Regulator Performance Framework 2018-19

Department of Transport and Main Roads

December 2019

Queensland
Government

Creative Commons information

Contents

One

Ensure regulatory activity is proportionate to risk and minimises unnecessary burden

Two

Consult and engage meaningfully with stakeholders

Three

Provide appropriate information and support to assist compliance

Four

Commit to continuous improvement

Five

Be transparent and accountable in actions

Executive Summary

Creating a single integrated transport network accessible to everyone

The Queensland Government has endorsed a Regulator Performance Framework to ensure that regulators report their performance against five model practices, with a focus on making sure that the policy objectives of regulation are achieved while balancing any regulatory burden on business, including small business.

The Department of Transport and Main Roads is responsible for planning, managing and delivering an integrated transport network across road, rail, air and sea for the state.

The Department of Transport and Main Roads undertakes rigorous policy analysis on all regulatory proposals, ensuring that all options are identified prior to advocating for legislative amendments.

The Department of Transport and Main Roads' commitment to engagement with stakeholders and ensuring the regulatory implications for all stakeholders are managed wholistically, is underpinned by our Director-General's role with a wide range of transport bodies such as the Queensland Transport and Logistics Council, Tourism and Transport Forum, Roads Australia and Australian Centre for Rail Innovation and with Police-Citizens Youth Clubs Queensland. In addition, our Director-General is Commissioner for the National Transport Commission and Chair of Austroads and Deputy Chair of the Australian Road Research Board.

The Department of Transport and Main Roads administers a large suite of legislation (Appendix 1). The primary intent of the transport suite of legislation is to improve the economic, trade and regional development performance of Queensland and the quality of life of Queenslanders, by achieving overall transport effectiveness and efficiency through strategic planning and management of transport resources[1].

This overall objective is underpinned by legislation that establishes frameworks for planning and coordination, road safety, marine safety, marine pollution, passenger transport, waterways management, rail safety, aviation and infrastructure. A key part of this framework is the provision for a Transport Coordination Plan.

The Department of Transport and Main Roads Transport Coordination Plan 2017-2027 (TCP) provides a strategic framework for the planning and management of transport resources in Queensland over a 10-year time frame. It includes high-level objectives for Queensland's transport system across the following five key areas:

- Customer experience and affordability
- Community connectivity
- Efficiency and productivity
- Safety and security
- Environment and sustainability

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[1] Transport Planning and Coordination Act 1994, section 2 Objectives

The Transport Coordination Plan provides a contemporary approach to the coordinated planning and management of transport, including a strong focus on customer needs and technology and includes transport key performance indicators to monitor progress towards these five objectives of the TPC along with decision-making principles.

This TCP is one example of how the Department of Transport and Main Roads ensures that its regulatory activity is appropriate and balanced and contributes to the Queensland Government Priority of Being a Responsive Government.

Model Practices

One

Ensure regulatory activity is proportionate to risk and minimises unnecessary burden

The Department of Transport and Main Roads (TMR) uses a wide range of activities and regulatory powers to promote compliance with the transport legislation framework. Decisions on regulatory activity are made on consideration of a proportionate approach to compliance activities, engagement and regulatory enforcement actions.

Wherever appropriate TMR regulates only where this is the best approach for the necessary outcome and regulation is reviewed and managed to minimise impact on regulated entities. In addition, regulatory approaches are reviewed and managed to reflect changing information or needs to ensure effort is focused towards risk.

For example, regulation about road safety is evidence based, by using data including road crash data, traffic offence infringement statistics, freight data and data about travel patterns; based on research and considered analysis, through in-house research and through partnerships with researcher organisations such as through the Transport Academic Partnership (TAP) program; and is developed in consultation, including with road user groups and transport industries.

Where appropriate, regulatory approaches are designed to make sure that compliance activities do not disproportionately burden particular stakeholders or require specialist advice to achieve compliance.

TMR recognises that compliance is not all about enforcement and in most cases, compliance is achieved by informing and guiding customers. As mentioned above, TMR uses a range of channels to provide information and assist all customers comply with regulatory requirements.

