Introduction

TMR's Organisational Structure

Regions

Transport and Main Roads has recently implemented a revised regional structure. Instead of 12 regions, the department has implemented a nine region structure to deliver more efficient outcomes. Three western Queensland regions have merged with existing regions along the coast, providing better value for money outcomes in delivering transport infrastructure. The nine regions, supported by a State Program Office, collectively make up the Program Delivery and Operations Branch responsible for delivering the QTRIP.

RoadTek – TMR's Commercial Arm

The state government is committed to competitive tendering, particularly in mature markets such as south-east Queensland. Recent changes to RoadTek's operating model support this approach, and will ensure projects across the state deliver better value for money.

RoadTek will continue to play an important role in regional and remote areas, where its expertise and responsiveness are valuable, particularly when private firms are unable to deliver works.

TransLink

TransLink, a former statutory authority, has now transitioned to Transport and Main Roads. This integration will enhance the efficiency of the public transport network through the improvement of integrated planning, connectivity and accessibility.

Transport Network Reconstruction Program (TNRP)

Over the last few years, Queensland has been devastated by floods and cyclones which have seen a need for long-term disaster repairs across the state. In response, Transport and Main Roads established the Transport Network Reconstruction Program (TNRP) in 2011 to deliver the massive reconstruction program across Queensland. TNRP works are delivered by regions with expanded resources from the private sector, coordinated centrally by a program office working closely with the Queensland Reconstruction Authority, to deliver works under the Natural Disaster Relief and Recovery Arrangements (NDRRA), a joint federal and state initiative.

Queensland Rail

Legislation was recently passed in State Parliament to change Queensland Rail from a government-owned corporation to a statutory authority. This legislative change will provide significant benefits to the community, including improved operation and management of rail services, more efficient delivery of rail services, enhanced customer service for rail passengers, and a clearer accountability framework for rail services.

Background of the QTRIP

Transport and Main Roads plans, manages and oversees the delivery of a safe, efficient and integrated transport system that supports sustainable economic, social and environmental outcomes in Queensland.

The QTRIP details transport and road infrastructure projects that the department plans to deliver over the next four years for roads, bridges, railways, marine infrastructure and public transport.

Benefits and purpose

The QTRIP enables the department to:

- ensure smooth project delivery by allowing workforce planning across all industry sectors

- provide transparency about transport infrastructure projects across Queensland

- ensure integrated strategies and policies across the public sector and with the private sector

- coordinate infrastructure and services across various transport modes

- integrate transport and land use planning so development has appropriate access, and land use supports sustainable transport options

- comply with legislative requirements

- demonstrate support provided to local government and Indigenous communities for local road upgrades.

Content

The QTRIP identifies firm funding commitments for the first two years for Queensland Government funded projects and for the first year for projects funded by the Australian Government. It identifies indicative funding for the remaining years of the four-year program.

QTRIP's program of work is developed in accordance with funding allocations identified by the Australian and Queensland Governments in their annual budget and both governments' policy objectives.

QTRIP excludes commercial works delivered by Queensland Motorways Limited, Queensland Port Authorities and Queensland Rail.

Strategic Framework

The *Transport Planning and Coordination Act 1994* sets the requirement for the department to develop a transport coordination plan for strategic planning and management of transport resources in Queensland.

The department's Transport Coordination and Delivery Plan (TCDP) sets clear long-term objectives for the planning, management and delivery of Queensland's transport system. It outlines the criteria used to decide on the priorities for spending on transport, and provides a set of guiding principles to assist decision makers responding to emerging issues. The TCDP complements other Queensland Government strategies and regional plans to ensure land use and transport planning are effectively managed to support economic development.

The TCDP provides direction to the department in making investment choices and operational budget allocations to best meet the objectives of the department and the Queensland Government. Progress against these strategic objectives is reported through the department's Annual Report and Service Delivery Statements. The strategic framework focuses Transport and Main Roads' decision making and is consistent with the Australian Transport Council's National Guidelines for Transport System Management in Australia.

