the opportunity to make safer driving choices.	<u>Industry information sessions</u> Between October 2019 and June 2020, two information sessions were held with the tow truck industry regarding scheme reforms. The sessions were followed up with other engagement and information sharing activities, including release of a discussion paper and online survey inviting feedback on how to improve the scheme. <u>Q-ride newsletter</u> A biannual industry newsletter on recent events is sent to Q-ride industry subscribers. <u>One month registration terms</u> The one month registration term and associated direct debit service assists customers to comply with regulations around vehicle registration. The automatic payments enable a 'set and forget' option so that customers don't have to remember when their registration is due and can sign up for smaller and more manageable payment terms. It is expected that this will reduce the number of missed payments and unregistered vehicles on the road. The department undertook a multi-phased approach to external promotion of the new registration term which included website changes, social media and updated customer notifications.
	Guides to Development in a Transport Environment has been developed to assist applicants under the <i>Planning Act 2016</i> to comply with the transport related requirements of the State Development Assessment Provisions. The last of these guides for development in the state-controlled road environment will be completed and released in 2020. The department regularly reviews the provisions, guides and related material such as the Guide to Traffic Impact Assessment in response to industry feedback and experience. The department is currently reviewing a submission from the Urban Development Institute of Australia on how the impacts of stormwater from adjacent developments on the transport network should be conditioned. A compliance and enforcement framework is being developed for rest areas and camping in road corridors, to ensure rest areas are available for use by heavy vehicle operators in meeting their legislated fatigue management obligations and to assist all drivers in managing fatigue.

Regulator Performance Framework Reporting October 2019–June 2020 - combined input (continued)

Regulator model practices and supporting principles	Division	Outline evidence and relevant information to demonstrate the extent to which your regulatory practices align with the regulator model practices from October 2019 to June 2020
	PPI	2018–19 Active Transport Investment Program Technical Guidelines These guidelines provide advice to stakeholders on the design standards associated with the delivery of cycling infrastructure. Technical officers are available to assist with interpretation and questions related to these guidelines. The guidelines are also updated to ensure any new design standards or requirements are current. Local Government Grants Program Guidelines and supporting documentation have been developed and are available to the public online. New guidelines for the Rail Trails Local Government Grants program have been developed in line with a whole-of-government pilot for consistent grant program documentation and processes. These guidelines are also available on the department's website. Information is available on the department's website. There are also signs throughout the harbours setting out the Terms and Conditions of use in relation to the PMF. Contact numbers and email address is clearly visible on signage should a stakeholder require further advice or assistance. Application forms can be provided to gain an approval for certain permissible activities. The Regulation is fairly applied to all users of the harbours and PMF and practical solutions are sought in order to ensure the safety and unimpeded operation of the harbours while also addressing the needs of the customers and users of the facilities. Contact numbers and email address is clearly visible on signage should a stakeholder require further advice or assistance. Application forms can be provided to gain an approval for certain permissible activities. The Regulation is fairly applied to all users of the harbours and PMF and practical solutions are sought in order to ensure the safety and unimpeded operation of the harbours while also addressing the needs of the customers and users of the facilities.
Risk analysis, including detailed analysis of possible stakeholder impacts, forms an integral element of all proposed legislative amendments. Reviews of legislative amendments are undertaken to ensure they are efficient, effective and meet government objectives. Legislation and regulatory activities may be reviewed in response to customer, industry, community or government concerns about an issue, or where departmental research identifies opportunity for improvement.		
4. Commit to continuous improvement - Regular reviews of the approach to regulatory activities, collaboration with stakeholders and other regulators, to ensure it is appropriately risk based, leverages technological innovation and remains the best approach to achieving outcomes - To the extent possible, reform of regulatory activities is prioritised on the basis of impact on stakeholders and the community - Staff have the necessary training and support to effectively, efficiently and consistently perform their duties	TL	

Provide any examples or case studies to highlight the extent to which your regulatory practise from **October 2019 to June 2020** aligned with the regulator model practices, or to indicate where business practices could be enhanced in line with the model practices

Outline any actions taken from **October 2019 to June 2020**, or currently being taken by your agency, to improve regulatory activities and business practices to reflect the regulator model practices

Active Transport Investment Program (ATIP) Technical Guidelines are updated as required and published on internal and external websites.

Regular training sessions are held throughout the year for several the technical disciplines supported by the guidelines.

These training sessions support compliance with relevant engineering standards for active transport infrastructure across the state.

