

Annual Report 2009–2010

Department of Transport and Main Roads Volume 1 of 2



Tomorrow's Queensland:
strong, green, smart, healthy and fair

Toward 
Tomorrow's Queensland

 **Queensland**
Government

Letter of compliance

20 September 2010

The Honourable Craig Wallace MP
Minister for Main Roads
Level 13 Mineral House
41 George Street
Brisbane Qld 4000

The Honourable Rachel Nolan MP
Minister for Transport
Level 15 Capital Hill Building
85 George Street
Brisbane Qld 4000

Dear Ministers,

I am pleased to present the Annual Report 2009–10 for the Department of Transport and Main Roads. The report outlines our activities and achievements for the period 1 July 2009 to 30 June 2010.

I certify that this annual report complies with:

- the prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*
- the detailed requirements set out in the *Annual Reporting Guidelines for Queensland Government Agencies*.

A checklist outlining the annual reporting requirements can be accessed at www.tmr.qld.gov.au.

Yours sincerely,



David Stewart
Director-General
Department of Transport and Main Roads

Communication objective

This annual report for Department of Transport and Main Roads outlines how we work towards achieving our vision of *Connecting Queensland*.

We use this report to inform our diverse range of stakeholders about our activities. In doing this, we not only ensure our legislative reporting obligations under the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009* are met but we also strive to exceed them.

This annual report is available on our website at www.tmr.qld.gov.au and in hard copy on request (these can be requested through the contact details provided below).

A checklist outlining our reporting compliance is available on our website www.tmr.qld.gov.au.

Stakeholder feedback is important to us and contributes to improving the value of future annual reports for our readers.

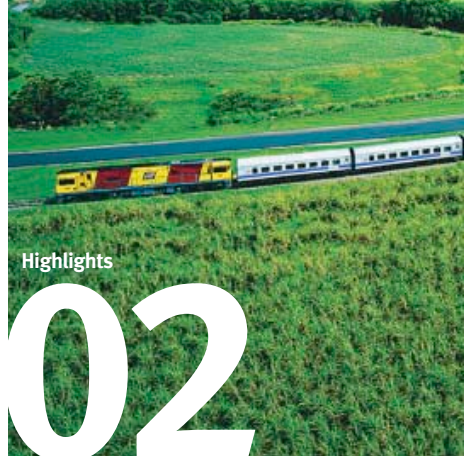
We welcome your comments about this annual report and ask you to forward them to:

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The Queensland Government is committed to providing accessible services to Queenslanders from culturally and linguistically diverse backgrounds. If you have difficulty understanding the annual report, you can contact Translating and Interpreting Service National on 131 450 to arrange for an interpreter to effectively explain the report to you.

ISSN: 1837-2694



Highlights

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Our performance:
Effective, efficient and
sustainable transport system

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Our performance:
Safe transport system promoting
health and wellbeing

40



Our performance:
Cost-effective transport
system delivery

60



Our performance:
A transport system providing
access to employment,
education and services

74



Our performance:
Transport-related impacts
managed

80



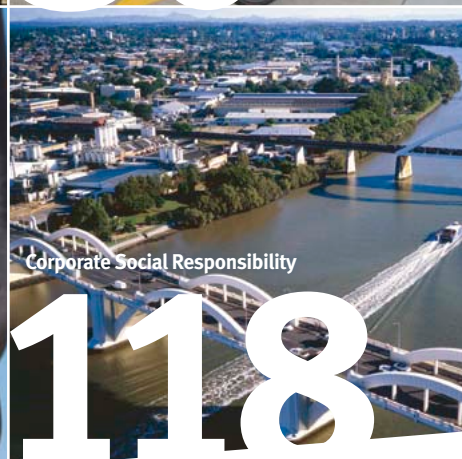
Our performance:
Transport system leadership

90



Our performance:
Contemporary and progressive
people, processes and systems

104

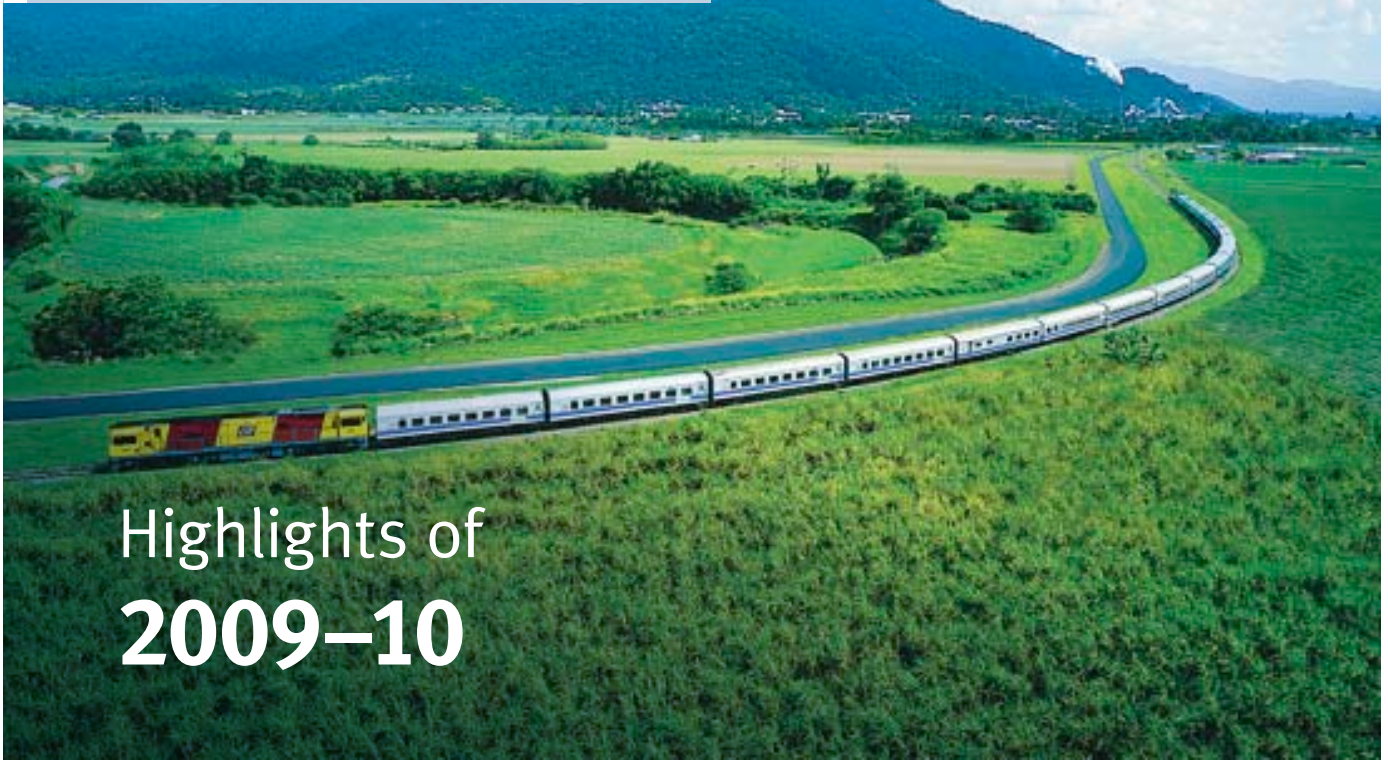


Corporate Social Responsibility

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Highlights of 2009–10

The Department of Transport and Main Roads – Working towards achieving our vision of *Connecting Queensland*.

Objectives highlights for 2009–10

Objective 1: Effective, efficient and sustainable transport system

- ✓ We delivered transport infrastructure for Queensland including new sections of the Eastern and Northern Busways and extending the Gold Coast rail line to Varsity Lakes (pages 28–29).
- ✓ We redeveloped the 131 940 website for real time traffic and travel information (page 34).
- ✓ We improved efficiencies in the major road and freight network (page 34).
- ✓ We continued working with the Queensland Transport and Logistics Council to draft the *Queensland Integrated Freight Strategy* (page 26).
- ✓ Shareholding ministers approved the \$110 million Townsville Marine Precinct (page 32).

Objective 2: Safe transport system promoting health and wellbeing

- ✓ We implemented new child restraint laws to reduce the effects of injury in the event of a road crash (page 42).
- ✓ We campaigned for road safety with the implementation of the third phase of the anti-speeding advertising campaign, *Slow down stupid*, in November 2009 and the launch of a new campaign targeting driver fatigue, *Driver fatigue. Wake up to the signs.*, in September 2009 (page 51).
- ✓ We consulted the public on measures to reduce drink driving through the *Drink Driving Discussion Paper* (page 44).
- ✓ We implemented the Learner Approved Motorbike Scheme (page 44).
- ✓ We launched Heavy Vehicle Response Units for south-east Queensland to remove disabled trucks and semi-trailers from the road network (page 44).
- ✓ We piloted 14 740 ship movements in pilotage areas with 99.99 per cent safe movements (page 45).

Objectives highlights for 2009–10	
<p>Objective 3: Cost-effective transport system delivery</p>	<ul style="list-style-type: none"> ✓ We upgraded infrastructure across the state including: the Ipswich Motorway and the Bruce Highway to six lanes between Uhlmann Road and Caboolture. We constructed the Bundaberg Ring Road and opened the Stuart Bypass, linking the Flinders and Bruce Highways (page 61). ✓ After flooding in south-west Queensland, we worked with individual truck drivers, industry, local governments, other government agencies and key stakeholders to repair road and rail connections (page 72). ✓ We also made improvements to the transport facilities at Palm Island (page 69).
<p>Objective 4: A transport system providing access to employment, education and services</p>	<ul style="list-style-type: none"> ✓ We continued to provide the Taxi Subsidy Scheme (page 75). ✓ We funded 11 new vehicles under the Accessible Bus Program (page 75). ✓ We opened the new Bentley Park Customer Service Centre (page 79).
<p>Objective 5: Transport-related impacts on the natural, cultural and built environments managed</p>	<ul style="list-style-type: none"> ✓ We responded to the grounding of the <i>Shen Neng 1</i> on Douglas Shoal and collaborated with other government agencies and the salvor to protect the marine environment and ensure the safe movement of the ship within Queensland and Australian waters (page 86). ✓ We commenced the TravelSmart Communities program in the Brisbane South/Ipswich area, engaging with 180 000 households on changing their travel behaviour (page 82). ✓ Aircare transport inspectors continued to conduct vehicle emission tests with 94.5 per cent of vehicles receiving a Good rating (page 84).
<p>Objective 6: Transport system leadership</p>	<ul style="list-style-type: none"> ✓ We worked with the Australian Government to support the development of Infrastructure Australia’s National Freight Network Strategy and National Ports Strategy (page 91). ✓ We supported industry stakeholders with implementing the requirements of the <i>Transport Security (Counter-Terrorism) Act 2008</i> (page 99). ✓ We committed to 24-hour listening watch of VHF and HF communications for near coastal waters between Coolangatta and Cooktown (page 96).
<p>Objective 7: Contemporary and progressive people, processes and systems</p>	<ul style="list-style-type: none"> ✓ We launched the Accelerated Development Program for our senior leaders (page 106). ✓ We delivered 507 technical training courses to 5867 trainees, issued 592 technical qualifications and convened four conferences (page 108). ✓ We launched the schools initiative <i>Building Careers for the Future</i> to expose students to the range of career opportunities in the construction industry (page 109). ✓ We continued to enhance the accessibility of information for our people across the state by implementing new asset management solutions (page 116).



TravelSmart encourages active transport including cycling

Highlights of 2009–10

Financial summary

We continue to provide services relating to the Queensland transport system in an operating environment where costs and demand for services are increasing. We have managed our fiscal responsibility in a professional manner, delivering our agreed outputs and achieved an operating deficit of \$2.8 billion. A comprehensive set of financial statements covering all of the department's activities accompanies this report.

Table 1 Financial summary

Category	For the financial year 2009–10 \$000	For the reporting period 27 March to 30 June 2009 \$000*	Comments
Total income	3 811 422	1 404 419	Total income mainly comprises departmental services revenue of \$3.317 billion and user charges.
Total expenses	6 588 249	1 493 159	Total expenditure includes significant items such as a revaluation decrement. This is due to a decrease in the value of the unit rate inputs and the application of the road asset valuation methodology of the network. Various assets have been acquired throughout the year and this has led to an increase in depreciation expenses.
Operating result	(2 776 827)	(88 740)	The operating deficit is mainly due to the asset revaluation decrement relating to the road network.
Capital expenditure	3 287 358	1 136 774	Capital expenditure represents money spent to construct and improve federally-funded and state-funded projects.
Total assets	46 039 175	46 707 362	The department's assets are mainly represented by roads, structures, busways and property, plant and equipment.
Total liabilities	2 019 532	2 168 497	Liabilities are mainly comprised of current trade creditors and a short term funding arrangement provided by Queensland Treasury Corporation.
Equity	44 019 634	44 538 865	The entity's reported net worth is total assets less liabilities.

* These figures reflect three months of the previous financial year, due to the formation of the Department of Transport and Main Roads.

Performance summary

This summary provides an overall assessment* of our performance against the corporate objectives in the *Transport and Main Roads Corporate Plan 2009–13*. The results are on a graduated scale, with the page numbers referring to sections of the report where more detailed information is presented.

Our five-year results for our Outputs are presented in the Output Performance Statements in Appendix 7.

Objective › Strategy	2009–10 result	Page number
Objective 1: Effective, efficient and sustainable transport systems		
Implement integrated transport system plans and policies	▲	22
Ensure balanced capital, maintenance and services expenditure	▲	26
Invest in transport infrastructure	▲	27
Achieve efficient use and operation of the transport system	▲	34
Maintain transport system security and continuity	▲	38
Objective 2: Safe transport system promoting health and wellbeing		
Manage access to the transport system	▲	40
Enhance the safety of vehicles, vessels and trains	▲	42
Maintain a safe transport environment	▲	46
Enhance safe movement of people and freight on air, land and water	▲	52
Encourage more cycling and walking	▲	54
Objective 3: Cost-effective transport system delivery		
Deliver transport infrastructure programs	▲	60
Manage and protect transport system assets	▲	69
Strong focus on customer service delivery	▲	72
Objective 4: A transport system providing access to employment, education and services		
Plan and provide appropriate, accessible and reliable transport services, including in regional and remote Queensland	▲	74
Provide accessible and efficient transactional services	▲	76

Objective › Strategy	2009–10 result	Page number
Objective 5: Transport-related impacts on natural, cultural and built environments managed		
Build and share knowledge about the potential impacts of climate change on the transport system	▲	80
Facilitate increased use of environmentally sustainable transport options	▲	81
Conduct regulatory and compliance activities to reduce transport-related impacts on the environment	▲	83
Objective 6: Transport system leadership		
Influence national transport policy	▲	90
Lead state transport policy and planning	▲	92
Build partnerships, alliances, networks and knowledge-sharing with government, community and industry stakeholders	▲	94
Support the capability of Queensland industries	▲	99
Lead transport technologies	▲	101
Objective 7: Contemporary and progressive people, processes and systems		
Continuously improve departmental planning, management, governance and ethical standards	▲	104
Attract, develop and retain talented, dedicated people	▲	106
Provide safe, healthy and secure workplaces	▲	109
Implement consistent state-wide systems, processes and practices	▲	114

■ Achieving our desired goals
■ On track to achieve our goals
■ Improvement needed to achieve our goals

* self-assessment based on an evaluation of all achievements within the specified key result indicator.

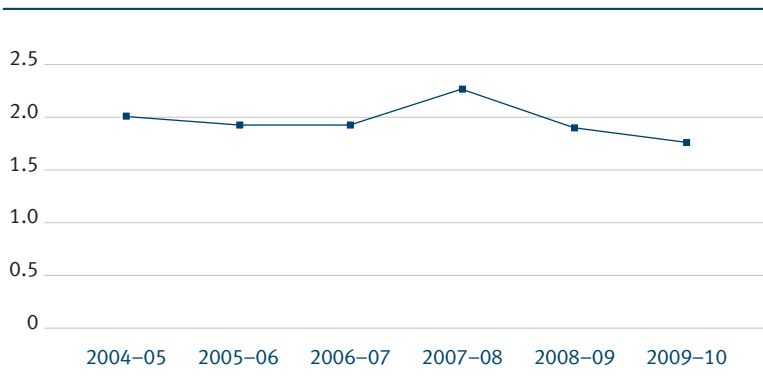
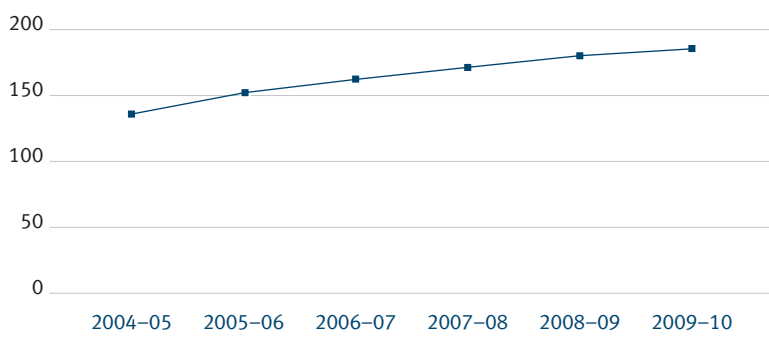


Key trends

Patronage

Figure 1 Passenger trips taken in the TranksLink area of operations (millions – financial year)

In 2009–10, the number of trips taken by bus, rail and ferry continued to increase. Refer to pages 74–75 for more information.



Taxi patronage

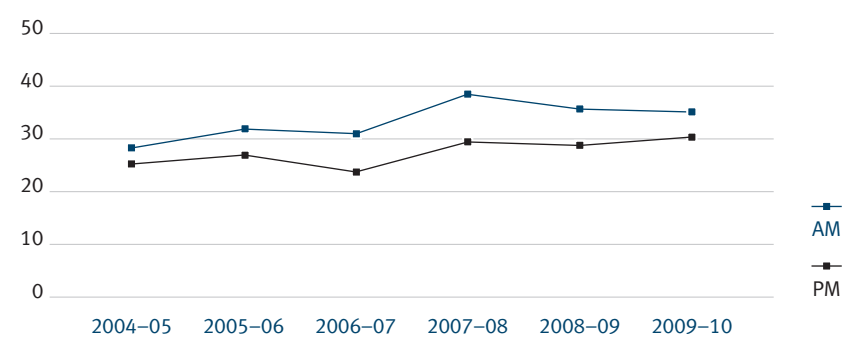
Figure 2 Passenger trips taken under the Taxi Subsidy Scheme (millions – financial year)

In 2009–10, the number of trips taken under the Taxi Subsidy Scheme remained steady. Refer to page 75 for more information.

Congestion

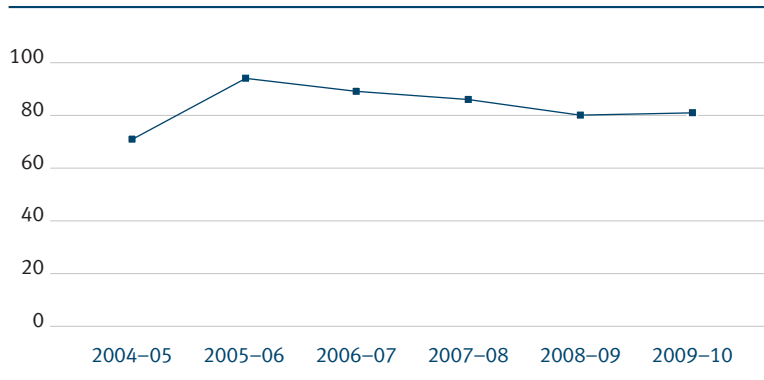
Figure 3 Greater Brisbane area (peak km/h – financial year)

This indicator measures the difference between the actual travel speed and the posted speed limits on a sample of arterial roads and freeways in the urban metropolitan area. Refer to page 155 for more information.



Pictured opposite: Building better roads

The road fatality rate continues to decrease.



Customer service delivery

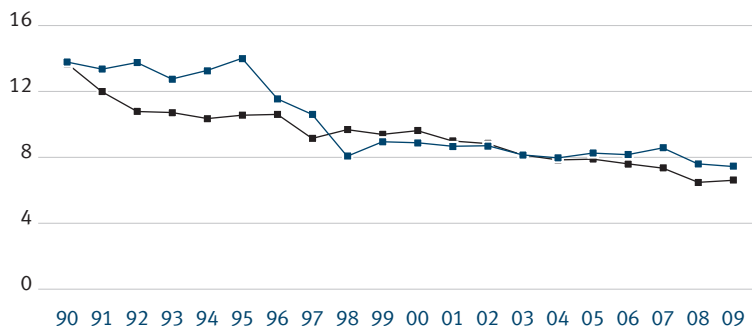
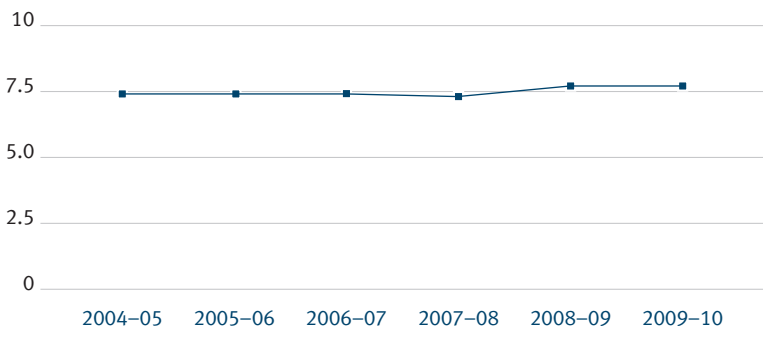
Figure 4 Call centre waiting times (percentage of calls answered within three minutes – financial year)

We continue to improve our customer service in our call centres. Refer to page 78 for more information.

Customer service

Figure 5 Customer service satisfaction rating (rating – calendar year)

Our customer service satisfaction rating remains high. Refer to page 78 for more information.



Road safety

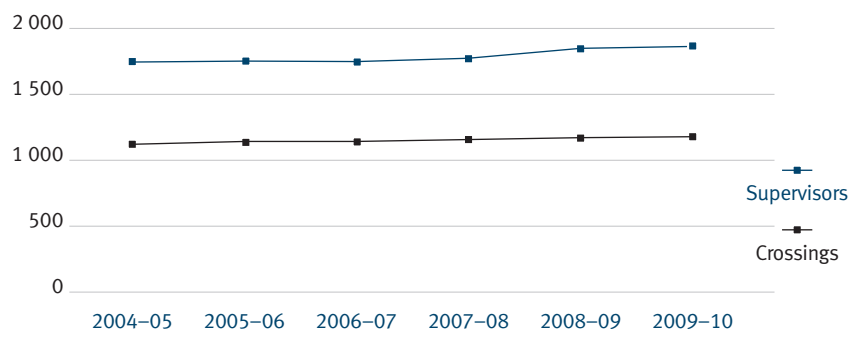
Figure 6 Road fatalities per 100 000 population (calendar year)

The road fatality rate continues to decrease. Refer to pages 56–57 for more information.

School safety

Figure 7 School Crossing Supervisor Program (number – financial year)

In 2009–10, we continued to increase the number of school crossings supervised across the state. Refer to pages 54 and 148 for more information.





About us

We plan, manage and oversee the delivery of a safe, efficient and integrated transport system that supports sustainable economic, social and environmental outcomes in Queensland.

A well-developed integrated transport system is essential to connecting people and communities, moving goods and services, and providing access to employment, education, social services and recreational activities.

Our core business involves:

- leading the strategic direction and outcomes for Queensland's transport system including land, sea and air
- undertaking comprehensive planning for the movement of people and goods in collaboration with key stakeholders
- regulating service providers (public transport providers and heavy vehicle operators) for compliance and ensuring access and safe use of the transport system for all users
- funding essential services such as public transport, long distance passenger services and freight delivery in remote areas
- providing key infrastructure such as roads, busways, cycleways, boat ramps and jetties.

What we value

Three values support our vision – our customers, our people and our reputation. We strive to listen, understand and deliver for all of our customers, whether from the community or our industry and business partners. Our focus is always on the customer.

Our people are hard-working and dedicated to the department's success. Working together, they support each other to achieve our vision.

Our reputation of going above and beyond is demonstrated in the way we face many challenges – with spirit and determination. We work together to support Queensland by providing a transport system: *Connecting Queensland*.

Our operating environment

The Department of Transport and Main Roads administers a number of pieces of legislation (see Appendix 4 for details).

Our organisation is structured to deliver efficient and effective services to customers and stakeholders; creating savings and efficiencies; and providing the ability to reprioritise resources across the department.

We undertake a comprehensive environmental scanning process each year to identify our strategic challenges and opportunities. After considering our strategic challenges and opportunities and the impacts of our

Pictured opposite: King George Square Cycle Centre

strategic risks, our Board of Management identifies our priorities, which are the key areas of focus during the four-year life of our corporate plan. Our strategic challenges and opportunities and our priorities are detailed in our corporate plan (refer to page 20).

We take pride in developing and delivering high quality services throughout Queensland. These services include:

- transport network planning including road design, construction, maintenance and operation
- management and development of transport system infrastructure
- integrated transport planning and studies
- land use and transport development assessment
- driver and boat operator licensing
- road, rail and maritime safety education
- marine pollution prevention and response
- public transport policy and services (urban bus, limousine, taxi, ferry, long-distance bus and aviation)
- vehicle and boat registration
- transport system security and disaster response and recovery operations
- accessible transport options.

Our history

In 1990, the Department of Transport was established and included the Department of Main Roads and the Department of Harbours and Marine.

In 1996, the Department of Main Roads was re-created from within the Department of Transport and assumed responsibility for all road infrastructure functions. Collection of registration revenue remained a Department of Transport function, as did transport planning, policy and stewardship of the transport system.

On 26 March 2009, the Governor in Council approved *Administrative Arrangements Order (No. 1) 2009*. This Administrative Arrangements Order effected significant machinery-of-government changes, including creating the Department of Transport and Main Roads.

Our people

We have a workforce of 8616 people (full-time equivalent) who work in a wide range of trade, professional, technical and administrative disciplines. Our people work across 18 regional offices, seven

divisional offices, 56 customer service centres, 29 depots, 10 compliance offices, 11 road safety offices and two call centres throughout the state.

We are committed to achieving excellence through a high performance culture. We support our people by providing them with opportunities to develop and enhance their skills and qualifications.

Our stakeholders

A diverse range of stakeholders from community, industry and all levels of government depend on us to provide an integrated transport system that meets their current and future requirements.

Our approach to managing stakeholder expectations is fundamental to how we do business and manage change. We recognise that working with and listening to our stakeholders is essential if we are to continue to be successful in *Connecting Queensland*.

How we plan

Our corporate plan sets the strategic direction over a four-year period (see pages 20 and 125). The corporate plan aligns with the objectives of the *Transport Coordination Plan for Queensland 2008–18*, which is the overarching strategic transport policy document and provides direction to other major transport strategies and plans.

Our corporate plan also aligns with our road network strategy, *Roads Connecting Queenslanders*, which is part of a suite of strategic planning documents that includes the *Queensland Road System Performance Plan* and the *Queensland Transport and Roads Investment Program (QTRIP)*. QTRIP details our upcoming four-year program of transport and road infrastructure works.

These documents are used in conjunction with the *Integrated Regional Transport Plan*, *Regional Cycle Network Plans*, modal strategies, divisional business plans and individual achievement plans to manage our services for Queensland.

We have positioned ourselves strongly to deliver positive outcomes for the community and we will continue to work with our stakeholders to ensure we deliver our core business.

20
ports

245 285 115
tonnes of goods through Queensland ports

4 298 857
registered vehicles

33 550
kilometres of state-controlled road network

9119
kilometres of rail network

3 132 341
licensed vehicle drivers

3249
taxi licences

51 657
authorised drivers of public transport

5181
accredited transport operators

220
airports

233 554
registered recreational vessels

4 473 000
population of Queensland



Director-General's report

David Stewart
Director-General

Looking at our achievements over the past year, I see a vibrant organisation responding effectively to the needs of the community.

We are continuing to deliver on our vision of *Connecting Queensland*

Looking at our achievements over the past year, I see a vibrant organisation responding effectively to the needs of the community.

Planning, delivering and managing Queensland's transport system during this year of economic and environmental challenges, along with the continuing strong growth in population, provided us with many challenges and opportunities.

Delivering on our \$7.1 billion transport and roads programs was only possible through our commitment to providing better infrastructure and services for Queensland.

To do this, we remain focused on planning, delivering and maintaining vital infrastructure for the future. We are improving safety outcomes, protecting our environment, providing quality frontline customer services and delivering research-based policy. This ensures we will develop a transport system that suits the needs of the community and industry.

Our vision

In August 2009, I announced our vision for the future – *Connecting Queensland*. For me, our ability to connect is one of our great strengths. Whether working with the community and our stakeholders, getting involved in the planning and delivery of our massive works program or connecting across the department, all of these efforts and the outstanding dedication of our people contribute to our vision of *Connecting Queensland*.



Cargo ship travelling beneath the Gateway Bridge

Investing in Queensland

This year the state budget provided investment in transport and road infrastructure for Queensland, with \$3.6 billion allocated to transport and \$3.5 billion allocated to roads. This continues the government's commitment to develop and manage Queensland's

transport system funding infrastructure programs, including major road projects, busways and improved rail and port facilities for Queensland.

During the year, we provided 55 000 jobs for construction and industry workers across our road and transport programs.

Building Queensland's infrastructure

In May 2010, Queensland motorists got their first chance to drive over the new Sir Leo Hielscher Bridge. The new twin bridge is part of the \$2.5 billion Gateway Corridor Upgrade, the largest bridge and road infrastructure project in Queensland's history. The project includes construction of a second Gateway Bridge (with a new shared pedestrian/cycle path), as well as additional motorway lanes and improved connections to the north and south of the Brisbane River. By the end of 2010, it is expected motorists will have access to 12 lanes across the river, six months ahead of the original schedule. This upgrade means safer and more efficient travel for Queenslanders while providing vital infrastructure for the continued growth of the Australia TradeCoast region (comprising the Port of Brisbane, Brisbane Airport and surrounding industrial and commercial precincts).

Planning and delivering an integrated transport system

The continuing population growth in Queensland has placed an increasing demand on the state's transport system. In response to this growth, we continue to plan and deliver critical infrastructure projects and programs that support industry and connect communities across the state.

Director-General's report

Our values

Our customers

I'm extremely proud of the value we place on our customers. Whether they are the community, our industry and business partners or work colleagues, I believe we listen, understand and then deliver. Our customers should be confident that we will always deliver on time in a way that represents value.

Our people

I am always impressed by the hard work and exceptional dedication of our employees. It's the work our people do that drives the department to excellence. We have built strong relationships across our department, working together as one team, supporting each other, encouraging diversity and respecting the unique contribution of each individual.

Our reputation

Over the past year, our people have confronted many challenges with admirable spirit and resilience. Their outstanding efforts in crisis events, such as the recent grounding of the coal ship in the Great Barrier Reef and 2010 floods, cement our reputation of going above and beyond. Our people pull together to support local communities in a very tangible way. We work to provide up-to-date information and essential services while keeping the transport networks safe and communities connected.

Our customers should be confident that we will always deliver on time in a way that represents value.

Some of our key projects and programs include:

- *Connecting SEQ 2031: An Integrated Regional Transport Plan for South East Queensland*. This presents an integrated strategy for developing the future transport network for the region
- undertaking the Western Brisbane Transport Network Investigation, which examined future demands for the area and developed a transport network strategy for Western Brisbane, which includes all transport modes
- commencing the Cross River Rail feasibility study into the new rail link planned for Brisbane inner city
- ongoing delivery of the Eastern and Northern Busways to reduce travel time
- piloting the Flexible Workplace program
- trialling the TravelSmart Schools program to encourage sustainable travel options
- extending the Gold Coast rail line from Robina to Varsity Lakes
- starting construction of the Gold Coast Rapid Transit system
- completing the Bruce Highway six-lane upgrade between Uhlmann Road and Caboolture
- continuing construction of the Houghton Highway duplication
- duplicating the Forgan Bridge in Mackay
- drafting the *Queensland Integrated Freight Strategy* with the Queensland Transport and Logistics Council
- undertaking expansion work on a number of ports including the Port of Brisbane Terminal, RG Tanna Coal Terminal and Abbot Point Terminals.

Improving safety

The safety of the people of Queensland remains one of our key priorities. We are focused on reducing the number of people injured in road, rail or marine incidents as well as the safety of passengers on public transport.

We continued a range of programs and strategies to improve safety across the state, including:

- working with the Queensland University of Technology to develop practices in skid resistance management to enhance roads for the wide range of community needs

- promoting the *Here for Life* road safety strategy, including an interactive website where people could share images, stories and road safety information and actively demonstrate their support for safe driving
- working with QR Limited on the Federal Government-funded Boom Gates for Rail Crossings Program. This program will upgrade 66 priority public open level crossings across Queensland with boom gates and other safety protection measures
- continuing the Torres Strait marine safety program, which delivers BoatSafe training courses and offers an EPIRB exchange program for remote island communities in the Torres Strait.

We also commenced operation of the new Vessel Traffic Service (VTS) Centre in Townsville to provide VTS to the Great Barrier Reef Vessel Traffic Service. From July 2010, we will cover the ports of Townsville, Abbot Point and Lucinda. These services enhance the safe and efficient movement of vessels within these ports, Torres Strait and the Great Barrier Reef.

We maintained our efforts to improve the safety of children through:

- introducing new child restraint laws
- increasing the number of supervised school crossings to 1178 across Queensland
- upgrading school buses to meet rollover standards
- trialling new school zones
- improving bicycle paths and footpaths surrounding schools.

We remained focused on higher risk road users, introducing a range of initiatives including:

- the *Drink Driving in Queensland* discussion paper for public consultation
- on-road activities and inspecting 4WD hire vehicles on Fraser Island
- the graduated licensing system for riders and restrictions relating to pillion riders. These are part of the *Queensland Motorcycle Safety Strategy* to address the high level of motorcycle-related crashes.

Director-General's report

Responding to challenges

In early 2010, Queensland was affected by severe flooding and extreme rainfall. Roads, bridges, culverts and rail lines were inundated with floodwater and debris, causing extensive damage and disruptions across the state. Many of our people worked tirelessly to assist local communities to deal with the effects of these floods. Our people completed recovery work including removing debris, rebuilding rail tracks and undertaking extensive road resurfacing work. We also provided these communities with up-to-date information and essential services, working hard to keep the road and rail networks safe and these communities connected.

On 3 April 2010, the Chinese-registered bulk carrier *Shen Neng 1* ran aground on Douglas Shoal, east of Rockhampton. Our rapid response was vital in protecting the natural environment. Our Maritime Safety Queensland division worked with a number of agencies, local authorities and organisations on behalf of the Queensland community. This combined experience ensured no further oil spillage or loss of coal occurred during the salvage operation. Our risk-based, step-by-step approach ensured the *Shen Neng 1* left Queensland waters on 1 June 2010, after a two-month salvage operation.

I am very proud of our role in managing this incident. The efficiency of our response, coupled with the capabilities and teamwork of our people, ensured a safe outcome for all involved and the protection of one of Australia's most precious natural assets – the Great Barrier Reef.

I express my sincere thanks to everyone involved for their efforts in responding to these challenges. Our department continues its strong history of assisting the communities of Queensland during tough times.

Better service for our customers

Our people, customer service centre officers, transport inspectors, school crossing supervisors and call centre officers are the face of the department in the community. They continue to deliver a high standard of service when interacting with customers. This year, to improve our service capacity, we opened the Bentley Park Customer Service Centre. The centre provides much needed services to the city of Cairns and its surrounding areas.

Future direction

We will continue to be a contemporary and progressive organisation, one that is forward-thinking and leading change and helping the government to deliver a sustainable future for Queensland. We will continue to:


- engage with community, industry and government stakeholders to deliver on the government's transport and road commitments
- be a significant contributor to national transport and road policy and practice.

Acknowledging support and commitment

I want to thank both the Minister for Main Roads and the Minister for Transport for the continued support they have given to the department.

I would also like to thank our people, the Board of Management and the Senior Leadership Team for their dedication and achievements in 2009–10.

As we move towards a first-class transport system for our growing state, I hope that our vision and values provide guidance and inspiration to be the best. As we work to realise the benefits of our combined transport and roads functions, I believe our vision of *Connecting Queensland* is within reach.



David Stewart
Director-General

Our financial position

Transport and Main Roads is operating within budget and achieving value for money in achieving key strategic service delivery priorities.

Chief Finance Officer's statement

The Chief Finance Officer has fulfilled responsibilities in terms of the *Financial Accountability Act 2009* and provided the accountable officer with a statement about whether the financial internal controls of the department are operating efficiently, effectively and economically in conformance with section 57 of the *Financial and Performance Management Standard 2009*. In addition, the department has minimised its costs and risks in relation to its liabilities and contingent liabilities through effective internal controls.

Funding

The published budget for the Department of Transport and Main Roads in 2009–10 was more than \$3.6 billion for operating and \$3.8 billion for capital. Included in these budgets are contributions from the Australian Government totalling \$1.1 billion. In addition, we collected more than \$1.7 billion in administered receipts from taxes, fees and fines.

Our key strategic service delivery priorities this year were to:

- develop and implement initiatives to improve safety for users of the transport system
- manage the impact of urban traffic growth
- deliver the government's transport infrastructure commitments through the *South East Queensland Infrastructure Plan and Program* (SEQIPP), the *Queensland Transport and Roads Investment Program* (QTRIP) and other major capital works programs
- promote the increased use of public transport and encourage more walking and cycling (active transport)
- plan and prioritise future works to meet the long-term needs of industry and the community
- develop and release major integrated, network, corridor and modal transport plans
- preserve, maintain and operate the state-controlled road network to improve the reliability of service to industry and the community
- maintain and improve the quality of life for Queenslanders by providing connectivity to employment, health, education and services.

Our financial position

Our performance

Our income

Figure 8 illustrates the different categories of revenue earned by the department. All transactions are accounted for on an accrual basis. State government appropriations are the main source of revenue for us and account for approximately 87 per cent of the total revenue earned for the reporting period ending 30 June 2010. Due to the size of this item it is not shown in the graph.

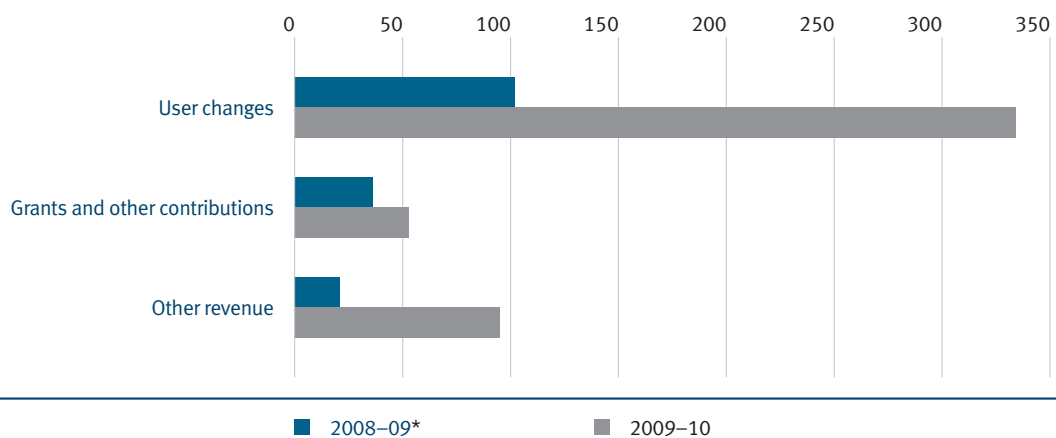
Our second major source of revenue is user charges. User charges are controlled by the department and are mainly derived from external sales, provision of services to other government agencies, marine pilotage and recoverable works for other government authorities.

The department administers, but does not control, certain resources on behalf of the Queensland Government. The main sources of administered revenue were user charges, fees for motor vehicle and other registrations, transport and traffic fines, and other regulatory fees, fines and forfeiture.