The department's business objectives and strategic priorities are stated in the Transport and Main Roads Strategic Plan 2013-2017. It states the agency's vision and goal and outlines the strategic direction for the next four years. The department is well structured to deliver the strategic plan's business objectives which are closely aligned with the service areas in its Service Delivery Statements. The strategic plan guides the development of annual branch business plans and is updated each year to ensure that it keeps pace with emerging issues in an ever changing operating environment.

Legislative requirements

Under the *Transport Infrastructure Act 1994*, QTRIP is required to be produced annually by the Director-General and be made available to the public. QTRIP is produced in accordance with financial and transport planning and coordination requirements, and in association with other plans, programs and modal strategies, including integrated land use and infrastructure planning.

Stakeholder engagement

Queensland's transport and road system connects people, business and industry, markets and employment. Connecting with stakeholders through the QTRIP is an essential part of the department's business to achieve the best transport and road outcomes for Queensland.

Transport and Main Roads' stakeholder engagement includes one-on-one engagement, community engagement, industry briefings, and alliances and partnerships with external organisations. Key stakeholders include the Australian Government, other state government departments, local government, and peak industry and government bodies.

Other partners and suppliers include the private sector industry, contracting and engineering peak bodies, universities, Indigenous groups and environmental groups and agencies.

These vital stakeholders provide critical analysis, input and advice that help the department refine its policies, programs, investment decisions and services. The department asks key stakeholders to rate its performance against the elements of trust, commitment, recognition and inclusiveness. The department uses this information to continue to improve stakeholder interactions.

Working with communities

Transport and Main Roads' decentralised operations have provided a strong local presence in Queensland communities for many years built on long-term engagement with the community for infrastructure projects. An overarching engagement policy, accompanied by standards and guidelines, and staff training and support is in place.

Working with local government

Transport and Main Roads, in partnership with the Local Government Association of Queensland (LGAQ) and individual local governments, collaborate in the Roads Alliance to manage Queensland's road network, irrespective of ownership.

The Roads Alliance was established in 2002 to address state and local road network challenges and manage Local Roads of Regional Significance (LRRS). The LRRS network comprises lower-order state-controlled roads and higher-order local government-controlled roads.

Investment in the LRRS network is managed by 19 Regional Road Groups (RRGs) which are voluntarily formed by regional groupings of Mayors and departmental regional representatives. RRGs have substantial decision making authority under the Roads Alliance.

RRGs determine priorities for the development, management and delivery of regional transport programs. These are derived from individual regional investment strategies.

The formation of the Roads Alliance has led to increased collaboration, capability building and engagement in the regions. Collaboration based on transport priorities for community outcomes, rather than road ownership, will continue as the key driver of the Roads Alliance.

Working with national stakeholders

Transport and Main Roads represents Queensland's interests nationally on peak Australian transport and road bodies such as the Standing Committee on Transport and Infrastructure (SCOTI), Transport and Infrastructure Senior Officials Committee (TISOC), Austroads, Roads Australia and Australian Roads Research Board (ARRB) Ltd. The department is recognised nationally and internationally for its contribution to the roads agenda and for its willingness to learn from others.

Opportunities and challenges

Population Growth and Economic Development

Queensland's estimated resident population of 4.6 million is expected to grow to more than 6.6 million by 2031. This presents significant challenges for the department to manage the impact of this growth, harness opportunities and mitigate the risks which come with it. Over the past decade, Queensland has seen significant gains in infrastructure and public transport catering for population growth.

In addition to traditional demand management initiatives to address congestion, new technologies will play a significant role in managing transport demand and increasing the efficiency of current assets. There is an opportunity for the department to embrace new technologies as a cost-effective means to improve transport efficiency, safety and meet customer expectations.

