Queensland | Good **jobs** Better **services** Great **lifestyle**

Department of Transport and Main Roads

Strategic Plan 2023–2027

revised 2024–25

ACCESSIBLE AND INTEGRATED

CAPABLE, ADAPTABLE AND ALIGNED

SAFE AND SECURE

DIGITAL ECONOMIC CONTRIBUTION

RESPONSIVE

Vision: Connected communities in a sustainable, thriving and inclusive Queensland.

Purpose: To provide reliable, resilient and responsive transport networks and digital services that are safe and accessible for everyone.

SUSTAINABLE

EFFICIENT AND PRODUCTIVE

The Department of Transport and Main Roads (TMR) supports the government's objectives for the community:

Good jobs: Good, secure jobs in our traditional and emerging industries

Better services: Deliver even better services right across Queensland

Great lifestyle: Protect and enhance our Queensland lifestyle as we grow.

The strategic plan is underpinned by the 30-year Queensland Transport Strategy and the 10-year Digital Strategy.

Our commitment to Human Rights: We will respect, protect and promote human rights in our decision-making and actions.

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

Queensland Government

CS-3238

Department of Transport and Main Roads Strategic Plan 2023–2027

revised 2024-25

Vision: Connected communities in a sustainable, thriving and inclusive Queensland.

Purpose: To provide reliable, resilient and responsive transport networks and digital services that are safe and accessible for everyone.

Principles	Objectives	Performance indicators	Strategies	Our contribution to the Queensland Government's objectives for the community
Accessible and integrated	**A transport system that is accessible and connects customers and communities**	• Accessible and integrated transport services and infrastructure • Diverse transport options	• Take a movement and place-based approach to transport planning, designing and operations • Develop our partnerships with industry and government • Strengthen our collaboration and co-design approach with our customers • Expand the application of universal design thinking • Harness emerging technologies and data to drive integration across the transport ecosystem • Enhance access and mobility throughout Queensland • Use the government Champion Network for First Nations communities	Supporting jobs Connecting Queensland Growing our regions Honouring and embracing our rich and ancient cultural history
Safe and secure	**A transport system that is safe and secure for customers and goods**	• Safety and security of customers and goods • Customer and community trust in the transport system	• Build on a safe system approach for transport safety • Educate the community on their role in safety • Nurture partnerships to deliver a safe and secure transport system • Embed cyber security to protect information assets and personal data	Backing our frontline services Keeping Queenslanders safe Building Queensland
Responsive	**A transport system that is responsive and resilient to the changing environment**	• Operations and reliability of the transport system • Responsive to unplanned events and opportunities • Responsive and resilient services	• Continue to proactively manage network disruptions and disaster recovery • Build on operational excellence and local planning of services to enhance network resilience • Build our multi-modal network management capability • Enable, support and regulate emerging technologies to enhance mobility services • Commit to continuous improvement in our services, communications and digital capabilities • Adopt a whole-of-system perspective when designing the transport system	Supporting jobs Making it for Queensland Investing in skills Backing our frontline services Connecting Queensland Protecting the environment
Efficient and productive	**A transport system that is a key enabler of economic activity**	• Efficiency and reliability in the movement of goods and services • Procurement from small businesses and First Nations suppliers	• Invest in infrastructure and services delivered in partnership with industry • Maintain assets efficiently to maximise productivity • Invest in research to lower capital and operational costs • Integrated and coordinated approach to prioritise investment in high value projects • Increase the use of rail freight along strategic corridors • Embrace smart planning and innovative financing • Leverage digital opportunities to deliver innovative services • Streamline back-office services and management practices	Supporting jobs Backing small business Connecting Queensland Growing our regions Building Queensland

Principles	Objectives	Performance indicators	Strategies	Our contribution to the Queensland Government's objectives for the community
Sustainable	**A transport system that contributes to environmental, economic and social sustainability**	• Minimal impact on the natural environment • Fiscal sustainability • Active and shared transport modes	• Embed sustainability in whole-of-life and whole-of-system decision making • Commit to low and zero emissions transport technologies, modes and materials where possible • Integrate circular economy principles into transport network design and delivery • Implement programs to encourage changes in customers' travel and freight patterns • Increase investment in active and sustainable transport modes	Making it for Queensland Growing our regions Protecting the environment Building Queensland
Digital economic contribution	**A thriving digital economy to benefit Queenslanders**	• Whole-of-government data governance, data sharing and analytics • Cyber-security capabilities • Digital inclusion and skills development • Access to affordable and reliable digital connectivity	• Improve digital engagement by fostering collaboration with government, community, suppliers and industry partners • Enhance operating models, capabilities and platforms to support the delivery of omni-channel customer services • Enhance the collection, analysis and application of customer insights to drive service enhancements and deliver a data sharing policy • Deliver the Cyber Secure Queensland Strategy and scale the cyber security skills accelerator program • Support small businesses, promote digital equity, provide workforce development programs and deliver a digital infrastructure plan • Facilitate the establishment of digital business in First Nations communities	Supporting jobs Backing small business Investing in skills Backing our frontline services Connecting Queenslanders Growing our regions
Capable, adaptable and aligned	**A workforce that is positive, purpose-driven, capable, and mobile**	• Safe and healthy workforce • Inclusive and diverse workforce • Learning and development opportunities	• Build on our culture to be a leader in safety, wellbeing, diversity and inclusion • Invest in digitally connected workplaces • Continue to provide access to high-quality, future-focused development opportunities aligned to our priorities • Continue to embed a positive performance culture • Continue to invest in relevant frontline workforce capability	Supporting jobs Investing in skills Growing our regions Honouring and embracing our rich and ancient cultural history

TMR publishes a set of strategic measures that align to our performance indicators

Our risks:

- Maintaining a safe transport system for our customers and community
- Providing an accessible and integrated transport system
- Developing workforce skills, capability and adaptability to meet TMR's future needs
- Adapting to climate change, reducing emissions and maintaining an environmentally sustainable transport system
- Reducing the impact of supply chain disruption and unavailability of skilled labour
- Maintaining sustainable ICT systems and protecting against cyber threats
- Funding and sustaining essential transport services, infrastructure, and ICT delivery
- Planning and responding to deliverability and affordability of critical projects and future major events

Our opportunities:

- Maximising the value and data to improve planning and operational efficiency
- Optimising our capacity and capability in multi-modal network and major event management