Our expenses

Total expenditure for the department is \$6.59 billion. Total expenditure reported for the period 27 March 2009 to 30 June 2009 was \$1.49 billion. Figure 9 illustrates that supplies and services, depreciation, infrastructure asset revaluation decrement and Queensland Rail service costs account for the majority of our expenditure. Approximately 43 per cent of the supplies and services costs are a result of payments to contractors for services in road construction and maintenance activities.

Figure 8 Major revenue items (\$ million)



* These figures reflect three months of the previous financial year, due to the formation of the Department of Transport and Main Roads.

Table 2 Key financial indicators

Key indicators	For the reporting period:	
	27 March 2009 to 30 June 2009*	1 July 2009 to 30 June 2010
Operating result	(\$0.089 billion)	(\$2.777 billion)
Capital expenditure	\$1.142 billion	\$3.287 billion
Debt balance	\$1.122 billion	\$1.047 billion
Debt servicing ratio	5%	4%

* These figures reflect three months of the previous financial year, due to formation of the Department of Transport and Main Roads.

In addition, our depreciation is the direct result of our large infrastructure asset base. A revaluation decrement has been recognised to record the valuation movements in our assets.

Another major expenditure item is Queensland Rail service costs. This expenditure is for the rail services and infrastructure support services purchased by the Queensland Government for all aspects of the rail network.

Our assets

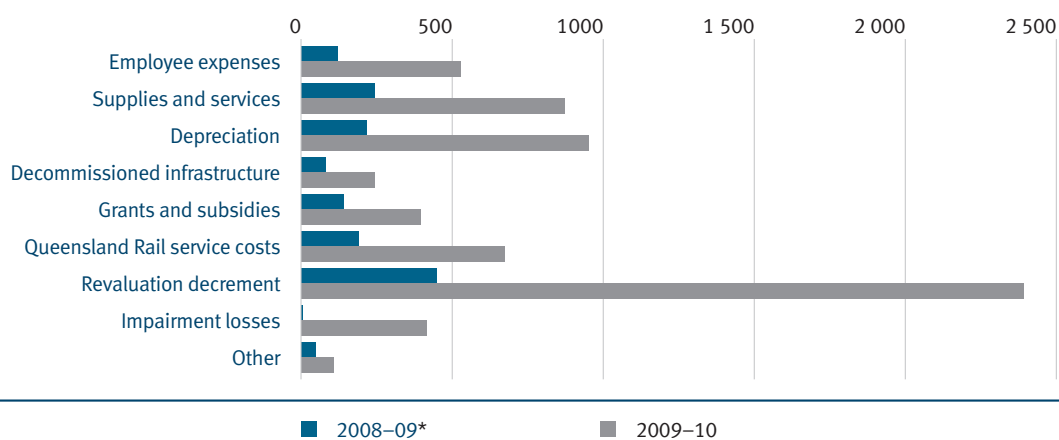
Figure 10 shows our total assets are made up of roads, structures, busways, capital work-in-progress, property, plant and equipment and other assets. The road network makes up the majority of our assets and is valued at \$42.3 billion.

Table 3 illustrates the components of property, plant and equipment held by the department.

Please refer to Note 3(q) of the *Financial Statements* for further discussion on the valuation of the department's infrastructure assets.

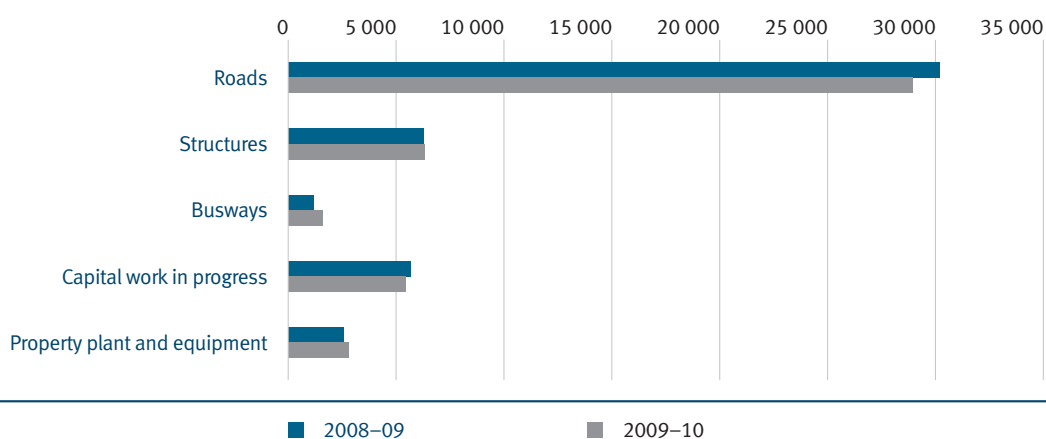
Figure 11 shows cash and other asset categories which comprise \$278.894 million of cash, \$279.091 million of receivables from external customers and shares worth \$198 million held in Queensland Motorways Limited and Transmax Pty Ltd. Please refer to Note 3(k) and Note 42 of the *Financial Statements* for further information on shares held in Queensland Motorways Limited and Transmax Pty Ltd.

Figure 9 Major expense items (\$ million)



* These figures reflect three months of the previous financial year, due to the formation of the Department of Transport and Main Roads.

Figure 10 Major asset categories (\$ million)



Our financial position

Our liabilities

Figure 12 shows the total of current and non-current liabilities. Payables and interest-bearing liabilities make up the majority of our liabilities. Most payables are invoices that remain outstanding to trade creditors. The debt facility provided by Queensland Treasury Corporation assists in funding our infrastructure projects.

Funding – source and application

Funding from government comprises departmental services revenue, equity injections and allocations from the Australian Government for capital and maintenance works on the National Network.

Capital expenditure was \$3.29 billion, which includes projects funded by the Queensland and Australian Governments.

Consultancies

Our expenditure on consultancies for the financial year 2009–10 is in accordance with the whole-of-government definition of consultants. The total of \$4.152 million includes engineering-related consultancies for management and delivery of the roads program of \$2.355 million, and also other activities such as workforce management of \$1.797 million.

Early retirements and redundancies

There was a total of 28 redundancies and early retirement packages paid by the department for the reporting period with a total value of \$3.124 million. Of these packages, 22 were as a result of the whole-of-government workforce rejuvenation scheme with a total value of \$2.842 million.

Shared services initiative

During 2009–10, the Shared Service Agency provided transactional functions in the areas of finance, procurement, human resources, document and records management, and property and facilities management to the Department of Transport and Main Roads.

The activities of the Shared Service Agency and CorpTech are reported in the annual report of the Department of Public Works.

Table 3 Property, plant and equipment (detail)

Category	2009 \$000	2010 \$000
Commercial land	318 545	262 912
Commercial buildings	195 353	200 299
Property held for future infrastructure	1 878 971	2 184 783
Road construction plant and equipment	102 606	104 961
Heritage and cultural assets	1 128	4 705
Technical, IT and general plant and equipment	34 668	33 693
Work in progress	34 275	17 353

Figure 11 Cash and other assets (\$ million)

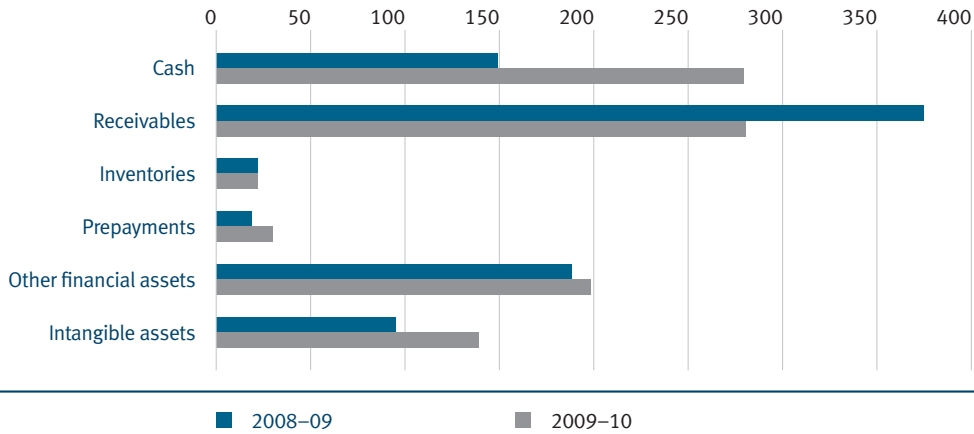


Figure 12 Liabilities (\$ million)

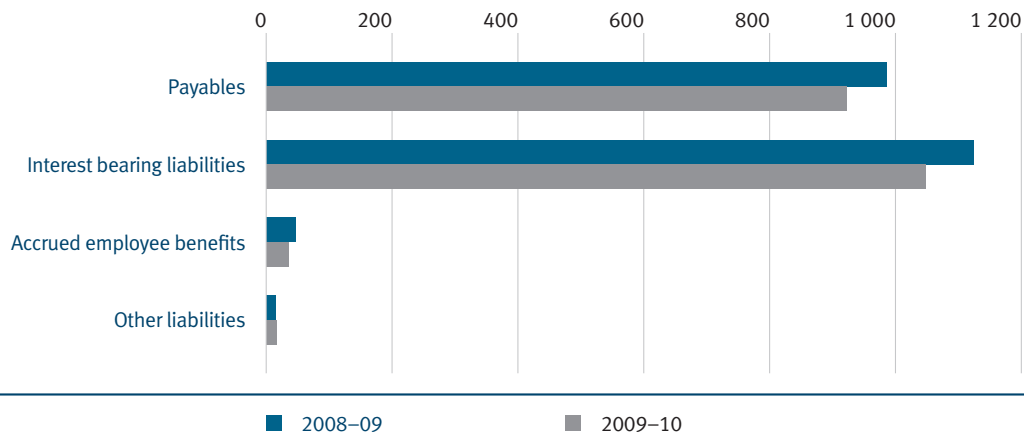


Figure 13 Sources of funds

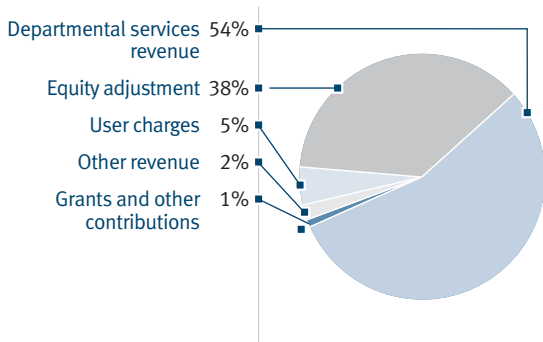
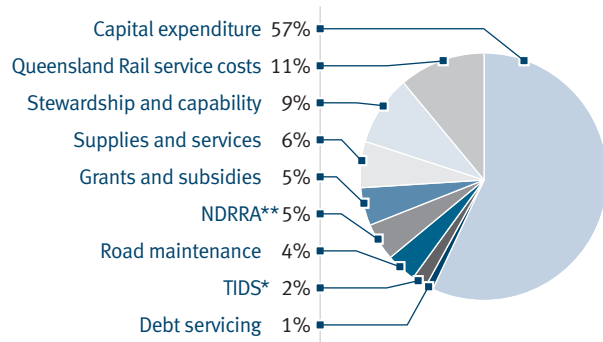


Figure 14 Application of funds



**NDRRA is Natural Disaster Relief and Recovery Arrangements.

*Transport Infrastructure Development Scheme (TIDS) provides grants to local governments for roads and transport infrastructure projects.

Department of Transport and Main Roads Corporate Plan 2009–13

Vision	Strategic Purpose	Values
Connecting Queensland	Plan, manage and oversee the delivery of a safe, efficient and integrated transport system that supports sustainable economic, social and environmental outcomes in Queensland.	We will achieve this vision and purpose guided by the value we place on our customers, our people and our reputation.

Strategic opportunities	Our priorities	Strategic challenges
<ul style="list-style-type: none"> • Achieve integrated transport system efficiency • Realise the benefits of a new, effective organisation • Optimise travel choices, including public transport, cycling and walking • Provide equity of access to services • Partner with government and industry stakeholders • Generate economic opportunities in Queensland's diverse regions 	<ul style="list-style-type: none"> • Improve the safety of the transport system and its users • Manage the impact of economic and population growth • Increase the use of public transport • Achieve the best investment mix between capital, maintenance and services within funding constraints • Efficient and safe movement of freight • Complete, release and deliver major transport plans • Plan for the impacts of climate change and energy scarcity on the transport system • Generate efficiencies across the organisation 	<ul style="list-style-type: none"> • Planning transport solutions for Queensland's diverse population • Competing expectations of our stakeholders • Travel demand exceeding transport system capacity • Maximising productivity in a dynamic freight environment • Safe and secure transport • Dependence on carbon-based energy • Climate change mitigation and adaptation • Uncertain economic environment • Ensuring skills and capability of transport industries

Transport and Main Roads' contribution to government objectives				
Government objectives for Queensland				
Strong	Green	Smart	Healthy	Fair
Creating a diverse economy powered by bright ideas	Protecting our lifestyle and environment	Delivering world-class education and training	Making Queenslanders Australia's healthiest people	Supporting safe and caring communities

Our strategies	Our performance indicators	Our strategies	Our performance indicators
Objective 1: Effective, efficient and sustainable transport system		Objective 5: Transport-related impacts on the natural, cultural and built environments managed	
1.1 Implement integrated transport system plans and policies 1.2 Ensure balanced capital, maintenance and services expenditure 1.3 Invest in transport infrastructure 1.4 Achieve efficient use and operation of the transport system 1.5 Maintain transport system security and continuity	<ul style="list-style-type: none"> • Transport system planning effectiveness • Urban congestion management effectiveness • Freight system effectiveness • Transport infrastructure effectiveness • Transport system security 	5.1 Build and share knowledge about the potential impacts of climate change on the transport system 5.2 Facilitate increased use of environmentally sustainable transport options 5.3 Conduct regulatory and compliance activities to reduce transport-related impacts on the environment	<ul style="list-style-type: none"> • Transport behaviours related to improved environmental outcomes • Transport emissions and pollution
Objective 2: Safe transport system promoting health and wellbeing		Objective 6: Transport system leadership	
2.1 Manage access to the transport system 2.2 Enhance the safety of vehicles, vessels and trains 2.3 Maintain a safe transport environment 2.4 Enhance safe movement of people and freight on air, land and water 2.5 Encourage more cycling and walking	<ul style="list-style-type: none"> • Transport system safety • Personal security of transport system users • Use of active transport (cycling and walking) 	6.1 Influence national transport policy 6.2 Lead state transport policy and planning 6.3 Build partnerships, alliances, networks and knowledge-sharing with government, community and stakeholders 6.4 Support the capability of Queensland industries 6.5 Lead transport technologies	<ul style="list-style-type: none"> • Transport leadership effectiveness • Stakeholder satisfaction • Relationship management effectiveness • Industry training and development
Objective 3: Cost-effective transport system delivery		Objective 7: Contemporary and progressive people, processes and systems	
3.1 Deliver transport infrastructure programs 3.2 Manage and protect transport system assets 3.3 Strong focus on customer service delivery model	<ul style="list-style-type: none"> • Transport infrastructure delivery economy and efficiency • Transport network conditions • Customer satisfaction with services 	7.1 Continuously improve departmental planning management, governance and ethical standards 7.2 Attract, develop and retain talented, dedicated people 7.3 Provide safe, healthy and secure workplaces 7.4 Implement consistent state-wide systems, processes and practices	<ul style="list-style-type: none"> • People capability and capacity • Organisational climate supporting delivery of business outcomes • Business systems reliability and effectiveness
Objective 4: A transport system providing access to employment, education and services			
4.1 Plan and provide appropriate, accessible and reliable transport services, including in regional and remote Queensland 4.2 Provide accessible and efficient transactional services	<ul style="list-style-type: none"> • Public transport services effectiveness • Transactional services access and efficiency • Transport system accessibility 		

Our performance

Our 2009–10 performance
based on our corporate objectives



Objective 1:
Effective, efficient and
sustainable transport
system



Objective 2:
Safe transport system
promoting health and
wellbeing



Objective 3:
Cost-effective transport
system delivery



Objective 4:
A transport system
providing access
to employment,
education and services



Objective 5:
Transport-related
impacts on the natural,
cultural and built
environments managed



Objective 6:
Transport system
leadership



Objective 7:
Contemporary and
progressive people,
processes and
systems



Our performance Effective, efficient and sustainable transport system

Highlights

We actively delivered fit-for-purpose, safe transport infrastructure for Queensland.

The highlights included:

- launching the *Queensland Transport System Challenges* document, engaging the community on the future of the transport task in Queensland
- amending the *Transport Infrastructure Act 1994* to give concurrence agency powers to the Minister for Transport and the Director-General for developments proposed near ports, lands and operations
- opening new sections of the Eastern and Northern Busways
- extending the Gold Coast rail line to Varsity Lakes
- planning to assist in delivering safe and efficient Liquefied Natural Gas (LNG) export facilities at Gladstone
- completing new and upgraded recreational boating infrastructure projects across Queensland
- awarding a new four-year contract to Brisbane Marine Pilots Pty Ltd to provide pilotage services in the Port of Brisbane
- completing the RBWH Cycle Centre at Herston.

We work to provide a transport system for Queensland that supports greater use of public transport as well as walking and cycling.

Having a planned approach to land use development is key to ensuring transport services are accessible and that people and freight can reach their destinations.

At the same time, it is essential to ensure an efficient freight system that will aid economic growth in Queensland.

This objective links to the Queensland Government objective of *Strong – Creating a diverse economy powered by bright ideas*.

Integrating transport system plans and policies

Planning for the transport system

We use a transport system management cycle to provide a framework that supports clear, integrated decision-making regarding our policy, planning and investment decisions. This cycle is consistent with the Australian Transport Council's *National Guidelines for Transport System Management in Australia*.

Pictured opposite: Royal Brisbane and Women's Hospital (RBWH) Cycle Centre

Right: Installing road signage on the Park Ridge overpass – Mount Lindesay Highway



The *Transport Planning and Coordination Act 1994* sets the requirement for us to develop a *Transport Coordination Plan*. Our *Transport Coordination Plan* provides a framework for strategic planning and managing transport resources in Queensland.

The plan sets the long-term objectives for the Queensland transport system. Implementing these objectives occurs through various transport system modal strategies, integrated regional transport plans and infrastructure delivery plans such as QTRIP and corridor, route and link plans.

We undertake these plans to ensure we can address the current and future transport needs of a growing population. Proper planning also ensures we can invest wisely in our transport infrastructure. From these strategies, plans and programs we make strategic investment choices and operational budget allocations to best meet the objectives of our transport system strategies and plans.

Connecting south-east Queensland

We are drafting *Connecting SEQ 2031: An Integrated Regional Transport Plan for South East Queensland*, which is the strategic transportation response to the *SEQ Regional Plan 2009–2031*. This provides a framework for the future transport network in south-east Queensland.

Western Brisbane Transport Network Strategy

This strategy, finalised and released in September 2009, is a fully integrated multi-modal approach to the transport needs of western Brisbane. It provides a blueprint for an economical, environmental and socially sustainable transport future across Brisbane's western suburbs. The strategy outlines a transport vision to guide all levels of government in developing an integrated transport network that caters for walking and cycling, rail, bus, roads and freight. The strategy was developed following comprehensive community consultation and included an implementation program to guide and coordinate investment priorities.

Work is already under way on many of the key initiatives identified in the strategy, including extension of the rail network, Northern Busway and the Airport Link road project.

Mt Lindesay Beaudesert Strategic Transport Network Investigation

This investigation was completed in 2010. Through consultation with community and stakeholders, we identified the transport network requirements to support the extensive urban and industrial development forecast to occur in the area during the next 20 years. Two key recommendations of the investigation – further consideration of passenger rail between Salisbury and Beaudesert and new road connections – are now under way.

We undertake these plans to ensure we can address the current and future transport needs of a growing population.

Our performance: Effective, efficient and sustainable transport system

Meeting the needs of our growing population

Queensland continues to be one of the fastest growing states in Australia. We are strengthening our strategic planning processes to meet future demands. Sustained population growth, particularly in south-east Queensland, means more vehicles are using our roads. The Queensland Government's approach to managing urban traffic growth is focused on five core elements:

- land use and planning, which focuses on building well-planned cities to reduce the need for travel
- travel demand management, which is changing behaviour to encourage less private vehicle travel
- travel options to provide choices about the movement of passengers and goods
- a focus on maximising the efficiency of existing infrastructure
- increasing road and public transport capacity.

We address these elements through our Congestion Management Program with initiatives including:

- alternative travel options such as end-of-trip facilities that encourage the uptake of walking and cycling for work-related journeys
- higher capacity buses to assist in moving more people on high volume peak-hour bus services
- Flexible Workplaces Program – CBD Pilot, which saw peak-hour trips for participants reduce by 34 per cent in the morning and 32 per cent in the afternoon peaks. For further information, refer to page 112 for the case study on this pilot program
- network efficiency programs to better use the existing network, including improved community access to travel-related information
- increased incident response units including those for heavy vehicle recovery
- a six-month trial limiting trucks to the left lane at sections of the Brisbane Urban Corridor to ease congestion without compromising road safety.

Queensland continues to be one of the fastest growing states in Australia.

Developing models to assess transport options

We have committed to developing high quality transport modelling tools, which assess a range of multi-modal transport options combining road, rail and sea to assist our planning programs.

In 2009, we established a Modelling, Data and Analysis Centre, enhancing the department's ability to support evidence-based planning across Queensland.

The *Land Use and Public Transport Accessibility Index (LUPTAI)* is being developed as a user-friendly software package that investigates options in accessing important destinations by walking and/or public transport.

The project is in the final stages of software development and is being applied across a number of our projects including *Connecting SEQ2031*, *Cross River Rail*, *Whitsunday Hinterland and Mackay Regional Plan* and *Wide Bay Burnett Integrated Regional Transport Plan*.

There has been strong interest from users in other state and local government agencies in adopting the tool.

Some recent examples include:

- the Brisbane Strategic Transport Multi-Modal Model was used extensively to inform the *Connecting SEQ 2031* project as well as *Cross River Rail*. The model has been utilised for other significant planning and policy projects at both state and national levels
- the South East Queensland Strategic Transport Multi-Modal Model was trialled and, following modification, will be released during 2010. The model was beta tested during the *Salisbury-Beaudesert* rail study in 2009-10
- outside of south-east Queensland, regional models were under development in 2009 including strategic models for *Bundaberg* and *Gladstone*. These models enable us to use robust analysis to inform regional planning across the state.

The development and application of strategic transport models and analysis of transport user behaviour and network data play a key role in informing all integrated transport planning projects.

During the year, the Modelling, Data and Analysis Centre conducted south-east Queensland household travel surveys. These surveys found that:

- private vehicles dominate as the primary mode of travel for south-east Queensland residents. However, there has been a continued increase in the use of public transport since 1992 and a modest increase in active transport (cycling/walking) in 2009
- the use of private vehicles for primary and secondary school trips has decreased to near 1992 levels. This has been matched by a similar increase in the use of cycling and public transport for these trips
- the morning peak continues to have the highest demand (at nearly four times mid-day demand) for overall weekday travel and vehicle trips. In comparison, the afternoon peak demand is lower but is spread over a longer time period with one peak coinciding with school pick-up times and another with the commute home.

Figure 15 demonstrates the proportion of trips made by each mode in south-east Queensland.

Using this and other data, the Modelling, Data and Analysis Centre has produced several comprehensive reports. These reports detail the current transport situation in cities and regions across Queensland. The reports provide useful transport-related information to support planning and policy development across the department.

Using land effectively

Having a planned approach to transport and land use development is essential to providing an effective transport system for the future.

We use a range of environmental scanning mechanisms to assist us in making adjustments to the long-term direction of the transport system in Queensland.

One of our planning mechanisms is the Transport and Main Roads State Planning Program. Its aim is to achieve integrated transport outcomes by appropriately selecting, managing and monitoring planning investigations. It is a rolling program of planning investigations that apply to all modes of transport – land, sea and air. The program balances high-level strategic imperatives with regional and local demands

for robust planning investigations that provide a gateway for investment decision-making.

Any activity classified as development in Queensland must obtain approval under the Integrated Development Assessment System (IDAS) as required under the *Sustainable Planning Act 2009*. As part of the process, where developments impact on state transport interests, applications must be referred to us for assessment.

Our concurrence agency role as part of IDAS can be triggered depending upon the location and the size of the development. The conditions that we impose as a concurrence agency must be applied by local government.

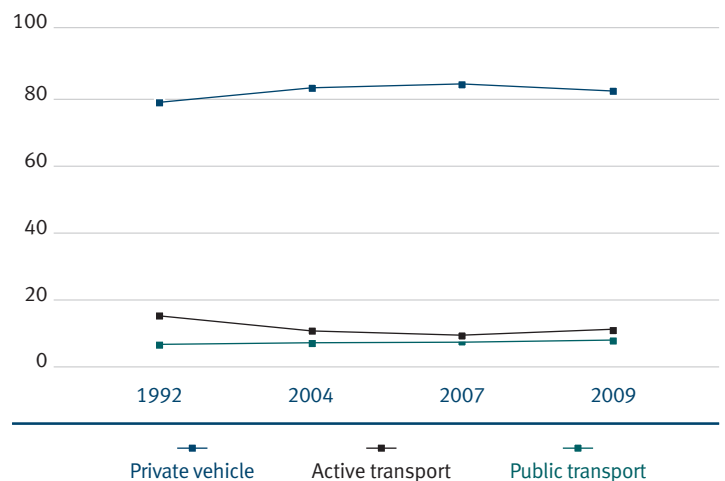
Conditioning new developments with entry and access requirements ensures safety of road and transport users. It also reduces the impact of the development on the surrounding road network.

The implementation of the new *Sustainable Planning Act 2009* (replacing the *Integrated Planning Act 1997*) has led to a number of changes within IDAS functions and challenges for the department.

These legislative changes ensure greater emphasis is applied to integrating land use and transport planning across the state. These changes protect assets such as road, rail and other transport corridors in new developments.

Further, integrating passenger and active transport in new developments supports and enhances connectivity of cycling and walking networks and end-of-trip facilities.

Figure 15 Household travel survey (per cent – calendar year)



Surveys conducted in Brisbane Statistical Division, Gold Coast City Council and Sunshine Coast Regional Council. (West Moreton, Scenic Rim and Toowoomba Regional Council not included.)

Our performance: Effective, efficient and sustainable transport system

In 2009–10, 548 development applications were received with 95 per cent processed within the timeframes set out in the Act.

Introducing infrastructure plans will increase the state and local governments' focus on better aligning land use allocations with infrastructure provision. Partnerships with local governments deliver integrated transport and land use benefits for many communities.

We are focused on managing growth issues and encouraging planned development within the urban footprint by developing structure plans and master plans.

Through our work with the Urban Land Development Authority, it has been possible to coordinate road and transport infrastructure to deliver affordable housing outcomes.

Working with the freight industry

We continue to work with the Queensland Transport and Logistics Council to draft the Queensland Integrated Freight Strategy. This will enhance Queensland's ability to respond to current and future freight issues, challenges and opportunities.

We are partnering with CSIRO to develop a new modelling platform (the Infrastructure Futures Analysis Platform). This will inform infrastructure utilisation improvements and long-term infrastructure planning for improved efficiency across freight corridors, particularly for the mining sector.

Improving our management of the transport network

The Queensland Audit Office tabled a Parliamentary Report, *The Performance Management Systems Audit of Transport Network Management and Urban Congestion in South East Queensland*. This audit was conducted between October 2008 and February 2009 and the report was tabled on 23 June 2009.

The audit recommended the department take the lead to ensure state agencies take a highly coordinated approach to managing the south-east Queensland transport network in order to address urban traffic growth. We will build strong relationships, at state and local government levels, to encourage minimal overlap and gaps.

Through amalgamation and enhanced governance processes, there is now a single point of coordination and accountability for:

- policy and planning
- transport operations
- transport safety regulation and security
- investment and program development.

This single point will lead the approach adopted by state agencies.

We have developed a solid foundation for genuine collaboration at state and local government levels, establishing inter-agency alliances targeting ongoing collaboration for planning and delivering transport services and infrastructure.

Providing Queensland with value for money

Developing an affordable plan for the future

In September 2009, our Board of Management approved the establishment of the Investment Management Implementation Program. The program involves undertaking a body of work to ensure we have a state-wide, fully integrated approach to infrastructure investment prioritisation and management. This change program supports our people working together, using best practice methodology to prioritise and manage our transport infrastructure investments. The program ensures faster delivery and value for money for the benefit of all Queensland.

Adopting a state-wide view, our integrated portfolio program and project management will deliver a greater balance to our investments. The program will enhance funding contestability and transparency in our decision-making processes.

In November 2009, the Infrastructure Investment Committee was established as the department's peak infrastructure investment decision-making body. It oversees and endorses the development, prioritisation and approval of our infrastructure investment strategies, enabling the delivery of an integrated transport system (refer to page 123 for further details on this committee).

This committee aims to improve infrastructure investment governance using an investment prioritisation framework. The committee's focus is on ensuring consistent delivery of programs aligned with strategic priorities, and clear responsibility and decision-making processes that enable balanced investment choices. In 2009–10, the committee oversaw the planning and implementation phases of the Investment Management Implementation Program.

Investing in transport infrastructure

Planning and investing in sustainable infrastructure

We are building and promoting sustainable management of the transport system for business and the environment. Working with key stakeholders, we influence use of the transport system in a sustainable way. Several current and proposed sustainable projects include:

Albion – Transit Oriented Development and Land Bridge

FKP Commercial Developments Pty Ltd is proposing a transit-oriented development at Albion. A transit-oriented development promotes a high quality, medium to high density mix – such as housing, shops, offices and other facilities – within a comfortable 10 minute walk of established or planned rail and busway stations. As part of this development, the government has committed to building a new land bridge at Albion Railway Station that would replace the existing pedestrian bridge with a *Disability Discrimination Act 1994* compliant pedestrian bridge. The bridge will connect with the proposed development.

As well as developing its own land holdings, departmental land adjacent to the Albion Railway Station may also be included. We are working with the developer to achieve a development outcome that supports transit-oriented development principles.

Engaging with the community about the improved transport services

Varsity Lakes Divestment Strategy

In July 2009, we finalised a master plan for a demonstration transit-oriented development located next to Varsity Lakes Station on the Gold Coast.

The Varsity Station Village Master Plan was developed using the transit-oriented development principles outlined in the *South East Queensland Regional Plan*. Preparation of the Varsity Station Village Local Area Plan for inclusion in the Gold Coast City Council Planning Scheme is well advanced. Gold Coast City Council is developing the local area plan with support from the department. The local area plan was available for public comment in May 2010.

We are moving forward with developing a divestment strategy for the Varsity Station Village site. The strategy will ensure that the Varsity Station Village site is developed in accordance with the master plan and the associated local area plan.

Buranda Transit-oriented Development

The department is party to an infrastructure agreement with the Anthony John Group Pty Ltd for the proposed Boulevard development at Buranda.

Once Brisbane City Council approves the Boulevard development, the agreement will secure developer-funded transport infrastructure improvements for the Buranda Bus Station and the Buranda Rail Station. This will be part of the proposed major mixed use development.



Our performance: Effective, efficient and sustainable transport system

Cross River Rail

We are leading the detailed feasibility phase for Cross River Rail. The proposed new north-south rail line in Brisbane's inner city includes a new tunnel under the Brisbane River and new underground inner-city train stations in Woolloongabba and the southern end of the CBD.

This extra capacity at the core of the network could double the number of trains from the suburbs to the city, meaning more people can travel into and through the city more frequently. It will also link to key destinations such as Woolloongabba, the Botanic Gardens and Queensland University of Technology – Gardens Point campus.

As part of the project, upgrades to existing stations will also be investigated, including new underground platforms at Park Road Station and either Roma Street or Central Stations, and upgrades to the existing Bowen Hills and Exhibition Stations.

The \$25 million detailed feasibility phase (\$20 million from the Australian Government and \$5 million from the Queensland Government) is expected to be completed in mid-2011.

Key activities already completed as part of the detailed feasibility phase include:

- confirming the project study corridor, which is approximately 19km long and extends from Salisbury in the south to Woolloowin in the north via Woolloongabba, the CBD and Bowen Hills
- determining the key project elements
- the Coordinator-General declaring Cross River Rail a 'project of state significance', triggering the start of the environmental impact statement process.

As part of the current phase, we are progressing key activities including determining the preferred route and station locations within the study corridor, preparing an environmental impact statement and a business case, and consulting with the community and key stakeholders.

At the end of this phase, we expect a decision from the government about proceeding to procurement for the construction of Cross River Rail.

For more information about planning for Cross River Rail visit www.crossriverrail.qld.gov.au.

Connecting the Gold Coast – Rapid Transit project

The Gold Coast Rapid Transit project will provide a high quality public transport service for Australia's sixth largest city, eventually connecting Helensvale in the north to Gold Coast Airport at Coolangatta in the south.

In an historic agreement, the Queensland Government, in partnership with the Australian Government and Gold Coast City Council, committed \$949 million to commence Stage One. This stage is a 13km light rail corridor to connect Griffith University to Broadbeach, passing through the key activity centres of Southport and Surfers Paradise.

Construction of early and enabling works commenced in 2009, with major construction work taking place from July 2011 to June 2013. It is anticipated the light rail system will be operational in early 2014.

Royal Brisbane Women's Hospital Busway Station



Boggo Road Busway station



Delivering cycle infrastructure

Our role is to plan the delivery of the cycle network in south-east Queensland through the *South East Queensland Principal Cycle Network Plan*. This ensures a connected and cohesive cycle network with the plan informing construction of Queensland Government and local council controlled cycle routes.

The Cycle Network Program provides capital grants to local governments as well as funding cycleways on state-owned corridors and assets. Since July 2009, the Cycle Network Program has delivered 33 cycle infrastructure projects valued at \$30.5 million and provided supportive end-of-trip facilities such as the \$8 million Royal Brisbane and Women’s Hospital (RBWH) Cycle Centre.

The RBWH Cycle Centre provides cyclists, pedestrians and joggers with access to a state-of-the-art end-of-trip facility and features 750 bike storage spaces, showers, lockers and security. The cycle centre was opened in November 2009.

The Cycle Network Program also funded the \$12.4 million Princess Alexandra Hospital Cycleway, built in conjunction with the Eastern Busway. This includes a 920m shared cycleway that provides cyclists and pedestrians with better access to the South East Freeway Bikeway, as well as the Eleanor Schonell Bridge and University of Queensland.

Extending the busway network

Providing busways takes buses off roads, cutting travel times and improving public transport and road network efficiency. In 2009–10, several major busway sections were added to the network.

Opening of Northern Busway (Royal Children’s Hospital to Windsor)

The \$198 million, 1.2km Northern Busway section from the Royal Children’s Hospital to Windsor joined the busway network in August 2009.

This section includes a new busway station at RBWH and is a vital link to reduce bus travel times between the RBWH precinct and the city.

More than 5000 buses a week – carrying more than 32 000 passengers a day – use this section, relieving traffic congestion.

The busway was finished two months ahead of schedule and on budget.

Opening of Eastern Busway (Eleanor Schonell Bridge to South East Busway, Buranda)

The \$366 million, 2.1km Eastern Busway section from the Eleanor Schonell Bridge to the South East Busway at Buranda also joined the busway network on 3 August 2009.

Up to 450 buses and 10 000 passengers use the busway daily.

The busway includes a new station at Princess Alexandra Hospital and the new Boggo Road busway station located adjacent to the Park Road rail station.

More than 5000 buses a week – carrying more than 32 000 passengers a day – use this section, relieving traffic congestion.

Our performance: Effective, efficient and sustainable transport system

Case study

Planning an environmentally sustainable bus route

Brisbane is one of Australia's fastest growing cities, and the transport system is feeling the pressure of the growth. Consequently, new planning studies are under way to help accommodate this growth.

Our planners are developing the *Northern Busway Kedron to Bracken Ridge Concept Design and Impact Management Plan*. The plan aims to establish a sustainability framework for the early stages of the Northern Busway concept design, incorporating sustainability through all stages of the project from planning, detailed design and construction to operation.

The incorporation of sustainability principles will help provide cost savings and promote viability of the public transport network and its other facilities.

Some of the principles include:

- reusing resources and minimising waste generation
- using new technologies in climate sensitive design
- maximising the land usage surrounding busway stations
- providing equitable access to the busway
- implementing environmental protection measures in the detailed design, construction and operation of the project.

By establishing a preliminary sustainability assessment framework in the early stages of concept design, sustainability can remain at the forefront for consideration throughout the detailed design, construction and operation of the project.

Investing in rail infrastructure

We support the development of strategies for expanding and coordinating coal and mineral transport infrastructure in Queensland by facilitating shareholding ministers' approval of major QR Limited investments and revenue contracts.

In accordance with the *Investment Guidelines for Government Owned Corporations*, and together with the Office of Government Owned Corporations, we assessed a number of major investments and revenue contracts. These were presented by QR Limited for shareholding ministers' consideration and approval. Among the assessments were:

- the \$1.1 billion Goonyella to Abbot Point Expansion project
- expansion of the Blackwater coal system with the QR Network, concluding a supply agreement with Queensland Electricity Transmission Corp (trading as Powerlink) including three new feeder stations on the Central Line. This would bring the total value of QR Network Access investment in feeder stations with Powerlink to \$194.9 million
- revised major (long-term) rail haulage agreements with Xstrata, Oaky Creek, Newlands, Collinsville and Rolleston mines, established by QR National Coal
- a number of major contracts with coal mining companies in Queensland and New South Wales, as well as a major contract with a grain handler in Western Australia.

These investments underpin expansion of Queensland's coal industries, providing a boost to Queensland's economy and increasing employment opportunities.

All assessments were undertaken within timing requirements and all proposals were successful in receiving shareholding ministers' approval as recommended.

During the year, approximately \$360 million was provided to QR Network for the annual payment of the Transport Service Contract (Rail Infrastructure). The objective of the Transport Service Contract (Rail Infrastructure) is to maintain the present capability for the non-commercial rail network in Queensland and address the government's rail transport outcomes.



Unifying the interstate rail freight network

The funding under the contract purchases infrastructure services including the delivery of a capital works program. Benefits of the contract include:

- improved safety and network reliability
- increased efficiency of train operations
- improved social and environmental benefits.

Extending rail from Robina to Varsity Lakes

We continue to invest in passenger rail infrastructure in south-east Queensland. Opening six months ahead of schedule, train services began operating in December 2009 on the new \$324 million, Robina to Varsity Lakes Rail Extension. This was the Gold Coast's first rail extension in more than 10 years.

The project involved building 4.1km of new track from Robina to the new station at Varsity Lakes. It includes a 300m tunnel, three new road-over-rail bridges and 3.2km of new roads in and around Varsity Lakes station.

Over a million tonnes of waste was removed from a former landfill site to create the Varsity Lakes station.

The station is partially powered by solar energy, has two large water tanks to collect roof water for use on the station's gardens and bathrooms and features natural lighting and ventilation.

The station has a 300 commuter car park, bus interchange with a covered walkway, bike lockers, drop-off zone, taxi rank and security coverage.

Moving to standard gauge

In a major step forward in the national standard gauge mainline rail network development, this year we transferred the Queensland standard gauge rail line (from the Queensland border to Acacia Ridge) over to Australian Rail Track Corporation. The 60-year lease unifies the interstate freight rail network through a common set of standards from Queensland to Western Australia.

Our performance: Effective, efficient and sustainable transport system

Approving Port Authority land use

The Minister for Transport approved the *Port of Bundaberg Land Use Plan* on 28 October 2009 and the *Port of Mackay Land Use Plan* on 20 February 2010.

This will provide a planning and development framework for these ports to ensure sufficient land availability to accommodate future growth and provide the overall vision for these ports. These plans continue to facilitate the ports' important role in the ongoing development of the regions and ensure local governments and communities are given the opportunity to provide input into the development of ports.