Improvements in traffic control systems and advancements in data collection from infrastructure assets will enhance performance and help minimise whole-of-life costs of the transport network. These technological improvements will enhance the sophistication and accessibility of transport information available to the public. They will also allow transport system users to make more informed travel choices, whether they are travelling by car, public transport or other forms of transport.

While new technology provides significant opportunities for a growing and increasingly diverse population, the challenge will be to ensure that all transport users are able to enjoy the benefits and travel to their destination safely and efficiently.

Safety

The Queensland Government has endorsed the National Road Safety Strategy 2011-2020 which includes a target of a reduction of at least 30% in the number of fatalities and serious injuries by 2020.

As part of Queensland's continuing and evolving efforts to improve road safety, Queensland has adopted the Safe System approach to road safety which, while promoting alert and compliant drivers, also aims to reduce the severity of crashes through infrastructure improvements, speed reductions and enforcement.

The Queensland Government's targeted road safety infrastructure program, Safer Roads Sooner (SRS), aims to address known and potential crash sites on state-controlled roads by providing cost effective, high-benefit treatments such as installing barriers, improving line marking, providing better signage and removing roadside hazards. This QTRIP identifies various priority projects under the SRS program across the state.

Some of the other major projects currently being worked on by the Queensland Government to improve road safety are a review of licensing (including motorcycles and the Q-Safe licence test), reviewing speed limits, and the introduction of enhanced signage in school zones.

Additionally, the Queensland Government is working on a new and innovative community safety strategy to achieve attitudinal and behavioural change in relation to road safety. The strategy will aim to strengthen, influence and refocus the Queensland community on the importance of road safety and how individuals can play a role in reducing the road toll.

Freight needs

The movement of freight is a critical activity driven by industry and consumer needs, and is fundamental to supporting economic growth. Queensland's freight task is expected to double over the next 20 years, driven by population growth and economic activity. This is likely to place increasing pressure on the transport system, particularly key inter-regional and urban links which support agricultural, mining and major industrial areas, seaports, airports, commercial business parks and major retail centres. Enhancing freight movement is critical to Queensland's global competitiveness and economic performance.

Queensland's wide variety of industries presents varying transport movement demands, including containerised freight, bulk freight and very large loads and over-sized loads. The challenge is to continue to deliver an integrated transport system that supports broad community and industry freight needs which is safe, efficient, reliable, and environmentally sustainable.

Finance and funding

Funding to build, maintain and operate the transport system in Queensland comes primarily from the Australian and Queensland Governments. The state-funded component includes revenue from motor vehicle registration and proceeds from infringements (such as camera detected offences), as well as other sources. Some projects are partly funded by local government and developer contributions. Other projects are jointly funded by the Australian and Queensland Governments such as the Natural Disaster Relief and Recovery Arrangements (NDRRA). Funding provided by the Australian Government demonstrates collaboration and presents major opportunities in delivering Queensland's infrastructure into the future.

There is an opportunity for the department to take a new approach in delivering a more efficient, integrated, and safe and secure transport system. Finding new ways to plan, fund, build and operate new and existing transport infrastructure and services by working with partners and stakeholders in government, community and industry is critical to ensuring the future economic sustainability of the state.

Rural, remote and Indigenous communities

The Queensland Government is exploring funding options for transport infrastructure improvements within rural, remote and Indigenous communities. A number of initiatives build upon previous years' work to further improve the surface of roads, improve flood immunity to reduce outages in the wet season, and maintain or upgrade maritime infrastructure. QTRIP serves local communities through the creation of employment and training opportunities for local residents which are built into project delivery, wherever practicable.

Environment and Sustainability

Queensland's environment is under increasing pressure because of the state's growing population and associated industrial and residential development. The department is committed to being an environmentally, socially and economically sustainable organisation that plans, delivers and manages a transport system that connects Queensland now and in the future.

Transport and Main Roads' commitment to environmental sustainability is being addressed by several programs. The department is improving the condition of the road reserve by investing in nature conservation, fire risk management, road landscaping, road traffic noise barriers and heritage management.