Guidelines and supporting documentation for the Cycle Network Local Government Grants program and the Rail Trails Local Government Grants program were updated and made available on the department's website.

Guidelines and supporting documentation for the grant programs were utilised by local governments across the state to develop their funding submissions for the 2020–21 funding round.

Information sessions were held with local governments in late 2019 to discuss program guidelines and requirements.

These information sessions support compliance with relevant engineering standards for active transport infrastructure across the state.

There are facts sheets to assist applicants to understand the approval process for undertaking works within state-controlled road corridors. This information is provided to applicants who are given conditions of development approval that require them to undertake works in state-controlled road corridor.

Information about applications required under the *Transport Infrastructure Act 1994* is also available on the website.

Technical training sessions will continue (pending COVID-19 impacts) and where required, technical guidelines and documents will be updated and made available on the department's website.

Guidelines and supporting documentation for grant programs are currently being reviewed and updated for the 2021–22 funding round.

Planning is underway to run information sessions with local governments in late 2020 (pending COVID-19 impacts).

In addition, consistent with Part 7 of the *Statutory Instruments Act 1994*, statutory instruments are reviewed every 10 years to ensure they continue to be relevant.

N/A

Implementation of the personalised transport legislative reforms is now in Stage 3, which includes developing an evaluation and monitoring framework to ensure the regulatory framework under passenger transport legislation delivers the best outcomes for customers and industry. The framework will use data from industry and customers, and department data to monitor the reforms and identify any issues.

Regulator Performance Framework Reporting October 2019–June 2020 - combined input (continued)

Regulator model practices and supporting principles	Division	Outline evidence and relevant information to demonstrate the extent to which your regulatory practices align with the regulator model practices from October 2019 to June 2020
	TL	As part of the onboarding process, employees received documentation around safe working practices and procedures this included: • standard operating procedures to provide detailed information to assist staff on their shift ensuring the safety of themselves and network customers • additional specific location staff have been developed for ‘business as usual’ shifts at: • Cultural Centre busway station • Queen Street busway station. • situational awareness training based on the ALERT strategy • reporting protocols for conflict escalation points with - Busways Operation Centre, the Queensland Police Service and duty manager • zero harm health and safety measures and WH&S practices with knowledge of Employee Assistance Services • Code of Conduct and how it relates to staff and their role. Departmental employees have been trained in disability awareness which allows staff to identify issues and situations and assist in the best possible way when encountering passengers with a disability. Data is regularly reviewed and used to inform approaches to enforcement based on risk, technological innovations and effectiveness in achieving outcomes. Enforcement of offences is prioritised based on risk/impact (e.g. high-risk behavioural issues, repeat/high rates of fare evasion) on the community. TransLink conducts regular reviews of incidents captured by authorised officers using Body Worn Cameras on the network and, as a part of that process, conduct quality assurance on a percentage of randomly selected interactions for continuous improvement purposes. Yearly reviews of standard operating procedures are conducted for Busway and Revenue Protection officers involved in enforcement activities. Yearly consultative reviews of the current senior staff training will be conducted jointly with Queensland Police to ensure standards and methodologies are best practice. TransLink Busway Operations undertakes a regular risk review of busway processes through exercising its Business Continuity Plan. Busway Safety Officers receive training in legislative and regulatory requirements and powers to undertake their role.
	CSSR	The department endeavours to ensure its regulatory schemes and activities are flexible and responsive to community and industry needs.

Provide any examples or case studies to highlight the extent to which your regulatory practise from **October 2019 to June 2020** aligned with the regulator model practices, or to indicate where business practices could be enhanced in line with the model practices

Outline any actions taken from **October 2019 to June 2020**, or currently being taken by your agency, to improve regulatory activities and business practices to reflect the regulator model practices

N/A

N/A

TransLink is a member of the Australasian Railway Association Revenue Protection Forum and co-hosted the annual cross-jurisdictional event for 2019 on the Gold Coast. The forum allows jurisdictions to share knowledge and best practices relating to revenue protection enforcement approaches.

In 2019, TransLink partnered with Queensland Police to review current Occupational Skills and Tactics training to ensure that best-practice contemporary methodologies are used when conducting enforcement activities.

A review of the busway operations team has been commissioned and is due to commence in July 2020. The review will include consideration of training requirements for Busway Safety Officers and will assist with updates to the Busway Operations Standard Operating Procedures.