Expanding port infrastructure

In 2009–10, we monitored the following expansion work:

Coal projects

- RG Tanna Coal Terminal
- Port Alma Shipping Terminal
- Wiggins Island Coal Terminal development
- Fisherman's Landing South
- Abbot Point Stage X25 (now completed) to reach 25 million tonnes of coal per year
- Abbot Point Stage construction to reach 50 million tonnes per year
- Abbot Point Stage X110 preliminary planning and design to reach 110 million tonnes per year
- Abbot Point expansion refurbishment of stacker-reclaimers 1 and 2 design and preliminary studies.

Other port projects

- Port of Brisbane's Berth 11 and 12 and ground improvements for terminals 11, 12 and 13
- Port of Brisbane's General Purpose Berth
- Preliminary design for the construction of a multi-cargo facility at Abbot Point
- Master plan of the Port of Dudgeon Point
- Upgrade to Tug Berth infrastructure at Port of Mackay
- Berth 1 services jetty duplication at Port of Townsville
- Cairns cruise facility terminal.



Maaroom pontoon facility

This year, shareholding ministers also approved the \$110 million Townsville Marine Precinct. The Townsville Marine Precinct is a purpose-built facility at the mouth of Ross River for marine industries that will be relocated from upstream due to the construction of a bridge for the Eastern Port Access Road. The precinct may also attract new ship building, repair and maintenance facilities, marinas and other marine support industries to the area.

Providing new and upgraded recreational boating infrastructure across Queensland

In conjunction with local governments and port authorities, we continue to fund new and upgraded recreational boating facilities. These facilities improve access to waterways for recreational boaters. In 2009–10, we upgraded and funded new disability-friendly recreational boating facilities. These included:

- commissioning a pontoon at The Pier on the Gold Coast Broadway
- commencing construction of new pontoons at One Mile on Stradbroke Island and Engineers Jetty, Thursday Island (to be commissioned in 2010)
- commencing construction of a special pontoon at Manly to support the work of Sailability Incorporated.

We also provided new boating facilities in the following locations:

- new pontoons and floating walkways at Shorncliffe, Scarborough, Jacobs Well, Maaroom and Daintree River
- new boat ramps at Tinaroo Dam, Bowen River Weir, Tannum Sands, Dungeness, Coorooman Creek, Coochin Creek, Cabbage Tree Creek, Daintree River–Cape Tribulation Road, Booyan–Bailles Road, and Amity Point



Roma – work in progress on the Apron upgrade

- repair and upgrade of recreational boating facilities at Sarina Beach, Maria Creek (Kurrimine Beach) and Pormpuraaw
- an options analysis for a landing structure on Prince of Wales Island
- a pontoon upgrade for Stephens Island
- a Port Douglas dredge spoil facility
- reinstatement of the Urangan Fairway beacon
- reinstatement of the Brisbane Bar Cutting No. 1 beacon
- construction of a ferry waiting shelter on Palm Island.

Supporting airport infrastructure in regional and remote areas

We support rural and remote airport infrastructure through operating the Regional Airport Development Scheme. The scheme provides significant support for regional airlines and funding for work including runway re-seals and extensions, construction of animal-proof fencing and installation of runway lighting. These airports are critical to connecting rural and remote communities year-round with larger regional centres. They ensure access to essential business, cultural, medical, social and educational facilities, including emergency evacuation access. In 2009–10, the program supported 11 airport infrastructure projects through a 50/50 shared funding partnership with local governments.

Case study

Sustainable transport through Flexible Workplace Program pilot

In June 2009, we conducted the Flexible Workplace Program – Brisbane Central Pilot. The pilot study, aimed at government and private industry, encouraged Brisbane CBD workers to travel outside peak times and adopt flexible work arrangements.

The pilot study demonstrated that flexible work arrangements can reduce the demand for travel during weekday peak periods and eliminate some journeys altogether. The research indicated that participants and managers found personal, organisational and community benefits through adopting flexible work arrangements.

Almost 900 people took part from 20 public and private sector organisations, including more than 370 people from our department. Participants adopted flexible work practices of:

- telecommuting (working from home)
- compressed work weeks
- earlier (or later) start and finish times.

Key results from the pilot included:

- there was a 34 per cent reduction in morning peak hour travel and a 32 per cent reduction in afternoon peak hour travel among participants
- some respondents eliminated some journeys altogether by adopting telecommuting or working compressed work weeks or fortnights
- many people chose to use more than one flexible work practice, but flexible hours was the most popular practice/choice
- improved travel experience, including less traffic, was cited as the number one benefit
- employees and employers expressed increased productivity through working flexibly
- work-life balance increased, with 87 per cent of respondents reporting improvement
- 92 per cent expressed an interest in continuing their arrangements.

We are participating in the next phase, known as the Flexible Workplace Program – Supported Implementation, which is being delivered by the Public Service Commission. This started in February 2010 as a longer-term rollout and provides public sector agencies with tailored support consulting, training and resources to optimise the effective use of flexible workplace practices.

TravelSmart Workplaces, delivered by the Smart Travel Centre – Queensland, is integrating the learnings from the pilot study to further the initiative with public and private organisations. This program can offer individualised support to help organisations promote sustainable modes of transport and encourage flexible work arrangements to reduce congestion.

Our performance: Effective, efficient and sustainable transport system

Supporting Queensland with transport infrastructure and services

Ensuring optimal use of the transport system

To optimise use of the transport system across the state we implemented a number of initiatives. As a result, road users have access to:

- improved information and guidance via the 131 940 website. The website was redeveloped and launched in late 2009 to provide real-time traffic and travel that includes roadworks, closures due to special events, traffic incidents and road closures due to wet weather and flooding
- better signage through dynamic message signs
- improved traffic flow through use of adaptive signal timing. We also operate a single traffic signal management platform for Brisbane including enhancements to STREAMS and related hardware
- multi-lane free flow tolling on the Gateway and Logan Motorways.

Driving efficiencies in the road network

We drive efficiencies in operating the road network. In 2009–10, we:

- introduced the managed motorway initiative to improve the traffic flow on the major road network. Managed motorways improve productivity of motorways by constraining the amount of traffic allowed to enter motorways. This helps to minimise or avoid traffic flow breakdown (stop-start conditions). Under this initiative we installed new

systems to coordinate traffic signals and on-ramps, vary speed limits, control lanes and monitor traffic. These systems also collect traffic data, assist in future network planning and allow problem areas to be quickly diagnosed. This allows for better responses to traffic incidents that lead to unexpected congestion

- mapped Queensland's Performance Based Standards (PBS) heavy vehicle network and commenced evaluation of safe routes for longer PBS vehicles
- changed the Quick Clearance legislation and Open Roads legislation to strengthen powers for authorised officers to move and/or remove vehicles, loads and debris from roads as quickly as possible
- developed the Open Roads policy and implemented initiatives such as the Heavy Vehicle Response Unit and other initiatives to reduce incident-related traffic delays
- introduced Emergency Vehicle Priority trails with traffic signalling in Bundaberg. This delivered a 20 per cent travel time saving for emergency vehicles.

Over the past five years, Austroads have been developing national performance indicators that will allow for more consistent and detailed reporting of congestion trends. Data from these indicators will help to monitor future urban traffic growth in Queensland.

Advising on transport system performance

Road Traffic Noise Management strategies were prepared for Metropolitan and South Coast regions, which identify sections of the state-controlled road network that may need a detailed road traffic noise investigation. These strategies benefit the community by enabling us to progressively assess the impact of road traffic noise across the network, and increase our efficiency in implementing noise attenuation projects by using prioritisation techniques.



Our Heavy Vehicle Response Unit

Damage caused to bitumen during the early 2010 flood



Collaborating with industry

We work with industry to solve complex and sensitive engineering problems. Projects benefiting from this collaboration include:

- Origin Alliance
- Ruth Creek Bridge
- Maryborough Pedestrian Bridge
- a Positive Stop Barrier, designed to protect bridge assets from potential impact with over-height vehicles
- a world-leading synchronous bridge lifting system, developed to enable bridge bearings to be replaced safely.

Leading road design standards

Along with all other Australian jurisdictions, we have aligned our design to national standards by adopting the Austroads Pavement Design Guide as the fundamental mechanistic design method for Queensland Roads.

We have revised and released a large number of standards for asphalt, binders, cover aggregate and sealing operations to introduce new technology, improve quality and increase the use of recycled products such as crumbed rubber.

We were extensively involved in national and international groups and committees to establish uniform standards, combine research and development and share and transfer technology.

There has been extensive involvement in the major road infrastructure activities including primary designs and assessments.

Extensive research has been carried out into skid resistance standards for new construction and new standards have been recommended.

As a result of major research into the technical foundations of key road design standards, we developed the concept of Extended Design Domain (EDD). This allows the upgrade of greater lengths of roads to a safe and acceptable standard. EDD is now recognised nationally and the latest version forms part of Austroads design guides used by all state road authorities.

EDD benefits industry through delivering road restoration projects with optimum balance between safety and costs while producing a sound engineering

solution. The EDD concept was used in major projects including the Gateway and Ipswich Motorways and the Airport Link Tunnel.

Rehabilitating roads

Over the past two decades, the department has investigated more than 3500 pavement issues and pavement rehabilitation designs. We are formulating a database of learnings based on these investigations. The database will provide information to inform the strategic direction of the department to minimise pavement issues and improve the pavement performance.

From the findings, we have seen innovation and research on various aspects of pavement rehabilitation including:

- pavement stabilisation – foam bitumen
- pavement investigation
- improving low cost, low volume pavements
- establishing the Transport Infrastructure Product Evaluation Scheme
- trialling proprietary products
- establishing the Failure Database.

Strategies for flood-affected pavements

The north-west region experienced an unseasonably large amount of rain over January and early February 2009 (approximately six weeks). This resulted in major pavement damage at various locations on the Barkly Highway between Cloncurry and Mount Isa. This damage was due to water ingress and occurred mostly in cuttings where there was no subsoil drainage.

We were able to provide these districts and regions with support to develop strategies for flood-affected pavements, repair strategies and long-term drainage solutions.



B-Double using the freight network

Operating the Grain Harvest Management Scheme

We are involved with Registered Receivers and AgForce at various levels in managing, administering and operating the Grain Harvest Management Scheme. This scheme is designed to benefit the grain industry, the community and the road transport industry. It recognises the difficulty of in-field loading a bulk commodity, such as grain with varying moisture contents and densities, to within an accurate weight tolerance.

Our performance: Effective, efficient and sustainable transport system

Increasing efficiencies for freight

We work collaboratively with freight industry stakeholders to support and facilitate efficient movement of freight throughout the state. We aim to facilitate improved efficiency and integration of all modes of freight transport and infrastructure in the local supply chain.

We encourage Queensland freight operators to establish safer, more freight-efficient vehicle fleets by implementing Performance Based Standards (PBS). This is a national transport reform to improve heavy vehicle safety and productivity through improved vehicle design.

Under these standards we allow longer, more productive heavy vehicle access where it is safe to do so. We continue to classify the Queensland road network to determine road links which can be safely used for longer PBS Level B vehicles (longer vehicles which meet the standard). In 2009–10, work focused on the key road link between Toowoomba and the Port of Brisbane for vehicles up to 30m long, capable of carrying two loaded 40ft containers. We also permitted access for Type 2 road trains (triple trailers up to 53.5m in length) to Swift Meatworks in South Townsville, to coincide with the opening of the new Stuart Bypass. We also completed several initiatives in south-west Queensland including bridge replacements and approach upgrades, and widening and smoothing sections of the Burnett, Bunya, D’Aguilar and Wide Bay highways. We also continued the Eidsvold-Theodore Road upgrade to provide access to B-Doubles, reducing freight costs for the rural sector. The works include road widening, strengthening and culvert upgrades.

The scheme is designed to alleviate some of these uncertainties by allowing scheme participants to take advantage of certain flexibilities set above normal regulation mass limits when field loading bulk commodities.

The scheme continued to operate across central and southern parts of Queensland in 2009–10. All participants of the scheme met on-road compliance requirements.

There continued to be an extremely high compliance rate of loads delivered by scheme participants meeting mass requirements. This was an excellent result given the grain harvest was considered the largest in 10 years. There was very little under-loading by scheme participants, meaning that the road asset was efficiently used and there were reduced truck trips.

Table 4 details the scheme results over the past three years.

Year	Number of participants	Compliance rate
2007–08	1630	98%
2008–09	2300	98%
2009–10	2800	97%

We support and provide assistance to the registered receivers on site by educating their staff and discussing issues associated with the scheme to ensure consistent application.

Reforming rail strategy

We provide advice to the Minister for Transport on rail reform issues.

We provided the minister with advice on reforms to QR's regional general freight operations on the Mount Isa line. This includes achieving significant service quality improvements, efficiency improvements and cost savings. Advice was provided on QR's livestock operations to ensure effective rail-based services from western Queensland to eastern processing facilities.

Monitoring developments associated with QR's bulk, coal and intermodal freight businesses also occurred during the year to ensure compliance with the government's strategic and financial objectives.

We are working with freight industry and local government to assess using more productive road vehicles in the corridor between Toowoomba and the Port of Brisbane precinct.

Improving regional access through branch line rationalisation

Working with a number of shire and regional councils, several proposals were progressed to rationalise rural rail lines. Through closure of poorly used rail branch lines, government and councils reallocate rail maintenance funding to other more intensively used elements of the rural transport networks such as council-owned roads or state-controlled roads. This funds road safety and amenity benefits for these communities.

In 2009–10, together with Balonne Shire Council, we agreed to close the Thallon to Dirranbandi rail line, redirecting funding to maintain Noondoo Thallon Road. Further agreements were made with Gympie and South Burnett regional councils to close the Theebine to Kingaroy branch line and undertake a number of road projects across the councils.

For the already closed Winton to Hughenden branch line, funding was redirected to upgrading the state-controlled Kennedy Developmental Road, as well as rail infrastructure improvements at Winton. Planning has started for this upgrade work. The removal of rail infrastructure started in February 2010 and is expected to be completed by mid-2011.

Similar arrangements are being discussed for the Marion to Mackay and Mareeba to Atherton corridors.

Providing maritime services and safety – supporting the maritime industry

Our Maritime Safety Queensland division provided emergency port clearance hydrographical surveys following tropical cyclone Olga in Weipa and tropical cyclone Ului in Mackay. The rapid deployment of these surveys helped to hasten the reopening of full commercial port operations.

Two pilot vessels, *Wathan* and *Cumbina*, were commissioned and successfully integrated into our pilot transfer fleet. Two additional pilot vessels are under construction and are expected to enter service in September 2010.

A new four-year contract for pilotage services in the Port of Brisbane was awarded to Brisbane Marine Pilots Pty Ltd. This company has an excellent safety record and was instrumental in reducing the incidence of small vessel/large ship collisions.

We have upgraded vessel traffic service radars for the ports of Gladstone and Hay Point, providing better detection and monitoring capabilities that enhance navigation safety in the area.

We continued to work with Gladstone Ports Corporation, North Queensland Bulk Ports and related industry to support developing Liquefied Natural Gas (LNG) export and offshore facilities in the Gladstone, Abbot Point and Weipa regions and help deliver safe and efficient ship movements. Activities include:

- participation by our experienced mariners in simulation studies at Port Klang in Malaysia, Wallingford in the United Kingdom and the Australian Maritime College in Tasmania
- increased pilotage capabilities
- comprehensive revision of standards to manage increased port traffic during construction activities within Gladstone harbour
- increased monitoring role within port limits and removal, realignment and assessment of aids to navigation to support major dredging and infrastructure changes.

Our performance: Effective, efficient and sustainable transport system

Keeping people safe in a secure transport system

Providing transport security guidance for Queensland

We provide leadership to transport operators on security within transport precincts across the state (precincts are areas around transport hubs). We started implementing the *Transport Security (Counter-Terrorism) Act 2008* across a number of transport operations in the first half of 2009. The majority of counter-terrorism plans are to be completed this financial year. Counter-terrorism training and exercising started early in 2010 and will be an ongoing annual requirement for selected surface transport operations.

We administer the Transport Precinct Protection Program. The program is designed to improve counter-terrorism arrangements at transport precinct locations by improving procedures and supporting operators. In 2010, we completed a trial of the precinct concept in a port environment. We also conducted a survey of potential transport precinct sites in the Gold Coast region to identify new sites for inclusion in the program.

As a key Security Standing Sub-Committee member, under the new Standing Committee on Transport arrangements we have taken a major role in Australian/Queensland Government relations on surface transport security. We lead other states in implementing the program for the Inspector of Transport Security's Inquiry into Intrastate Ferry Operations. This year we participated in two sessions of the International Working Group on Land Transport Security.



Blyth Creek – scouring around guardrail

We also met the security requirements of the Government Asset Protection Program for key facilities. In doing this, we conducted audits and reviewed and distributed security guidelines and procedures to our people. This reduces the impact of security incidents on departmental operations and disruption to service delivery. We continue to provide advice and support to our people in response to internal security incidents.

Coordinating transport in times of disaster

We support partnerships to consolidate whole-of-government and agency emergency management practices. We partner with external groups to promote increased emergency management capability across internal and external stakeholders.

We continue to annually review the *Transport Disaster Management Plan*, which guides Queensland transport agencies in disaster response and recovery operations. The plan assists all government departments to understand the functions transport agencies fulfil in an emergency event.

Every year we deliver emergency management training to district emergency liaison officers. This ensures staff are prepared to respond to any disaster events in the year ahead.

During and after the south-west Queensland floods in early 2010, we gathered new information and learnings to strengthen existing business practices and networks.

We supported other agencies to ensure the recovery of affected south-west Queensland communities.

In March 2010, we led the department's activation and response to Tropical Cyclone Ului, working with state-wide stakeholders.

The future

Our priorities for 2010–11 include:

- continuing to implement the Investment Management Implementation Program
- finalising the *South East Queensland High Occupancy Vehicle Network Plan*
- developing the Far North Queensland Integrated Regional Transport Plan to provide the overarching strategic transport framework for the region aligned with the recently released *Regional Plan*
- continuing the Cross River Rail project which proposes a new north-south rail line in Brisbane's inner city, including a new rail tunnel under the Brisbane River and CBD, and new inner city rail stations in Woolloongabba and the CBD
- continuing the Gold Coast Rapid Transit project construction, with major work taking place from July 2011 to June 2013
- supporting enhanced use of the transport system by delivering on government priorities on traffic congestion management
- releasing the Australia TradeCoast Transport Strategy
- continuing to expand Queensland's PBS heavy vehicle network where safe to do so, and supported by technologies such as on-board weighing and satellite tracking to enhance compliance certainty
- influencing and facilitating road network access for high productivity freight vehicles to meet the growing road freight task
- expanding the transport precinct project in the Gold Coast area
- seeking Minister for Transport's approval of land use plans for the ports of Abbot Point, Cape Flattery, Gladstone, Hay Point, Mackay, Port Alma and Townsville
- working with Gladstone Ports Corporation to deliver a safe and efficient LNG export facility
- working with Rio Tinto to expand export facilities in Weipa
- working with North Queensland Bulk Ports to ensure safe passage of vessels to the proposed offshore berths at the port of Abbot Point
- constructing new disability-friendly recreational boating facilities including pontoons at Gold Coast Broadway, Stradbroke Island, Thursday Island and Manly
- continuing pavement investigation into innovative techniques in technology such as ground penetration radar
- improving techniques such as lime stabilisation, geotextile sealing and predicting remaining life of pavements
- strengthening and expanding our partnerships with staff, external agencies and transport partners to promote increased emergency management capabilities across all levels of government
- continuing to work with the ferry industry to improve security arrangements.



Our performance Safe transport system promoting health and wellbeing

Highlights

We delivered programs to improve the safety of the transport system and its users.

Highlights include:

- piloting 14 740 ship movements in pilotage areas with 99.99 per cent safe movements
- continuing to deliver the Torres Strait Marine Safety Program to remote communities
- launching the TravelSmart internet site featuring information on how to manage school TravelSmart projects.

Providing a safe transport system that supports the state's rapid growth is a challenging task. We aim to move people and freight safely throughout the state by improving the safety of vehicles, vessels and trains.

This objective links to the Queensland Government objective of *Healthy: Making Queenslanders Australia's healthiest people.*

Managing access to the system

Governing access to the transport system

We govern access to roads through registration, licensing and accreditation activities. In 2009–10, we completed a number of activities.

We successfully implemented the Intelligent Access Program (IAP) policies and systems. These assist in managing route compliance for heavy vehicles operating under Higher Mass Limits (HML) arrangements. We also implemented Automatic Number Plate Recognition (ANPR) technology, which improves our ability to monitor access-restricted vehicles across the state.

Pictured opposite: Our transport inspectors work to encourage safer roads

Right: Keeping our roads safe

Heavy vehicle monitoring sites incorporating ANPR technology are now operational at Brisbane Port, Koumala and Capella. The rollout of this technology to key truck routes across the road network enables the department to monitor and audit the use of the network by heavy vehicles operating under schemes such as HML and the IAP.

Enhanced surveillance systems offer a range of benefits including better-targeted education, evidentiary information for the prosecution of offenders and reduction in the incidence and severity of overloading.

We continue to work with Austroads on greater harmonisation of vehicle registration and driver licensing between states and territories.

In July 2009, we implemented the Toll Compliance and Management Program to support free-flow cashless tolling. This included policies, systems and processes to provide vehicle registration information to toll road operators for all tollways in Queensland. The registration information is provided to operators under strict privacy guidelines and statutory protection to prevent misuse of personal information. As a result of free-flow tolling, traffic flow, travel time reliability and safety has been improved as users commute along this network without stopping to pay tolls.

We lead the whole-of-government program for the Indigenous Driver Licensing Unit. Established in the Northern region in 2006, the unit promotes positive and responsible attitudes toward driving in a concerted effort to reduce road trauma and increase licence ownership in remote Indigenous communities. It provides the opportunity for Aboriginal and Torres Strait Islander people to attain and retain driving licences as well as increase road safety awareness. The unit provides a carefully managed, culturally proficient and community sensitive set of steps to ensure the applicants are successful.

The unit continues to deliver a road safety education program to targeted communities.

To help with driver training, vehicles with dual control have been introduced in communities at Cooktown and Thursday Island.



Since July 2009, the unit has issued 856 driver licences to customers located in remote Indigenous communities. In April 2010, the Indigenous Driver Licensing Court Deferral Program trial was established in Doomadgee. The program, in partnership with the Department of Justice and Attorney-General, aims to reduce the over-representation of Indigenous driver licensing related offences within the criminal justice system.

We also govern access to our waterways through registration, licensing and authorities. This ensures vessel operations, crew, accredited persons, training entities and shipping inspectors are properly authorised. In 2009–10, we:

- improved the integrity of BoatSafe training providers. We increased accountability through audits, a more rigorous and comprehensive renewal process and reduced BoatSafe authority to a maximum of three years
- worked in partnership with the Department of Education and Training and related industry to deliver a Registered Training Organisation audit program
- continued to work with industry partners to establish competency-based training and national maritime training packages. These will be the benchmark for training and assessment for commercial marine licences
- developed competency-based model assessment tools to deliver the latest national commercial marine licence training package. All 13 Maritime Safety Queensland approved Registered Training Organisations have adopted approved model assessment tools.

Our performance: Safe transport system promoting health and wellbeing



Heavy vehicle inspections

Young adult road users are extremely vulnerable in their first years of driving and riding. They are the most at risk groups of having a fatal crash on our roads. To assist these drivers, we developed a set of guides which are now available in Queensland. These guides help senior schools, community groups and road safety education providers choose and design effective courses for novice road users. The resources include a schools' guide, literature review and best practice model, and a guide to evaluating road safety education programs for young adults.

Making vehicles, trains and vessels safe

Working towards safer roads

Our commitment is to improve road safety for Queensland's road users. Following recent legislation changes, we provided updated information to motorists on new road rules (including new child restraint laws), seatbelt safety for heavy vehicle operators, vehicle standards, registration and new fixed speed cameras. We also maintained consistency of driver licensing and vehicle registration regulations to vehicle registration policies and business processes. We produced enhanced road safety resources, focused on higher risk users and delivered education and behaviour change campaigns.

Programs for 2009–10

This year we introduced new child restraint laws. The new laws will reduce the number of children being prematurely graduated to the next level of child restraint or to no child restraint at all. Children up to seven years of age are now required to be correctly restrained according to their age and size. The law aims to reduce the effects of serious injury or the possibility of death of a child in the event of a road crash. Queensland was one of the first jurisdictions to implement these changes, with other Australian states and territories making a commitment to implement the new rules as soon as possible.

We also partnered with the Department of Education and Training to develop a package of road safety teaching aids, student activities and lesson plans, which can be incorporated into the new school curriculum for students from Prep through to Year Nine. This resource will be available to all relevant teachers, students and parents later in 2010.

In July 2009, we implemented Medical Condition Reporting Phase 2. Queensland licence holders must report any medical condition that is likely to adversely affect their ability to drive safely. This includes any:

- permanent or long-term medical condition
- permanent or long-term increase in a condition, or other aggravation to the condition.

Enhancing the safety of heavy vehicles

We strive to improve the safety of road users by facilitating the take-up of PBS and monitoring heavy vehicles that pose potential risks to road infrastructure.

To continue improving safety, we facilitated ongoing evaluation of PBS and non-standard innovative heavy freight vehicles.

We established remote compliance monitoring for the Port of Brisbane for high productivity freight vehicles that leave the port precinct. We also influenced the development of onboard mass technology and provided input to Transport Certification Australia's onboard Mass Monitoring and Electronic Work Diary Specifications. Work has started on a trial of this technology.

Safe Drive Holiday

Our operation Safe Drive Holiday is a safety initiative that enhances road safety by positioning compliance teams at selected sites throughout the state to intercept light vehicles (less than 4.5 tonnes) to conduct mechanical safety checks and proactively promote mechanical safety for cars by checking for defects. The operation is scheduled one week before school holidays to remind drivers to check their vehicles before taking their family on a driving holiday.

Table 5 below details the results of this operation over the past four years.

Operation Austrans

Operation Austrans is a standard part of Queensland's on-road enforcement activity. It is conducted on a national basis to enforce and encourage compliance across the transport industry. Austrans is an interagency enforcement activity aimed at improving national road safety and preserving road infrastructure.

In 2009–10, our transport inspectors, along with the Queensland Police Service, intercepted 6141 vehicles, with 928 penalty infringement notices and 307 defect notices being issued.

Operation Smoke and Mirrors

Operation Smoke and Mirrors inspects heavy vehicles for roadworthiness, speed and driver fatigue. The operation was conducted during November 2009 along the Bruce Highway from the New South Wales border to Cairns. The Bruce Highway is a major heavy vehicle freight route and presents the best option for heavy vehicle operators to hear the government's message on fatigue, roadworthiness and speeding.

During the operation, transport inspectors intercepted 2588 heavy vehicles. Ninety-three per cent of vehicles were found to comply with regulations. A total of 182 penalty infringement notices were issued. The three highest offence categories were mass (38.5 per cent), vehicle safety standard (16.4 per cent) and registration/dimension (12.8 per cent).

New rest areas

Under the Heavy Vehicle Rest Area Program, we continued planning and upgrading heavy vehicle rest areas across the state. The \$56.9 million program will deliver up to 56 new or upgraded rest areas and 27 stopping bays between 2009–10 and 2013–14.

We upgraded three heavy vehicle stopping places in south-west Queensland. These projects included locations on the Mitchell Highway between Charleville and Augathella, Diamantina Developmental Road near the Meecha Bridge, and the intersection of the Moonie and Carnarvon Highways. The work included sealing, improving signage and upgrading basic amenities at these sites. These projects are funded under the Safer Roads Sooner Program, targeting fatigue-related crash sites by providing appropriate stopping places for the freight industry on key freight routes.

We also constructed a truck stop area on the Peak Downs Highway near Moranbah and are presently constructing two truck stop areas on Gregory Development Road as part of the department's heavy vehicle rest area strategy.

Providing climbing lanes

We progressed design in preparation for starting construction on the 4.2km realignment of the Bruce Highway, north of the Cardwell Range. This project is being funded by the Australian Government and will reduce the severity of the existing steep grades, providing climbing lanes on both sides of the range for heavy vehicles and an overpass of the Rungoo railway crossing.

Table 5 Operation Safe Drive Holiday

Year	Intercepts	Vehicle defects	Penalty infringement notices issued
2006–07	4120	736 (17.8%)	*
2007–08	4745	745 (15.7%)	*
2008–09	13 401	1145 (8.5%)	302
2009–10	9434	1517 (16%)	437

* This data is unavailable.

Our performance: Safe transport system promoting health and wellbeing

Heavy Vehicle Response Units

On 17 August 2009, the Heavy Vehicle Response Units for south-east Queensland were officially launched. Two units service the area within an approximate 80km radius of the Brisbane city centre. They are a new product, an Australian first and an integral part of the Queensland Government's \$12.3 million Fast Incident Response Plan. The units coordinate with Traffic Response Units, the new TRU Max vehicle, Quick Clearance Towing and the Heavy Vehicle Breakdown Response Service operated by RACQ.

In the past, heavy vehicle accidents on south-east Queensland motorways caused traffic chaos, resulting in traffic congestion and lengthy delays for industry and the travelling public. The Heavy Vehicle Response Units remove trucks and semi-trailers from the road network quickly and safely, significantly alleviating congestion during peak traffic periods. They can also right overturned vehicles back onto their wheels to allow them to be towed away from the traffic. Since the launch, the units have successfully righted overturned trucks and reduced the response times for heavy vehicle incidents from three hours to 47 minutes.

Focusing on higher risks

Reducing drink driving

Focusing on higher risk road users, we developed and released the *Drink Driving in Queensland* discussion paper for public consultation. To aid in reducing drink driving, we developed legislation to introduce alcohol interlocks in Queensland. It is anticipated that the first interlocks will be available for installation into vehicles from December 2010. In addition to this, new legislation commenced on 1 July 2010 that introduced a zero blood alcohol content for learners and provisional drivers of all ages and RE class motorcycle licence holders in their first year of riding.

Managing speed

We are implementing the Speed Management Strategy in conjunction with the Queensland Police Service. In 2009–10, we introduced six new speed camera sites in locations with a history of speed-related crashes.

Fixed speed cameras were installed in the Clem7 tunnel to minimise crash risk and to monitor driver behaviour within an enclosed road environment.

Motorcycle safety

We continue to target the safety of motorcycle riders, one of Queensland's most at risk road user groups by implementing initiatives from the *Queensland Motorcycle Safety Strategy 2009–2012*. This strategy was the culmination of an extensive review of motorcycle training and licensing and aims to enhance the safety of motorcycle riders on Queensland roads. In July 2009, under the Learner Approved Motorcycle Scheme, the Queensland Government introduced three new motorcycle safety initiatives:

- restricting learner riders from carrying a supervisor as a pillion passenger
- requiring all provisional P1 and P2 type licence holders who obtain a class RE or R motorcycle licence to display a P plate
- restricting class RE licence holders to motorcycles that do not exceed a power-to-weight ration of 150kW/tonne and a 660mL engine capacity limit.

We also continued implementing road maintenance and infrastructure projects aimed specifically at enhancing motorcycle safety, including the Motorcycle Mass Action Program under the Safer Roads Sooner package. Over five years, \$20 million has been allocated to help reduce the number and severity of motorcycle crashes.

Wicked Campervans

Following a series of hire vehicle inspections in 2009–10, transport inspectors are working closely with representatives from Wicked Campervans to ensure the fleet's vehicles are mechanically safe.

Fraser Island

A 4WD Land Cruiser troop carrier with 11 occupants rolled on Fraser Island, resulting in two fatalities. As a result of this incident, our compliance activities on the island have increased, including additional vehicle inspections, safety audits on 4WD hire companies and a targeted operation.

Departmental officers have met with the 4WD hire industry to explain the results of inspections and provide advice about vehicle use on Fraser Island.

Compliance officers will undertake on-road activities, inspecting hire vehicles prior to accessing the island. This will ensure that they meet minimum safety requirements. We will partner with other agencies, including Queensland Police Service, the Department

Targeting motorcycle safety

of Environment and Resource Management and the 4WD hire industry to improve vehicle safety on Fraser Island.

Monitoring rail safety

We co-regulate rail safety in Queensland through rail operator accreditation, auditing, significant incident investigations and other related regulatory activities that improve the safe operation on and around the rail network.

As at 30 June 2010, 41 railways were accredited in Queensland. Of these, 17 railways were also accredited in other jurisdictions.

During the year, we completed the 140 programmed audits. These safety audits monitor accredited railways to ensure they are complying with the safety management system for which the railway is accredited. The system provides a uniform and standard approach for rail safety operations. The audits are arranged on a risk-based approach, covering all operational and accredited railways in Queensland.

Two independent investigations into level crossing collisions were finalised in 2009–10. The Mundoo (between a truck and a passenger train) investigation was completed and tabled in parliament in August 2009, while the Rungoo (between a truck and a passenger train) investigation was tabled in November 2009. The actions taken to address the recommendations from the Mindi accident (in December 2007) were closed following a verification process.

An independent review into the shutdowns of the Brisbane Suburban Area Universal Traffic Control system was completed. This followed the three shutdowns of the system during November and December 2009, which disrupted passenger services in the Brisbane suburban area.

Moving vessels safely

We ensure the safety of vessels and their movements in Queensland’s coastal waters and ports, providing pilotage services to protect the safety of life, ships and the environment as well as facilitating the economics of trade.



Table 6 Piloted ship movements

Year	Piloted ship movements	Per cent of safe movements
2007–08	14 910	99.97
2008–09	14 038	99.80
2009–10	14 740	99.99

Table 6 details the number of piloted ship movements and their safety percentages over the past three years.

To improve the safety of vessels and their operations we:

- introduced a risk-based approach to monitoring and managing commercial vessels and their operations
- conducted commercial and fishing vessel electrical safety audits and education seminars to support regional compliance monitoring of on-board electrical systems
- developed and introduced compliance guidelines for commercial whitewater rafting operations in Queensland
- installed tide and weather sensors at Karumba. These were the only weather sensors in the area to operate through tropical cyclone Olga. Our Maritime Safety Queensland division used these to provide updates to the Bureau of Meteorology during the cyclone.

A new Vessel Traffic Service (VTS) Centre in Townsville commenced operation in March 2010. The new centre now provides VTS to the Great Barrier Reef Vessel Traffic Service (REEFVTS), with coverage in the ports of Townsville, Abbot Point and Lucinda to commence by July 2010.

These services enhance the safe and efficient movement of vessels within these ports, the Torres Strait and the Great Barrier Reef. Commissioning the new centre at a cost of \$6.5 million completed the fifth such centre and provides vessel traffic service coverage for all major Queensland ports.

Our performance: Safe transport system promoting health and wellbeing

We continued to deliver the Torres Strait Marine Safety Program to remote island communities in the Torres Strait. The program provides BoatSafe training courses, a 406 Mhz EPIRB exchange program and distribution of marine safety education material.

In November 2009, the Gold Coast Boating Safety Initiative commenced to reduce the likelihood of marine incidents in Gold Coast waterways and build a culture of boating safety by:

- developing partnerships with stakeholder communities, industry and other government agencies
- increasing the collection and analysis of vessel activity data to inform risk assessments of Gold Coast waterways
- improving the targeting of education and enforcement resources to address unsafe boating behaviour
- increasing the boating community's understanding of risk.

The project trials a suite of interventions and, following a review, we expect to roll out a similar approach across the state.

Maintaining a safe transport environment

Encouraging safe systems on roads

We have a Safe System philosophy, which underpins both the national and Queensland road safety strategies and action plans and incorporates four principal cornerstones:

- safe roads and roadsides
- safe speeds
- safe vehicles
- safe users.

The underlying principle of the philosophy is that people make (and will continue to make) mistakes when using the roads, whether they be drivers, riders, passengers or pedestrians. With this in mind, we develop mitigation strategies to cater for both mistakes and inappropriate road use by a small minority of road users.

To promote awareness of the Safe System approach, we are delivering workshops, focusing on roads and roadsides and speed management. The workshops are being held in each region across the state from May to November 2010 with attendees from regional road practitioners, local government engineers and local police.

Safer roads and roadsides

We understand the need to improve roads and roadsides to reduce crashes. We have been developing an improved network crash assessment and prioritisation tool. This will provide a method of identifying and prioritising intersections and road links for targeted and detailed investigations, analysis and development of countermeasure projects.

This year has also seen an excellent collaborative effort with the Royal Automobile Club of Queensland (RACQ) to undertake an assessment of 267km of roads using a software tool developed by the International Road Assessment Program (iRAP).

The trial provided valuable learnings regarding the software tool's potential use to risk assess roads and develop safer infrastructure investment plans in Australia. Jointly funded further work is under way to risk assess the Bruce Highway from Brisbane to Cairns using the same tool.

Targeted road initiatives

The Safer Roads Sooner Program is the Queensland Government's targeted initiative to improve the road safety performance of the state-controlled and national road networks. Funding for projects has increased from \$10 million per annum just a few years ago to its current figure of \$66 million per annum.

In January 2010, the Safer Roads Sooner Advisory Committee endorsed 97 new projects to be delivered over the next three years, including:

- 74 new projects to target known sites where crashes have resulted in deaths and serious injuries across Queensland
- 23 new proactive projects to improve intersections and roadsides, provide signage and traffic signals, and seal lengths of unsealed rural roads to provide safer overtaking opportunities.

These projects are in addition to Safer Roads Sooner projects approved in 2009–10, which includes \$4 million to target motorcycle safety.

Vehicle separation marking sign



Vehicle-activated signs

Vehicle-activated signs are widely used in the United Kingdom and a number of European countries. To date, 18 vehicle-activated signs of various configurations have been installed on state-controlled roads throughout Queensland. Additional signs are scheduled to be installed during 2010. Sign locations are selected where there is a crash history and where there is scope for speed reduction.

Preliminary analysis of vehicle speed data being collected by the installed signs indicates consistent reductions in the speeds of vehicles approaching the signs. Data collected downstream of signs indicates a further reduction in speeds beyond the sign, suggesting that drivers who do activate the sign then decelerate.

Figure 16 details results of data collected in July 2009 and March 2010 on the Warrego Highway at Lowood.

Vehicle separation markers

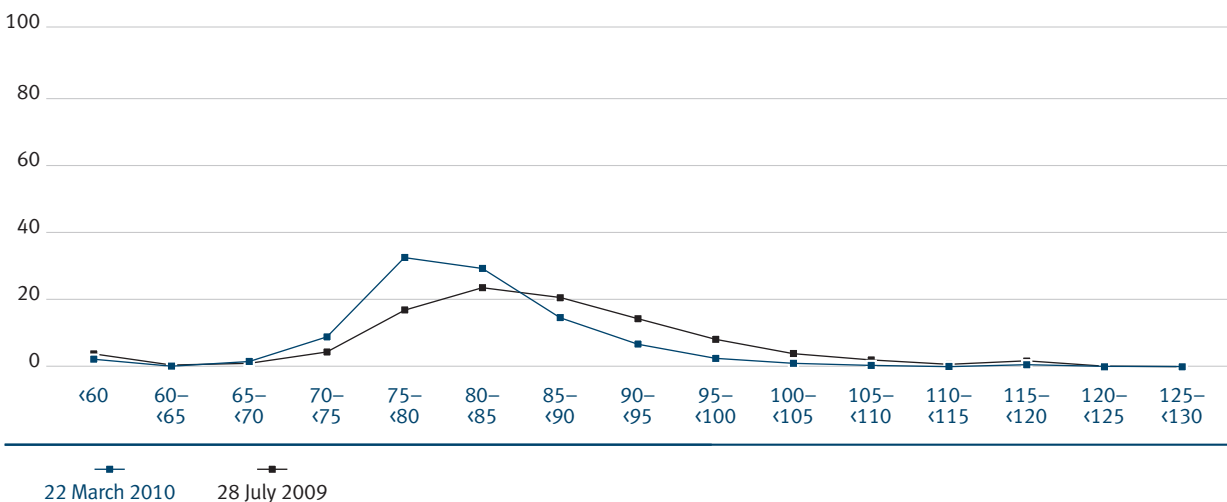
To encourage motorists to choose a safer following distance, a trial of painted chevron markings has been conducted on the southbound lanes of the Bruce Highway, south of the Caloundra exit. An evaluation of the program revealed that it was effective in creating the desired behaviour change for about eight per cent of users.