While there are random compliance interceptions, for the most part, compliance and enforcement activities are targeted based on intelligence from a variety of sources such as complaints, advice from the TMR intelligence area, Queensland Police Service and National Heavy Vehicle Regulator. This aligns with a risk management approach minimising inconvenience for compliant operators.

In addition, authorised officers are trained to ensure they respond appropriately to non-compliance. If action is to be taken for non-compliance, for example, an infringement notice is issued or show cause action is commenced, the impacted party is provided with information relating to the non-compliance and contact details for queries.

Where a matter is being considered for court, TMR prosecutors recognise the *Director's Guidelines* (which apply to the Director of Public Prosecutions), and ensure they apply the law and exercise discretion firmly and fairly.

Port Overlays

The preparation of port overlays (the regulatory instrument that implements a master plan over a master planned area) aligns with this model practice by:

- Operating as part of the broader regulatory planning framework for priority ports;

- Adopting an evidence-based approach that considers a wide variety of matters and is used to inform decision making; and

- Adopting a regulation by exception approach where new regulation is only proposed where gaps are identified in existing requirement applying to develop within a master planned area, recognising that existing planning and regulatory frameworks across all levels of government already provide a comprehensive system for the management of environmental impacts.

The master plan for the priority Port of Townsville was released in October 2019. A preliminary draft port overlay was released alongside the master plan so that the community and other stakeholders could consider the potential regulatory effects of the draft master plan prior to finalisation. The preparation of port overlays includes peer review by independent planning and legal experts as well as review by 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 when finalised.

Transport Academic Partnership (TAP)

The TAP is a collaboration between TMR, the Motor Accident Insurance Commission, Queensland University of Technology, Griffith University, and the University of Queensland. Research undertaken through the TAP in 2018-19 included:

- the safety implications of proving filter right turns at intersections;

- establishing metrics about levels of service for pedestrians; and

- developing a practitioner's toolkit for optimising traffic signal controls.

Heavy Vehicles

National heavy vehicle number plate

Since 1 July 2018, a national heavy vehicle number plate has been available for heavy vehicles, except for in Western Australia. This minimises the regulatory burden for industry by avoiding the need to change number plates when transferring a heavy vehicle's registration between jurisdictions.

Removal of registration label requirements

On 1 July 2018, the requirement for heavy vehicle operators to display a registration label on a vehicle was removed. Following this, on 1 October 2019, the requirement to display registration labels was removed for boats. Technological improvements have reduced the need for registration labels for enforcement purposes. Removing labels reduces the regulatory burden for customers, particularly for operators of heavy vehicle fleets. Customers continue to receive a vehicle registration renewal certificate and an online tool is available through the TMR website to check whether a vehicle is registered.

Passenger Transport Regulation

Passenger transport regulations were remade as the *Transport Operations (Passenger Transport) Regulation 2018* (PT Regulation). The primary objective of the Remake was to support the objectives of the Act as effectively as possible. The remake demonstrated regulator model practice by aiming to ensure passenger transport regulations were of the highest standard; reduce the regulatory burden as much as possible without compromising law and order; simplify passenger transport regulations so they could be better understood by the general public and applied more easily; and modernise passenger transport regulations so that they were relevant.

Examples of removing unnecessary regulation through this process included:

- the requirements for evidencing an operator's operator accreditation have been simplified to reduce the regulatory burden and make the requirements easier to understand and apply,

- certificates evidencing operator accreditation now only need to be returned in a regulation notice states that the certificate must be returned,

- the driver licence requirements for DA have been simplified to reduce the regulatory burden and make the requirements easier to understand and apply,

- categories of driver authorisation have been streamlined to two categories, reducing the regulatory burden for government and industry without impacting the safety of services, allowing authorised drivers to provide a broader range of public passenger services under the authority.

Strategies and Action Plans

Across 2018-2019, the *Safer Roads, Safer Queensland: Queensland's Road Safety Strategy 2015-21* (Road Safety Strategy) and *Safer Roads Safer Queensland: Queensland's Road Safety Action Plan 2017-19* (the Queensland Road Safety Action Plan) applied in Queensland.

These documents are underpinned by the Safe System approach. A safe system means safe road users, safe vehicles, safe speeds and safe roads. The strategies and actions are based upon evidence of risks identified through road crash data. These documents benefit all Queenslanders, including business and industry.