A review of the Fines and Investigations unit is due to commence in the second half of 2020 and will seek to identify opportunities for further improve business practices.

Deceased Estate Process Improvements

In response to feedback from customers and customer service operators, a significant project to review the process for customers who are informing the department of the death of a family member is being undertaken. It was determined that the existing process was confusing and difficult to navigate, resulting in stress for both the customer and the customer service operator.

As a result, a new process is being implemented that will meet legislative requirements for management of estate assets but aims to reduce the difficulty associated with the process and automate the transaction wherever possible.

National scheme and model transport legislation

The department administers Queensland's national scheme transport legislation, including, the Heavy Vehicle National Law, the Rail Safety National Law, and model legislation related to road rules, vehicle standards, vehicle registration and dangerous goods.

Queensland's national scheme legislation is kept up to date to maintain national consistency for businesses operating across jurisdictions.

During 2019–2020, the department actively participated in several groups involved in developing or maintaining nationally consistent approaches to transport regulation. These groups include the Competent Authorities Panel for Dangerous Goods and the Registration and Licensing Taskforce. This involvement in national forums ensures Queensland's legislation and practices are current and issues impacting Queensland businesses are considered when a national position is developed.

Current Regulations under review

The Regulations being remade are being modernised and will incorporate improvements identified through policy analysis and consultation.

National Automated Vehicle Reforms

Under the coordination of the National Transport Commission, all Australian governments are working collaboratively to ensure Australia's regulatory framework is prepared for the future deployment of automated vehicles. This is essential for Australia to realise the expected benefits of these technologies, including reduced road trauma and increased productivity.

Reforms are centred on creating a modern regulatory framework that is nationally consistent and provides flexibility for organisations to find innovative and efficient ways of ensuring their vehicles are used safely. As far as possible Australia's regulatory approach will align with international best practice.

Regulator Performance Framework Reporting October 2019–June 2020 - combined input (continued)

Regulator model practices and supporting principles	Division	Outline evidence and relevant information to demonstrate the extent to which your regulatory practices align with the regulator model practices from October 2019 to June 2020
	PPI	Risk analysis, including detailed analysis of possible stakeholder impacts, forms an integral element of all proposed legislative amendments. Reviews of legislative amendments are undertaken to ensure they are efficient, effective and meet government objectives. The <i>Sustainable Ports Planning Act 2015</i> requires that master plans are reviewed at least every 10 years and provides a process for the conduct of reviews. The review process includes a formal public consultation process. Reviews of master plans and port overlays can be conducted at the Minister's discretion at any time. Reviews of the relevant sections of the <i>Sustainable Ports Planning Act 2015</i> can be conducted at the Minister's discretion at any time. The department is investigating potential reform of the harbours fees to ensure the ongoing viability and sustainability of the portfolio. This includes a review of the Regulatory fees that are currently charged to harbour users. KPMG has completed this review and made several observations and recommendations. The department is considering this advice and addressing the points raised. As part of this review, the financial impacts to the portfolio and customers of implementing any changes will be analysed. Independent, external advice will be sought by relevant experts and consultation with relevant stakeholders will be undertaken. In addition, the Regulation expires on 31 August 2021 and a project has commenced to remake the Regulation to ensure the state has an effective framework to continue to manage the state harbours. The main objective of the Regulation remake is to support the objectives of the <i>Transport Infrastructure Act 1994</i> as effectively as possible by ensuring the Regulation is of the highest standard including ensuring the legislation is easily interpreted by the general public, state managed harbour users, owners and operators. The department has undertaken an initial review of the Regulation. Existing provisions remain largely relevant, however the review identified problematic definitions, drafting errors and ambiguities. The remake of the Regulation will clarify identified ambiguities, remove drafting errors and where possible simplify language to assist in the day to day operation and management of state managed boat harbours.
	IMD	

Provide any examples or case studies to highlight the extent to which your regulatory practise from **October 2019 to June 2020** aligned with the regulator model practices, or to indicate where business practices could be enhanced in line with the model practices

Outline any actions taken from **October 2019 to June 2020**, or currently being taken by your agency, to improve regulatory activities and business practices to reflect the regulator model practices

The first version of plans and overlays are currently being produced.

The department is a technical advice agency to the State Assessment and Referral Agency (SARA) under the *Planning Act 2016*. In this role it has committed to a Service Level Agreement (SLA) with SARA that seeks to better the statutory decision-making timeframes. As part of this process, the department assesses its performance against the SLA key performance indicators. This information is used to review its regulatory requirements and how it delivers development assessment on a regular basis.