Cycling infrastructure

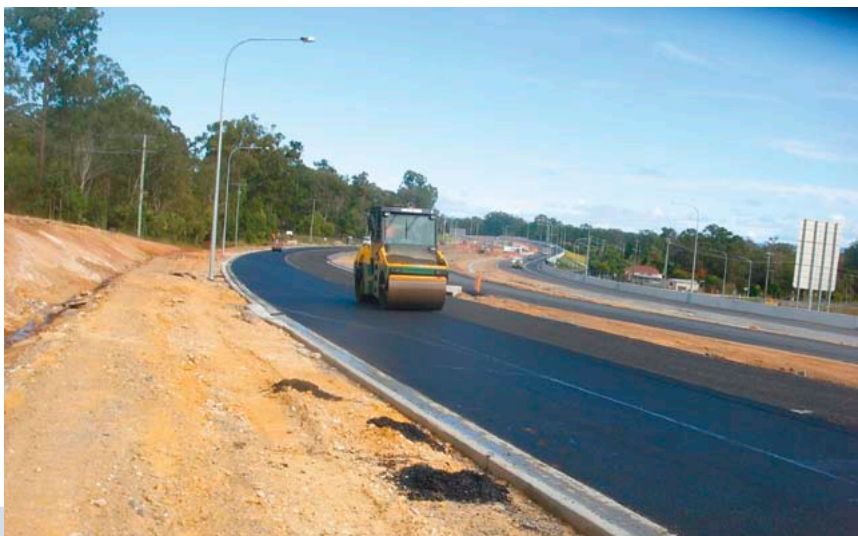
We are now ensuring cycling and pedestrian facilities are provided as part of new projects and maintenance works on principal cycle network routes. Further, we are piloting innovative treatments and line-marking practices to improve pedestrian and cyclist safety. In particular, an evaluation of a mass action to mark high bicycle crash locations in Cairns with green pavement has shown the treatment is effective at changing driver behaviour.

We have also trained more than 300 designers and engineers in how to design facilities for cyclists and pedestrians, including using pedestrian crossing facilities guidelines and providing for people with disabilities at crossings.

Figure 16 Vehicle speed response to variable signs (per cent – km/h in bands)



Our performance: Safe transport system promoting health and wellbeing



Mount Lindesay Highway resurfacing

Improving road surfaces

We are committed to providing safe systems for transportation, so we adopt a proactive risk-based approach in managing the road surface to minimise road crashes.

In 2006, we released a Skid Resistance Management Plan (SRMP) for managing road surface friction. The plan states priorities of data collection, analysis process and a risk-based approach in prioritising remedial treatments. Recommendations covering topics such as asset management and skid resistance, pavement surfacing, road condition data, safety issues and road infrastructure asset management are being implemented. In 2009–10, we:

- continued to implement the recommendations set out within the SRMP, identifying the need for further research and development
- developed consistent testing regimes for data collection together with innovative key performance indicators. This has been incorporated into our Pavement Condition Data Collection Policy
- developed and implemented new guidelines for 'slippery' and similar signage after resurfacing or other corrective treatment
- developed a Technical Note on line-marking that includes skid resistance criteria
- developed a Technical Note on skid resistance friction coating for steel road plates.

Queensland has been recognised as the leading Australian jurisdiction in skid resistance management and is currently supporting the establishment of similar management policies in other states and territories. The management of skid resistance in Queensland will, over time, have direct implications for the asphalt industry as ongoing research and development activities reach fruition.

In 2009–10, we provided advice to the Israeli Road Authority in relation to plans by that agency to develop skid resistance principles and practices based directly on those in place in Queensland.

Case study

Research with CRC–CIEAM and QUT

A project by the Cooperative Research Centre for Integrated Engineering Asset Management (Decision Support Modelling Tool for Skid Resistance Management) has primarily focused on collaborative research to develop a decision-support modelling tool for skid resistance management across the department.

This project has enjoyed significant achievements including:

- the development of risk-based methodology for assessing the potential relationship between wet crashes and skid resistance
- the development of a software application for analysing wet crash risk in the context of skid resistance
- the development of an analysis method using data mining techniques for road crashes
- identification of the need for decision rule sets for identifying possible locations of potential road crashes.

This tool will provide the core element in our new decision support system for skid resistance management.

Overall, we developed consistent principles and practices in skid resistance management. These help provide roads that are safer and better suited for the range of commercial and personal activities that the community needs.

Surveying technology

Analysing geometric data for the state-controlled road network helps to determine advisory speeds, site skid demand requirements and identify potential hazardous skid locations.

We have purchased survey technology, which will allow complete network level collection of geometrical road data.

We also use the Geometric Data Analyser to calculate design and advisory speeds on the network and help to locate sites with either high or intermediate skid resistance demand. The project enabled the compilation of a database of these sites to compare with the skid resistance data collected.

Crash investigating

Our crash investigation unit uses G-force meters to measure surface friction at crash locations. The information measured has legal significance as it can be used in crash investigations. To ensure repeatability, reliability and accuracy of measured values, we identified a standard test procedure. This procedure will be tested over the next two years. Following successful implementation of the Queensland test procedure, we will investigate the options of using it at a national level as a base for post-incident road authority crash investigations and as a performance-based skid resistance measure on new construction and roadwork.

A G-force meter at work in Queensland

Managing pavement risks

PavRisk, first implemented in mid-2009, is our central recording and reporting system. PavRisk helps us to manage risk with pavement rehabilitation, surfacing treatments and skid resistance. In addition, it enables improved management, understanding and reporting of the level of risk associated with pavements and surfaces on a state-wide basis.

Prior to the introduction of PavRisk, regions recorded pavement and skid risk data in a variety of storage and retrieval systems, such as databases, spreadsheets and paper records.

With the implementation of PavRisk, regions can now:

- monitor inspection sites
- develop a consistent data collection, treatment and decision-making approach that incorporates local knowledge
- dispense with time-consuming manual searches of paper-based records for inspection information
- record road sections that require inspections and treatment
- record and analyse treatment information such as types, cost, and performance
- identify 'priority for treatment' roads
- monitor the performance of restoration works and determine state-wide needs and funding requirements.



Our performance: Safe transport system promoting health and wellbeing



Soil nailing gun being prepped for use on the Kuranda Range

- upgrading the Moggill Road and Witton Road intersection in Kenmore to improve traffic capacity and increase safety for all road users. This upgrade included a dedicated right-turn lane and new surface asphalt overlay to preserve the road as a major traffic-bearing arterial
- constructing the Annie Switzer Bridge and approaches over Angellala Creek about 21km from Morven on the Warrego Highway. The bridge was widened and strengthened to improve safety and allow additional space for Type 2 (three-trailer) road trains to cross in the future

Developing skid resistance policy

We are working with industry to develop a draft policy on Polished Aggregate Friction Values (PAFV). This is in accord with interstate agencies that have adopted new specifications for the use of higher quality aggregates at sites where demand for high levels of friction or skid resistance is required and, consequently, where the surface aggregate is more prone to polishing. This process occurs in areas of increased braking such as approaches to intersections, pedestrian facilities, level crossings or horizontal curves with significant speed differentials. This is consistent with international research which consistently shows the trend that improved long-term skid resistance results from the use of more polish-resistant aggregates with higher PAFV.

Work is continuing on this draft policy and release to the department and industry is imminent.

Improving roads

This year, a number of road improvement projects were conducted including:

- completing major works to lower the Bruce Highway under the Normanby overpass south of Gympie to increase safety and decrease the likelihood of an oversize truck hitting the bridge. The works were completed within a tight timeframe to lessen the impact on local traffic

- completing the Yaamba Road pedestrian overpass in North Rockhampton to improve pedestrian safety and long-term traffic flow on the busy North Rockhampton corridor. An average of 62 direct and indirect jobs were sustained over the project life
- establishing state-funded heavy vehicle rest areas on the Gregory Developmental Road, north and south of Charters Towers, under the Safer Roads Sooner Program. This will improve safety on this major link by helping to prevent heavy vehicle driver fatigue
- continuing work on a range of improvements on Kuranda Range Road in far north Queensland to improve safety and enhance traffic conditions, funded through the Safer Roads Sooner program
- upgrading the McLeod and James Streets intersection in Cairns city including installing traffic signals, pedestrian crossings and bicycle facilities to improve safety for all road users
- trialling the use of vehicle-activated speed signs in the Cairns, Sunshine Coast, Gold Coast and Toowoomba regions. The signs were installed from mid-2009 to early 2010. The trial evaluation will be undertaken in 2010-11.

Making roadworkers safe

Earlier this year, we announced a roadworkers' safety initiative to improve the safety conditions of workers on Queensland roads.

As part of this initiative, we are introducing a registration system for traffic management companies working on state-controlled roads, which will improve safety and ensure consistency within the traffic management industry. It is estimated there are currently more than 100 traffic management companies in Queensland, with approximately 30 000 licensed traffic controllers.

The registration system is for traffic management companies and is in addition to the existing requirement for individual traffic controllers to be licensed. It will also focus on factors including financial stability, occupational health and safety, industrial relations and appropriate workforce training.

Only registered traffic management companies will be permitted to work on state-controlled roads from 2011. Traffic management companies will be regularly audited and may be de-registered if they are performing poorly.

The introduction of the registration scheme is another positive and innovative step towards improving safety for road workers and road users.

Campaigning for road safety

Speed, drink driving, fatigue, motorcycle safety, road rules, distractions and seatbelts all contribute to the Queensland road toll. In 2009–10, we continued to run campaigns to influence road user behaviour including:

- launching the new driver fatigue campaign, *Wake up to the signs*, in September 2009 to run during the September and Christmas school holiday periods
- launching the third component of the *Slow down stupid* anti-speeding campaign in November 2009. This campaign ran until January 2010
- continuing the *Here for Life* road safety campaign
- maintaining the regional *Shifting Gears* communication campaign. The monthly one-page road safety feature continues to be delivered on budget to 19 regional newspapers and targets road safety issues relevant to each region
- updating outdoor advertising in regional areas with the *Fatigue* campaign. It now encompasses 94 permanent road safety billboards located across the state
- continuing to promote increased community awareness of safety and environmental impact of vehicle choice.

Case study

Share My Story wins two excellence awards

Our road safety campaign, *Share My Story*, was announced as the state winner of two awards at the 2009 Australian Marketing Institute Awards for Excellence held in Brisbane in September 2009. Winning the Social Marketing and the Multimedia and Interactive categories, the campaign received industry recognition against a competitive and quality field of entrants.

Share My Story, launched in January 2009, was a world first in road safety advertising. It placed road safety in the hands of the Queensland community. Through a purpose-built social networking website (www.sharemystory.qld.gov.au) the people of Queensland were encouraged to share their experiences in an effort to show the lasting impact that a road crash has on the lives of victims, families, driver and emergency service personnel.

The campaign comprised the social networking website as well as television, press and online advertising, highlighting the real impact and consequences road crashes have on friends, family and the wider community.

Often the effects of a campaign are not seen for years and are difficult to attribute to one campaign. However, *Share My Story* was very different. Prior to launch the following campaign performance measures were set to determine its success – that in the first three months after launch there would be 10 000 unique visitors to the website, 100 stories shared, 1000 supporters registered and 70 per cent positive media coverage. All of the original online objectives were achieved in the first month after launch, which would not have been possible without the hundreds of people who took road safety into their own hands and shared their personal experiences. The website continues to perform strongly.

As of 21 May 2010, there have been more than 61 410 unique visitors to the site, 7432 registered supporters and 277 stories shared.

The Australian Marketing Institute Awards for Excellence highlight those organisations that have achieved extraordinary success in marketing and communications and recognise not only innovation and creativity but whether a campaign has achieved measurable results.

For more information on the Australian Marketing Institute Awards for Excellence, visit www.ami.org.au.



Our performance: Safe transport system promoting health and wellbeing

Improving boom gate facilities

The Queensland Level Crossing Safety Committee developed the draft Queensland Level Crossing Safety Strategy for public consultation in mid-2010.

We had significant inputs, through the National Rail Level Crossing Group, into the *National Level Crossing Safety Strategy 2010–2020*, which was approved by the Australian Transport Council in late 2009.

In 2010, the Nation Building Boom Gates for Rail Crossings Program achieved substantial completion. Under the Australian Government's Nation Building – Economic Stimulus Plan, Queensland allocated \$42.7 million to upgrade 66 selected level crossings with boom gates and other safety protection measures. As at 30 June, 45 upgrades had been commissioned with the remainder expected to be commissioned in July. We are managing the program and QR Network Pty Ltd has been engaged to manage delivery of works through two alliances. Once commissioned, the upgrades will provide an enhanced level of protection for users (motorists, pedestrians and train operators) of these level crossings.

Beerwah crossing upgrade

The \$68 million Beerwah Rail Crossing Project opened to traffic on 1 November 2009, eliminating the rail level crossing that caused traffic snarls in the town centre and safety concerns among residents.

The project constructed a new road-over-rail bridge to eliminate the open level rail crossing on Mawhinney Street, Beerwah.

Other features included a new road connecting Steve Irwin Way to Peachester Road, two new signalised intersections, new pedestrian and cyclist paths and the new Beerwah and District Skate Park.

Beerwah Station now has safe pedestrian access across the rail corridor with lifts and stairs for easy access.

Beerwah residents are benefiting from the new road network in the immediate rail crossing vicinity, making access into and out of Beerwah safer.

Promoting a marine safety culture

We promote a safety culture among commercial and recreational marine users to build awareness of risk, promote self-assessment and enhance safety outcomes. In 2009–10, we:

- provided significant support to the marine industry by updating emergency plans, procedures and operational limitations within vessel safety management systems
- conducted Ports and Waterways Safety Assessment risk workshops, in conjunction with Australian Maritime Safety Authority, with Abbot Point, Hay Point and Gladstone port stakeholders
- addressed safety concerns with BoatShare Schemes to deliver greater awareness of risk and safety obligations for scheme members.

Moving people and freight safely

Safer public transport

Raising standards for taxis and buses

To address community concerns about a perceived deterioration in taxi service quality, new taxi driver standards were introduced in November 2009. These new standards require applicants for taxi driver authorisation to be at least 20 years of age and to have held a driver licence issued in Australia for at least 12 months. These changes will help to ensure that taxi drivers have an appropriate level of maturity and are familiar with Australian road rules and conditions.

Since 2005, we have seen the introduction of 3152 taxi security cameras across Queensland. More than 2700 images have been downloaded from these cameras and used as evidence for incidents occurring in or around taxis.

We implemented boom gates at Bluewater Drive, Bluewater (Townsville region)



Driver Reviver sites are located across Queensland

We funded the supply and installation of CCTV systems in 125 buses that provide general route services in regional urban areas.

We continue to provide funding for rank marshals and security guards at 24 secure taxi ranks in late night entertainment precincts across Queensland.

Protecting our transport precincts

We maintain engagement programs with key transport industry stakeholders. These allow the owners and operators of critical infrastructure access to counter-terrorism information and advice prepared by government security agencies. This facilitates opportunities for better security planning by industry stakeholders.

We maintained our transport precinct protection program, whose arrangements are based on dedicated counter-terrorism security risk assessments specific to each identified transport hub. This ensures common security arrangements are in place across the various stakeholders located at these hubs. This coordination will lead to improved security responses should a terrorism threat emerge.

Increasing safety of motorcycles and travellers

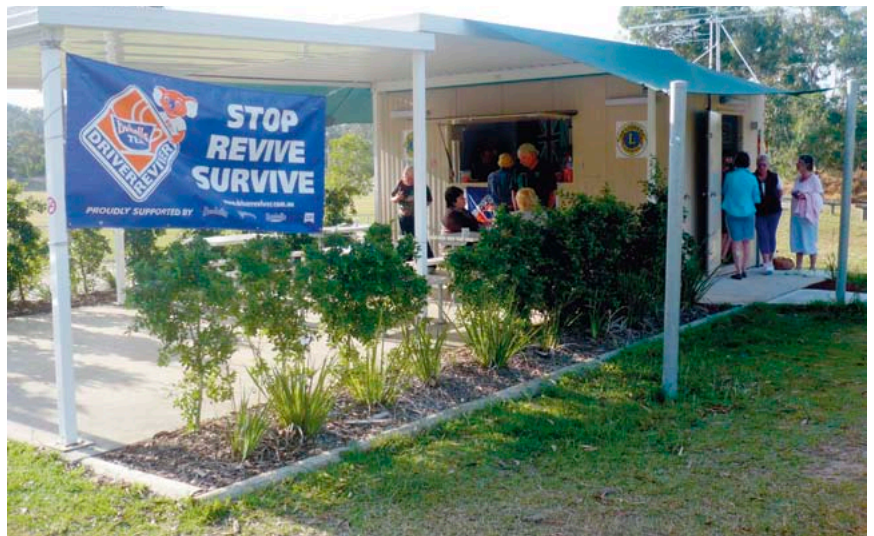
Increasing motorcycle rider awareness

In March 2010, we convened a Rider Survivor event at Canungra. This event was a collaborative effort involving the MATES (Motorcycle Awareness, Training, Education and Safety) group, a number of local businesses, the local authority and other state agencies such as the Queensland Police Service.

The event provided an opportunity for us to highlight the risks and preventative measures when riding motorcycles. It included multiple activities including mock rescues, radar operation demonstrations, motorcycle safety checks and general information about crash data for the state as well as more localised crash data.

Supporting Driver Reviver

Since the Driver Reviver scheme commenced in 1990, the number of sites has grown to 35 operating across the state. Driver Reviver is a community-based road safety initiative in partnership with the Queensland Police Service and in association with national sponsors Bushells.



About 182 000 people annually visit Driver Reviver sites across the state. The program's success is based on the ongoing commitment of approximately 2300 volunteers from all sections of the community.

Driver Reviver sites are located at rest areas, parks and other suitable locations, and are specifically situated to encourage long distance motorists to pull off the road, rest and refresh at critical points in their journey to prevent the onset of fatigue. Driver Reviver sites prompt motorists to STOP, REVIVE and SURVIVE.

Important goals for the Driver Reviver program include helping to reduce the road toll and promoting safer driving habits among long distance drivers.

Case study

Samford Road responding to community safety concerns

The Samford community in north-west Brisbane raised significant concerns about the safety on Samford Road. The community wrote letters to the department and the minister, held community meetings and encouraged their local MP to advocate on their behalf regarding their concerns.

In response, we commissioned independent road safety experts to review safety on Samford Road between Ferny Grove and Samford Village. The reviews led to speed limits being reduced on a section of the road. Other outcomes include monitoring of crashes and periodic monitoring of skid resistance and water flow, and investigating improved water drainage and improved wet weather signage.

Our performance: Safe transport system promoting health and wellbeing



School crossing supervisors play an important role in keeping students safe

Providing safe transport for school students

Upgrading school buses

Under the Queensland School Bus Strategy, \$12.5 million was spent to replace more than 200 older school buses with new school buses across Queensland. We have completed the rollout of 142 contracted buses in 85 gazetted steep roads across Queensland under the SteepBUS program. The buses now comply with rollover standards. As well they are being fitted with lap sash seat belts and have auxiliary braking systems.

The School Bus Upgrade Scheme provides funding for the buses to comply with ADR 59/00 Omnibus Rollover strength requirements.

Making school crossings safe

School crossing supervisors play a very important role in our safe school travel efforts. They are highly valued members of the school community. As at 30 June 2010, there were 1867 supervisors on 1178 crossings at 643 schools across the state. This fulfils the government's commitment to employing an additional 45 school crossing supervisors from July 2007–June 2010.

We officially opened supervised crossings at schools including: Nanango, Calliope, Harristown, Glenview, Laidley District, St Joseph's (Bardon), Mater Dei Catholic Primary School (St John's Wood) and Trinity Anglican School (Marlin Coast Campus).

School zones play a key role in the safety surrounding our schools. We commenced a trial in 2010 to evaluate the effectiveness of school zones on multi-lane roads. The trial

concept is to determine if motorists will voluntarily comply with the reduced speed limits in a multi-lane environment. The trial will also test the relative effectiveness of four different school zone signage types. The trial will continue until the end of the 2010 school year with evaluation in early 2011.

Encouraging cycling and walking

Using active transport

Safe Walking and Pedalling Program

The Safe Walking and Pedalling Program reviews and funds minor works to improve safety on footpaths, bicycle paths and infrastructure that students use within a 3.2km radius of school. An amount of \$200 000 was committed to deliver projects under this program.

In 2009–10 the program improved bicycle education, facilities, pathways and training at a number of schools across the state.

Active travel event sponsorship

Sponsorship of \$137 000 was provided to Cycle Queensland for a nine-day supported cycle ride, Bike Week and the HTM Wilson Brisbane to Gold Coast mass cycle ride. More than 20 000 people took part in these events. Evaluations indicate that these events have generated significant participation by new riders and have been the trigger for many of these people to become regular commuters.

Encouraging sustainable school travel options

TravelSmart schools program is one of a range of initiatives within Queensland's revised climate change strategy, *ClimateQ: Toward a Greener Queensland*.

These initiatives assist Queensland households to meet the *Toward Q2* target of reducing private household transport emissions by one-third by 2020. They aim to actively reduce urban traffic by encouraging and promoting the uptake of sustainable transport choices.

Vehicles used for school-related travel purposes increase greenhouse gas emissions, add to the already heavy traffic in many areas and also cause an increased road safety risk.

More children are being driven to school than ever before. The percentage of primary school children being driven to school has increased from 55 per cent in 1992 to 72 per cent in 2007.

Using sustainable transport choices will produce a range of benefits including:

- improving students' health and fitness, road safety awareness and environmental knowledge
- improving students' motivation levels through increased levels of physical activity
- improving students' social interactions and independence
- cost savings for families
- reducing parking and urban traffic
- improving air quality around the school
- aligning with existing programs such as Earth Smart Science, Smart Moves, Eat Well Be Active and Road Safety in schools
- creating a positive image through proactively promoting environmental issues in the community
- reducing greenhouse gas emissions
- creating greater social cohesiveness.

The TravelSmart Schools program has been trialling resources with pilot schools. An extranet portal for project management has also been developed.

For more information on TravelSmart Schools visit www.travelsmart.qld.gov.au.

Walk to School Day

We support Walk to School Day across Queensland each year in May. As part of a national support effort, 8500 schools around Australia donned their walking shoes to stamp out childhood obesity and reduce traffic congestion.

Roma region put their best foot forward with approximately 75 local parents and children from St John's and Roma State College joining the walking brigade.

Roma hosted a healthy breakfast event to promote road safety, health, public transport and the environment, aimed at encouraging all parents, carers and teachers to promote a healthy lifestyle, safe pedestrian behaviour and commuting.

Volunteers from the Roma Customer Service Centre, Queensland Health and Active Roma took part in the event.

Case study



St Mary's Split Campus Underpass: responding to community needs

Constructing the \$7.8 million underpass at St Mary's School (above) provided the Warwick community with a safe access across Wood Street (Cunningham Highway).

We consulted extensively with stakeholders and the local community throughout the project. We presented options of an overpass and an underpass, with the underpass chosen as the preferred option. The community identified issues including: safety of an underpass, community benefit, aesthetics, structure life, land availability, heritage council issues, maintenance costs and impacts during construction. To address safety concerns, the design philosophy for security and safety included the need to maximise visibility on the stairs, to exclude blind corners and hiding spots, all of which were incorporated into the design.

During construction, we effectively coordinated the many sub-contractors working together and took into account the school's needs, as well as accommodating time of the school's church and funeral services.

In addition, the department submitted an Art+Place grant to employ local artist Dorothy Haig to decorate an underpass section. The artwork, *Undercurrent*, is a laser-etched image placed between double laminated glass and has been installed on the lifts and balustrades.

The new crossing was completed on budget and opened on schedule to students on the first day of the 2010 school year. It provides a safe environment for the large number of students, staff and local community crossing Wood Street.



Following the seizure and disposal of the abandoned fishing vessel, Ossa, the Mackay District Court made an order against the owner to pay for the cost of removing and destroying the vessel plus additional court costs. This serves as a warning to those who show similar disregard for our pristine waters.

Our performance: Safe transport system promoting health and wellbeing

Keeping Queensland waters safe

We are working on a number of new programs to ensure Queensland waters are safe. In 2009–10, we initiated new safety measures in the lead-up to operation of Liquefied Natural Gas (LNG) facilities in Gladstone including:

- developing specific safety management plans for LNG ships
- developing a safe-passage plan by assessing and realigning aids to navigation following major dredging and infrastructure works
- communicating expected ship movements and safety messages to recreational boaties.

We developed the Noosa River Marine Zone in partnership with local government, with local government assuming management of the zone in July 2009. The new marine zone addresses the local communities' concerns and places restrictions on identified water-based activities, including the operation of personal water craft and waterskiing.

We prepared the *Maroochy River Discussion Paper*, which considered the operations and activities of vessels on the Maroochy River system. The discussion paper led to the formation of a stakeholder reference group that will provide recommendations to the department.

Acting on marine safety offences

The prosecution of marine safety offences is important to progressing marine safety outcomes in Queensland waters. Prosecutions under the *Transport Operations (Marine Safety) Act 1994* resulted in fines totalling approximately \$160 000, including one fine of \$80 000 for operation of an unsafe ship in Brisbane.

Transport fatalities and injuries

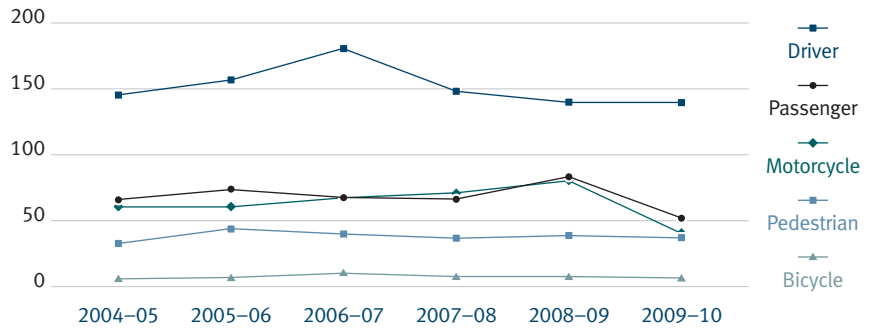
Transport deaths and trauma have major personal, social and economic impacts on the community.

Road fatalities

During the 2009 calendar year, there were 331 fatalities on Queensland roads. This equates to three fatalities (or 0.9 per cent) more than the previous year of 328 fatalities and two fatalities (or 0.5 per cent) fewer than the previous five-year average. This outcome represents a road fatality rate of 7.48* fatalities per 100 000 population, which is 1.7 per cent lower than the rate for the previous year of 7.61*. Figure 17 provides the breakdown of fatalities by road user type since 1999.

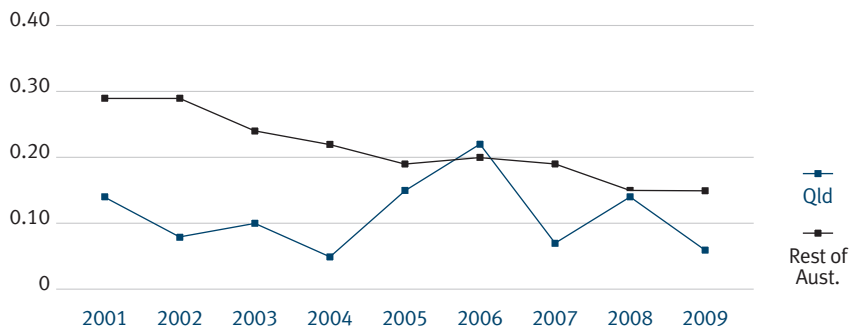
The road fatality rate remains low. The greatest rate was 32.1 for 1973 and the next lowest was 7.61 for 2008. The preliminary year-to-date road toll as at 30 June 2010 stood at 120 fatalities.

Figure 17 Road Fatalities in Queensland (number – financial year)



The Australian Bureau of Statistics reviews and updates Queensland's (and Australia's) estimated population for the past eight quarters. This affects all fatality rate calculations and has resulted in slight variations in rates reported.

Figure 18 Rail Fatalities per 100 000 population (excluding suicides)



Data source: Australian Safety Transport Bureau, Australian Bureau of Statistics and Department of Transport and Main Roads Rail Safety Unit.

Figure 19 Marine Fatalities (number – calendar year)

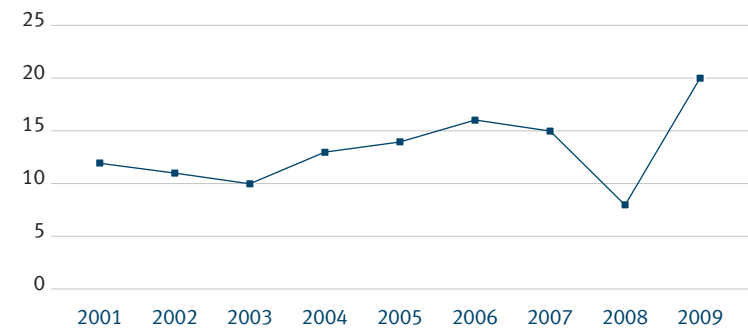
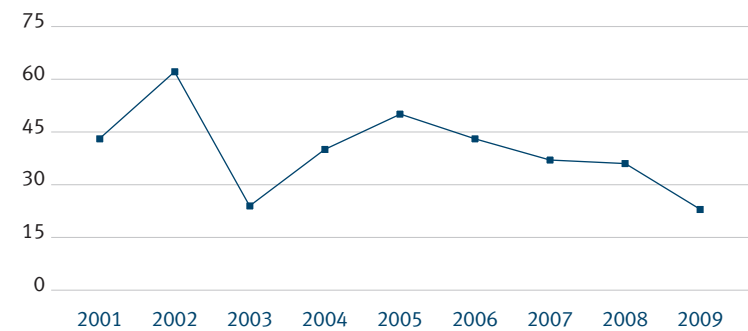


Figure 20 Serious injuries from marine incidents (number – calendar year)



Rail fatalities

Queensland continues to compare favourably at a national level with a rail fatality rate slightly lower than the Australian average (see Figure 18).

Queensland's rail fatality rate per 100 000 population for 2009-10 is 0.067. This equates to three fatalities. Of those, one was at a level crossing and two were trespass incidents.

Marine fatalities and injuries

There were 20 fatalities resulting from marine incidents in Queensland during the 2009 calendar year (see Figure 19). This equated to 8.5 fatal injuries for every 100 000 registered vessels. Queensland's marine fatality toll in 2009 was atypical for the following reasons:

- the high number of multiple fatality incidents recorded (five separate marine incidents resulted in eleven fatalities)
- the number of fatalities associated with extreme weather events.

The number of reported marine incident-related serious injuries – those requiring hospital admission – has declined every year since 2005 (see Figure 20). In 2009, there were 23 reported serious injuries, a 44 per cent drop compared to the prior four-year average of 41.5 serious injuries per year.

Further information can be obtained from the Marine Incident Annual Report 2009 available at www.msq.qld.gov.au





Aerial view of the Logan Motorway interchange

Research has found that mobile speed cameras are highly effective in reducing the incidence and severity of road crashes. Speed-related crashes place a high cost on the community each year through hospital and health care costs, lost productivity in the workplace and the use of emergency services.

Approval was given to allow up to 30 per cent of the mobile speed camera hours to be undertaken by covert vehicles.

Strict criteria are used to approve speed camera sites and a computerised scheduling process is used to randomly place cameras.

Mobile speed cameras are used at sites that have been approved according to criteria such as crash history and high-risk speeding behaviour. These are checked and referred for approval, taking into consideration workplace health and safety issues for road workers.

The Mobile Speed Camera Program has been evaluated several times by the Monash University Accident Research Centre. The centre estimated 2863 serious casualty crashes were prevented in 2007 by the mobile speed camera program, which resulted in an estimated \$1.6 billion savings in social costs.

Fixed speed cameras are a valuable enforcement method and contribute significantly to road safety in Queensland. They have the proven ability to deter drivers from speeding and reduce crashes at specific sites. Fixed speed cameras can enforce speed limits in areas where it is difficult or unsafe to have other types of enforcement such as police officers performing speed enforcement. They also allow police more time to carry out other duties as the cameras do not require an operator.

Potential locations for fixed speed cameras are primarily identified by analysing sections of road with a history of crashes as a result of speeding, which are also difficult or unsafe to monitor by using other enforcement methods. Some locations may not have the crash history but may still exhibit significant risk factors that are likely to result in crashes.

Our performance: Safe transport system promoting health and wellbeing

Camera Detected Offence Program report

Transport deaths and trauma have major personal, social and economic impacts on the community.

Speeding continues to be one of the major killers on Queensland roads. During 2009, there were 75 fatalities as a result of speed-related crashes. This figure represents 22.7 per cent of Queensland's road toll.

The Camera Detected Offence Program consists of the Mobile Speed Camera Program, the Fixed Speed Camera Program and the Red Light Camera Program. These programs are jointly managed by the department and the Queensland Police Service.

The underlying philosophy of the Camera Detected Offence Program is general deterrence: through promotion of 'anywhere, anytime' enforcement. The program has a proven record in road toll reduction.

Mobile speed cameras are intended to create a perception in the community that those motorists who exceed the speed limit anywhere and anytime will be caught. The deterrent effect of these cameras is related to the unpredictability of their locations and the use of marked and unmarked vehicles.

Red light camera sites are selected based on crash history, physical constraints and geographic distribution of locations.

The estimated number of serious casualty crashes prevented by the red light camera program for 2006 was 41. This translates to an estimated total social cost saving of \$24.2 million.

Currently, mobile speed cameras, fixed speed cameras and red light cameras use wet film technology. As part of the Queensland Government's commitment to improving road safety, we have been working with the Queensland Police Service to introduce digital technology into the Camera Detected Offence Program.

Digital cameras will be used to expand the scope of the program by allowing new enforcement techniques to be used, such as point-to-point enforcement and combined red light/speed cameras.

The new digital cameras are more efficient: they require less maintenance, do not require film to be changed or developed and their use will also improve infringement processing times as the images and information are loaded directly into the infringement processing system.

Using fines for road safety programs

The distribution of fine income from camera-detected offences (speed and red light) is governed by the *Transport Operations (Road Use Management) Act 1995*. Under this Act all money collected that exceeds the administrative and operational costs of collection must be used to fund road safety education and awareness projects, road accident injury rehabilitation programs and safety improvements to state-controlled roads.

Administration of the Act is the responsibility of the Minister for Transport. In compliance with the Act, revenue collected from camera-detected offences is monitored separately from consolidated revenue.

Departments currently involved in program delivery are Transport and Main Roads, the Queensland Police Service and Department of Justice and Attorney-General.

For more details on the Camera Detected Offence Program, see Appendix 6.

Research has found that mobile speed cameras are highly effective in reducing the incidence and severity of road crashes.

The future

Our priorities for 2010–11 include:

- continuing the Indigenous Driver Licensing Court Deferral Program trial in Doomadgee
- delivering road safety programs, initiatives and social marketing campaigns
- conducting a review of drink driving-related policy, including the introduction of alcohol ignition interlocks
- implementing initiatives contained in the *2010–2011 Queensland Road Safety Action Plan* and developing the next Queensland Road Safety Strategy
- managing access to road systems through licensing, registration, accreditation and authorities including redeveloping road registration and licensing regulations
- focusing the rail safety audit program on rollingstock and infrastructure maintenance
- developing a new database for rail safety audits and investigations
- continuing participation on the Queensland Level Crossing Safety Committee, including completing development of the Queensland Level Crossing Safety Strategy and consequent action plan
- extending the reach of the online TravelSmart Schools program
- continuing the TravelSmart Schools program to cultivate and trial resources with pilot schools while developing an extranet portal for project management.



Our performance Cost-effective transport system delivery

Highlights

We operated programs to improve transport delivery in Queensland.

Highlights include:

- completing upgrades to the Ipswich Motorway, the Ipswich/Logan Motorways interchange, the Bruce Highway between Uhlmann Road and Caboolture and the Bruce Highway between Townsville and Cairns
- progressing the \$315 million Ted Smout Memorial Bridge
- delivering the Bundaberg Ring Road construction – 14.3km of new 10m-wide sealed road
- progressing the 11km Bruce Highway section – Cooroy to Curra upgrade
- bringing together program management activities and reporting to produce the *Queensland Transport and Roads Investment Program* (QTRIP)
- improving our program management by commencing development of the OnRAMP initiative and upgrading the Works Management System.

We plan, manage and oversee delivery of a cost-effective transport system. The program of works that we plan to deliver during the next four years is detailed in the Queensland Transport and Roads Investment Program (QTRIP).

QTRIP reflects all Australian and Queensland Government integrated transport system commitments and aligns with the direction of the department's corporate plan.

This objective links to the Queensland Government objective of *Strong – Creating a diverse economy powered by bright ideas.*

Delivering infrastructure for Queensland

Delivering infrastructure

We are delivering a road and transport infrastructure program to support safe and efficient travel.

Our roads program is delivered through our regions across Queensland. Our people have expertise in engineering, design, planning, survey (geospatial), community engagement, land acquisitions, environmental, cultural heritage, soil testing and program support. Working in their local communities, our people deliver road and transport solutions to meet community and industry needs.

Pictured opposite: Pedestrian on the Boggo Road Busway Station

Right: Community members join in the fun at the Northern Busway open day in July 2009

Our transport program has multiple delivery channels. Many projects, as for the roads program, are delivered through our regions and others directly through our central divisions. The transport rail program is primarily delivered by QR Limited as part of their role in managing the rail network. TransLink has a role in delivering enhancements to the public transport system in south-east Queensland. Some transport projects, such as the Cycle Network Program grants projects, are delivered by local governments.

In 2009–10, we progressed the following projects:

- upgrading the Ipswich Motorway and Logan Motorway interchange (completed on schedule) and upgrading the Ipswich Motorway from Wacol to Darra (completed ahead of schedule). Both were part of the Nation Building Program funded by the Australian Government to provide improved safety, traffic flow and travel times
- opening the Northern Busway (Royal Children's Hospital to Windsor)¹ on 27 July 2009 and operational a week later. The busway station makes travelling to the hospital easier and quicker for thousands of staff and visitors using the Herston precinct daily. As part of the project the RBWH Cycle Centre opened on 10 November 2009. The centre contributes to reducing urban traffic growth, encouraging cyclists, pedestrians and joggers by providing access to a state-of-the-art end-of-trip facility. This project was completed ahead of schedule and under budget
- opening the Eastern Busway (Princess Alexandra Hospital to Dutton Park) on 3 August 2009. The busway provides frequent and reliable bus services to residents living along the eastern corridor, cutting travel times and providing easy access to major destinations. As part of this project, the Princess Alexandra Hospital Cycleway also opened on 3 August 2009. The shared path section provides safer, enhanced travel options for cyclists and pedestrians
- opening the northern half of the Progress Road Bridge on 29 August 2009 by Springfield Connection. The group, for the Springfield Link Bridge, was the winner of the Australian Institute of Steel Award *Engineering Projects – Structural Engineering Steel Design Excellence Infrastructure and Mining*
- constructing the \$415 million upgrade of the Centenary Highway between Darra and the Logan Motorway. The project is on time and under budget



- upgrading the Mount Lindesay Highway to four lanes between Green Road/Fedrick Street and Rosia Road. The project was completed on schedule and on budget
- upgrading the Bruce Highway to six lanes between Uhlmann Road and Caboolture. This upgrade was completed on schedule
- constructing the \$315 million Ted Smout Memorial Bridge, creating Australia's longest bridge. It duplicates the existing connection of Redcliffe and Brisbane communities
- constructing the Beerwah Grade Separation (road overpass over north coast rail line at Beerwah), operational in October 2009. The overpass has enhanced safety and improved traffic flow through Beerwah township
- completing construction and road alignment of the \$15.8 million Meecha Bridge over the Ward River on the Diamantina Developmental Road. The new bridge improves safety for road users and reduces the likelihood of closures caused by flooding
- upgrading the Bruce Highway through Gympie to help meet the ongoing demands of the rapid traffic and population growth of the area. The project included upgrading a 3.1km section of the highway and major improvements to seven intersections

¹ The section of the Northern Busway between RCH Herston and the boundary at Windsor became operational in August 2009. This section of the Northern Busway provides easy access to Queensland's largest public hospital (RBWH) from the CBD and makes travel to and from the city's northside faster and more reliable. Construction of the Northern Busway from Windsor to Kedron began in 2008 and is scheduled to be completed in 2012.