The *Heavy Vehicle Safety Action Plan 2019-21* (the HV Action Plan) sits within this strategic framework. The 36 interventions identified in the plan have been informed by international, national and local research, and are supported by road safety data derived from recognised and respected sources. The interventions outline a range of initiatives to assist the heavy vehicle industry with improving road safety while minimising regulatory burden. For example, intervention 14 involves working towards the coordinated rollout of the National Compliance Information System (NCIS). This system will use state and territory road safety cameras and monitoring systems to deliver a coordinated approach to targeting unsafe or non-compliant behaviours. One of the expected benefits of this approach will be fewer delays and increased productivity for compliant operators thereby reducing their regulatory burden.

A program of monitoring and reporting the success of different interventions has also been built into the HV Action Plan.

Action plans based on evidence that include monitoring of regulatory interventions enable TMR to focus on regulatory activities that are proportionate to risk and that minimise unnecessary burden.

Passenger Transport Enforcement

TransLink's Revenue Protection team enforce fare evasion and behavioural offences in line with provisions under relevant acts.

Enforcement approaches and associated penalties are designed to be proportionate to the seriousness of the offences.

TransLink's revenue protection team maintains an offence matrix which outlines what action is acceptable for each offence committed on public transport. This matrix is updated regularly to reflect legislative/regulatory and policy changes.

Deployments of authorised persons undertaking enforcement are based on gathered intelligence and data on areas of greatest concerns (e.g. routes with high rates of fare evasion, stakeholder/police intel on locations with high rates of anti-social behaviour etc).

Members of the public that are detected committing lower-risk offences are issued with a warning notice initially with TransLink taking the opportunity to educate before issuing any penalty notices.

TransLink maintains a Fines and Investigation unit. The purpose of this unit is to adjudicate 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 has initiated a Fare Evasion Project to consider options to improve the effectiveness of current enforcement activities which includes consideration of current legislative and regulatory frameworks.

Rideables

TMR introduced new laws to allow a broader range of personal mobility devices, or 'rideables' to be legally used in public spaces across Queensland, following work to examine the safety implications of these devices. The laws respond to changing travel patterns and new technologies that benefit the environment and assist in reducing traffic congestion while defining a set of specifications to ensure compliant devices safely interact with pedestrians on paths and are used safely.

Two

Consult and engage meaningfully with stakeholders

TMR engages with a wide range of stakeholders. The important of engaging meaningfully with these stakeholders to deliver a regulatory framework that is balanced to achieve desired transport safety and operational delivery outcomes with industry and community expectations. TMR also actively engages with regulators in other government agencies, local government and the Federal Government.

Broad engagement occurs internally across the department itself and with external stakeholders through a wide range of consultation methods. TMR uses formal and informal consultation and engagement mechanisms to allow for a full range of stakeholder input. TMR establishes cooperative and collaborative relationships with stakeholders to promote trust and improve the efficiency and effectiveness of the regulatory framework.

TMR employs a range of techniques to ensure meaningful consultation with stakeholders such as:

- 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; and

- Collaborating nationally in policy development processes, including in the development of nationally consistent regulation.

Tow Truck Legislation Review

TMR is currently reviewing tow truck regulation. Effective consultation will be critical to inform improvements to the tow truck regulatory scheme. TMR is applying a multi-faceted approach to consultation to ensure meaningful engagement with stakeholders including:

- Publication of a discussion paper on the Get Involved website;

- Letters sent to various stakeholders including tow truck drivers and licence holders, registered operators of tow trucks and members of the public who have made complaints through the Tow Truck Hotline; and

- Meetings with the broader tow truck industry, the heavy vehicle towing industry (which has specific issues needing consideration), RACQ and government agencies including the Queensland Police Service.

Distracted Driving

To identify strategies to deal with the significant crash risk from distracted driving (including mobile phone use), TMR has engaged with vehicle manufacturers, technology companies, insurers, telecommunications companies, academics, legal professionals and other stakeholders including hosting a national Summit on Driver Distraction in July 2019. TMR is continuing to work with experts and transport agencies across Australia to develop nationally consistent and effective regulatory and non-regulatory responses to driver distraction.