The department is currently implementing the Permit for Access to Road Corridor (PARC) online portal to manage a range of applications for activities in road corridors, including third party structures and activities, public utilities and traffic control permits. This will replace the existing paper based application process, and will improve state-wide consistency in the application, assessment and awarding of permits and related conditions.

Although transport legislation does not specify timeframes for the assessment of these applications, the system will provide a more accessible application portal, transparent tracking of applications, timeframes for decisions and detailed reporting on performance.

It provides technical advice to SARA about development applications that impact on its interests. This technical advice ensures compliance with the timeframes in the *Planning Act 2016*. A decision notice given about access onto a state-controlled road always includes a statement of reasons and notifies the applicant of the right of review and appeal against the decision.

Regulator Performance Framework Reporting October 2019–June 2020 - combined input (continued)

Regulator model practices and supporting principles	Division	Outline evidence and relevant information to demonstrate the extent to which your regulatory practices align with the regulator model practices from October 2019 to June 2020
5. Be transparent and accountable in actions - Where appropriate, regulatory frameworks and timeframes for making regulatory decisions are published to provide certainty to stakeholders - Decisions are provided in a timely manner, clearly articulating expectations and the underlying reasons for decisions - Indicators of regulator performance are publicly available	TL	The department publishes industry information for limousine, taxi and ride-sharing operators so that the regulatory frameworks are transparent. The website sets out relevant detailed information including: - authorisations and safety requirements - driver requirements - vehicle requirements. A dataset containing Queensland's limousine and taxi service licence transfer values and locations dates back to 2008. Regulation notices are provided to persons affected by a decision to suspend, amend or cancel an authorisation or licence under passenger transport legislation. Regulation notices must set out the reasons for a decision and give a person an opportunity to show cause in relation to the decision before the final decision is made. Regulation notices also outline a person's rights in relation to an internal review or external review through the Queensland Civil and Administrative Tribunal. TransLink has a comprehensive governance framework in place which ensures that the state or the Delivery Partner of the Gold Coast Light Rail can raise issues and that those issues are dealt with in a timely manner. The governance framework includes three levels of State/Delivery Partner interfaces, providing escalation points within the structure. The department's Fines and Investigation Unit adjudicates on appeals from members of the public if they feel they have been punished unfairly. This provides a mechanism for members of the public to have matters reviewed without requiring court intervention. Penalty infringement notices and warning notices are tracked and reported quarterly through the TransLink Tracker publication on the TransLink website.
	CSSR	Transport legislation is developed in consultation with the department of Justice and Attorney-General to ensure administrative decision-making processes are appropriate. Administrative decisions are generally reviewable by the Queensland Civil and Administrative Tribunal. Decisions relating to offence provisions may be tested through the courts.
	PPI	guideline on port master planning which outlines requirements for consultation and engagement has been published and is publicly available. Reports on the outcomes of public consultation processes are published. Information used to inform master planning is published on website. An extended factsheet including information about the review was made available to assist stakeholders and is publicly available on the website. Once finalised the Minister for Transport and Main Roads will table the report about review outcomes in the Legislative Assembly. Reports on the outcomes of public consultation processes will be published and a report about review outcomes will be made publicly available.

Key

TL	TransLink Division
CSSR	Customer Services, Safety and Regulation Division
PPI	Policy, Planning and Investment Division
IMD	Infrastructure Management and Delivery Division

Provide any examples or case studies to highlight the extent to which your regulatory practise from **October 2019 to June 2020** aligned with the regulator model practices, or to indicate where business practices could be enhanced in line with the model practices

Outline any actions taken from **October 2019 to June 2020**, or currently being taken by your agency, to improve regulatory activities and business practices to reflect the regulator model practices

The department advice about processing times is published for industry. This includes that applications to renew a booking entity authorisation may take up to 20 days to process and therefore should be lodged sufficiently in advance of expiry, and that an application for a booked hire service licence can take between 5-20 business days to process.

N/A

The department publishes a six monthly report of the tow truck industry including complaints received and action taken to resolve these complaints, infringements issued, audits conducted and the outcomes of these audits, on the website.

Some approval processes under transport legislation do not include timeframes for assessment or decisions. This will be addressed through legislative amendments as the opportunity arises.

The first version of plans and overlays are currently being produced, so no reviews have been undertaken. Port master planning documentation and information is provided on website.

Review documentation and information is provided on website.