Our performance: Cost-effective transport system delivery

- constructing the Bundaberg Ring Road, a new 14.3km-long, 10m-wide sealed road connecting the Isis Highway to Bargara Road. Funded under the Rural and Regional Road Funding Initiative, the Bundaberg Ring Road caters for future traffic growth and improves safety for motorists and heavy vehicle drivers. The project has reduced travel times for motorists heading from east to west of the city and eases congestion in city streets, as well as providing an alternative route for heavy transport vehicles out of the city area
- opening the 2.5km Stuart Bypass, which directly links the Flinders and Bruce Highways. The bypass is Stage 1 of the \$190 million, 10km Townsville Port Access Road and enables heavy vehicles to bypass local residential areas. The state and federally-funded project will provide a direct route into the Port of Townsville for heavy vehicles travelling from the south and north along the Bruce Highway and west along the Flinders Highway. The corridor will accommodate rail infrastructure and materials conveyor infrastructure. It will also provide future access to the Townsville CBD for major developments to the south of the city, such as Rocky Springs
- duplicating the Bruce Highway at the southern approach to Mackay – from Farrellys Road to Boundary Road – and traffic lights added to the intersection in December 2009
- widening and strengthening a 3.9km section of Yakapari-Seaforth Road, which connects the Bruce Highway with the Hibiscus Coast
- widening 38.8km of the Gregory Developmental Road, north and south of Charters Towers

- upgrading the Bruce Highway (\$347 million) from Townsville to Cairns with major and minor flood improvement works, intersection upgrades and construction of overtaking lanes to improve road safety, efficiency and flood immunity
- opening a new bridge over the Endeavour River and approaches on the Endeavour Valley Road west of Cooktown, improving flood immunity and access for residents and the freight and grazing industries. This \$15 million project was funded through the Regional Bridge Renewal Program and replaces a 124-year-old single lane timber bridge
- rehabilitating Bundaberg's historic Kennedy Bridge (constructed in 1899) and Burnett Traffic Bridge (constructed in 1900). This ensures the bridges are in a safe condition
- opening the Robina to Varsity Lakes Rail Extension six months ahead of schedule in late 2009. The \$324 million project provides improved transport services to help public transport keep pace with the rapid population growth in the Gold Coast region
- duplicating the Caboolture to Beerburrum rail track. Final works were completed in November 2009, providing improved rail services for the Sunshine Coast region
- constructing the \$4.9 million project to widen the existing road and upgrade the culverts at Holy Joe and Box Creeks on the Flinders Highway to improve drainage flow and reduce the length of flooding closures
- constructing 10 major culverts and five bridges, including those at Hann River and North Johnstone River as part of the Far North Region's \$3 million bridge
- conducting more than \$47.5 million of flood repair works. These works, which are drawing to a close in north-west Queensland, will increase safety and transport efficiency on the region's state-controlled road network. Road crews have worked hard to complete many projects to restore the significant damage caused by Cyclones Charlotte and Ellie in early 2009.



Bundaberg Ring Road

Upcoming infrastructure projects

In the past, we published the Roads Implementation Program, a five-year rolling program of roadworks. QTRIP replaces this program and incorporates transport projects for the first time.

The program of works published in QTRIP includes bus, rail, maritime and boating, capital grants and active transport.

The existing roads programs – National Network, Other State Controlled Roads and the Transport Infrastructure Development Scheme – will continue to be published in QTRIP.

QTRIP builds on and informs other transport strategies and plans and provides information to businesses, local governments, tourism, industry, the community and our contract and service providers. It is a critical element in delivering integrated and value-for-money transport outcomes that meet the needs of Queensland. QTRIP is developed in line with state and federal government road funding allocations.

QTRIP details new infrastructure projects that will be delivered over the next four years. This ensures consistency with the forward estimates timeframes for the state government.

Our ongoing program of works includes projects shown in Table 7.

Case study

Bituminous Products Supply Project

We continually develop initiatives to improve the state-wide delivery of our program of works and ensure we meet community and stakeholders' needs and expectations.

During the year, we implemented the state-wide Bituminous Products Supply Project. In addition to the valuable relationships that were formed with our suppliers, the project won state and industry awards.

The project was also a finalist in the 2009 Premier's Awards for Excellence in *Public Service Delivery, Strong Category* and The Smart Awards: The Industry's Awards for Supply Chain Excellence, *Excellence in Manufacturing Supply Chains Award*.

Industry has invested \$200 million in capital expenditure to meet the demands of our program. Industry bodies and major suppliers have benefited through a closer working relationship with our department. The project has improved bitumen plant reliability and increased production and return on investment.

Forecasting demand is ongoing and has been expanded to include a number of other critical items and materials. We could not have achieved this without the assistance of our people in the regions, who provided important data.

Table 7 Ongoing program of works

Project	Funding	Funding source
Ipswich Motorway upgrade (Dinmore to Goodna)	\$1.95 billion	Australian Government
Pacific Motorway upgrade	\$910 million	Queensland and Australian Governments
Bruce Highway upgrade (Cooroy to Curra Section B)	\$613 million	Queensland and Australian Governments
Gold Coast Rapid Transit	\$948.7 million	Gold Coast City Council, Queensland and Australian Governments
Northern Busway (Windsor to Kedron)	\$536.7 million	Queensland Government
Bowen Basin road upgrade	\$150 million	Queensland Government
Douglas arterial duplication (Townsville)	\$110 million	Queensland and Australian Governments
Springfield passenger rail line (Richlands to Springfield – stage 2)	\$646 million	Queensland Government

Our performance: Cost-effective transport system delivery



Construction on the Kynuna Bridge

Upgrading the Landsborough Highway

Access on the Landsborough Highway has been improved following construction of the new Kynuna Bridge in north-west Queensland.

The replacement bridge is a new high-level, two-span bridge that enhances safety for the travelling public. Using learnings from similar projects on the Gilbert River and Barcoo River enabled us to improve planning and include the use of innovative products to deliver a quality

project in a remote area of the state. We completed the new bridge works three months ahead of schedule.

Managing infrastructure for economy and efficiency

Our goal is for 90 per cent of road projects to be delivered on time and within budget.

This year, in the aftermath of the severe weather and monsoonal flooding from Cyclones Olga, Neville, Ului and Paul, 68 of the state's local government areas were declared natural disasters. The 2009–10 result reflects the impact of this severe weather on road projects across Queensland. Construction of 70 per cent of road projects began on schedule and 67 per cent were completed on schedule. In 2009–10, we were better able to estimate our costs, which resulted in 93 per cent of projects completed within 10 per cent of estimates.

We will continue to aim for reliable delivery of road projects through:

- working closely with industry
- improving planning and management of milestones
- improving forecasting and cost estimating.

Negotiating property acquisition

With the growth in the number of infrastructure projects under way, there has been an increase in the number of property acquisitions. In 2009–10, we settled compensation claims for 533 properties for a total of \$371.5 million.

The compulsory taking of land is a difficult area of dispute resolution. Benchmarking has shown we are efficient and timely in comparison with other agencies. For the third consecutive year, less than 1 per cent of cases have had to be settled by the courts.

Managing infrastructure to meet quality standards

This year, we partnered with GHD Pty Ltd to produce the *Guideline for the Preparation of Road Structure Durability Plans for Queensland*. The adoption of this guideline will see improved service life performance of structures throughout Queensland.

Table 8 Reliability of road project delivery

	2005–06	2006–07	2007–08	2008–09	2009–10
Commencement %	88	83	91	94	70
Completion %	79	78	84	86	67
Cost %	90	87	87	91	93

We funded, researched and assessed several international durability systems over a number of years. Queensland required a system to ensure all bridges designed for us are subjected to a formal review and approval process to increase the durability and performance of all of our future assets. Adopting this approach will ensure that long-life, low maintenance assets are constructed and provide value for money for Queensland. It will achieve benefits in:

- improved service life performance (the design and construction of durable structures)
- clear understanding of how the design and construction phases interact with inspection, operation, maintenance and replacement requirements
- safer working environment for the operations team.

Requiring designers to consider the materials, design detailing, construction methods and operational aspects of structures means we can achieve longer lasting, low maintenance structures that represent a good investment for Queensland.

We review maintenance of existing structures to ensure ongoing safety. We also continue to review design of new bridges and tunnels to ensure longevity of our infrastructure. Reviews are conducted to ensure designs conform to our requirements and are durable and cost effective.

Some of the projects reviewed included:

- Airport Link project incorporating Northern Busway and Airport Roundabout Project
- Western Corridor upgrade
- Pacific Motorway upgrade
- Bruce Highway upgrade (Cooroy to Curra) Gateway upgrade – south
- Townsville Port Access Road
- Douglas duplication
- Riverside Expressway
- Eastern Busway
- emergency bridge repairs.

Case study

Civil Contractors Federation 2009 Earth Awards

The Civil Contractors Federation is the representative body of civil engineering contractors in Australia, and each year it hosts the Earth Awards, recognising and rewarding excellence in the civil construction industry.

The awards are split into five categories according to the project cost. Our Major Infrastructure Projects division secured several finalist nominations and category wins.

The winners were:

- Maroochy River Bridge Duplication – Category 4 (project value \$20 million to \$75 million)
- Tully Alliance – Category 5 (more than \$75 million).

The finalists were:

- Burke Alliance – Category 4
- Pacific Link Alliance – Category 5
- Northern Busway, Royal Children's Hospital to Windsor – Category 5.



Representatives from 2009 CCF Category 4 award finalist Burke Alliance – (left to right) Brent Daniel – representative from sponsor Trimble; Hon. Stirling Hinchcliffe – Minister for Infrastructure and Planning; Lester Jackson – Transport and Main Roads Project Manager; Clayton Smith – JF Hull; and Rob Crawford – GHD

Our performance: Cost-effective transport system delivery

Improving governance of transport infrastructure

Queensland has significant future infrastructure plans to address the challenges of providing a sustainable state-wide transport system. It is essential that we target funding for transport system investments that make the greatest contribution to achieving Queensland Government objectives and deliver the best value-for-money outcomes for users.

We continue to seek ways to improve governance of transport infrastructure by implementing more efficient project planning, scheduling and program management initiatives.

Using our state-wide enterprise system (Primavera) we deliver enhanced program reporting and better risk management support.

We will soon roll out the web version of Primavera across the state. This will increase the quality of program and project management skills across the state and empower our regions to better manage their programs of work. As a result, we will raise the level of data integrity and quality.

We implemented an upgrade of our system for managing operational contracts, the Works Management System. The system provides and maintains accurate and up-to-date contracts data with a minimum level of effort from internal and external contract providers.

At the same time, our OnRAMP initiative will deliver program management improvements that enable reliable delivery through effective program management.

This initiative will provide a new system designed to make it easier for employees to manage transactions from program development to finalisation. It will also provide reporting and analysis tools to make it easier to monitor and report on program performance.

Working with developers

We continue to preserve and manage corridors to ensure the network is administered in a safe, efficient and sustainable way. In doing this we worked with developers on several projects including:

- negotiating the successful approval of the Rocky Springs development, which is planned to have a population of 45 000 by 2026
- negotiating the implementation of Townsville City Council's Planning Scheme Policy for collecting regional road infrastructure charges based on contestable infrastructure costs
- The North Lakes housing development, the redevelopment of Westfield Garden City and planning for the Brisbane Racing Precinct at Eagle Farm and Doomben to consider transport infrastructure requirements
- preliminary road network planning on the Warrego Highway and local road network, in consultation with Ipswich City Council. This holistic, high-level road network planning covers the entire state-controlled network in this area, helping to guide the future development of supporting infrastructure and employment opportunities as development continues. This planning will help to determine how best to integrate motorway connections while maintaining traffic safety and efficiency in the rapidly expanding Western Corridor.



Left to right: Mark Delbridge, Gillian Tween, Juanita Rechichi and David Ainscough inspect the Western Corridor upgrade at Gales

Improving technical governance of transport infrastructure

Technical governance

Our Technical Governance Framework ensures appropriate standards and support systems are applied across the state in a professional and consistent manner to achieve fit-for-purpose outcomes.

The framework provides guidance to technical staff, details legislative responsibilities and includes a monitoring and measurement function to ensure planned outcomes are achieved. The framework applies to all aspects of the plan, design, construct and maintain continuum of roads infrastructure, and allows for technical management and guidance of these processes.

Oversight of the framework is the role of the Technical Governance Committee, comprising senior department executives and external members who ensure that the department is informed of industry-wide practices. The committee is tasked with monitoring engineering risks such as the quality of contract documentation prepared internally or by design consultants and contractors. These include project designs, specifications, conditions of contract for road and bridge contracts. We work closely with our industry partners to ensure these risks are mitigated. Such efforts ensure we are perceived as a customer of choice – underpinned by collaboration and equitable procurement processes and contract management. We have developed an improvement strategy which drives better design and documentation for the department.

Management of consultants and contractors

One of our achievements was accomplished through consultation with industry, including the Civil Contractors Federation (CCF). We developed best practice systems for industry to procure and manage contractors and engineering consultants. Regular industry meetings are held with our major supplier organisations to determine and manage issues and trends in the industry.

We continue to work with Austroads towards harmonising and mutually recognising prequalification systems nationally to reduce any barriers to full competition.

Case study



Left to right: Mr Brett Raguse – Federal Member for Forde, Miss Barbara Stone MP – State Member for Springwood and Mr Evan Moorhead MP – State Member for Waterford turned the first sod on 8 December, 2009

Adopting innovative procurement strategies

We are committed to developing innovative ways to improve how projects are delivered across the state.

We enhance our strategies by incorporating learnings from across the extensive portfolio of large-scale projects to ensure efficient delivery of infrastructure and develop the most effective procurement strategies.

For the Pacific Motorway upgrade (Springwood (south) to Daisy Hill), a new procurement strategy was utilised to deliver the best possible outcomes for the region while making efficient use of available funds.

The Early Contractor Involvement process provided an efficient and effective approach, encouraging innovation by the two contractors that were competing for the work.

Other positive outcomes included open-market price competitiveness, value for money, design innovation, minimisation of risk for the department, formation of close relationships with the preferred contractor and clarification of project briefs throughout the process.

As part of our commitment to sharing knowledge and experience within the industry, a presentation on this process was a highlight at the 2009 Engineering Technology Forum.

Our performance: Cost-effective transport system delivery

Contract delivery

We have a mature suite of contract delivery methods including Road Construction Contract, Minor Works, Alliance and Early Contractor Involvement. These contract delivery methods are updated as required and reviewed a minimum of every two years. Innovation and appropriate delivery methods are used to meet the risk and complexity profiles of individual projects.

Technical Policies, Standards, Specifications and Guidelines Program

We constantly review, improve and deploy technical policies, standards and guidelines. We provide training courses and forums to embed understanding of these publications and guidelines across the department and industry.

Specifications are continually improved to produce high quality documents that are recognised as industry benchmarks in Queensland and across Australia. These were also recognised internationally, with our documents and system being used as a base for Abu Dhabi's road infrastructure documentation.

We are aligning future standards from a road-based specification to a transport-based specification. We are developing a combined specification for bus stations and light rail stations. Industry stakeholders are consulted when drafting standards as this is an integral part of developing the most comprehensive standard for future trends in passenger transport. Consultation with industry stakeholders enables consistent standards across projects and defines our criteria to produce a more consistent and cost-effective outcome.

Examples of key manuals released this year requiring extensive research and consultation with industry and key stakeholders are:

- the Road Drainage Manual, which provides guidance in the planning, design, operation and maintenance of road drainage infrastructure in all urban and rural environments for the department
- the Air Quality Management Manual, which sets out the obligations, goals and procedures relevant to predicting and managing air quality impacts and air emissions from operational traffic and construction

- *Main Roads Specifications* has been split into two parts, creating a fourth edition *Main Roads Standard Specification* (MRS) and a *Main Roads Technical Standard* (MRTS). The fourth edition MRTS includes all of the technical requirements from the standard specification, updated as appropriate. The fourth edition of MRS covers the work items and other contractual and administrative clauses.

Transport GOC governance

We continue to support the Minister for Transport in meeting requirements and obligations as the transport government-owned corporation (GOC) shareholding minister. These activities included:

- ensuring the Minister for Transport is kept informed of the financial activities of QR Limited and the state's five port corporations, enabling the minister to exercise shareholder's responsibilities
- liaising with the GOCs and port corporations in developing their corporate plans, statements of corporate intent, employment and industrial relations plans and annual reports
- monitoring and reporting on GOC executive remuneration, executive and board appointments.

Operating Queensland's boat harbours

On 1 June 2010, responsibility for managing Manly, Scarborough and Cabbage Tree Creek harbours, as well as provisional management of Gardens Point assets/moorings, transferred to the department from the Port of Brisbane Corporation.

Managing public marine facilities

We currently own approximately \$314 million of boating assets for use by recreational boaters throughout the state. These assets include:

- 281 boat ramps
- 75 landings (jetties and pontoons)
- 2 barge ramps
- 9 state-managed boat harbours (including Gardens Point assets/moorings). Harbours include commercial land, public car and trailer parking, breakwaters and revetments
- 51 navigation channels
- other land and infrastructure, including facilities at Nelly Bay (Magnetic Island), the Gold Coast Seaway and sand bypass system and three quarries.

Providing recreational boating facilities

To maintain and improve access for deeper draft recreational vessels, we have continued a dredging program in tidal waters across the state including:

- investigating the Brisbane to Gold Coast Channel Network
- dredging of the channels around South Wavebreak Island, West Crab Island, Canaipa Passage, North Channel (the Broadwater) and the Coomera River
- dredging of the entrance channel to Rosslyn Bay boat harbour and the main channel at Port Douglas.



The placement of dolphins (free-standing mooring structures) for berthing barges have been completed at the islands of Darnley, Warraber, Yam Hammond and Kubin (Moa Island). Future replacement of dolphins will be completed at Stephens Island, St Pauls, Badu, Mabuia and Ugar.

Improvements to the transport facilities at Palm Island have been carried out and include refurbishment of the jetty, new barge ramp, sea access channel dredging and a new ticketing shed.

Managing and protecting the transport system

Using frameworks for better asset management

We use a number of frameworks to manage our strategic assets. One of these, the *Element Management Framework*, ensures:

- network investment requirements are identified against agreed performance targets and fit-for-purpose technical standards
- investments are planned consistently across the state-wide road network hierarchy, in accordance with prioritised needs
- we achieve best technical and delivery practice for each element through research, benchmarking, innovation, quality and efficiency
- we achieve effective performance from each element through good governance.

The road system manager framework is a key tool for the department to provide road system stewardship. In doing this we provide a consistent, state-wide approach to delivering road system outcomes for the people of Queensland.

This framework describes how we achieve the best road system performance for the available budget and resources and details a multi-phase process of objective setting, planning, delivery, monitoring and refinement of infrastructure and non-infrastructure initiatives.

Asset Valuation Program

Our Asset Valuation Program is recognised for outstanding outcomes that have been beneficial in developing capability within the department, improving our ability to meet our strategic objectives of road network asset management, improving internal relationships across groups and establishing working relationships with external stakeholders.

As a department we publish the value of our road network infrastructure in our annual financial statements each year. One of the important recent uses for valuing infrastructure assets is to generate information that will help us to reach decisions about how we manage the state-controlled road network.

One of the other main objectives of this program is to strengthen the link between the department's financial management and planning and that of road network asset management. The program gives us the opportunity to build on our strategies to improve road network performance by looking at an opportunity to align the asset accounting requirements with our asset management processes.

Our performance: Cost-effective transport system delivery

The specific benefits to the regions are:

- improved data quality, reliability and timeliness for both financial reporting and asset managing the road network
- improved planning requirements through the information provided by the new valuation methodology. A better understanding of the relationship between consumption and asset replacement will invariably help us to become better road managers and improve transport infrastructure for the Queensland community
- improved measure of the consumption of the road network, which is linked to the annual calculation of depreciation
- improved state-wide investment decisions and funding cases for the preservation of existing road assets
- improved performance information for the state-controlled road network from both a financial and asset management perspective.

Planning for risks

Reducing risk to the road network

Assessing and managing risk is an integral part of future planning for the road network and is undertaken during all corridor, route and link planning projects. This includes ensuring local government planning schemes provide adequate consideration for the total network needs by working with local governments and key stakeholders.

Assessing and managing risk is an integral part of future planning for the road network and is undertaken during all corridor, route and link planning projects.

In 2009–10, we progressed the following:

- releasing the preferred planning option for a potential Kenmore Bypass in Brisbane's west. The preferred planning option is a four-lane bypass linking Moggill Road to the Centenary Motorway
- undertaking a \$5.35 million state and federally funded study to develop the 30-year master plan for the future upgrade of the 14km section of the Bruce Highway from Wrights Creek south of Edmonton to Draper Street near the Cairns city centre
- continuing planning to realign the Peak Downs Highway to provide a bypass of Walkerston
- reducing the duration of flooding closures on the Bruce Highway, from south of Ingham to the foothills of the Cardwell Range
- planning 18 road links across south-west Queensland
- undertaking a \$5 million federally funded study looking at the needs of the Bruce Highway between Hay Point Road and Bald Hill Road
- planning a study in the southern access corridor of the Bruce Highway south of Townsville, from Stuart Drive to Killymoon Creek
- master planning for Whitsunday Way (Proserpine-Shute Harbour Road).

Planning against terrorism

Under Queensland's arrangements protecting critical infrastructure, we engage stakeholders, encouraging them to include counter-terrorism in their risk planning, their security and emergency response, and their business continuity plans.

We also facilitate distributing threat information from government security agencies to relevant stakeholders in the transport sector. This makes them aware of developments in the security environment and how these relate to their own ongoing security planning.

Case study



Traffic at Kenmore

Kenmore Bypass – consulting a highly engaged community

When we commenced the planning study to investigate the possibility of constructing a bypass through residential Kenmore, it polarised the community and sparked an anti-bypass campaign from local residents.

Engaging with the community for this project was very challenging. The community was actively involved and divided on its strong support or opposition to the project. Motorists in the area recognised the need for another transport corridor to supplement Moggill Road. However, residents living next to the preserved corridor had significant concerns about the impact a new road would have on their community and lifestyles. These residents undertook a public information campaign by engaging with the local media, distributing flyers, holding community meetings and project rallies to voice their opposition to the proposed bypass.

In such a charged environment, it is important for consultation with all community sections to focus on providing accurate information and ensuring that everyone has the opportunity to voice their concerns and have their say on the planning options. The project team received 7859 submissions throughout the three-stage planning study from April 2008 to November 2009.

To help shape planning options, the project team managed feedback from the two opposing sides and addressed this challenge – using the standard consultation framework aimed at keeping the community up-to-date and with accurate information.

We listened to their concerns and developed a planning option capable of reducing congestion on Moggill Road through Kenmore, as well as addressing community expectations.

While community opinion is still divided on the project, the consultation process for the project was effective in turning an initially outraged community into one that understands the planning process and is working with the project team to ensure the final planning option reflects community needs.

The Kenmore Bypass planning team overcame difficult technical issues, environmental concerns and intense media scrutiny to develop a preferred planning option – through extensive community engagement – to make it capable of reducing congestion on Moggill Road through Kenmore.



We converted our Intelligent Transport System (ITS) to remote IP Telemetry to improve traffic management

The flooding also caused extensive damage to the rail network in the affected areas, specifically Dalby to Charleville, Dalby to Meandarra, Westgate to Quilpie, Westgate to Cunnamulla and Goondiwindi to Thallon. A large portion of the south-west rail network was closed to assess flood damage and restoration works. At its worst, 52 per cent of the network was closed in that region. Westgate to Quilpie reopened to traffic in the first week of July 2010. The damage that occurred to the rail network infrastructure included

washouts to the track formation varying in length from 5m to 200m and the scouring out of bridge abutments. In the areas of significant formation washouts, the track alignment had moved and realignment was required.

We completed recovery work including removing debris, rebuilding track formation and embankments, and ballasting and resurfacing work to realign and adjust the rail.

The south-west network is part of the state government-supported rail network.

Using technology to manage traffic

We provide traffic management using modern technology located in the field and at our traffic management centres. We monitor traffic conditions in real time, allowing skilled and experienced technicians, operators and engineers to optimise the traffic flow on the road network as well as provide up-to-date and accurate information on traffic and road conditions to road users.

In 2009–10, we:

- increased public awareness of the Townsville and Cairns Traffic Management Centres and the 131 940 number and website. This led to an improvement in the quality and accuracy of wet season road reporting that we provide to industry and the travelling public
- installed intelligent transport technology on the Bruce Highway between Cooroy and Gympie as part of a joint initiative by the state and the Australian Government to improve safety and reduce road crashes in conjunction with the North Coast region
- expanded our use of traffic monitoring cameras across central Queensland to improve our capability to respond to traffic congestion and the flow of traffic in real time.

Our performance: Cost-effective transport system delivery

Focusing on our customers

Responding to flooding

Extensive flooding occurred across south-west Queensland in early 2010. This affected the majority of state-controlled roads. Many roads, bridges and culverts were inundated with floodwater and debris, causing extensive damage and disruptions across the region.

Our people from the south-west region in Roma and Charleville responded quickly to this event, helping communities and roads users with their traffic and travel requirements. We worked with individual truck drivers, industry, local governments, other government agencies and key stakeholders to get south-west Queensland communities connected again as soon as possible after floodwaters subsided.

In response to this flooding, we have improved the flood immunity on the Carnarvon highway by raising the existing floodway at Deep Channel, just south of Rolleston.

We have developed a flood warning system on the Bruce Highway at Goorganga Plains, south of Proserpine, the first of its kind to be implemented on the Bruce Highway.

We monitor traffic conditions in real time, allowing skilled and experienced technicians, operators and engineers to optimise traffic flow

Engaging with the community on transport issues

We continue to involve local governments, industry, community organisations and the public in defining transport issues and potential solutions. In 2009–10, we worked with these groups on a number of projects including:

- implementing the Roads Alliance by working with groups of councils to manage the Local Roads of Regional Significance network. The Roads Alliance is a shift towards joint operations with local government to manage regionally significant road network, where financial and road construction resources are shared – irrespective of road ownership. We do this through a series of alliance meetings with councils across the state
- consulting with a wide range of stakeholders for the Urban Congestion Planning Study, looking at options to relieve congestion on the Bruce Highway between Hay Point Road and Bald Hill Road
- engaging with Rockhampton residents and business community ahead of construction starting on the \$8 million Yaamba Road pedestrian overpass in North Rockhampton
- hosting community meetings and information displays in Central Queensland as part of Stage 1 – the \$5 million Fitzroy River Floodplain and Road Planning Study
- consulting with the community of Emerald on the first three sets of traffic signals, funded under the Safer Roads Sooner Program
- distributing 1000 monthly electronic updates on construction works for the Abbott Street deviation to interested stakeholders in Townsville City. We have consulted with local businesses, schools, residences and political representatives
- engaging with the community to help improve the road design for the Stuart Bypass. We responded to stakeholder concerns and enquiries. For example, free bus passes were offered to school children so they did not have to walk close to construction sites
- consulting with the Cairns community on three draft transport options to help develop a 30-year master plan for the future upgrade of the Bruce Highway between Wrights Creek and Draper Street.

The future

Our priorities for 2010–11 include:

- Ipswich Motorway upgrade, Dinmore to Goodna, \$1.95 billion
- Bruce Highway upgrade, Cooroy to Curra Section B, \$613 million
- Centenary Highway upgrade, Springfield to Darra, \$415 million
- Pacific Motorway upgrade, Springwood south to Daisy Hill, \$422 million
- Pacific Motorway interchanges and widening south of Nerang, \$390 million
- Houghton Highway bridge duplication, Redcliffe, \$315 million
- Acacia Ridge road/rail overpass, \$113 million
- Mains/Kessels Road intersection upgrade, \$300 million
- Port of Brisbane Motorway upgrade, two-lane extension, \$332 million
- integration of boat harbours transferred from the Port of Brisbane Corporation within the department
- Keperra to Ferny Grove construction of 3.2km additional rail track and upgrade of Ferny Grove station, \$80 million
- Northern Busway (Windsor to Kedron), \$834.22 million
- Corinda to Darra rail upgrade, \$218.15 million.

We will continue with planning and other pre-construction activities on high priority projects to be in a strong position to commence works promptly should funding be secured, for example:

- Bruce Highway upgrade, Cooroy southern interchange to Sankeys Road
- Ipswich Motorway upgrade, Darra to Rocklea
- Port of Brisbane Motorway upgrade, widening to four lanes
- Gold Coast Rapid Transit
- Cross River Rail planning
- Springfield passenger rail line (Richlands to Springfield – stage 2)
- developing the OnRAMP initiative to make it easier to track, manage and report on program progress, recognise and resolve program difficulties, and make more immediate and responsive decisions.



Our performance
A transport system providing access to employment, education and services

Highlights

We continue to deliver programs to improve access across Queensland.

Highlights include:

- providing \$14 million under the Taxi Subsidy Scheme to enable affordable and accessible transport for people with disabilities
- providing \$1.1 million funding for 11 new vehicles under the Accessible Bus Program
- providing \$1.3 million funding for bus interchanges with improved facilities and safety for users
- processing more than 13 million transactions across our customer service network
- re-opening the Burpengary weighbridges
- opening the new Bentley Park Customer Service Centre to better service the city of Cairns.

We provide a transport system which offers equitable access to transport infrastructure and services for all transport users. The ability to access public transport is crucial for all people in all parts of the state. We strive to offer accessible and efficient customer services to the community.

This objective links to the Queensland Government objective of *Fair – Supporting safe and caring communities*.

Making transport accessible

Providing a range of public transport

In July 2008, TransLink Transit Authority (TransLink) was established as the statutory authority responsible for purchasing, delivering and managing public transport services within south-east Queensland. As a statutory authority, the board of TransLink is accountable to the Queensland Government's Minister for Transport, with the Department of Transport and Main Roads being the host agency.

As the host agency, we have the responsibility for policy oversight of TransLink including administering the authorising legislation, the *Transport Operation (TransLink Transit Authority) Act 2008*.

Pictured opposite: We continue to improve our bus facilities to be disability friendly

The Act requires TransLink to include details of funding and other financial assistance provided through service contracts in the TransLink area in its annual report.

Further information can be found on TransLink's website www.translink.com.au.

Through our Transport Infrastructure Development Scheme we support the local transport infrastructure needs of regional and rural communities throughout Queensland. The scheme provides grants to local governments for works on local government-controlled transport infrastructure. We generally provide 50 per cent of funding for scheme projects and we allocate ongoing funding of \$63 million state-wide for this each year.

The funding provided through the scheme enables the development and upgrade of road and other transport-related infrastructure that supports economically viable industry development. For example, freight transport and tourism in remote areas benefit from improving road access to essential services.

Funding for local governments has the potential to provide improved road safety, more effective traffic management and operations, improved access to Aboriginal and Torres Strait Islander communities, increased safety for children travelling to and from school and develop bikeway networks.

Regional projects funded in 2009–10 included:

- construction of a section of Tinnanbar Road in Fraser Coast Regional Council
- construction of bikeways and footpaths along Old Maryborough Road in Gympie Regional Council
- construction of form and pave sections of the Boulia to Tobermorey Road in Boulia Shire
- construction of footpaths at Barcaldine State School and St Joseph's Catholic School, both in Barcaldine Regional Council locality.

To enable Queensland to have the safest, best performing, most customer-focused and sustainable taxi system in Australia, we have worked with the taxi industry to develop the *Queensland Taxi Strategic Plan 2010–2015*. This plan will inform the regulatory and operational framework for the Queensland taxi system for the next five years and beyond.

Key elements of the plan focus on initiatives that will achieve enhancements across key areas including safety, customer service, commercial viability, economic efficiency, industrial fairness and a regulatory framework that serves to ensure public benefit.

Improving community access

Since 2007, we have been providing communities in rural and remote Queensland with accessible taxi vehicles. This \$4 million program provided fully accessible taxi services to areas identified as requiring assistance. Taxi service licence holders were gifted between \$55 000 and \$80 000 each to provide wheelchair accessible taxis. Sixty-three of these areas now have at least one accessible taxi for their communities.

In 2009–10, the Taxi Subsidy Scheme provided \$14 million in taxi subsidies to provide an affordable and accessible transport option for people with a disability who experience profound difficulties using other modes of public transport. Taxi Subsidy Scheme members receive a 50 per cent subsidy for taxi fares up to a maximum subsidy of \$25.

Upgrading disabled facilities

Upgrading regional passenger transport infrastructure

We fund regional local governments to help them meet their statutory obligations under the Commonwealth's *Disability Discrimination Act 1994*. In 2009–10, agreements were signed with local governments throughout the state so that more than half of all bus stops will be upgraded to be disability-friendly by December 2012. Work has commenced on upgrading ferry pontoons at Thursday Island and North Stradbroke Island to make access to subsidised ferries easier for people with a disability.

Extending the Accessible Bus Program

The Accessible Bus Program aims to facilitate the modernisation of regional Queensland's urban bus fleet and meet the Commonwealth *Disability Standards for Accessible Public Transport 2002*. Under the program, the department funds operators 25 per cent of the GST exclusive vehicle.

Our performance: A transport system providing access to employment, education and services

This funding assists operators to meet terms and conditions of their contracts by maintaining a maximum fleet age and providing adequate seating capacity to meet passenger demand.

The new design of buses also addresses issues of greater fuel efficiency and cleaner emissions.

Under the program, many of the vehicles are built in Queensland, creating jobs and injecting funds back into the community. In 2009–10, we will provide funding support of \$1.159 million to assist with the purchase of 11 vehicles.

Details are as follows:

- seven vehicles for Toowoomba
- two vehicles for Mackay
- one vehicle each for Gladstone and Rockhampton.

Improving bus interchanges

This year, we worked with several regional councils to provide funding for bus interchanges with improved facilities and safety for users. These new facilities will be central to the city heart and contain new seating, signage, CCTV and improved disability access including:

- \$460 000 to Toowoomba Regional Council to construct a premium bus interchange facility at Victoria Street, Toowoomba
- \$600 000 to Rockhampton Regional Council to construct a premium bus interchange facility at Bolsover Street, Rockhampton
- \$262 000 to upgrade the Gregory Street Interchange in Mackay. The new interchange contains better and safer access for buses, improved wheelchair and disability access, upgraded signage, improved seating and shade, and a more modern and appealing facility for passengers.

Providing traveller information and travel options

We are committed to providing the public with free access to detailed traffic and traveller information. Enhanced information tools for travellers provide relevant and accurate information to inform travel choices and improve travel time reliability. In 2009–10, we introduced enhancements to the 131 940 Traffic and Travel Information website that included map-based incidents, roadworks, special events, road closures, reopening, and conditional information due to wet weather and flooding of major roads.

We are also working with other state government agencies and stakeholders to create a multi-agency approach to the 131 940 Traffic and Travel Information website.

Journey planner for qconnect

For regional urban bus users we are working to deliver a qconnect journey planner. Using the Google Transit platform, we will provide relevant qconnect bus information. We are also working with the TransLink Transit Authority to produce an integrated statewide journey planner for TransLink and qconnect services.

Providing better regional freight access

To provide general freight rail services to remote and rural Queensland, we maintain the regional freight Transport Service Contract (TSC) between the department and QR Limited. This contract fully subsidises general freight rail services to these communities.

During the year, we successfully negotiated an extension to the contract with QR Limited following the contract's expiration on 30 June 2009. The contract cost was \$27.4 million. The extension will apply until QR Limited's privatisation, which is expected to occur in the last quarter of 2010.

Separate contractual arrangements for the continued provision of general freight services following QR Limited's privatisation will be established.

Working for our customers

Delivering business outcomes

The department has a network of offices to deliver our services across Queensland. Customer service centres, customer call centres, Queensland Government agency program offices, Queensland Police offices located in rural and remote areas, motor dealers and Clerks of the Court and Australia Post (limited services) all assist us to be close to our customers. Our services are also provided through itinerant sites located in far northern remote Indigenous and Torres Strait communities. These are sites where officers provide on-site transactional services including knowledge and driver testing.

As Queensland's population increases and with the introduction of new products and services, we have seen a growth in the number of transactions that we process.



Find easier ways to travel while at the Transport Information Centre

Table 9 Disability access programs

Queensland Rail has invested in the following upgrades of rolling-stock and station infrastructure in south-east Queensland to improve access for all passengers, including people with disabilities.

Year	Works	Status	Budget allocation
2004–05 to 2012–13	<ul style="list-style-type: none"> Toilet modifications have been completed on three of the 14 inter-city multiple units to date. Work is under way to update 87 of the three-car electric multiple unit fleet: <ul style="list-style-type: none"> » 49 units have been fitted with allocated spaces, priority seating, long beams have been removed from entry ways and colour contrasting hand and grab rails have been installed » push-button door controls have been fitted to 20 units » improved signage has been installed in 21 units. 	<ul style="list-style-type: none"> In progress 	\$48.59 million
2004–05 to 2009–10	<ul style="list-style-type: none"> Redbank and Landsborough station upgrades were completed Upgrade of Indooroopilly station was completed Designs for Alderley and Narangba station upgrades are under review to ensure they meet current requirements and offer value for money Tactile ground surface indicators were to be installed at up to 54 stations, and 40 stations have been completed (including Central station) Electronic passenger information were to be installed at up to 23 stations and 20 stations have been completed New compliant ticket windows were installed at seven stations Investigation into raising platform heights to minimise the step and gap between the platform and train at numerous rail stations was completed 	<ul style="list-style-type: none"> In progress 	\$70.78 million
2007–08 to 2008–09	<ul style="list-style-type: none"> Upgrade to Brunswick Street station was completed, including stair, lift and escalator access to all platforms 	<ul style="list-style-type: none"> Completed December 2008 	\$29.8 million
2007–08 to 2009–10	<ul style="list-style-type: none"> Work is close to completion on the upgrading and construction of partial length raised and high level platforms, both aimed at improving accessibility and safety. This particularly benefits passengers with disabilities or impaired mobility when they are boarding and alighting trains 	<ul style="list-style-type: none"> Nearing completion 	\$4.5 million
2008–09 to 2010–11	<ul style="list-style-type: none"> Passenger information and way-finding signage at Banoon station was completed Rail station platform re-grading to enable the installation of tactile ground surface indicators along the platform edges at priority stations is continuing Rail station upgrade to improve accessibility and safety at Petrie Station was completed Installation of TIPs/LEDs at three stations – Park Road, Eagle Junction and Northgate – is ongoing 	<ul style="list-style-type: none"> In progress 	\$3.3 million
2010–11	<ul style="list-style-type: none"> Planning work has begun on upgrading Narangba (\$22.5 million) and Alderley (\$15 million) stations, including stair and lift access to all platforms Chelmer, Loganlea, Bethania, Nambour and Sandgate stations will each be upgraded at an average cost of \$12.5 million per station. Upgrades will include stair and lift access to all platforms 	<ul style="list-style-type: none"> Design review in progress Concept designing in progress 	Not yet approved

Our performance: A transport system providing access to employment, education and services

Case study



Night work on the Burdekin Bridge

Overnight closures on the Burdekin Bridge

To carry out essential repair and maintenance work, we organise an overnight bridge closure once a month.

Given that the only alternative route for motorists involves a detour of several hundred kilometres, every overnight closure needs to be accompanied by an engagement process designed to inform the Burdekin community, as well as other communities as far north as Cairns, west to Charters Towers and south to Mackay.

This is done through radio and print advertisements, media releases and prominent electronic signage, which is in place between one and two weeks prior to the closure. These signs are placed in Cairns, Bowen, Mackay, Woodstock, Townsville and both approaches to the bridge.

Emails are sent to transport stakeholders, including bus companies and emergency services, and the department attempts to coordinate bridge closures around any special events that may be taking place between Bowen and Ingham, and west to Charters Towers.

Despite these efforts, there are always some motorists unaware of the closure or have mistimed their journey and are stranded on either side of the bridge. Community engagement officers are always in place to deal with this potentially volatile situation.