TMR Accessibility Reference Group

The TMR 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 Disability Standards for Accessible Public Transport 2002 (Cwth).

TMR and Queensland Bus Industry Council Strategic Forums

These Strategic Forums occur quarterly and provide a forum for QBIC and TMR to discuss issues relating to the bus industry including compliance of bus operators with relevant regulations.

Bus Safety Forum

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 Bus Safety Forum met twice in 2018-19. The purpose of the Forum is to:

- consider bus driver and passenger safety issues,
- discuss relevant initiatives being developed and implemented by TMR to address bus driver safety related issues,
- share best practice ideas and developments in the area of bus driver and passenger transport safety,
- showcase improvements in the area of bus driver and passenger transport safety,
- be collaborative and interactive with contributions made by all members.

Personalised Transport Industry Reference Group

The Personalised Transport Industry Reference Group is made up of representatives from the taxi, limousine and ride-booking industries as well as disability and driver advocacy groups. The Reference Group provides input and advice on issues and review relating to the monitoring and evaluation of the personalised transport reform framework.

Youth Fare Evasion

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 attended. TMR has developed a Youth Fare Evasion Action Plan using the output of the Roundtable, including 9 priority actions to investigate under three key focus areas: education and prevention; detection and enforcement; and penalties and deterrents. A Cross-Agency Working Group has been formed to facilitate effective collaboration across key State agencies to support the implementation of the Youth Fare Evasion Action Plan. Representatives include:

- TMR
- 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

Road Safety Strategies and Action Plans

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Port Overlays and Master Plans

The *Sustainable Ports Development Act 2015* 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 approval processes.

In addition to mandatory formal public consultation, when developing master plans and port overlays TMR:

- 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.

A guideline on port master planning which outlines requirements for consultation and engagement has been published and is publicly available on the TMR 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.

Communication with stakeholders

In TMR, all communication activities undertaken must follow a TMR communication plan and material approval standard.

This standard sets out the minimum requirements, roles and responsibilities of people engaged in developing, managing and approving all communication plans, campaigns, materials, activities, community engagement, consultation and events.

As a department, TMR uses the TMR Risk Assessment and Ratings Matrix to categorise risk before engaging with the public or stakeholders.

A privacy review is highly recommended when collecting personal information, irrespective of the tool/approach.

Get Involved must be used for online consultation where appropriate. Major policy consultation (using online tools) must be launched from the Get Involved website.

If using the Get Involved survey tool or a compliant third-party tool, it must be launched from the Get Involved website. Major policy consultations are those community engagement activities where there is a genuine opportunity for citizens to contribute to the development, implementation, evaluation or review of public policy or legislation.

TMR's website www.tmr.qld.gov.au also provides detailed information for the public and stakeholders to access all aspects of legislative requirements. Web content is presented so that it is accessible, and the information location helps people connect to the information/activity they require to undertake engagement.

If using the Get Involved survey tool or a compliant third-party tool, it must be launched from the Get Involved website. Major policy consultations are those community engagement activities where there is a genuine opportunity for citizens to contribute to the development, implementation, evaluation or review of public policy or legislation.

National Scheme Regulations

TMR 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.

TMR works with the National Transport Commission, other transport agencies across Australia and industry in the development of national scheme legislation and the ADG.

In August 2018 the Transport Infrastructure (Dangerous Goods by Rail) Regulation 2018 and Transport Operations (Road Use Management – Dangerous Goods by Road) Regulation 2010 commenced.

The national amendments included in these regulations involved both national public consultations conducted by the NTC, and targeted local consultation with Queensland industry, conducted by TMR to ensure impacts for the Queensland industry were fully considered before the changes were applied in Queensland.

In addition, TMR continues to engage with industry beyond the maintenance of national reforms.

Social Media Engagement

The department connected with stakeholders and customers by providing them an informative communication channel where they could get the latest news and information as it became available. Messaging also demonstrated how we were working hard to reconnect communities and ready to begin repairing the damage when safe to do so. TMR's social media platforms became an essential part of the department's effort and response to support our stakeholders, customers and the affect communities during the numerous weather events.

TMR's LinkedIn community also continues to grow with content output increasing from 130 posts in the 2017–18 to more than 140 in 2018–19. The department continues to share good news stories positioning TMR as an employer of choice and a leader within the transport sector. The delivery of high-quality and timely information to the public ensures we are continuing to meet the Queensland Government's DIGITAL1ST approach.

Four-wheel drive changes

TMR consulted on proposed changes to the rules governing four-wheel drive lift modifications. The consultation included TMR hosting a forum in September 2018 at which accredited Approved persons, industry groups including the RACQ and the Australian Automotive Aftermarket Association, motoring clubs, major tyre retailers and suspension equipment suppliers were all represented.

Following consultation, TMR introduced new rules through the Queensland Code of Practice: Vehicle Modifications. Queensland requirements are now generally consistent with the National Code of Practice but also provide more flexibility for certain lift modifications.

TMRs primary focus during the process was ensuring the safety of all road users, but with consultation and collaboration, the new rules provide the flexibility to four-wheel drive enthusiasts to better manage their driving needs and were well supported by industry.

TransLink Stakeholder Engagement

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.

An example of meaningful engagement with stakeholders is the combination of formal and informal approaches that support the management of the 4G SEQ Bus Service Contracts that were executed in the 2018-19 period.

Under the 4G contracting framework, a 3-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 in communicating issues back and forth to flag and resolve issues as quickly as possible. Through the establishment of the 4G SEQ Urban Bus Contracts, a Contract Management Portal was developed in 2018-19 and allows for information to be captured centrally and easily disseminated.

Three

Provide appropriate information and support to assist compliance

TMR provides accurate and timely advice to regulators, businesses and the community. TMR provides information to stakeholders that is tailored to meet the needs of target audiences.

TMR achieves this by:

- providing easy to understand information for industry and customers about regulatory services and requirements on the TMR website,
- proactively distributing information about emerging issues or regulatory changes to relevant industry or community groups,
- running education campaigns or targeted information sessions for particular industry groups,
- regularly meeting with industry groups
- responding directly to specific requests for information or advice when requested by members of the public or industry groups or individual business operators

TMR actively works to ensure information is consistent and where necessary, communicated in a way to ensure compliance is readily achievable. For example, legislative requirements for the personalised transport industry are provided on TMRs website.

Industry Information Sessions

Between August – September 2019, TMR has provided nine industry information sessions for approved persons (persons who approved vehicle modifications) regarding scheme reforms. These sessions involved information sharing regarding technical and regulatory requirements with opportunities for questions. The sessions will be followed up with other engagement and information sharing activities, including a survey to improve future sessions.

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.

Power-assisted bicycles

In June 2019, TMR updated regulation for power-assisted bicycles to make it clearer. The changes aim to help bicycle riders, retailers and hire businesses to more easily understand the requirements for a legal power-assisted bicycle. The changes also support police enforcement of the laws to keep everyone safe.

TMR engaged with a range of stakeholders in relation to the changes in 2018 and 2019 and TMR is also undertaking targeted public communications through social media to educate the public on the changes.

BoatSafe Forum

In May 2019, TMR coordinated a BoatSafe forum to share information and discuss issues with Boat Safe training providers. In addition to presentations from Marine Safety Queensland and other areas of TMR, the forum included presentations from volunteer marine groups, the Australian Jet Ski Association, Queensland Water Police and Queensland TAFE. The forum was designed to assist Boat Safe operators meet industry standards with topics ranging from licence applications through to training of their staff.

Passenger Transport Information and Compliance

Providing guidance and support for stakeholders

The Disability Action Plan 2018-2022 (DAP) 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 TMR 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

PT Contracts (Regional Bus Contracts team) provide advice and guidance at Consultative Forums about the Disability Discrimination Act 1992 and supporting Standard (DDA) or upgrading of long-distance bus infrastructure and how local governments can apply for joint funding from the Passenger Transport Investment Program managed by TransLink's Infrastructure Delivery Branch.

To support compliance, general information about legislative requirements for the personalised transport industry is provided on TMR's website.

The Personalised Transport Required Driver Training Notice was published in January 2019. As well as establishing the required driver training, it provides clear advice about the different options that are available for delivering the training so that businesses can tailor the approach to best suit their needs.