In 2009–10, we processed more than 13 million transactions across the customer service network. Table 10 shows the growth in transactions during the past four years. It also shows the growing number of transactions that our customers are completing themselves.

Table 10 Customer transactions

Year	Total costed transactions*	Total of self-service transactions
2006–07	11 498 337	2 829 544
2007–08	12 051 991	3 222 617
2008–09	12 489 704	3 674 626
2009–10	13 106 998	4 060 788

* Costed transactions are those used for budget purposes. It does not include address change or booking information.

During the year, our Customer Service Direct call centre handled 1 471 147 calls. This is an increase of 18 922 calls over the previous year where the centre handled a total of 1 452 225 calls.

In 2009, we introduced a new Q-Matic customer queue management system to provide better service to our customers. This is a ticketing system used across our customer service centres to reduce the waiting times of our customers. This year, we implemented a standard configuration across the state. This will ensure consistent operation and reporting to assist with future planning.

In October 2009, our RoadTek division underwent a third-party customer service recertification through the Customer Service Institute of Australia. RoadTek was assessed against 26 individual criteria and received recertification with no outstanding non-conformance. This demonstrates RoadTek's ongoing commitment to best-practice customer service.

RoadTek was also successful in recertification with the British Standards Institute for its safety, environment and quality systems.

Surveying customer satisfaction

Satisfaction is a barometer of customer experience and perception and is widely accepted as an indicator of service delivery effectiveness. The department commissions AC Nielsen Ltd to conduct ongoing surveys of customer satisfaction for its services throughout Queensland.

The department continues to maintain a strong and consistent performance with a satisfaction rating of 7.7 out of 10 achieved in November 2009. This result compares favourably with the 2008 survey result of 7.7 and with the 2007 result of 7.3 out of 10.

Improving our facilities

In July 2009, the Beenleigh Customer Service Centre was relocated to larger, more suitable premises. This move allows us to better manage the increasing demand on our services as the region continues to grow. The new centre offers customers a full range of licensing and registration services, along with a safer environment for heavy vehicle licence testing. The new centre accommodates an additional two service counters (taking the total to 10). The customer waiting area is much improved from the previous site, and there is increased customer parking available. The new centre also accommodates compliance officers who were relocated from premises located in Fortitude Valley. The relocation of the compliance unit has increased compliance operational efficiencies for the region.

On 27 January 2010, the department officially opened the new Bentley Park Customer Service Centre. This new premises is a welcome addition to the Cairns Customer Service Centre and provides much needed and improved services to the city of Cairns and its surrounding areas.

The new centre offers customers a full range of licensing and registration services. It also accommodates road safety officers and the Indigenous Licensing Unit.

In June 2009, we saw the official re-opening of the refurbished Burpengary weighbridges. These sites had ceased operations in May 2004 due to traffic growth and safety issues associated with extracting heavy vehicles off the highway.

The site is now in full operation, with the deployment of 16 staff to a permanent office on the northbound side of the Bruce Highway.

The new site has the capacity to weigh a fully loaded B-Double combination across three weigh platforms in less than two minutes. More than 1000 vehicles are checked each week for all facets of vehicle safety. During 24-hour operations, this can extend to more than 1500 vehicles. Heavy vehicles are checked for vehicle safety such as tyres, lights and load restraint, and the driver's log book or driving records are checked to ensure that they are not driving fatigued.

Q150 bridge naming

More than 900 people took up the once-in-a-lifetime chance to name bridges as part of the state's 150th birthday celebrations in 2009.

Most of the 61 names honour individuals or families that have made special contributions to their local communities, while other names were inspired by Indigenous heritage or local animals or plants.

Communities around the state – from the Mulgrave River in the far north to Running Creek in the Scenic Rim area of the south – embraced the opportunity to submit new names.

One of the names was for the new bridge from Brisbane to Redcliffe that is now known as Ted Smout Memorial Bridge after Australia's longest-surviving Anzac.

In the south-west, the upgraded bridge at Angellala Creek was named the Annie Switzer Bridge. Annie Switzer was a regional pioneer and wife of a railway settler. She tragically drowned at Angellala Creek and is buried nearby.

The future

Our priorities for 2010–11 include:

- investigating improvement opportunities as part of the Regional Network Analysis 2, looking at the viability of unregulated air services in far north Queensland
- rebuilding the Gladstone Customer Service Centre at the current Paterson Street premises to cater for the increasing population in the city of Gladstone and its surrounding areas
- monitoring, with Q-Matic, up to 85 per cent of the business transacted in customer service centres
- implementing the pilot of electronic smart forms, eForms. These forms provide a significant opportunity to improve the usability of our online services, provide an improved customer experience and reduce the cost of service delivery to government.



Our performance Transport-related impacts on the natural, cultural and built environments managed

Highlights

We continue to operate programs which minimise the impact of the transport system on the environment.

Highlights include:

- implementing climate change initiatives to reduce transport sector greenhouse gas emissions as part of Queensland Government's strategy, *ClimateQ: Toward a Greener Queensland*
- conducting a trial of a low emission hybrid bus in regional Queensland
- commencing the TravelSmart Communities program in the Brisbane South/Ipswich area, engaging with 180 000 households on changing their travel behaviour
- welcoming 29 000 visitors to the Transport Information Centre
- testing 3386 vehicles under the Aircare program
- responding to the grounding of the *Shen Neng 1* on Douglas Shoal, east of Rockhampton. We collaborated with other government agencies and the salvor to protect the marine environment and ensure the safe movement of the ship within Queensland and Australian waters.

Managing climate change and protecting the environment are key Queensland Government priorities.

To contribute to a healthier, more liveable environment, we encourage the use of sustainable transport options such as walking, cycling and using public transport. We support the increase in the use of environmentally friendly public transport and aim to reduce the number of polluting vehicles and vessels.

This objective links to the Queensland Government objective of *Green – Protecting our lifestyle and environment*.

Sharing knowledge on the impact of climate change

Strong stakeholder relationships

We work with other Queensland Government departments and agencies to share information on the impact of climate change. For example, the revised climate change strategy *ClimateQ: Toward a Greener Queensland* was launched in August 2009. *ClimateQ* sets out the next steps to help Queensland transition to a lower carbon future.

Pictured opposite: Cycling over the Goodwill Bridge

Right: Revegetation of the side roads

We worked with other agencies to develop *ClimateQ* and are delivering a range of transport-related initiatives under the strategy, including strategies to increase uptake of low emission vehicles in the taxi fleet, trialling low emission buses, and implementing a system for Queensland drivers to offset their vehicles' greenhouse gas emissions.



Through *Reverse the Effect*, motorists can make tax-deductible donations towards establishing native forests in Queensland that capture carbon from the atmosphere and help expand protected areas in Queensland.

The \$4.5 million voluntary program involves the state government matching contributions dollar-for-dollar so that motorists only need to pay half the amount to fully offset their vehicles' carbon emissions.

The program is a practical way to help to make a positive contribution to combating climate change with the added bonus of funding new protected forestry projects in Queensland.

Encouraging sustainable transport

Transport behaviours improving environmental outcomes

Hybrid bus trial

As part of the *ClimateQ* initiative, we will trial a low emission hybrid bus in regional Queensland. The bus will commence service in Cairns on the *qconnect* urban network from July 2010, and will remain in Cairns throughout 2010–11 to test this technology in Queensland's unique tropical environment. The hybrid bus will then be made available to other *qconnect* urban bus operators to trial this new technology in their operating area.

The hybrid bus has a smaller than normal diesel motor. This is used to generate electricity to power an electric motor that drives the wheels. The force of the bus while braking is also used to capture energy to regenerate power for the batteries. The batteries then supply power to the bus during acceleration and hill-climbing. A computer manages the entire system and maximises performance for emissions, fuel economy and power.

To offset your vehicle's carbon emissions, visit www.reversetheeffect.com.au

The trial of this technology, compared to existing and emerging conventional vehicles, will allow the government to make an informed decision on the costs and benefits of using hybrid vehicles more broadly in its public transport fleet.

Data will be collected and made available to both industry and other jurisdictions, with comparisons made between hybrid bus operations elsewhere in Australia and overseas.

Fuel efficient taxis

In consultation with the Office of Climate Change, we developed and implemented an incentive program to encourage taxi tender applicants to operate fuel efficient taxis.

The initiative was introduced for the Gold Coast taxi licence tender process in January 2010 and was a great success. All of the eight taxi service licences released in the tender are now operating hybrid vehicles.

All future tender releases for conventional vehicles will have 'green taxi' conditions attached to them with a perpetual licence requirement so that Queensland develops a more sustainable taxi fleet.

Our performance: Transport-related impacts on the natural, cultural and built environments managed

Encouraging TravelSmart behaviour

TravelSmart is a voluntary travel behaviour change program that encourages people to use sustainable travel modes such as public transport, walking, cycling and carpooling in favour of single occupancy vehicle travel.

TravelSmart aims to:

- reduce traffic congestion on our roads
- reduce greenhouse gas emissions
- help people change the way they travel – saving time and money, improving their health and the environment.

The program raises awareness of and provides information about sustainable transport.

It runs sub-programs for communities, workplaces and schools.

Part of TravelSmart – the Communities program encourages entire suburbs or areas to change the way they travel and to be less reliant on motor vehicles by providing tailored information to residents.

This program engages 324 000 households across three program areas in south-east Queensland and applies behaviour change methodologies in order to encourage and influence individuals to choose more sustainable transport solutions.

The Brisbane South/Ipswich program commenced in September 2009 and will engage 180 000 households. It is due for completion in December 2010. The Sunshine Coast/Caboolture program commenced in March 2010 and the Gold Coast project commenced in April 2010. Both programs are due for completion in March 2011.

We engage with local government to deliver TravelSmart programs in regional areas. This allows travel behaviour change projects to be tailored to the local area while ensuring state-wide coordination and branding of TravelSmart activities.

The Smart Travel Centre offers funding and other support to councils to implement a TravelSmart program. The funding is matched by the council, usually through in-kind contributions through employment of a TravelSmart officer.

TravelSmart Workplace and Events

Another part of the TravelSmart program is Workplaces and Events. These are a range of programs within Queensland's climate change *ClimateQ* strategy. They will assist Queensland households to meet the *Toward Q2* target of reducing private household transport emissions by one-third by 2020.

The Workplaces and Events program aims to encourage employees to use sustainable travel for their journeys to and from work. It is structured around web-based tools to deliver the concept of travel plans. It aims to reduce vehicle kilometres travelled in single occupancy vehicles by 10 per cent and create a mode change towards sustainable transport by 2012. The result will be decreased congestion in Queensland and a reduction in associated greenhouse gas emissions, noise and air pollution. The program includes developing travel plans that guide the organisation to increase its sustainable transport use and encourages the uptake of flexible workplace arrangements. These arrangements help to reduce the organisation's congestion-contributing trips during peak periods.

TravelSmart Workplaces and Events will be rolled out to all CBD government departments, commencing late 2010, and the online program will be available to private organisations.

To find out more about TravelSmart visit our website at: www.travelsmart.qld.gov.au

Pedestrians on the Kurilpa Bridge, Brisbane



Queensland Government carpooling project

Within the Queensland Government is the Smart Travel Centre, the government’s carpooling project. Queensland and the Department of Public Works ICT Innovation Fund are resourcing the project. The aim is to develop an online carpool matching system for the exclusive use of public servants in Queensland. The outcomes of the carpooling system will contribute towards reducing traffic congestion, CO2 emissions and to encourage public servants to reduce single-occupant vehicle travel. The Queensland Government carpooling project will be completed by late 2011.

Transport Information Centre

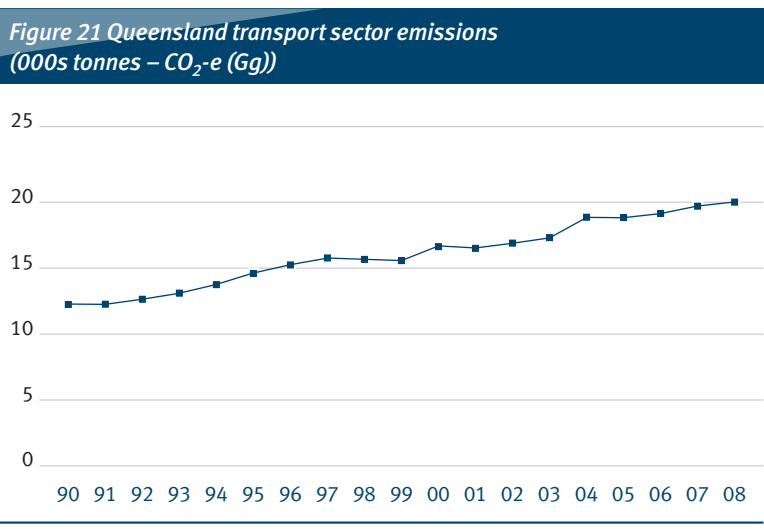
We also support the Transport Information Centre as a joint initiative with the Brisbane City Council and TransLink. It provides information and raises awareness of sustainable modes of transport such as public transport, cycling, walking and car pooling to the community.

Reducing the transport system’s impact on the environment

Transport emissions and pollution

Transport is Queensland’s fourth largest contributor to greenhouse gas emissions, contributing 12.14 per cent to Queensland’s total emissions in 2008. Figure 21 shows transport sector emissions have grown by 63.6 per cent between 1990 and 2008.

Under Queensland’s *ClimateQ* strategy we are delivering a range of transport-related initiatives to reduce transport sector greenhouse gas emissions, including managing congestion, investing in sustainable transport options and improving network efficiency.



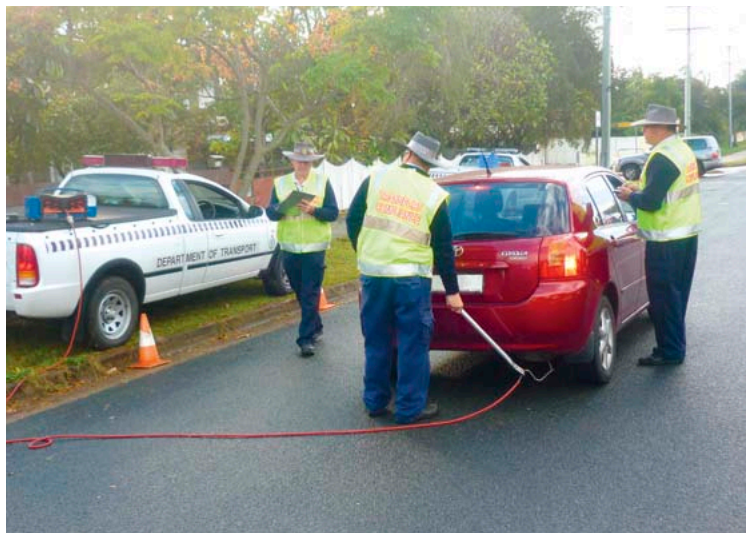
As part of our core business we continue to:

- build the transport infrastructure necessary to support the transition to a lower carbon future
- create opportunities to shift to sustainable transport modes such as walking, cycling and public transport
- assess options to minimise transport greenhouse gas emissions and make the transport system more resilient to the impacts of climate change.

Aircare action plan

Aircare is a vehicle emissions action plan – a key project of the *South East Queensland Integrated Regional Transport Plan*. Aircare aims to reduce motor vehicle air pollution by looking at challenges facing the region over the next 25 years. Aircare also includes the Smoky Vehicle Hotline.

To report a smoky vehicle online visit:
<https://www.service.transport.qld.gov.au/smokyvehiclesQt/>



Transport inspectors testing vehicle emissions in Kallinga Park – Kippa Ring. Left to right: Brad Griffin, Darryn Jackson, Jim Watson

Our performance: Transport-related impacts on the natural, cultural and built environments managed

Vehicle emissions

Our Aircare transport inspectors continue to conduct vehicle emission tests. Each vehicle is tested by inspectors using a mobile four-gas analyser. The analyser measures levels of carbon monoxide and hydrocarbons. High levels of these gases may indicate a car is poorly tuned and emitting unnecessary air pollution. The transport inspectors compare test results to recommended emission levels and then give each car a report card with a GOOD, FAIR or POOR rating. Motorists receiving a FAIR or POOR result are encouraged to take their vehicle to a mechanic for a check and, if necessary, a service.

Table 11 details poor and good results gained from Aircare testing during the past four years.

For pre-1986 vehicles, the percentage volume of carbon monoxide should not exceed 4.5 per cent carbon monoxide and 400 parts per million (ppm) hydrocarbons. For post-1986 vehicles, emissions should not exceed 2 per cent carbon monoxide and 250ppm hydrocarbons.

Table 11 Aircare testing results

Year	Number of vehicles tested	Poor rating %	Good rating %
2006–07	664	14.5	85.5
2007–08	7510	9.5	91.5
2008–09	9618	11	89
2009–10	3386	5.5	94.5

In the first years of the program, a target of 20 000 vehicle tests per year was set. However, due to the declining numbers of target vehicles manufactured pre-1992, this target has not been achieved for a number of years.

Aircare testing is reliant on fine weather conditions to enable transport inspectors to safely intercept vehicles. For this reason, rostered operations involving several teams of inspectors to target vehicle emissions, vehicle safety and registration are often cancelled due to adverse conditions. Operations are part of a state-wide campaign to educate motorists on the importance of vehicle safety and vehicle emissions in the lead-up to the Easter school holidays.

Smoky Vehicle Hotline

The Smoky Vehicle Hotline is an advertised telephone number (132 019) dedicated to receiving complaints about smoky vehicles. The hotline is advertised on the government website, together with an email address, to enable the public to report vehicles emitting excess smoke for a period of more than 10 seconds.

During the year, 3831 complaints were received relating to smoky vehicles. Of these, 1485 complaints were in relation to diesel vehicles. In total, 826 warning letters were sent and 883 complaints had insufficient data for the department to investigate. Sixty-four per cent of complaints were received via email and 36 per cent by phone.

Our compliance officers screen calls and emails received through the hotline and website. Vehicle details are checked against the registration details to ensure the legitimacy of the information. Where a caller has failed to provide contact information such as name and address, the information is further checked to ensure the complaint is not of a vexatious nature.

Where a vehicle is reported and the details confirmed, a letter is sent to the owner explaining that the vehicle has been reported and suggesting ways to fix the problem. If the vehicle is reported three times within four months of the first sighting, the owner is issued with a Present Vehicle Order for presentation at a departmental inspection facility where the vehicle is checked for defects by a transport inspector.

The greatest numbers of complaints received are for diesel-powered heavy vehicles. At present diesel trucks are not inspected as part of the Aircare program as they receive an annual inspection as part of the heavy vehicle safety inspection regime.

Improving noise reduction

Implementing environmental policies

We continue to develop environmental policies, guidelines, systems and processes that are applied consistently state-wide by our staff and contractors.

We provide technical support and guidance to our regions and others in implementing these environmental policies and guidelines.

We oversee the road traffic noise program and contribute to resolving the environmental impacts of road programs delivery. This has included collaborative works with our stakeholders to manage the impact of our activities on the environment.

Preventing marine pollution

The Implementation Program for Marine Pollution Prevention and Response 2009–10 details the key projects, policies and financial provisions that support marine pollution prevention and our response to ship-sourced pollution.

As leader and coordinator of the Queensland National Plan State Committee on Marine Pollution, our Maritime Safety Queensland division is responsible for ensuring a response to marine incidents in Queensland’s waters. We responded to 35 marine pollution incidents in 2009–10. All reported incidents were responded to in accordance with the *Queensland Coastal Contingency Action Plan*.

Table 12 details the number of hours spent preparing for pollution incidents during the past five years to ensure we maintain an effective response capacity.

<i>Table 12 Hours spent preparing for pollution incidents</i>	
Year	Number of hours
2005–06	8696
2006–07	8821
2007–08	10 581
2008–09	8500
2009–10	9890

Finalising agreement over the Pacific Adventurer

In August 2009, a settlement agreement was reached between the owners of the *Pacific Adventurer* and the State and Commonwealth on the *Pacific Adventurer* oil discharge incident in Moreton Bay. We successfully



arranged the reimbursement of \$7.5 million for expenses to agencies involved in clean-up activities and continue to be involved in the investigation and related legal action. An independent claims adjuster is assessing non-government claims against the court-administered fund.

Assisting nationally with oil spills

Our oil spill clean-up skills were called upon to assist with the Montara Wellhead oil spill off the north-west Australian coast in August 2009. Eighteen experienced Maritime officers were deployed to a national response team at various times over 105 days to assist with the clean-up. During the response, 850 000 litres of oily product was recovered from the sea.

Removing abandoned vessels

Managing the remediation or removal of unseaworthy or abandoned vessels from Queensland waters reduces the navigational or pollution risk posed by these craft. We separately and in cooperation with other agencies managed the threats posed by 13 vessels in 2009–10. We use the powers available under the *Transport Operations (Marine Safety) Act 1994* and the *Transport Operations (Marine Pollution) Act 1995* and their supporting regulations to manage the risks posed by these craft.

Trialling recyclable buoys

We extended our trial of recyclable buoys to find a more cost-effective, environmentally friendly product. The buoys, made from recyclable polyethylene are being trialled in a range of sizes at various locations. They cost significantly less to manufacture than their steel equivalent and require fewer resources to deploy and maintain. They address workplace health and safety issues related to weight and manoeuvrability and do not require paints that may pollute the marine environment. To date, two of the buoys have proved to be suitable and cost-effective replacements for traditional buoys.

Case study



Aerial surveillance was used to assess the damage and guide the use of dispersants to break up the oil spill



Oil booms were deployed as a physical barrier to trap and contain fuel oil spilled from the Shen Neng 1 when it grounded on Douglas Shoal

Shen Neng 1

On 3 April 2010, the Chinese-registered bulk carrier *Shen Neng 1* ran aground on Douglas Shoal, east of Rockhampton. The ship was carrying approximately 65 000 tonnes of coal from Gladstone with 975 tonnes of intermediate fuel oil on board.

The ship left the Port of Gladstone en route to China and entered a restricted area of the Great Barrier Reef. The grounding of the *Shen Neng 1* on Douglas Shoal resulted in a breach in the main engine room, damage to the main engine, serious damage to the rudder and the spilling of a small amount of fuel oil into the ocean.

Our Maritime Safety Queensland division activated *The National Plan to Combat Pollution of the Sea by Oil and other Noxious and Hazardous Substances* and incident control rooms were set up in Brisbane and Gladstone. Aerial surveillance was used to assess the damage and guide the use of dispersants to break up the oil spill. We used the survey vessel *Norfolk* to provide survey information, tidal information and vessel support for the incident. Two tugs stabilised the carrier against prevailing winds and the action of the sea to prevent further damage to the reef and the ship.

Oil booms were placed around the ship to protect the marine environment and fuel oil and oily waste were pumped from the *Shen Neng 1* to the *Larcom*. Following an inspection of the *Shen Neng 1*, salvage experts indicated the ship required some cargo to be discharged to allow the ship to meet safety requirements for the long ocean tow to China. Two oil spill response vessels escorted the *Shen Neng 1* while it was under tow to an emergency anchorage off Barren Island and remained on standby while it was at anchor. Queensland emergency agencies worked to remove a small amount of tar

globules that washed up on a stretch of beach on North West Island and two-and-a-half buckets of the tar from Tryon, Broomfield and Wilson Islands.

Four Maritime Safety Queensland port pilots practised the disabled ship's re-entry into the Port of Gladstone on a special ship simulator at the Australian Maritime College in Launceston, Tasmania. This simulation determined that, providing the proper conditions were met, the ship could be towed safely into the port to unload some of its cargo. However, following continuing adverse weather, salvage experts decided not to move the *Shen Neng 1* into the Port of Gladstone due to safety risks to salvage crews and vessels. Subsequently, the Australian Maritime Safety Authority (AMSA) issued a direction to move the ship to a safe and protected anchorage between the mainland and Fraser Island.

Relocation of the *Shen Neng 1* to an anchorage in the northern reaches of Hervey Bay occurred without incident on 11 May 2010. Government agencies and the salvors used a range of protection measures while the ship was under tow to remove some of its cargo. A specialist ship-to-ship transfer of about 19 000 tonnes of coal from the *Shen Neng 1* took place prior to the ship being returned to a safe anchorage off Gladstone to await an ocean-going tug. We risk-managed the coal transfer process to ensure the marine environment was protected and to minimise the amount of time that the ship spent in Hervey Bay waters. The *Shen Neng 1* left Queensland waters under tow enroute to China on 31 May 2010. Recovery of the incident response cost, including the oil spill clean-up, will be managed in association with AMSA and the *Shen Neng 1* owner's representatives and insurers.

Enhancing landscape and urban design

We maintain environmental policies and strategies to help meet our environmental obligations and undertake second party environmental auditing for infrastructure projects.

Our continuing aim is to employ landscape as means to enhance existing environmental areas, create visually attractive transport corridors and provide distinctive landscape character for key routes and nodes within the transport network.

We enhanced the environmental and amenity values of the state transport system by investing in significant landscape and urban design works on several high profile infrastructure projects including:

- Ipswich Motorway/Logan Motorway Interchange and Darra to Wacol sections of the Ipswich Motorway Upgrade
- Boggo Road and Northern Busways
- South West Transport Corridor
- Gateway Upgrade and Darra to Springfield Transport Corridor.

High standards of landscape and urban design treatments were provided on each of these projects in recognition of its value as a means of reducing the environmental, amenity and community impacts potentially caused by transport infrastructure delivery.

Major landscape treatments (including urban forests, attractive median and roadside plantings, natural bushland revegetation works and wetland plantings) featured strongly throughout each of these projects. Aesthetic and architectural treatment of noise barriers and bridge structures was a priority to enhance the road corridor and to integrate transport infrastructure within these neighbourhoods. We addressed community and heritage values by delivering treatments that reflected local character and history.

We also contributed towards providing a cultural legacy for the state by incorporating public artworks and architectural statements within transport infrastructure on several projects.

Research findings have been summarised and practical applications developed to form the content of the *Roads in Rainforests: Best Practice Guidelines (for Planning, Design and Management)*.



Roads in rainforest guidelines

We will contribute to add value through urban design treatments to the Gateway Upgrade Project, creating an iconic entry statement to the Trade Coast precinct. Key elements include bridge entry precincts with sculpture walls and landscaping, architecturally designed bridge gantries and safety screens, and LED feature lighting to the bridges' superstructure, creating a dramatic night-time presence.

Leading the way in rainforest management

We are leading the way in best practice rainforest management for road infrastructure projects.

After a nine-year partnership with James Cook University, research findings have been summarised and practical applications developed to form the content of the *Roads in Rainforests: Best Practice Guidelines (for Planning, Design and Management)*. The guidelines were launched in May 2010 by Senator Jan McLucas in Cairns.

Senator McLucas congratulated the department on our "vision in ensuring the application of research via on-ground personnel responsible for roadworks in Queensland's valuable rainforest areas".

The guidelines were developed as a framework for understanding the primary ecological issues to be addressed by planners, designers, engineers, maintenance supervisors and environmental officers working on road projects in rainforest environments of Queensland. Importantly, scientific justification is provided for all of the best practice guidelines.

Our performance: Transport-related impacts on the natural, cultural and built environments managed

Case study



James Stanfield and the rescued koala

Dedicated staff rescue koala

Two members of the department, Jeremy Kirjan and James Stanfield, performed an act of kindness when they found a lone koala stranded in the middle of a road.

Jeremy and James were driving to work when they noticed a strange object ahead. They pulled onto the hard shoulder of the road, ensuring their own and other drivers' safety, and went to investigate.

They quickly realised it was a koala that was too scared to move. Amazingly, once it was approached, the koala left the road and attached itself to Jeremy's trousers. Jeremy then walked (with the koala still attached) a safe distance before managing to gently remove it from his leg onto a grassed area.

Once they had established the koala was safe, they called the RSPCA and within 10 minutes representatives from two different animal hospitals had arrived. The koala was taken away by the wildlife experts for a check up, to be followed by release back into a more koala-friendly part of the bush.

Rainforest ecosystems are facing significant pressure. For example, forest fragmentation caused by clearing of land for urban purposes, such as linear clearings caused by roads, is recognised globally as one of the major threats to tropical rainforest fauna. The document describes aspects of rainforest environments that are unique and require particular consideration during road infrastructure projects, and provides practical application for their consideration.

Development of the *Roads in Rainforest Best Practice Guidelines* has strengthened our environmental processes including: best practice cut design, fauna underpasses and bioavailability of contaminants in road run-off. These have already been applied on projects such as the planning and preliminary design for the Kuranda Range Road upgrade that has achieved Australian Government environmental approval.

While the guidelines have been developed with our people in mind, the expected use will be far broader with local government and other linear infrastructure providers already expressing interest, highlighting our leadership in this area.

Protecting our fauna

In early 2010, we commenced a community program aimed at reducing cassowary deaths on state-controlled roads. The program included a community workshop in Mission Beach in February 2010. Representatives from conservation, community, business and agricultural groups, along with local, state and federal government representatives, attended the workshop.

The result was a range of solutions to trial in the Mission Beach area, including additional signage, rumble strips, line-marking and extending the 60km speed zone for an additional 500m along the Tully-Mission Beach Road between Mission Circle and Ocean View Drive. We will provide \$50 000 funding for the preferred solution.

Conserving koala populations

As part of our commitment to conserving the koala population, a koala retrofit crossing program is being implemented at a number of locations within south-east Queensland. The \$10 million works will be carried out on existing infrastructure to ensure koala safety. Works will include installing fauna exclusion fencing, a koala-specific trial overpass, drainage retrofitting, weed control and revegetation at a number of locations.

Case study



Aerial view of roadwork cuttings – South West Transport Corridor at Redbank Plains

Mitigating our impact on the environment and supporting sustainable practices

The South-West Transport Corridor is a major transport corridor extending from the Centenary Highway to the Cunningham Highway via Ripley.

Geotechnical studies for roadway cuttings of the corridor at Redbank Plains revealed complex geology. We were challenged with a large-scale landslide encompassing the cuts, which occurred during the advanced stages of earthworks construction. We believe this was the result of a deep-seated slow movement associated with an ancient land surface. The movement was not detected despite extensive geotechnical investigations during the planning and design stages.

Local, interstate and international experts were called in to provide a sustainable solution to this extremely complex and challenging landslide investigation. The solution enabled the project to be completed on time and, nearly a year on, the area is regenerating.

The future

Our priorities for 2010–11 include:

- continuing to deliver TravelSmart Communities projects in the Brisbane South and Ipswich, Sunshine Coast/Caboolture and Gold Coast regions
- continuing to implement climate change initiatives to reduce transport sector greenhouse gas emissions as part of the Queensland Government's strategy, *ClimateQ: Toward a Greener Queensland*
- continuing to develop and trial resources through the TravelSmart workplace program with pilot workplaces, while developing an extranet portal to manage the projects
- extending the reach of the online TravelSmart Workplaces program
- commencing rollout of the whole-of-government carpooling project in March 2011
- continuing to provide sustainable transport information to the community
- increasing the proportion of fuel efficient vehicles in Queensland's taxi fleet
- funding \$50 000 each year (over the next three years) to provide more waste dump points for travellers in recreational vehicles to dispose of black-water waste
- funding \$6 million over three years to retrofit high priority noise barriers in south-east Queensland
- completing key technical governance systems, such as the Road Corridor Environmental Assessment database, to provide guidance and direction in our management of environmental legislation
- participating in the extensive investigation into the *Shen Neng 1* incident and recovering response costs
- working with industry to investigate how the whole-of-life environmental and greenhouse impact of road construction methods and materials can be reduced.



Our performance Transport system leadership

Highlights

We continued to provide leadership to the transport sector.

Highlights include:

- presenting at industry conferences, providing the transport sector with information on our project delivery methods
- receiving industry awards recognising project achievements
- providing expert maritime and logistical advice in the search for AHS *Centaur*
- formalising commitment for a 24-hour listening watch of VHF and HF communications for near-coastal waters between Coolangatta and Cooktown
- engaging with the Department of Environment and Resource Management to develop new koala conservation legislation
- ongoing discussions with other state referral agencies about their potential to adopt and deploy the eDAM solution for all *Sustainable Planning Act 2009* transactions within their respective agencies.

We work directly with all levels of government (local, state and federal) to influence state and national transport policy.

As well as meeting community needs, transport infrastructure must keep pace with changes in the global economy, population growth, industry dynamics, changing travel patterns and the nature of work, as well as social and environmental trends.

This objective links to the Queensland Government objective of *Smart – Delivering world-class education and training*.

Influencing national transport policy

Advocating for Queensland

We advocate for Queensland by participating in a variety of national transport-related forums and providing input into national transport policy reforms. The reforms are progressed by a number of bodies including the Council of Australian Governments, Infrastructure Australia and the Australian Transport Council.

Pictured opposite: Meeting the community's infrastructure needs - Princess Alexandra Hospital bus station

Right: Working to establish and govern regulation of all heavy vehicles



Several forums we participate in include:

- the Australian Transport Data Action Network, which ensures Queensland has accessible and fit-for-purpose data and information that supports national transportation policy, planning, research and technology
 - the National Transport Modelling Working Group, which brings together jurisdictional transport modelling experts across the country to share ideas and collectively test scenarios for advice to the Standing Council on Transport – Australian Transport Council. Participation in this group enables us to be at the forefront of transport modelling best practice in Australia
 - the National Transport Security Standing Sub-Committee. Queensland led the development of the *National Minimum Guidelines for Ferry Operators*
 - the Rail Safety Regulators' Panel. In late 2009, Queensland completed a three-year period as Chair of the National Rail Safety Regulators' Panel, and in 2010 Queensland completed a one-year term as Chair of the Safety Standing Sub-Committee. In this role we were able to significantly influence and inform the ongoing national rail safety reform agenda. In line with the national legislative reforms, we developed and introduced Queensland's first stand-alone rail safety legislation, the *Transport (Rail Safety) Act 2010*. We also participated in the Rail Safety Co-Regulation Group, the Rail Level Crossing Group, the Rail Safety Regulation Reform Project Board and the Rail Safety Policy and Regulation Group
 - the national In-Vehicle and At-Roadside Technology Reference Group, which is responsible for developing policy frameworks to provide guidance on how to best use vehicle technologies that can reduce road trauma. As part of the group's work, we commissioned two research projects, the results of which will contribute substantially to the national speed management strategy and adopting Intelligent Speed Assist technology.
- In our role as advocate for Queensland, we have provided input into:
- establishing heavy road vehicle, rail safety and maritime safety regulators
 - developing national approaches to road and rail safety through the National Safety Standing Sub-Committee
 - working on Infrastructure Australia's National Freight Network Strategy and National Ports Strategy. Working with the Australian Government, we actively supported developing the strategies and contributed to identifying a range of freight policy and regulation issues, as well as network infrastructure needs and priorities vital to supporting the strategy's development. These included:
 - » national reforms to better manage urban transport growth, increase freight efficiency and reduce adverse environmental impacts of transport activity
 - » efficient freight regulation
 - » national pricing (freight) arrangements that support investment in and better use of freight networks
 - » a national feasibility study about alternative road freight pricing models, including taking the lead in evaluating the business systems needed to support alternative models
 - continuing to establish and govern the regulation of all heavy vehicles (4.5 tonnes and above)
 - improving understanding, coordination and implementation of maritime strategic policy. Recently, the *Port Urban Encroachment: Pressures* policy was developed to address the growing impacts of 'sea change' demographics, which is leading to increased demand to develop waterfront and other coastal property near ports. These developments may be detrimental to current and future port activities. In October 2009, the *Transport Infrastructure Act 1994* was amended to give concurrence agency powers to the Minister for Transport for proposed developments near ports in order to better protect the strategic importance of Queensland's port operation from increasing urban encroachment
 - creating transitional arrangements for the *National Protocols for Administration of Marine Safety*
 - developing a proposed single national marine safety jurisdiction under the *Commonwealth Navigation Act 1912*

Our performance: Transport system leadership



Dredging



UV stabilised polyethylene buoy trial at the Fairway location at Gladstone

- amending the *Uniform Shipping Laws Code* to implement recently approved sections of the *National Standard for Commercial Vessels*
- amending Marine Orders made under the *Commonwealth Navigation Act 1912* concerning commercial vessel crew licensing standards
- developing new Australian standards for recreational boat construction and personal flotation devices
- recommending revisions to the *National Standard for Commercial Vessels* concerning vessel accommodation arrangements and personal safety; buoyancy, stability and weather and water-tight integrity; safety equipment; operational practices and commercial leisure vessels.

Leading state transport policy and planning

Providing leadership through planning

Planning to deliver multi-modal transport outcomes in the future is essential. To ensure the best for Queensland, we partner with state, local and Australian government agencies to represent these strategic transport planning agenda.

We work closely with the Department of Infrastructure and Planning (DIP) in its preparation of statutory regional land use plans that guide and manage growth in Queensland's regions.

We partner with DIP to assess the transport implications of pursuing different patterns of development, a key consideration in developing transport policies and deriving the preferred settlement pattern (urban footprint). The preferred settlement pattern is a centrepiece of statutory regional plans.

This close cross-governmental partnership successfully influenced regional plan development for south-east Queensland, far north Queensland, Whitsundays, Mackay and hinterland, and Wide Bay Burnett.

We prepare the *Integrated Regional Transport Plans* (IRTPs) in conjunction with other levels of government and the community to support the land use framework. IRTPs set the long-term (more than 20 years) strategic direction in developing and managing the transport system consistent with the community's vision for the region. These transport plans respond to and integrate with the land use planning framework established through regional land use plans.

For example, the draft *Connecting SEQ 2031: An Integrated Regional Transport Plan for South East Queensland* is being developed by the department and provides the strategic transportation response to the *South East Queensland Regional Plan 2009–2031*. The plan will provide a strategic framework for addressing the future transport challenges and needs of a growing region.

We are also preparing a new IRTP for Wide Bay Burnett, one of the fastest growing regions in Queensland.

The IRTP will identify strategic priorities for public, passenger and freight transport and establish a policy framework for coordinated and detailed planning and works programs.

The outcome will be a regional vision for transport based on a preferred future state. It will be supported by a suite of transport strategies and will cover the regional councils of Bundaberg, Fraser Coast, North Burnett, South Burnett and Cherbourg Aboriginal Shire Council.

An IRTP being prepared for far north Queensland will complement the regional plan's vision to manage rapid growth in the region in a sustainable way. This IRTP will provide an overarching strategic transport framework addressing all of the key transport modes of the region (private vehicles, buses, trucks, trains, pedestrians and bicycles) to support proposed development and facilitate the safe and efficient movement of freight and people.

The plan will encompass the following councils: Cairns Regional Council, Cassowary Coast Regional Council, Tablelands Regional Council, Wujal Wujal Aboriginal Shire Council and Yarrabah Aboriginal Shire Council.

Supporting rail safety

Queensland now has its first stand-alone rail safety legislation. On 25 February 2010, Queensland Parliament passed the *Transport Rail Safety Bill 2010*, which was based on national model legislation. On 4 March 2010, the Governor gave assent.

We envisage that the Act and its regulation will commence in late 2010 and will form part of a system of nationally consistent rail safety laws.

The Act sets out legal duties and operating requirements that are to be applied on a nationally consistent basis to all parties responsible for rail safety and will underpin future national regulations, compliance codes and guidelines.

Reviewing road safety

In 2009–10, we developed and released the *Queensland Road Safety Action Plan 2010–11*. The action plan is produced in collaboration with the Queensland Police Service every two years to support achievement of the *Queensland Road Safety Strategy 2004–2011*. The action plan is built around *Safe System* principles, which aim to develop a road transport system better able to accommodate human error.

This is the last plan under the current Queensland Road Safety Strategy. Key initiatives forming the plan included the review of speed limit guidelines to ensure consistency with the *Safe System* approach, the trial and evaluation of the use of school zones on multi-lane roads, new educational campaigns, the review of drink driving interventions and further enhancements to the speed management program.

To measure attitudes, behaviours and perceptions across a range of road safety topics, we delivered the 13th annual *Queensland Road Safety Attitude and Perception Tracking Survey 2009*. This survey informs the initiatives within the plan.