Fare Revenue Compliance

The TransLink's Revenue Protection team enforce relevant offences (fare evasion and other offences relating to conduct on passenger transport) in line with provisions under passenger transport legislation. 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 concerns such as routes with high rates of fare evasion or stakeholder/police intelligence on locations with high rates of anti-social behaviour.

TMR's Fines and Investigations Unit adjudicates on appeals from members of the public, which provides a mechanism for members of the public to have matters reviewed without requiring court intervention.

Personalised Transport Required Driver Training Notice

As well as establishing the required driver training, it provides clear advice about different options that are available for delivering the training so that businesses can tailor the approach to best suit their needs.

TMR also provides support to the operator of Gold Coast Light Rail, to ensure it complies with the requirements in relation to authorised officers with training and accreditation of authorised officers.

Social Media and Digital Engagement

Throughout 2018-19 social media played a pivotal role in informing, educating and engaging with the Queensland community. Customers continue to expect a high level of direct engagement through on-page interactions and direct messaging.

Facebook continues to be TMR's largest community with followers increasing by 9.3 per cent to 344,364. In line with international trends, the Twitter channel showed stagnating growth with followers decreasing by 0.6 per cent to 252,536. Total followers across all platforms increased by 5.5 per cent. Customers also continue to rely on the channels for information and customer service requests, with dedicated customer service team members responding to 4838 enquiries on Facebook and Twitter last year.

Followers have told TMR they enjoy regular content such as our weekly educational road rules post. These posts educate the public on Queensland road rules while generating high engagement, meaningful interactions and healthy debates within our social media communities.

TMR followers enjoy unusual CCTV content such as footage of a cockatoo who is a regular visitor to one of our highway cameras. Unusual footage like this generates high engagement and, in some cases, like the cockatoo, a global audience. This year was the first time the team carried out live-tweeting of an event. The Queensland Walking Summit on 14 March 2019 was chosen to live-tweet. This exercise was a success with engagement becoming obvious both at the event and externally as the event's hashtag began trending.

The department's social media channels continued to be a trusted information source in times of crisis and during several severe weather events throughout the year.

Social media played a significant role in keeping the Queensland community informed and educated during significant weather events. The department's customers expect a high level of direct engagement; these channels played a key role in keeping communities informed of impacts to the transport network and provided updates about ongoing repairs.

Social media reached people in a way traditional messaging could not, with updates shared widely and reaching large audiences. During the disasters, social media communication became a priority, as the department published posts, photos and videos provided by communication staff on the ground, including:

- major roads and highway closures and reopenings
- general safety and alert messages
- maritime alerts and affected ports and harbours
- public transport suspensions and resumptions
- Customer Service Centre closures
- affected rail tracks and lines
- disaster assistance packages available for affected communities.

TMR also responded to customer questions, providing the latest information, and directing customers to the QLDTraffic website and mobile app, where they could stay up-to-date with affected roads. Using Facebook and Twitter allowed customers to quickly share updates, even if they were not directly affected by the severe weather.

The department also supported other stakeholders involved in flood response and recovery, including Queensland Police Service, Queensland Fire and Emergency Services, the Bureau of Meteorology and Townsville City Council, by sharing their information, in order to reach a wider audience.

Four

Commit to continuous improvement

The Department of Transport and Main Roads is committed to the continuous improvement of our staff, systems and processes.

We do this by regularly reviewing our approach to regulatory activities, collaborating with stakeholders and other regulators to ensure that decisions are risk based, leverage technological innovations and are the best approach to achieving policy outcomes.

Wherever possible, regulatory activities are decided on the basis of least impact to stakeholders and the community, balanced against the need for public safety or best financial outcomes.

As part of this commitment to continuous improvement, the Department of Transport and Main Roads ensures that staff have the necessary training and support to effectively and efficiently perform their duties.

Road Safety Strategies and Action Plan

The Road Safety Strategy and related action plans are evolving documents and are regularly reviewed to ensure continuing relevance.

TMR endeavours to ensure its regulatory schemes and activities are flexible and responsive to community and industry needs. 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.

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.

In terms of staff capability, TMR has individual development plans for staff involved in roads safety that align with broader strategic and business plans to enable targeted training of the TMR workforce. In addition to formal training, TMR has in-house information sharing sessions including monthly lunchtime seminars about road safety research findings, available to interested staff.