We continue to work collaboratively with regional areas to guide road safety planning. Along with the Cairns community, we delivered the Cairns Road Safety Forum. This forum investigated issues affecting the communities of Cairns and the surrounding regions. The forum was attended by the Minister for Transport, Minister for Main Roads, Minister for Police and Corrective Services, and the Police Commissioner. As well, we worked with key road safety partners on a pilot project to assist and guide the Moreton Bay Regional Council to develop a local road safety strategy and action plan.



Long distance coach contracts provide vital services to regional communities

We use a number of mechanisms to engage our stakeholders including one-on-one engagement, community engagement, industry briefings and establishing alliances and partnerships with external organisations.

The Roads Alliance is a strong example of the results to be gained from a collaborative partnership with key

stakeholders. The Roads Alliance is a commitment between the Queensland Government, our department and Queensland local government, represented by the Local Government Association of Queensland. This partnership delivers better roads sooner across Queensland, cooperatively manages a road network of similar function regardless of ownership, and improves the capability and efficiency of the combined road network.

We also participate in a number of industry conferences and seminars. This benefits the department and the community by allowing us to share project experiences with other industry leaders and be informed of best practices. Our people presented at the:

- Major Projects Summit, September 2009. This is an annual state-wide conference hosted by DIP to showcase Queensland's current and future major projects. The topic presented was: *Enhancing Outcomes, Reducing Contract Risk and Maximising Flexibility from Alliance Contracts*
- Bi-annual Alliance Contracting Excellence Summit, November 2009. This is a national event aimed at driving innovation, demonstrating value for money principles and creating sustainable alliance partnerships. The topic presented was: *Relational Contracting and Early Contractor Involvement (ECI): Complimentary or Mutually Exclusive*
- International Quality and Productivity Centre (IQPC) alliance contracting webinar, November 2009 – *Procuring Relationship Based Projects Post Global Financial Crisis*
- Road and Transport Engineering Conference, November 2009 – *Program Managing Western Corridor Projects*
- Public Private Partnerships in Transport Conference, December 2009 – *Understanding the Availability Model for the Delivery of Infrastructure Projects.*

Our performance: Transport system leadership

Forging strong relationships

Building partnerships and networks

We connect directly with a broad range of stakeholders through a variety of engagement activities. These connections help us to develop and implement sustainable policies, programs and services that deliver longer-term benefits for our communities.

Engaging in this way helps us to stay attuned to the changing preferences, needs and expectations of our stakeholders.

Our stakeholders include individuals, groups and organisations from across the community, government and industry bodies. Stakeholders include the RACQ, Bicycle Queensland, the Queensland Chamber of Commerce and Industry, Infrastructure Association of Queensland, Queensland Police Service, Department of Infrastructure and Planning, and the Local Government Association of Queensland.

These stakeholders are vital partners in our business and provide us with a level of analysis, input and advice that helps us to refine our policies, programs, investment decisions and services.

Stakeholders are vital
partners in our business.

Case study



New high standard Boggo Road cycleway

Western Brisbane Transport Network Investigation

This complex, multi-modal transport planning investigation sought to end a 30-year public debate on whether there should be a western bypass of Brisbane. The investigation spanned 15 state and seven federal electorates, coincided with elections at all levels of government and operated amid unprecedented activity in the infrastructure sector in Queensland.

Seventeen integrated transport network options were presented for comment to more than 770 000 residents and businesses, incorporating all elements of public transport, walking/cycling, roads and freight. Released in late 2009, the government-endorsed transport network strategy is being used as a basis for future planning.

In addition to recommending solutions for the transport network across a large footprint (including Ipswich, Esk and Caboolture) the investigation was intended to provide finality to some key controversial questions that had been debated and strongly opposed:

- the need for a Western Bypass (a highway ring-road that would bypass the city fringe)
- the use of three existing preserved transport corridors.

The project's delivery succeeded as technical and communication project schedules and milestones were interlinked to identify opportunities where community and stakeholder feedback could be incorporated into the technical analysis. This provided transparency to the investigative process and clear indicators to the community and stakeholders about how and when their feedback would be used.

We communicated with stakeholders through various channels including a website, toll-free phone number, public displays (static and staffed), interactive kiosks and online surveys. Feedback was reported at every phase.

We actively involved stakeholders and the community in the investigation, and built understanding and support for the process and the final strategy.

The final strategy recommends significant rail operational changes and 18 integrated bus, active transport and road corridor improvements that, when combined, will deliver network-wide benefits.

The four key components of the strategy are:

- rail – featuring turn-up-and-go services, new multi-purpose stations and new high-capacity trains
- bus priority – featuring priority for buses, frequent and reliable services, and integration with rail
- active transport – featuring new high standard cycleways, walkways and river crossings
- roads and freight – featuring a future North-South Motorway, public transport priority and management of congestion.

The strategy builds on current infrastructure programs, with the *South East Queensland Infrastructure Plan* and *South East Queensland Infrastructure Program* providing the first stages of the transformation of the network.

In recognition of the successful delivery of project outcomes, the investigation won a number of awards. The most notable was an *International Association of Business Communicators Award*.

Our performance: Transport system leadership

Working with the marine industry

We work with Queensland's marine industries when implementing new standards and policies.

In 2009–10, we:

- prepared the Queensland maritime industry for transition to the National Standard for Commercial Vessels. This involved leading workshops with accredited vessel designers, surveyors, builders and peak industry bodies throughout the state. As a result, 100 per cent compliance was achieved with the updated parts of the *Uniform Shipping Laws Code* within a sample of *Certificate of Compliance for Design* for new vessels
 - worked in partnership with the Brisbane Marine Safety Committee to deliver the Annual Commercial Marine Industry Forum. This forum further developed our industry's on-board vessel safety management capacity
 - assisted the Airlie Beach Marine Safety Committee to establish the Marine Safe Accreditation Scheme. The industry-led initiative will form part of Ecotourism Australia's National Accreditation Scheme and provide recognition to commercial vessel owners and operators that apply contemporary risk and safety management practices
 - actively participated as a member of the Queensland Recreational Boating Council to provide a consultative avenue between policy makers and recreational boaters
- demonstrated the success of our collaborative approach through gaining the commitment of commercial fishers and their state and local representative bodies to participate in a Fishing Ship Safety Equipment Trial. A report on the trial has been prepared and disseminated to the broader industry
 - worked with Volunteer Marine Rescue and the Australian Coast Guard to enhance the capability of Queensland's coastal marine radio network. Under a Memorandum of Understanding, these entities now provide a 24-hour listening watch of VHF and HF communications for near-coastal waters from the New South Wales border through to Cooktown in north Queensland
 - worked with the Department of the Premier and Cabinet and Bluewater Recoveries to provide expert maritime and logistical advice and assistance during the search for AHS *Centaur*. A remotely operated submersible vehicle verified the location of the wreck more than 2km below the surface. In January 2010, a commemorative plaque from the 2/3 AHS *Centaur* Association Inc. was placed on the wreck and the *Centaur* has been protected as a historic shipwreck and war grave.

Supporting regional communities

Through rural and remote aviation and long distance coach contracts, we facilitate the provision of air user groups and bus user groups at communities receiving government-supported services to continue building strong regional community partnerships. This involves joint meetings held by the department and operators with key users of the services including local councils, health, education and local representatives.



Left to right: Mike Vosti of Australian Volunteer Coast Guard Association, John Jacobsen of Volunteer Marine Rescue and Patrick Quirk of Maritime Safety Queensland sign a Memorandum of Understanding

Case study



Main Road Heritage Centre

Celebrating the people, work and our achievements during the past 80 years, the Heritage Centre highlights the valuable contributions we have made to the economic, social and rural development of Queensland.

Since opening in June 2008, the centre has had more than 3700 visitors. Located in Toowoomba, the centre is a public leisure and educational facility.

The centre collects, documents, stores, interprets and exhibits items significant to roads history, revealing a department rich in culture.

It is dynamic and professionally presented with an operational blacksmith’s shop and model pile-driving frame and friction winch. It is an asset for its ability to engage with people from all walks of life and on many levels through its interactive exhibitions. It is more than a building and heritage items – it is a place of memories, appreciation and future aspirations for the community.

The centre is unique, being the only museum in Australia dedicated to telling the story of road construction and the development of a major road network.

The quality of the centre’s product and programs was acknowledged in 2009 with a number of nominations, awards and professional recognition within the business and museum communities.

Above: Heritage volunteer Trae Hill, Principal Environmental Officer (Governance) Maria Tegan, Heritage coordinator Deborah Meyer and Heritage volunteer Lyn Thorne get into the spirit of the Heritage Centre Family Open Day on Sunday, 2 May, 2010

Above right: The rich history of the department is interpreted through vibrant displays in the main gallery

We are developing our programs to include:

- an education program that links into current curriculum essentials and future national curriculum
- an exhibition program including internally developed and international travelling displays, and an events program with our inaugural collectable vehicle rally and display
- a Transport Heritage Trail in conjunction with other cultural institutions in the south-east Queensland region
- our Heritage Centre DVD in corporate and regional induction programs
- relationships with like organisations and special interest groups in our local community.

The centre plans to continue strengthening local identity and bonds, connecting with the wider community through our exciting volunteer and public programs. It is a place people can share skills and memories, have an educational experience and connect across generations.

Our aim is to be one of Toowoomba’s premier tourist and educational venues within the next few years.

Our performance: Transport system leadership

Maintaining effective relationships

We remain committed to nurturing our key relationships now and into the future.

Our key relationship management program has been implemented as a priority component of our department's broader stakeholder engagement framework. The program strengthens the department's focus on being attuned to the needs of our key stakeholders and engaging them to inform and influence our planning, priorities and direction-setting.

Community and stakeholder participation makes a real difference to our business. It enables us to attain a better understanding and appreciation of our stakeholders' needs and has proven highly effective in helping us to

ensure the services we deliver are better aligned with these needs.

To support and deliver on our priorities, we have worked to strengthen our stakeholder engagement capabilities across the new agency.

Enhancing our relationships with Aboriginal and Torres Strait Islander communities

In consultation with stakeholders, we developed the *Transport and Main Roads Reconciliation Action Plan*. We registered our Roads to Reconciliation Action Plan with Reconciliation Australia and we report annually to them on our progress in implementing the plan. Table 13 details our progress.

Table 13 Reconciliation Action Plan implementation progress

Initiative	National Aboriginal and Torres Strait Islander reforms
Action	The Queensland Government will work actively with Aboriginal and Torres Strait Islander peoples to achieve the Council of Australian Governments national Closing the Gap targets and strategies, including in the key areas of early childhood, schooling, housing, health and economic participation.
Implementation progress in 2009–10	The <i>Transport and Main Roads Reconciliation Action Plan</i> supports the national Close the Gap campaign, an initiative to tackle the many challenges of Indigenous disadvantage in communities by 2020. Our plan enhances the existing relationships and builds on the department's strong history of respecting, engaging with and providing opportunities for Aboriginal and Torres Strait Islanders.
Initiative	Annual agency planning and reporting
Action	All Queensland Government agencies will incorporate relevant reconciliation actions in their annual business plans and report on the progress of the implementation of the <i>Queensland Government Reconciliation Action Plan 2009–2012</i> as part of their annual reports.
Implementation progress in 2009–10	We incorporate reconciliation actions in relevant annual divisional business plans. We report our activities under this program to the Department of Communities on a quarterly basis. To manage the implementation and promotion of the plan, we appointed our Chief Operations Officer (COO) as our Reconciliation Action Plan Champion. As champion, the COO is a role model for relevant protocols, such as acknowledging traditional owners at the commencement of meetings and advocating for Indigenous matters within the department.

Case study



Honouring our servicemen

It's not often that a community comes together to celebrate the completion of a noise barrier.

Our Western Corridor team worked with the local RSL and a group of artists to allow a series of murals to be painted on noise barriers on the service road at Goodna.

Kurt Geipel with Federal Member for Oxley Bernie Ripoll

The murals depict a number of local identities who served in the army and navy forces during World War I, World War II and the Vietnam War.

Federal Member for Oxley Bernie Ripoll led the official proceedings, followed by a blessing by local pastor Ray Chapman. It was an emotional occasion, with the artists and war veterans or family members coming together to sign the murals painted in their honour.

In 2010, we continued developing these relationships through:

- our award-winning contracting alliances with Aboriginal and Torres Strait Islander groups
- our cultural awareness programs for staff
- our scholarship, training and employment programs for Aboriginal and Torres Strait Islanders, such as the appointment of Aboriginal and Torres Strait Islander people to marine officer traineeships and the ongoing and highly successful Employment to Education Program
- sponsoring the *Established Business* category for the 2010 Reconciliation Awards for Business
- our ongoing support for our Indigenous champions – the Director-General and Associate Director-General
- including strategies in our operational plan to lead and implement Indigenous related policy to assist with Closing the Gap.

Supporting Queensland industries

Working with industry for better outcomes

We partner with the transport and logistics industry to build their workforce capability. One of our innovative government-industry training partnerships provides skilled workers for the road transport industry. It was recognised with the *Training Excellence Award* at the 2010 Australian Trucking Association Industry Awards as a genuine success story.

This program is a deliberate strategy through the Skilling Queenslanders for Work initiative to increase workforce participation in the Queensland road transport sector. It introduces unemployed and under-employed people to road transport roles, training and supporting them to gain employment within transport and logistics businesses. It opens the door for people looking to increase their job opportunities.

We supported relevant industry stakeholders to implement the requirements of the *Transport Security (Counter-Terrorism) Act 2008*. In addition to providing advice on the compliance requirements of this legislation, we also provided funding to assist affected operators to introduce new counter-terrorism plans over the course of 2009–10.

Case study



Working with Indigenous communities to build roads

Working with Indigenous communities to build roads

Since 2006, we have had an alliance with civil construction company Seymour Whyte Constructions and Myuma (a young company owned and managed by the Indjilandji-Dhidhanu people), the Aboriginal traditional owners of the Camooweal region. The alliance was originally formed to complete the final stage of the Barkly Highway upgrade between Mount Isa and Camooweal in far north-west Queensland.

The alliance partnership provided significant employment, training and business development outcomes for the Indjilandji-Dhidhanu people. It promoted increased cooperation and understanding between Indigenous and non-Indigenous people while achieving crucial project outcomes for construction deadlines and productivity.

Due to the success of the alliance, Myuma has continued as a partner with the department in delivering construction projects around Camooweal, providing ongoing opportunities for employment and training in civil construction.

In December 2009, 13 trainees successfully completed their course through Myuma while working on the Gregory-Camooweal Road, paving sections between Camooweal and Gregory. The roadworks cost was \$5 million. Myuma trainees worked on this project as part of their course in May 2010.

This project services the communities of Doomadgee, Gregory and Century Mine as well as provides construction employment opportunities from Myuma to deliver Indigenous employment and training.

Our performance: Transport system leadership

Coordinating security arrangements

Our Precinct Protection Program operates at selected transport hubs. The program implements coordinated security arrangements between the organisations located at these sites. We also support the testing and exercising of these arrangements to ensure that they work as intended. In 2009–10, two exercises were conducted at transport hubs.

Since its commencement in July 2008, the program has reached across regional areas and delivered 183 heavy vehicle licences and 47 forklift licences across Queensland. It has introduced 226 unemployed and under-employed people to road transport roles across 13 regional areas of Queensland, training and supporting them to obtain employment with transport and logistics companies. There are graduates throughout the state, including Brisbane, Toowoomba, Mackay, Townsville and Kingaroy. The pilot program now boasts 80 per cent of graduates in ongoing employment. As well as supporting transport and logistics companies, this program has given hope and opportunity to many men and women.

Our programs engage the youth employment market through transport and logistics awareness programs and accredited training, providing diverse and exciting career pathways for young people.

Training taxi drivers

In the future, applicants for taxi driver authorisation will need to meet the national minimum English standard for taxi drivers and successfully complete the national minimum taxi driver training core competencies. These new requirements will improve the standard of taxi drivers and the quality of service they provide to Queensland communities. The Australian Transport Council agreed at its April 2010 meeting to implement these new requirements in all Australian jurisdictions.

Providing job opportunities

Our QTRIP program of works is a key component of the state's important building program that invested more than \$18 billion in infrastructure in 2009–10, helping to keep 127 000 Queenslanders employed during the fall-out of the global financial crisis.

QTRIP will continue the Queensland Government's commitment to delivering the infrastructure needed to connect Queenslanders while creating and sustaining jobs for Queensland's workforce.

QTRIP will help to sustain jobs throughout Queensland, continue the critical infrastructure already under way and provide more funding to plan for future growth.

We are committed to developing apprentices and trainees, from initial recruitment and selection through to training and employment opportunities.

Case study



A promising new career

A school-based traineeship in Transport and Logistics has led to a promising new career for Mahaylia Popping at JJ Richards.

Mahaylia was the winner of the *Training and Logistics Trainee Encouragement Award* at the CILTA Queensland Transport and Logistics Industry Awards.

Testing for a driver licence



Leading transport technology

New transport technology

Implementing the new Queensland driver licence

Queensland drivers will soon have a more secure driver licence that incorporates state-of-the-art technology and security measures to ensure greater protection of their identities. The licence offers the best protection available to guard against licence fraud. The licence will be a plastic card similar to a credit card and will feature a cardholder's digital photo, signature and a chip to store their PIN, shared secrets and other relevant details.

The card will offer better security against identity theft than traditional laminated or plastic magnetic strip cards due to the visual and technological security measures used, such as holograms and special inks that minimise the possibility of tampering or duplication.

The technology used in the card will help to identify people trying to obtain cards using false or stolen identity documents. This will help to protect Queensland cardholders against identity theft and fraud. The state-of-the-art technology we are using is similar to that used for Australian passports and financial institution credit cards.

The licence will roll out across the state from the second half of 2010, with licence holders transitioning to the new cards when their existing licence is due for renewal. The first new cards will be available in selected locations in 2010 and then across the entire state.

The new types of cards will include:

- driver licences
- heavy vehicle driver licences
- adult proof of age cards, formerly known as the 18+ card
- industry authorities including all driver authorisations and industry licences
- Marine Licence Indicator for recreational marine licence or personal watercraft licence holders who don't hold a driver's licence.

Managing development applications

We participate in the whole-of-government Smart eDA initiative for land use development applications with the electronic Development Applications Management (eDAM) system.

The eDAM system is an e-enabling solution for development approvals to be assessed consistently across the state and meet our statutory responsibilities as a referral agency under the *Sustainable Planning Act 2009*.

In line with a state decision endorsing eDAM as a potential whole-of-government application tracking and management system, discussions were held with other state referral agencies on their ability to adopt and deploy the eDAM solution in the future.

Replacing traffic technology

Traffic technology communications are moving into the next generation. Until recently the transmission of data between Intelligent Transport Systems field devices, such as traffic signal controllers and the traffic management centres, has been through a leased telephone service. This service was on track to be disconnected in December 2009. In late 2008, the department was approached to assist in developing, testing and installing the Asymmetric Digital Subscriber Line replacement. During this replacement program, we conducted field trials, upskilled our electricians and refined processes and procedures to support the new operating environment. We completed the upgrade across the state and supported the migration activities.

Our performance: Transport system leadership

Leading technology for busways

The Northern Busway (Royal Children's Hospital to Windsor) became operational in September 2009. We employed cutting-edge technology in the form of a high-quality 3D animation to overcome the unique challenges in delivering this project.

This innovative initiative provided realistic imagery showing a life-like representation of the finished busway and demonstrating how buses and passengers access the new busway. This was a valuable tool to assist consultation with key stakeholders, and also extremely useful for the project team in asset management and in the construction process.

The project team then identified the potential value of this tool in a training and education application, and developed a training package for bus drivers. Use of this technology helps to overcome the logistical challenges of conducting driver training on new infrastructure while it is still under construction. It has also helped to improve training consistency and alleviated safety risks associated with conducting training on construction sites, as well as reducing the labour costs of training.

Intelligent Transport Systems

Technology, known as Intelligent Transport Systems (ITS), is playing an increasingly critical role in the operations of our roads. These systems offer opportunities to make travel safer, more reliable and more accessible. STREAMS is our integrated ITS platform and is installed throughout Queensland. STREAMS is developed and maintained by Transmax Pty Ltd, a company wholly owned by the department. Transmax manages motorway and surface street traffic, and currently operates more than 1600 signalised intersections. STREAMS provides us with services such as traffic signal management, incident management, motorway management (ramp signalling, variable speed limits, variable message signs), special vehicle priority (emergency vehicles and public transport) and traveller information, all within one integrated system. STREAMS is at the forefront of best practice in providing integrated services.

Passing on our technology know-how

We actively facilitate transfer of relevant technical knowledge, emerging technologies and project learnings to technical people through published papers, technology forums and symposiums.

During the year, our people presented various papers and conducted several forums nationally and internationally, specifically to enable knowledge transfer. These included:

- the delivery of the Construction Materials Forum
- the delivery of a Technical Governance Forum
- the preparation and presentation of three papers for the Australian Acoustical Society Conference Adelaide 2009. These papers were on element management for road traffic noise, construction noise and vibration impacts, and recommendations from the Ombudsman's report on in-house treatments of homes near M1
- the presentation of three papers at the Valencia, Spain Fourth International Symposium on Highway Geometric Design.

International involvement through the World Road Association

We actively contributed to the work of the World Road Association (PIARC), resulting in strong relationships with world experts and benefits to the department through enhanced knowledge of current international road technology. Access to information and international expertise is invaluable in future developments of our technical standards for road infrastructure.

We were represented by our Director (Safer Roads) who is a member and English-speaking secretary of the C.1 Safer Road Infrastructure technical committee, our Principal Engineer (Pavement Design) who is a member of the D.2 Road Pavements technical committee and English-speaking secretary of the sub-committee on Road Surface Characteristics, and a number of our staff who are corresponding members on various other technical committees.

Our Principal Engineer (Pavement Design) presented technical papers at the Sixth Mexican Asphalt Congress and the PIARC International Seminar on Maintenance Techniques to Improve Pavement Performance, both in Mexico. He was also a key member of the scientific committee for the PIARC Seminar.

Achieving technical standards

Our Laboratory Registration System was recently used on two large-scale road construction projects in the south-east. The system was fine-tuned through a number of trials and a review during 2009 and actively contributed to managing the risk associated with materials testing by:

- ensuring material testing standards are consistently achieved
- ensuring engineering decision-makers are provided with accurate and reliable test reports.

This is an excellent example of how we work directly with industry. Industry organisations have welcomed this initiative and are actively collaborating with our surveillance teams to ensure the required technical standards are achieved. This initiative is progressively working toward the goal that all laboratories providing materials testing services to the department hold registration under the Laboratory Registration System.

Working in tandem with the Laboratory Registration System, the Laboratory Information Management System initiative will support a strategic alliance with the materials testing industry in Queensland.

The Laboratory Information Management System will assist us to make key business decisions and ensure road construction services delivered by the industry meet the required standard.

The introduction of sophisticated business systems is vital to managing our requirements for business continuity and our readiness for the future. The project will implement a single state-wide solution to manage the resourcing, costs and integrity of construction and materials testing data. Using leading technology such as Tablet PCs and mobile connectivity, the solution will enable technicians to upload data directly from construction sites as well as in the laboratory.

This will provide the department with more comprehensive and accurate information-sharing with industry in relation to materials testing data.

The future

Our priorities for 2010–11 include:

- continuing to demonstrate strong leadership with government stakeholders to achieve the Queensland Government's objectives
- engaging our stakeholders to strengthen relationships that prove mutually beneficial in defining future challenges, collaborating on solutions and fostering knowledge-sharing across industry and government
- reviewing and revising our engagement performance measures in line with industry best practice
- continuing to work closely with the Department of Infrastructure and Planning in rolling out its program of statutory regional plans across Queensland
- developing and implementing *Ports Protection Policy* to protect adjacent development from environmental emissions and safety hazards from ports
- building on the success of the Roads Alliance
- implementing the National Taxi Driver Training competencies as a requirement for Queensland taxi drivers
- progressing the implementation of Queensland's *Transport (Rail Safety) Act 2010* based on the national model to enable a more consistent approach to rail safety in Australia
- progressing the implementation of the single national regulation entity (National Heavy Vehicle Regulator) to administer a body of national heavy vehicle laws for all vehicles greater than 4.5 tonnes.



Our performance Contemporary and progressive people, processes and systems

Highlights

We continue to develop and enhance our people and organisation's capability and performance. Highlights include:

- managing the transport government-owned corporations' *Statement of Corporate Intent*, *Corporate Plan* and *Annual Report* processes
- successfully negotiating certified agreement coverage for all staff
- launching our new Graduate Program
- launching the Accelerated Development Program for our senior leaders
- refreshing the Rural and Remote Incentive Policy and Scheme
- delivering 600 technical training courses to 6350 trainees, issuing 610 technical qualifications and convening four conferences
- forming our partnership agreement with the Chinese Highway Department
- enhancing the accessibility of information for regional and state-wide use, implementing asset management solutions for new and emerging intelligent traffic systems and electronic signage.

We emphasise the importance of developing, enhancing and recognising the capabilities of our people. We aim to be a highly capable organisation that rewards performance, creativity and innovation.

We develop and align our people, processes and systems to meet our current and future business needs.

Improving our performance

Supporting our business

We work towards achieving our corporate objectives through strong governance, planning and continuous business improvement.

We advocate good governance practices by maintaining a complaints management system and championing a governance framework. We guide our people with policies and processes in areas such as overseas travel and use of ICT facilities and devices.

We facilitate effective corporate planning across the department and ensure all statutory and departmental reporting requirements are achieved.

We are currently revising our *Corporate Performance Management Framework* and developing an associated organisational policy to strengthen the department's corporate planning processes and improve the way we monitor, evaluate, report on and make use of performance information.

Pictured opposite: Focusing on transport and logistics

All divisions are provided with advisory support to ensure the *Risk Management Strategy* is operationalised across the department and divisions are compliant.

We also promote continuous business improvement, business agility and innovation. Providing our divisions with the tools and strategies for business improvement helps them to be innovative in their practices.

Industrial relations

With the integration of the former Queensland Transport and Department of Main Roads, agreement coverage for the majority of our people was provided by two markedly different industrial instruments. Working with unions and central agencies, the department has negotiated and implemented an industrial relations outcome on certified agreement coverage for our staff. We still provide employment coverage by two separate instruments. However, as the existing certified agreements conclude, we will seek to establish new arrangements that provide unified employment coverage under a single agreement.

Code of Conduct

In December 2009, the Minister for Transport and the Minister for Main Roads endorsed our new *Code of*

Conduct. This code better reflects our new department's diversity and unique business. The Code is a practical guide to ethical decision-making and responsible behaviour. It incorporates the five principles outlined in the *Public Sector Ethics Act 1994*:

- respect for the law and the system of government
- respect for persons
- integrity
- diligence
- economy and efficiency.

All employees, contractors, consultants, volunteers and others engaged by the department must comply with the Code.

The Code includes three decision-making models to help make informed decisions, as well as information to help our people to deal with breaches.

Communicating government services

Communicating government services is essential to keep the community informed on issues such as changed road conditions, storms and flooding. As at 30 June 2010, we employ 53 full-time equivalent staff whose functions relate to media and public relations.

Case study

Café Inspiration

Café Inspiration gives participants the opportunity to connect with our leaders and hear their stories, what inspires them and drives their success. Run by departmental volunteers across Queensland, it is a conversation – not a presentation – and is designed to inspire leadership aspirations in our people to meet future challenges.

This innovative program is inspiring our people, connecting our regional and remote areas and building our leaders for the future.

Investment in developing our people is crucial to achieving our transport system objectives. We have implemented a range of capability initiatives, which build



Left to right: Edward Chan, Cathi Taylor, Jack Noye and Noeleen Fisher

an organisational culture that supports the delivery of business outcomes and the development of a capable, flexible workforce.

Our performance: Contemporary and progressive people, processes and systems

Developing our people

Developing our graduates

Developing competency, leadership and management skills are critical to sustaining our technical and professional capability. In 2009–10, we introduced a new Graduate Development Program. Fifty-one graduates from 16 occupations have been accepted into the program. They will participate in activities that build the core competencies needed in their first year of employment within a government department, and develop discipline-specific skills that are critical to supporting our technical and professional capability.

Through our Scholarship Scheme, we were able to offer 46 scholarships in the Engineering and Technology discipline. Thirty-six of the graduating scholarship holders were appointed to permanent employment through the Graduate Development Program.

Case study

Graduate designer James Young

James Young is a Graduate Design Technologist for Road Operations. Living for the majority of his life in Toowoomba, James studied at the University of Southern Queensland and attained his Associate Diploma in Electrical Engineering. However, full-time work posed a new challenge.

“I found the transition from university to full-time employment hard,” he said. “Uni didn’t prepare me at all for the workforce.”

James started working for the department in December 2007 and has found it to be a fantastic experience, in part thanks to the support and encouragement of more experienced colleagues.

“I moved to Brisbane purely for work – there was next to nothing available in Toowoomba – and I just felt it was time for a change.”

James’ job revolves around design and drafting work for the engineers when they are given a project to deliver. He has learned a great deal in the almost 18 months he has worked for the department and is glad he was given this opportunity.

Enhancing our leadership

We offer a diverse range of learning and development opportunities for our people. Our leadership and management development programs are tailored to meet the needs of our current and emerging workforce. Six hundred and sixty-four employees have attended one of the following programs:

- *Journey into Leadership*
- *Middle Management Development*
- *Leading People and Performance*
- *From Insight to Action*
- Various core skills programs.

To ensure our senior leaders have the capabilities to lead us forward, the Accelerated Development Program was launched. Sixteen of our senior and executive leaders are participating in the inaugural program.

We embedded our *Executive Performance Development Agreement Framework* across our Senior Leadership Team. Planning and support for extending the framework across the complete senior executive and senior officer group is under way.

Developing our skills through training

To support new staff, we have developed a full-day corporate induction session. In 2009–10, 277 staff were formally inducted into our organisation. Induction of new employees is a key process to help the transition to a new workplace. The session aims for new staff to gain a better understanding of their role within the department. It also offers an early opportunity for them to engage with our senior executives. Participants report that the induction increases their appreciation of the diversity of the organisation.

Supporting induction – and as part of ongoing training – we deliver learning and development programs to our staff through LearnZone, our online learning tool. LearnZone offers online learning and blended learning options, including a suite of induction courses as well as governance, management, business software and communication-related skills development courses.

Actions are well advanced to extend LearnZone access across the department. This will provide accessibility and very economical learning and development options, particularly in regional areas where it has been traditionally more expensive to provide staff training.

Within the department, we also have 29 staff currently enrolled in certificate IV, diploma and advanced diploma courses as part of the Certified Agreement Training Initiative. We also operate an applied policy skills course for officers who are new to a policy role or aspire to become a policy officer. This course was piloted and evaluated in 2009 and has been conducted again in 2010.

Since 2007, we have sponsored staff enrolment in the Griffith University Graduate Certificate in Policy Analysis. The aim of the program is to provide experienced and emerging policy leaders with the skills needed to respond to the evolving demands of policy analysis, program design and implementation. The program has provided participants with the necessary high level skills and knowledge to develop and deliver government policy.

We are currently implementing a Diploma of Government (Rail Safety Regulation). The diploma will recognise the existing competencies of rail safety regulatory personnel through recognition of prior learning assessments and upskill rail safety regulatory staff to minimum level competencies to undertake their roles. In meeting these objectives, we will also prepare our workforce to meet the need for consistent interstate rail safety regulation as part of establishing a single national rail safety regulator (scheduled for 2013).

Embracing diversity

We are committed to providing equal employment opportunities across the department. We have implemented the Working with Difference diversity program, which has been completed by more than 3200 staff since it commenced in July 2009. The program supports a holistic view of diversity where individual differences are celebrated, supporting our people to perform to the best of their ability. As a result of the program, managers have reported staff having an increased understanding and awareness of diversity.

Improving Indigenous employment opportunities

We have developed an inaugural Aboriginal and Torres Strait Islander Employment Plan to guide future employment activities. Other initiatives for improving Indigenous employment opportunities include:

- successful partnerships with the Inala Elders Corporation, Queensland and Australian government departments that resulted in some Indigenous trainees completing formal qualifications and transitioning into permanent employment with the department and other organisations
- on-the-job training for approximately 70 Indigenous trainees in Cape York and the Torres Strait
- the Education Toward Employment Scheme that we coordinate on behalf of the Queensland Government. In 2010, nine state government departments and the Australian Taxation Office sponsored 81 students. We sponsored 16 students. This is in addition to the 206 participants with scholarships already accepted through the program.

Building capability for the future

We continue to focus on attracting and maintaining a high-performing diverse workforce through a range of initiatives and marketing programs, including representation at career events, use of a dedicated careers website and tailoring advertising to targeted workforce segments.

To ensure the currency and relevance of departmental programs that attract and retain staff, we undertake external research of contemporary workforce engagement practices as well as regularly evaluate our existing engagement strategies.

Our new Rural and Remote Area Incentive Policy is an attraction and retention strategy targeting employees for our western and remote centres. It is a key strategy in retaining our workforce to deliver our business to communities in these centres and provides a suite of benefits to address the higher cost of living and family isolation factors in these communities.

Retention and separation rates

Across the department as at 30 June 2010, our permanent staff retention rate is 90.8 per cent and our permanent staff separation rate is 7.5 per cent.



Road Design Training Centre Graduates

Our performance: Contemporary and progressive people, processes and systems

Case study

Engineering and Technology Forum 2009

The Transport and Main Roads Engineering Technology Forum is an event that helps the department to develop its internal technical capability and promotes the development of capability in its external supply chain. During the past 16 years, delegate numbers have grown from 100 in 1994 to 700 in 2009. Approximately 30 per cent of attendees were external delegates.

Regarded as the premier roads technology event in Australia, the forum focuses on the road construction industry and attracts national and international presenters and delegates. It is an opportunity to promote the department as the leading road agency to industry representatives.

The forum has attracted delegates from New Zealand, Fiji and all Australian states. We are currently encouraging a Chinese delegation to attend the 2010 forum.

The 2009 forum featured presentations from within the department and industry experts, covering topics including: *Climate Impacts on Asset Sustainability, Project Learnings, Traffic Management, Sustainable Structures, Innovative Solutions, Slope Sustainability and Design Solutions for Asset Sustainability.*

Organised and facilitated by our Technical Training Solutions unit, the forum presents delegates with a greater understanding and appreciation of current and new practices.

Our people performing effectively

Developing technical capabilities

We manage a Technical Capability Development Program that supports us to build and maintain our required technical capability. We guide learning and development initiatives across the engineering and related technical fields and provide professional development

programs to our employees, our industry partners and other government agencies.

In 2009–10, we:

- conducted 600 short technical courses, attracting 6350 attendees
- issued 610 nationally accredited technical qualifications in civil construction, project management and laboratory operations
- convened four conferences
- developed the *Principles of Contract Law* course.

Our links with industry, education providers and professional bodies at state and national levels provide us with the opportunity to significantly influence the civil construction industry.

Building industry capacity and partnerships

We maintain strong partnerships with the transport industry to provide professional development and opportunities for students.

In 2006, we established the Road Design Training Centre to address the growing shortage of experienced road designers in Queensland. The centre provides quality education, practical training and on-the-job experience to ensure that cadets graduate as highly capable, skilled designers. Since 2006, 10 cadets each year have graduated from the centre with an Associate Degree – Engineering (Civil) from the University of Southern Queensland and now have been placed in full-time design positions within the department across Queensland.

Continuation of the Road Design Training Centre will see graduates emerging from the centre on an annual basis, enhancing our road design capability.

Partnering with Queensland University of Technology, we support the Australian Research Council Linkage project, which is designed to implement engineering experiences in the middle school years. Through our support, we facilitate the promotion of engineering and technology skills and experiences being embedded in secondary schools, with a direct benefit to the longer-term capability of Queensland engineers.

We also seek opportunities to build strong and valuable industry partnerships internationally. In 2009–10, we formalised our ties with the Chinese Highway Department, paving the way for future professional development and knowledge-sharing opportunities between our departments.

Safe, healthy and secure workplaces

Focusing on the safety and wellbeing of our people

We focus on the safety, health and wellbeing of our people. This focus is reflected through our leading a cultural shift within government with the continuing success of the Safety Leadership Program. The program focuses on the safety attitudes and leadership behaviours of our managers and supervisors towards the conscious recognition of the department's objective of Zero Harm.

The program builds awareness and understanding and shows how safety leadership contributes to the objective.

The program covers:

- workplace health and safety leadership and accountabilities
- risk management knowledge
- incident and hazard management
- investigation and root cause analysis
- return to work/rehabilitation training.

In 2009–10, 1685 staff participated in the safety leadership program.

We focus on safety within the workplace and have long recognised the importance of good health and wellbeing in achieving business objectives.

Case study

Helping to build careers for the future

The School Pathways Strategy is an initiative to promote technology-related careers within the department.

This innovative program was designed to provide high school students with access to informative and interactive site visits, providing valuable vocational information and an understanding of the careers available to them within the transport and roads infrastructure industry.

The project team hosted the launch of the initiative on 4 August 2009, with students from Ipswich State High School, St Mary's College, Redbank Plains State High School and Westside Christian College participating. The students visited transport projects in the Western Corridor and took part in presentations and activities across professional disciplines including engineering, environment, community relations and project management.

Students spoke to industry professionals including engineers, environmental officers, community relations officers and project managers, while witnessing firsthand some of the largest and most complex projects undertaken in Queensland.

The tours are a great opportunity to increase community awareness and understanding of our transport infrastructure projects while educating students about construction industry career possibilities.



Director-General David Stewart launches School Site Visits Initiative

Our performance: Contemporary and progressive people, processes and systems

The Zero Harm target is to ensure the continued development of workplace health and safety within the department, reducing workplace injury rates and promoting a workplace free from harm. It also encourages our people to participate in activities that will focus on safety in the workplace becoming a major consideration in every action in order to prevent serious injury and death.

We acknowledge that workplace health and safety is driven from many directions. Our leaders, our people and our clients all contribute to the successful delivery of the strategy.

The strategy contributes to improved workplace health and safety within the organisation and helps to align objectives, strategies, activities and processes.

The Transport and Main Roads Roadworker Safety Program raises awareness of roadwork safety issues in and around roadworks for road users as well as our roadworkers.

Trials of new road safety technology have been progressing well and these include:

- TrailerCam, a CCTV camera system used to monitor road user behaviour through and around roadworks
- reversing cameras on varying plant that provides significant safety benefits through improved rear vision
- thermal imaging systems that operate as an early warning system for operators of barrier trucks or truck-mounted attenuators.

Another successful project, as a result of the Roadworker Safety Program, is the Roadworker Safety Hotline. The hotline allows communication for our workers to report road incidents, road user aggression or any general roadwork safety issues or suggestions.

Safety Health and Environment (SHE) system

The rollout of the Workplace Health and Safety – Safety Health and Environment system is a key component of our Workplace Health and Safety Management System. This safety management system underpins the positive, proactive safety culture across all of our business.



Case study

Making our truck fleet safe

In early 2009, a number of safety incidents involving trucks and trailers occurred where wheels fell off or became loose during operations. To ensure our people's safety, we implemented a quick and easy solution to make these vehicles safer through easier, daily safety checks on trucks and trailers.

We considered the plastic indicators that came in a range of sizes to fit various types of wheel nuts. These highly visible plastic indicators are placed in a set pattern on the wheel nuts and, should one or more of the nuts start to lose tension or unwind, the indicators will show this during an easy visual check.

The wheel nut indicators are now being implemented across the department's own truck and trailer fleet and will ensure that daily safety checks are easy and more effective in the future.

Wheel nut indicators in use

Staff on site – Eastern Busway development

We have combined data from the former departments of Transport and Main Roads to enable consolidated reporting across the department. The system was the only government finalist from 600 entries in the *Best Workplace Health and Safety Management System* category of the 2009 Queensland Work Safe Awards.

Governing workplace health and safety

To support senior management in setting strategic direction for health and safety and managing our workplace health and safety responsibilities, we established the Transport and Main Roads Workplace Health and Safety Governance Committee. As an advisory body to the Board of Management, the committee is responsible for direction-setting and reporting on workplace health and safety performance within the department. It contributes to the future thinking for the department while ensuring it is responsive to stakeholder priorities. It also integrates workplace health and safety into our corporate and business planning.