Local Government Grants Program

Guidelines and supporting documentation have been developed and are available to the public on-line.

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-line.

As part of the boarding process, Customer Liaison Officers (CLOs) receive documentation around safe working practices and procedures while on the passenger transport network, this includes:

- standard operating procedures (SOPs) to provide detailed information to assist CLOs on their shift ensuring the safety of themselves and our customers on the network,

- additional specific location SOPs have been developed for 'business as usual' shifts at:

- Cultural Centre busway station, and

- 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 manager on duty,

- zero harm health and safety measures and WH&S practices with knowledge of Employee Assistance Services,

- TMRs Code of Conduct and how it relates to them and their role.

CLOs have been trained in disability awareness. This training allows for the CLOs to be able 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 Network Officer (SNO) 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 regular and appropriate training to ensure they can undertake their role.

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.

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.

National Scheme Legislation

TMR administers Queensland's national scheme transport legislation, including, the *Heavy Vehicle National Law,* the *Rail Safety National Law*, and the *Australian Code for the Transport of Dangerous Goods by Road and Rail.*

TMR ensures Queensland's national scheme legislation is kept up to date to maintain national consistency for businesses operating across jurisdictions. For example, in August 2018, the *Transport Infrastructure (Dangerous Goods by Rail) Regulation 2018 and Transport Operations (Road Use Management – Dangerous Goods by Road) Regulation 2010* were made. These regulations gave effect to updated standards, requirements and procedures of the *Australian Code for the Transport of Dangerous Goods by Road and Rail.*

During 2018-2019, TMR also actively participated in a number of groups involved in developing or maintaining nationally consistent approaches to transport regulation. These groups include:

- The Australian Road Rules Maintenance Group;

- The Registration and Licensing Taskforce; and

- The Strategic Vehicle Safety and Environment Group.

TMRs involvement in national forums ensures Queensland's legislation and practices are current and issues impacting Queensland businesses are taken into account when a national position is developed.

Customer Interactions

At a practical level, where there are regulatory requirements for customers involving interactions with the department, TMR continues to investigate and implement service delivery improvements. These include, for example, developing regulations and processes to remove the requirement for customers to use approved forms where possible, and to allow for more electronic transactions to minimise the transactional burden on customers.

TMR also utilises the Customer Experience Lab to test new ways of engaging with customers and to develop improvements to products and services. The lab provides a versatile space for customer focus groups, workshops, prototyping, training and development. The lab can also be used for co-design sessions with customers.

Five

Be transparent and accountable in actions

The Department of Transport and Main Roads deals with all our stakeholders in a transparent way to ensure that expectations and service delivery is met. The Department of Transport and Main Roads maintains a Customers First approach in all aspects of our business.

The Department of Transport and Main Roads ensures that information on regulatory frameworks and the timeframes for making regulatory decisions are publicly available in order to provide certainty to stakeholders. Decisions are provided to stakeholders in a timely way, clearly articulating expectations and reasons for decisions.

The Department of Transport and Main Roads also ensures that indicators of regulator performance are publicly available. The TMR annual report includes information relating to the department's performance.

Port Master Planning

A 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 TMRs website.

Heavy Vehicle Safety Action Plan

The action plan identifies the importance of monitoring and reporting progress in implementing the interventions detailed in the plan. The plan indicates nominated champions for each intervention will report quarterly on progress to the Heavy Vehicle Safety Working Group (which includes industry stakeholders) and to the Queensland Ministerial Freight Council.

Approved Persons Industry Newsletter

As a result of industry feedback from the approved persons information sessions TMR is investigating issuing a newsletter for persons involved in vehicle inspections or vehicle modifications.

In addition to providing information about regulation changes, the newsletter may include statistics about compliance and enforcement actions. For example, the newsletter may include statistics about the number of audits conducted and the number of show cause actions commenced.

Passenger Transport Industry Information and Accountability

TMR publishes industry information for limousine, taxi and ride-booking operators so that the regulatory frameworks are transparent. The TMR website sets out relevant detailed information including:

- authorisations and safety requirements,

- driver requirements,

- vehicle requirements.

For example, TMR advice about processing times for applications is published for industry. This includes that applications to renew a booking entity authorisation may take up to twenty 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 five and twenty-five business days to process.

Gold Coast Light Rail

The Gold Coast Light Rail team has a comprehensive governance framework in place which ensures that a party can raise issues, and that those issues are dealt with in a timely manner. The governance framework includes three levels of State-Operator interface, providing escalation points within the structure.

Fines and Investigations

TMR has a Fines and Investigations Unit that adjudicates on appeals from members of the public if they feel they have been treated unfairly. This provides a mechanism for members of the public to have matters reviewed without requiring court intervention. Passenger transport penalty infringement notices and warning notices are tracked and reported on quarterly on the TransLink Tracker publication on the TransLink website.

Acts	Subordinate Legislation or application of sections
Air Navigation Act 1937	
Century Zinc Project Act 1997	Sections 5(2) – (7), 11, 12, 13
Civil Aviation (Carriers' Liability) Act 1964	
Gold Coast Waterways Authority Act 2012	*Gold Coast Waterways Authority Regulation 2012*
Heavy Vehicle National Law Act 2012	*Heavy Vehicle (Fatigue Management) National Regulation* *Heavy Vehicle (General) National Regulation* *Heavy Vehicle (Mass, Dimension and Loading) National Regulation* *Heavy Vehicle (Vehicle Standards) National Regulation* *Heavy Vehicle National Law Regulation 2014* *Heavy Vehicle (Registration) National Regulation*
Maritime Safety Queensland Act 2002	
Photo Identification Card Act 2008	*Photo Identification Card Regulation 2019*
Queensland Rail Transit Authority Act 2013	
Rail Safety National Law (Queensland) Act 2017	*Rail Safety National Law (Queensland) Regulation 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	Except to the extent administered by the Deputy Premier, Treasurer and Minister for Aboriginal and Torres Strait Islander Partnerships; and the Minister for Natural Resources, Mines and Energy
Tow Truck Act 1973	*Tow Truck Regulation 2009*

Acts	Subordinate Legislation or application of sections
Transport Infrastructure Act 1994	*Transport Infrastructure (Dangerous Goods by Rail) Regulation 2018*
	Transport Infrastructure (Ports) Regulation 2016
	Transport Infrastructure (Public Marine Facilities) Regulation 2011
	Transport Infrastructure (Rail) Regulation 2017
	Transport Infrastructure (State-controlled Roads) Regulation 2017
	Transport Infrastructure (Waterways Management) Regulation 2012
Transport Operations (Marine Pollution) Act 1995	*Transport Operations (Marine Pollution) Regulation 2018*
Transport Operations (Marine Safety) Act 1994	*Transport Operations (Marine Safety) Regulation 2016*
	Transport Operations (Marine Safety— Queensland Regulated Ships Miscellaneous Equipment) Standard 2017
Transport Operations (Marine Safety— Domestic Commercial Vessel National Law Application) Act 2016	
Transport Operations (Passenger Transport) Act 1994	*Transport Operations (Passenger Transport) Regulation 2018*
	Transport Operations (Passenger Transport) Standard 2010
Transport Operations (Road Use Management) Act 1995	*Traffic Regulation 1962*
	Transport Operations (Road Use Management—Accreditation and Other Provisions) Regulation 2015
	Transport Operations (Road Use Management—Dangerous Goods) Regulation 2018
	Transport Operations (Road Use Management—Driver Licensing) Regulation 2010
	Transport Operations (Road Use Management—Road Rules) Regulation 2009
	Transport Operations (Road Use Management—Vehicle Registration) Regulation 2010
	Transport Operations (Road Use Management—Vehicle Standards and Safety) Regulation 2010
Transport Planning and Coordination Act 1994	*Transport Planning and Coordination Regulation 2017*
Transport (South Bank Corporation Area Land) Act 1999	

Acts	Subordinate Legislation or application of sections
Transport Security (Counter-Terrorism) Act 2008	
Land Act 1994	To the extent it is relevant to the Pentland Biofuels Project of Renewable Developments Australia Pty Ltd in the plan area of the Water Plan (Burdekin Basin) 2007
Water Act 2000	To the extent it is relevant to the Water Plan (Burdekin Basin) 2007