The whole-of-government Safer and Healthier Workplaces program targets require each department to reduce the number of lost time injury (LTI) compensation claims by 10 per cent each year. This year we recorded 131 LTIs (YTD) compared to 119 for 2008–09. Strategies have been implemented to achieve the target in 2010–11.

As a result of the machinery-of-government changes, the average working days lost per accepted workers' compensation claims for 2009–10 was 21 days, an increase of 31.3 per cent from the 2008–09 result. Strategies have been implemented to reduce this rate in 2010–11.

Our Lost Time Injury Frequency Rate (LTIFR) is a measure of safety performance and is the number of lost time injuries per million hours worked. This year we recorded 8 LTIFR.



The severity rate is calculated by comparing the number of days lost due to lost time injuries per million hours worked. It gives a measure of the seriousness of the injuries suffered and the impact of rehabilitation and return to work initiatives. This year the severity rate was 163.

Workplaces and facilities

In 2009–10, we continued to review our workplaces to ensure our people work in safe and healthy environments.

Newly-leased premises at Nerang have provided the department with an opportunity to create a healthy working environment for staff based at the Gold Coast. We were able to influence the office fit-out design while the premises were under construction to achieve energy efficiency without sacrificing staff comfort, resulting in energy savings of 25 per cent compared to similar buildings.

The new \$2.6 million Traffic Management Centre on the Sunshine Coast is an example of cooperation between Queensland Police and the department. The facility has been developed as a joint venture between the Police Communication Centre and local traffic management personnel, a first of its kind in Queensland. The Police Communications Centre, located on the first floor of the three-storey complex, has a direct live video feed from our

Table 14 Lost time injury rate

Indicators	2008–09	2009–10	Variance
Claims ≥ 5 working days lost	102	82	-19.6%
LTIFR*	7	8	14.3%
Severity rate**	121	163	35%

*Number of lost time incidents per million hours worked.

**Number of work days lost per million hours worked.

Our performance: Contemporary and progressive people, processes and systems

camera monitoring room. The multitude of traffic cameras monitoring traffic conditions on the Sunshine Coast feeds signals to the centre through fibre optics located in the road corridors, enabling rapid response to accidents or incidents on the entire Sunshine Coast road network.

In addition, major events such as the Noosa Triathlon can be coordinated from the monitoring room and incident response room, where police can view traffic congestion and take immediate action to address public safety through the Police Communication Centre if required.

Other decisive long-term investment in capital and building maintenance programs across the state has resulted in the delivery of a significant suite of projects during 2009–10, including:

- \$1.2 million new regional office refurbishment (Caboolture, Logan and Ipswich)
- \$3.5 million South Coast (Nerang) regional office refurbishment (including the first departmental 5 star green star certified fit-out)
- \$3.2 million new office fit-outs on levels 5 and 7 at Spring Hill Office Complex
- \$2.7 million new office fit-outs on levels 23 and 24 at Mineral House (CBD)
- \$1.2 million RoadTek office in Townsville for roads construction
- \$2.7 million Transport Customer Service Centre refurbishments in Beenleigh, Cairns and Charters Towers
- \$2.6 million construction of a RoadTek workshop (Rockhampton).

Focusing on flexible work practices

Supporting flexibility within our workplace, we actively promote purchased leave and formal telecommuting arrangements. Flexible working arrangements help our people to balance work priorities with family commitments and lifestyle choices.

As at 30 June 2010, 8.4 per cent of our workforce is engaged in part-time employment. Women make up 91 per cent of part-time employees.

We worked with the Public Service Commission to develop a Flexible Workplace Program – Supported Implementation. This program was successfully implemented across our Operations Group in the Brisbane CBD. For more information, refer to pages 24 and 33.

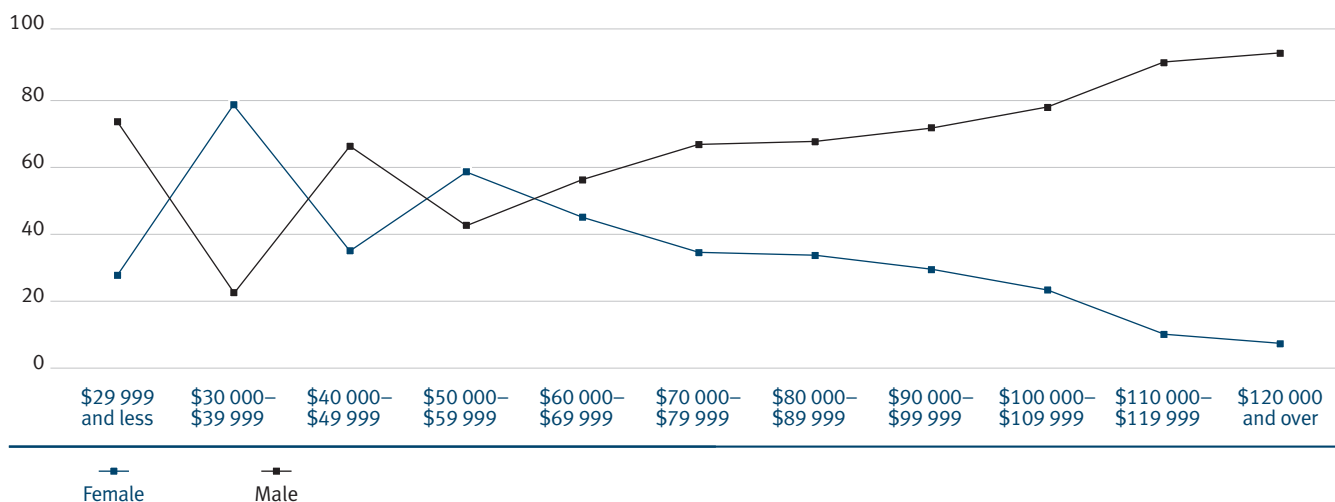
Programs for women

We value a diverse workforce and are active in increasing the representation of women in professional and technical streams.

We sponsor initiatives, such as the Our Women Our State Awards category of *Promoting Indigenous Women's Participation in Science, Engineering and Technology* to raise awareness of our technical and professional career opportunities for all women.

The proportion of women in professional and technical roles is increasing over time. In 2009–10, 17 per cent of employees within the professional stream and 11 per cent of the technical stream were women. Figure 23 shows an increase of almost 3 per cent and 6 per cent respectively

Figure 22 Annual earnings (FTE) by gender (per cent – by income band)





Left to right: Sarah Haynes, Jen Midkiff, Alison Reilly, Louise Perram-Fisk, Trisha Hamilton and Joan Ryan

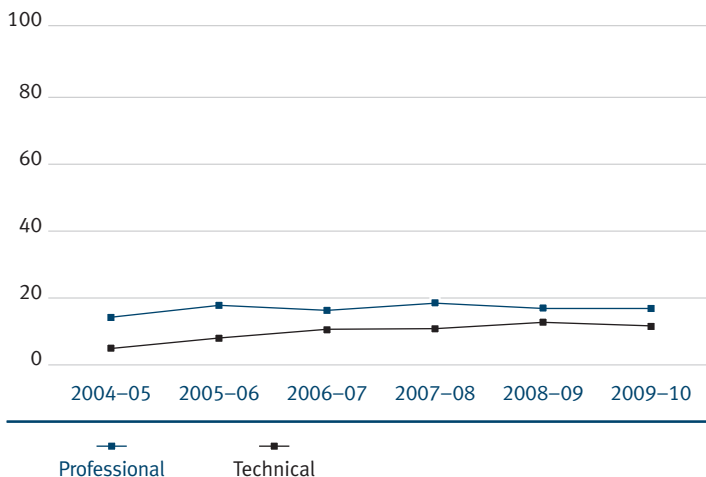
since 2004–05. Across the department, the proportion of women in management has been increasing over time. In 2009–10, 32 per cent of employees at managerial level were women.

As reported to the Public Service Commission, Figure 22 compares the annual earnings of our women and men across the department.

Fighting against flu

As a commitment to our employees' health and wellbeing we offer free immunisations against seasonal influenza. This free immunisation helps to protect the health of staff and their families. All our people are encouraged to be immunised against influenza each year.

Figure 23 Women in professional and technical streams (per cent – financial year)



Case study

Inspiring Transport women

We strive to support women across Queensland with their personal and professional development. The Inspiring Women program provided 114 women from the department (70 from Brisbane and 44 regional-based staff) with the opportunity to develop leadership skills. The program was recognised by the Australian Centre for Leadership for Women's *Advancement of Women in the Workplace Award 2010*. This award acknowledged the innovation of Louise Perram-Fisk, Director (Industry Capability) as leading this gender inclusivity program.

Louise leads a successful government-industry partnership with the transport and logistics industry to build their workforce capability. This partnership has also supported a similar professional development program for women throughout Queensland in transport and logistics. The program piloted with the Australian Logistics Council in Queensland is now a nationally recognised industry program entitled Women Moving Forward and continues to support women across Australia in transport and logistics roles.

We value a diverse workforce and are active in increasing the representation of women in professional and technical streams.

Case study

Nissan/BRW Corporate Triathlon

While most of us relaxed and enjoyed the Anzac Day long weekend, thousands of triathlon enthusiasts descended on the Gold Coast to take part in the Nissan/BRW Corporate Triathlon.

This year, a record 36 teams from across the department competed in the event.

We have a long-standing tradition of involvement after competing in the triathlon for the past 14 years. This year saw the first competition under the combined Transport and Main Roads banner and with it a brand new uniform for the team to compete in. A spot in the triathlon is highly coveted, with available places filled months ahead of the competition and within days of registration opening to the public.

Popular for its scenic backdrop and beautiful autumn weather, this year's event did not disappoint with just enough cloud cover to keep the teams cool as they swam

400m in the Broadwater, rode 10km along Sea World Drive and ran 4km overlooking the picturesque Broadwater to the finish line. Events such as the Nissan/BRW triathlon are a perfect example of our commitment to healthy lifestyles and wellbeing. To provide as much support as possible, 50 per cent of the uniform and entry fees were covered by the department.

Event organiser Jodie Wright said the response this year was “overwhelming”.

“It was encouraging to see so many newcomers take part, along with the seasoned competitors.

“Everybody had a great time at the event.

“It was a wonderful opportunity for people from across the department and various parts of the state to compete together and enjoy themselves as a team.”

Below clockwise: TMR Corporate Triathlon Team; Kurt Sundholm during the bike leg; and first wave of competitors starting the triathlon



Our performance: Contemporary and progressive people, processes and systems

Our systems working effectively

We continue to improve our systems and processes to meet the mandatory and business requirements for the complex, dynamic and changing environment in which we operate.

Reliable and effective systems

We reviewed cash management and banking services in 40 of our 64 service delivery locations. The review identified areas of significant contract cost savings and improved contract management.

We have also implemented improved registration number plate disposal arrangements. This initiative has delivered increased security and cost savings.

The project:

- provided a consistent approach to plate disposal throughout our service delivery locations through changed arrangements
- ensured accountability in the obsolete registration plate disposal process
- documented the end-to-end process for managing obsolete plates
- gained cost efficiencies and achieved additional revenue from recycling.

Providing workforce data

A workforce reporting and analysis tool is currently being implemented which puts workforce information within the reach of every manager and facilitates a shift towards factual, data-driven decision-making. The tool will provide reliable, accurate and timely whole-of-department reporting and analysis of an increased range of human capital measures and benchmarks.

We continue to improve our systems and processes to meet the mandatory and business requirements for the complex, dynamic and changing environment in which we operate.

Delivering better ICT systems

We invest in program and project management tools to improve scheduling of resources and deliver savings to all programs and projects across the department. Our achievements include:

- releasing the first phase of the Organisational Reporting and Management for Programs (OnRAMP) Reporting and Performance Management tool, which has delivered an improved Road Implementation Program schedule and financial performance reporting. This has improved program management to deliver planned savings
- upgrading Primavera to improve project and program management.

Case study

Bundy Muncher

Our Material Services staff in Bundaberg saw a garden shredder in use at a private lab. They borrowed the shredder to test how useful it could be to break up large volumes of fine-grained semi-dry cohesive soils.



To improve the concept, they came up with a more robust piece of equipment able to handle soils and pieces of bitumen seal. Then, they commissioned a local engineering firm to build the Bundy Muncher we see today.

The Bundy Muncher has since been adopted by a number of our laboratories.

The benefits of the Bundy Muncher are:

- considerable reduction of preparation time, as large lumps of cohesive soil can be broken down into more manageable portions for sieving and riffing with relative ease
- reduction of the manual effort required to prepare samples, as the mulcher breaks the soil up so that it readily passes through a 9.50mm sieve.

Our performance: Contemporary and progressive people, processes and systems

We invested in the Road System Information System and provided a state-wide standard approach to quality data and trusted information for asset management and asset performance. Our achievements include:

- ongoing improvements in how asset condition data is collected, analysed and stored
- introducing asset management solutions to new and emerging Intelligent Traffic Systems and electronic signage
- enhancing accessibility of information regionally and state-wide
- integrating information with other systems to further improve our decision-making for the state's largest built asset.

Our Corporate Business Solutions Program reviewed the processes affected by the amalgamation of the former departments. In the areas of financial reporting, program and project management and asset management, we have:

- engaged with our internal and external stakeholders (Shared Services Agency and CorpTech) to better understand the impact of the departmental amalgamation
- implemented improvements in our systems such as one ABN for Transport and Main Roads – making our financial transactions easier for our suppliers – and enhanced our procurement process by streamlining processing through the use of electronic mail
- moving to a more efficient method of time capture for our school crossing supervisors.

The Transport and Main Roads Online Program has enabled us to interact with the community and our business partners through an improved website and a new intranet site for our people throughout Queensland to access corporate information.

The Design Services Sustainability Program

The Design Services Sustainability Program (DSSP) is establishing the department as the centre of design excellence for transport infrastructure.

Begun in 2008 to address a number of identified risks to the design function within the department, the program has been leading the way with innovative, cost-effective strategies to rejuvenate and build design capability across the department. These include:

- a state-wide approach to workforce planning, work allocation and service delivery, including rollout of the Design Services Operating System
- a state-wide approach to leadership and strategic direction-setting by establishing a Design Services Leadership Team
- the delivery of career path and development tools including Career Development Plans; knowledge-management mechanisms including a state-wide mentoring program; and competency-based role descriptions.

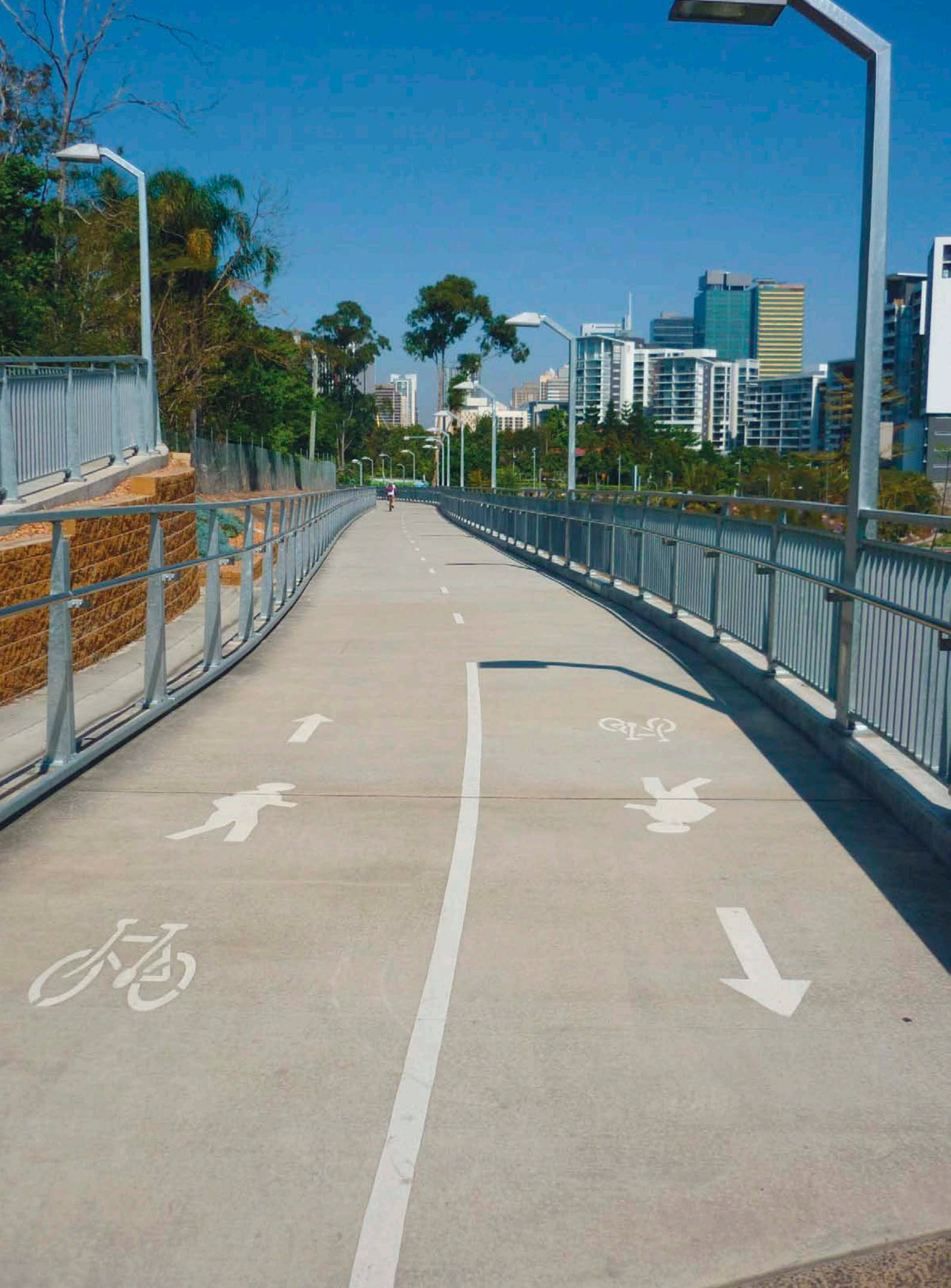
The DSSP will help to ensure we consistently coordinate and deliver quality design projects that meet the demands of the roads program.

The future

Our priorities for 2010–11 include:

- implementing the *Marine Operations Certified Agreement 2009*, particularly the development of the new marine officer employment stream
- expanding and implementing the Entry Pathways Framework and Induction Framework
- developing a Capability Strategy to enhance the effectiveness of capability development
- conducting the 2010 All Staff Survey to assess organisational climate
- continuing to model our culture by implementing the road map for the Cultural Analysis and Shaping Project
- developing and implementing the *Diversity Framework*
- implementing an integrated case management framework to enhance the effectiveness of our misconduct prevention and ethics initiative
- implementing a competency-based development framework for marine officers
- delivering a state-wide capital building works program to minimise organisational risk, enhance frontline customer service delivery and ensure departmental outcomes are achieved
- roll-out of the solution for workplace incident reporting across the department
- developing and implementing a *Reward and Recognition Framework*, Flexible Work Practices Remodelling Project and *Career Transitions Framework*
- improving the program and project management capability of the department with improved methods and tools for project scheduling, management and reporting
- enhancing access to integrated road asset information to enable better state-wide investment decisions
- implementing a single Laboratory Information Management System at all of our laboratories.

The Transport and Main Roads Online Program has enabled us to interact with the community and our business partners through an improved website.



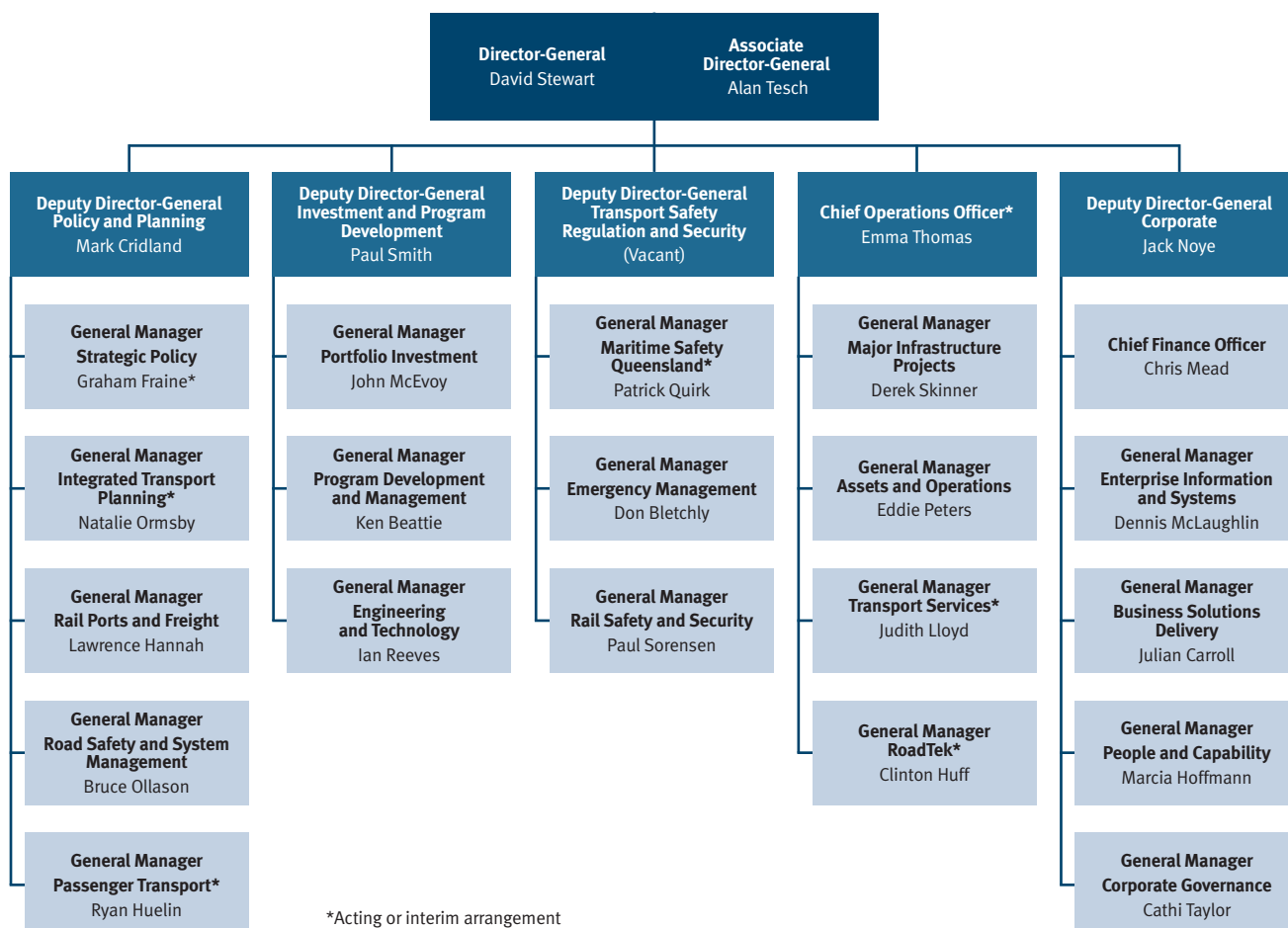
Corporate social responsibility

Managing our business ethically and in a socially responsible manner

We take every opportunity to ensure we are performing our role as a responsible corporate citizen. We believe we benefit the community and our stakeholders by acting responsibly and being socially aware in our dealings with

our people, our consideration of the environment and the way we run our business.

We achieve this by ensuring we have an effective organisational structure, a dedicated leadership team, robust governance policies and practices, and undertaking initiatives in an environmentally and economically sustainable manner.



Corporate social responsibility Board of Management



David Stewart
Director-General

As Director-General, David is responsible to the Minister for Main Roads and the Minister for Transport for the efficient, effective and financially responsible performance of the department.

David also directly supports the Premier on Urban Congestion initiatives being driven by government.

Prior to his current role, David was the Director-General of the Department of Transport. In September 2006, David joined the Queensland Government as Deputy Coordinator-General. He was responsible for the delivery of the \$9 billion south-east Queensland water grid.

During his career of some 25 years, David has predominantly worked in the public sector. He has also worked for consultants and contractors in Australia and in the United Kingdom delivering civil infrastructure projects.

He is a Chartered Civil Engineer and holds masters degrees in business and engineering science. He has also completed an executive program at Harvard University studying private sector involvement in the delivery of infrastructure.



Alan Tesch
Associate Director-General

Alan is responsible for the asset sales program and national roads issues, and represents us on key committees such as the Australian Transport Council.

Alan led the former Department of Main Roads from 2005 to 2009. He is the shareholder representative for Queensland Motorways Limited, Transmax Pty Ltd, ARRB Group, Austroads and the Roads Alliance and is the government champion for the Northern Peninsula Area Indigenous Community Councils.

Alan has more than 25 years experience in senior positions across the Queensland public sector, focusing on policy development, implementation and service delivery.

Alan holds an economics honours degree from the University of Queensland.



Mark Cridland
*Deputy Director-General,
Policy and Planning*

Mark is responsible for our strategic policy, integrated transport policy, road safety and system management, passenger transport and rail, ports and freight.

Mark previously held executive roles as head of TransLink's Planning and Infrastructure Group and Executive Director of Integrated Transport Planning. Mark previously headed the New South Wales Ministry of Transport's Policy Division where he was responsible for rail, bus, ferry, freight, aviation, logistics and transport security policy development and implementation across that state. Mark holds tertiary qualifications in commerce.



Paul Smith
*Deputy Director-General,
Investment and Program
Development*

Paul is responsible for prioritisation of investment, development and management of the departments' integrated program of works and the technology needed to support sustained performance and operation of the transport system. Prior to appointment to this position, he was the General Manager (State-wide Planning) for the Department of Main Roads. He was responsible for strategic planning of the state-controlled road network and for developing a framework for affordable investment decision-making across the network.

Paul has 36 years of experience with roads and community issues, having worked in remote western areas as well as the rapidly developing urban areas of Cairns, Townsville, the Sunshine Coast and the Gold Coast. He holds tertiary qualifications in civil engineering and business management.



John Glaister

*Deputy Director-General,
Transport Safety Regulation
and Security*

John is responsible for transport safety regulation and security for the department.

Prior to this position, John was Deputy Director – General for the former Department of Transport.

John has previously worked in the Queensland Public Service (Department of Primary Industries and Fisheries, Sport and Recreation, Office of Energy, Innovation), the University of Queensland (UniQuest), the New South Wales Public Service (NSW Fisheries), the Northern Territory Public Service (Ports and Fisheries) and in the New Zealand State Service (Minister of Fisheries).

He has tertiary qualifications in science, business and sociology; is a member of several international professional societies; and has chaired major world congresses in fisheries science and aquaculture.

John left the department in March 2010 to take up the position of Chief Scientist with Laing O’Rourke Australia Pty Ltd.



Les Ford

Chief Operations Officer

Les is responsible for a broad range of state-wide delivery functions including the roads program, the customer service program, RoadTek and Major Projects.

Les has more 37 years experience working in transport-related agencies in the Queensland Government.

In June 2006, Les was appointed Deputy Director-General for Main Roads where he was accountable for a five-year, \$16.2 billion roads delivery program.

Prior to this, Les was Deputy Director-General with the Department of Transport.

Les was heavily involved in implementing the *Integrated Regional Transport Plan for South East Queensland*, including the South East Transit project and the Inner Northern Busway. He is a Fellow of the Institution of Engineers Australia and the Australian Institute of Company Directors.

In May 2010, Les announced his retirement from the department and public sector.



Jack Noye

*Deputy Director-General,
Corporate*

Jack is responsible for finance, information communication technology, people and capability, corporate governance and industry capability for the department.

He has held executive roles in policy, management, service delivery and inter-government relations in the federal and state public sectors. He was previously Executive Director (Corporate) and Director (Transport Policy Office) in the Department of Transport.

Jack has spent time in the private sector, providing advice on policy, management and service delivery to federal and state agencies. He has tertiary qualifications in public administration, transport economics and management.



We have an effective organisational structure, a dedicated leadership team, robust governance policies and practices, and undertake initiatives in an environmentally and economically sustainable manner.



Corporate social responsibility: Good governance through ethical leadership and positive relationships

Our ability to make quality decisions and act upon them relies on the provision of sound information, good judgement, ethical behaviour and effective relationships. The application of effective compliance, performance and risk management processes and mechanisms develops robust corporate governance and underpins our approach. We are reviewing our corporate governance framework, which was developed in 2001. Our new framework will be based on the ethics principles in the *Public Service Ethics Act 1994* and the governance concepts in the *Financial and Performance Management Standard 2009*.

We have a number of internal accountability mechanisms in place to ensure we operate effectively and transparently. These enable us to manage risk, seize opportunities, monitor, evaluate and report on our performance.

The Director-General is accountable to the Minister for Transport, the Minister for Main Roads and the Premier of Queensland for the efficient, effective and financially responsible performance of the Department of Transport and Main Roads under the *Financial Accountability Act 2009*.

Board of Management

The Director-General is supported by, and is part of, a Board of Management that comprises the Associate Director-General, four Deputy Directors-General and the Chief Operations Officer.

The board provides strategic leadership and direction to enable the development and implementation of initiatives and prioritisation of transport and road issues.

It ensures the effectiveness of planning processes and governance practices and the integrity of reporting systems. It is also responsible for sound financial management strategies and practices.

During the year, the board was supported by three governance committees, the Audit and Risk Committee, the Finance and Resources Committee and the Infrastructure Investment Committee. The committees reflect legislative requirements and critical business management areas. The committees regularly report to the board on the program of work.

Senior leadership team

The Director-General also established a senior leadership team to provide support and advice to the board.

The team comprises the Director-General, Associate Director-General, Deputy Directors-General, Chief Operations Officer, all General Managers and the Chief Finance Officer.

Pictured opposite: Ferries form part of our public transport system

The team is responsible for developing, implementing and reviewing key initiatives within their divisions. They provide support and advice to the board by elevating information and issues required to shape strategic thinking and inform decision-making.

Audit and Risk Committee

The Audit and Risk Committee performs an advisory role to the Director-General, assisting him to discharge his responsibilities as prescribed in the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*. It also acts as a board of review for the internal audit function. The committee is responsible for assisting the Director-General in his oversight of:

- the integrity of the financial statements and internal controls
- compliance with legislative and regulatory requirements, including ethical standards and policies
- the process relating to internal risk management and control systems
- the performance of the internal audit function.

The committee has an external, independent chair, Peter Dowling, and another independent consulting member, Ian Rodin. The independent membership is complemented by representation comprising the Deputy Director-General (Corporate), Chief Operations Officer, General Manager (Corporate Governance), General Manager (Program Development and Management), Executive Director (Transport Services), Regional Director (Assets and Operations) and the General Manager (Passenger Transport).

Collectively, this membership has the knowledge and skills necessary to meet the committee's obligations.

The Director-General, Chief Finance Officer and representative of the Queensland Audit Office are invited to all meetings. Other guests may be invited depending upon issues to be discussed.

In 2009–10, the committee endorsed its charter and ratified its forward work plan. The committee met eight times and considered:

- internal audit plans
- results from internal and external audit work and management responses to recommendations
- the Queensland Audit Office's client strategy for the department
- progress reports on implementing the risk management framework, policy and guidelines
- the department's 2008–09 financial statements.

The committee continues to have due regard to Queensland Treasury's *Audit Committee Guidelines*.

Costs associated with external committee members' fees totalled \$50 500 (including GST).

Finance and Resources Committee

The Finance and Resources Committee ensures we operate within our budget parameters as specified by Queensland Treasury and achieve value for money in accordance with the *Financial Accountability Act 2009* and *Financial and Performance Management Standard 2009*.

The committee provides advice to the Director-General and the board on the effective acquisition and allocation of all financial resources available over the four-year forward estimate period. The committee is also responsible for the effective oversight of the department's building and accommodation program.

The committee met twice as part of the annual funding and allocation process.

Membership comprised the Director-General (chair), Associate Director-General, the Deputy Directors-General, the Chief Operations Officer and the Chief Finance Officer.

Infrastructure Investment Committee

The Infrastructure Investment Committee is our peak infrastructure investment decision-making body. It oversees and endorses the development, prioritisation and approval of the department's infrastructure investment strategies, enabling the delivery of an integrated transport system.

The committee improves infrastructure investment governance using an investment prioritisation framework. This framework ensures consistent delivery of programs aligned with strategic priorities, and clear responsibility and decision-making processes to enable investment choices.

The committee met monthly (or more frequently as required) and comprised the Deputy Director-General (Investment and Program Development) as chair, the Director-General, Deputy Director-General (Policy and Planning), Deputy Director-General (Corporate), Chief Operations Officer, Chief Finance Officer, General Manager (Portfolio Investment) and the General Manager (Program Development and Management).

Corporate social responsibility: Good governance through ethical leadership and positive relationships

Integration of Information Communications Technology (ICT) divisions

In 2009–10, a review was conducted of the services and systems provided by the Enterprise Information and Systems and Business Solutions Delivery divisions. The review objective was to identify ways existing ICT resources could be maximised. A large amount of expertise and capability was identified in both divisions. The following recommendations were put forward and have been endorsed by the Board of Management:

- integrate the two divisions to create a new ICT division
- create a single ICT Program Management Office (PMO) as part of the new division
- prioritise the division's projects into one ICT project portfolio
- undertake independent 'health checks' on the portfolio
- reduce ICT service delivery and project costs
- form an ICT governance committee which will support the Board of Management.

Internal Audit

Internal Audit is a key component of our corporate governance, promoting effective management and ethical standards.

The Chief Auditor has an administrative relationship with the General Manager (Corporate Governance) but retains an independent and direct reporting relationship with the Director-General. In addition, the Chief Auditor reports regularly to the Audit and Risk Committee, which advises and reviews the work of internal audit.

Internal audit 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.

Internal Audit's key stakeholders include the Director-General and the Board of Management, our ministers and the parliament, the Auditor-General, the Crime and Misconduct Commission (CMC) and the people of Queensland.

The Internal Audit team ensures better service delivery across the department. The team is well qualified and has a strong depth of experience.

Table 15: Internal Audit experience

	%
Relevant tertiary qualifications	90%
Professional membership	95%
Auditor experience – years:	
< 5	21%
5–10	42%
10–20	11%
> 20	26%

Internal Audit focuses on enhancing our corporate governance framework, specifically the effectiveness of our governance systems for accountability and performance. Our achievements for 2009–10 included:

- delivery of a risk-based annual plan of audits
- completion of 48 audit reports about compliance, systems, project management and operations
- commencement of building and amalgamating legacy systems of control self-assessment into a single consistent departmental system
- review of the effectiveness of internal controls in mitigating risk
- advising key projects and initiatives and carrying out specific internal control reviews of the ICT environment
- monitoring implementation of audit recommendations
- advising management and investigating suspected official misconduct matters
- ensuring an effective reporting and liaison mechanism to the CMC
- continuing promotion of ethical decision-making
- continuing monitoring of feedback from clients about our services.

During 2009–10, our clients considered audits were conducted professionally; reports were accurate, timely and constructive; and they had a high level of trust and respect for Internal Audit staff.

Corporate planning and performance management

We continually seek to improve the way we manage our corporate planning and performance management activities. We are currently revising our *Corporate Performance Management Framework* and developing an associated organisational policy. The framework and supporting organisational policy and procedures will provide the structure within which the department can:

- strengthen the ways in which it uses performance information
- improve the quality and consistency of performance information and monitoring practices across the department
- better align performance information across various planning and reporting documents
- drive improved service delivery and outcomes for Queensland.

Corporate planning

Transport and Main Roads Corporate Plan 2009–13

Our corporate plan sets out our strategic direction for the next four years. It also articulates the department's direction to staff, clients and other stakeholders and demonstrates the alignment of our corporate objectives to the government's objectives for the community.

We evaluate the corporate plan annually for progress towards achieving our corporate objectives and to identify whether changes in the external environment require any adjustments to the plan.

Our progress in achieving our objectives for 2009–10 is detailed in the performance section of this report. Please refer to pages 21-117 for further information.

Transport and Main Roads Operational Plan 2009–10

Our operational plan translates the high level strategies of the corporate plan into operational strategies with a one-year time horizon.

The operational plan specifies each division's accountabilities for implementing operational strategies. This ensures that divisional business plans align with the corporate plan.

Business planning

All divisions prepare an annual business plan, which includes divisional business priorities and specific contributions to operational strategies (known as deliverables).

Business continuity planning

Every year we review divisional business continuity plans. These are then collated into the *Transport and Main Roads Business Continuity Plan*. A business continuity assurance statement is referred by the Director-General to the Premier in September each year.

Business technology planning

We use an ICT planning methodology to ensure our ICT strategies are developed in line with our business planning cycle and process. The methodology focuses on our information resources, business processes and business systems. Linking information and technology strategies to business plans leads to more informed decisions about information and technology investments. It ensures ICT plans and objectives are aligned with the department's business priorities as well as supporting whole-of-government ICT direction.

Business technology planning is a mandatory requirement under provisions stipulated in the *Financial and Performance Management Standard 2009* and Information Standard 2 (IS2) and ensures that the following deliverables are submitted to the Queensland Government Chief Information Office at the end of June each year:

- the ICT resources strategic plan
- the ICT work plan
- the ICT baseline report, which includes assessments of the organisation's business strategies, information, applications and technologies
- a Queensland Government enterprise architecture self-assessment alignment report.

Corporate procurement planning

The corporate procurement plan is a one-year strategic plan outlining what we have achieved and identifying our future opportunities (over a single year) to improve the value realised through our procurement. Each division completes an annual procurement plan which is then consolidated in a corporate procurement plan approved by the Director-General and referred to the Queensland Government Chief Procurement Office by June each year.

Corporate social responsibility: Good governance through ethical leadership and positive relationships

Workforce planning

Workforce planning occurs at a whole-of-department and division level. The divisional workforce planning activity recognises that divisions will have workforce capability needs that are unique to each division.

The primary objective of workforce planning is to identify current and future workforce capability and to develop and implement coordinated strategies to attract, recruit and retain skilled and experienced employees across the department. Divisional workforce plans are also reviewed each year as part of the business planning cycle. Human resource strategies identified under the *Disability Services Plan*, *Aboriginal and Torres Strait Islander People's Action Plan* and *Multicultural Action Plan* are included in the workforce plans.

Organisational performance systems

We use a number of organisational performance systems (financial and non-financial) to monitor our effectiveness in terms of our objectives. The major systems for monitoring and reporting our performance are:

- the corporate reporting system, which facilitates reporting on the implementation of the corporate plan and divisional business plans
- the corporate measures database, which facilitates reporting on corporate performance measures, service standards and business plan performance measures
- our SAP system, which manages financial, human resources, products and assets
- the employee self-service system, through which staff update and view personal details and manage leave applications.

Currently, the Board of Management receives quarterly performance reports on the achievement of our services. These include from the *Service Delivery Statements* performance measures, *Ministerial Charter of Goals* progress, Q2 performance and complaints management.

We also produce monthly financial reports, quarterly capital works reports and a range of workforce-related reports.

Risk management

We are committed to a proactive approach to risk management in all of our activities – strategic, organisational and operational. Our risk management framework will identify and respond to risks and opportunities and will include a strategy, organisational policy and operational guide for risk management practices throughout the department.

We have identified nine strategic high-level risks that could affect the achievement of our vision and corporate objectives. These comprise:

- future disasters and failures
- funding pressures
- regulatory risk
- workforce challenges
- global forces of change
- strategic positioning
- application of ICT
- adaptive capability
- whole-of-government systems and decision-making.

The risk management framework will ensure the mapping of divisional risks to the strategic risk profile of the department. Divisional risk registers will be developed in line with the current standard *AS/NZS ISO31000:2009 Risk Management – Principles and Guidelines* to ensure a consistent approach across the department. Emerging risks that are identified, along with divisional risk responses and treatments, will be reported quarterly through the corporate reporting system.

Public sector ethics

The five principles set out in the *Public Sector Ethics Act 1994* form the basis of our *Code of Conduct* and integrity framework. They also provide direction and guidance to our people in shaping an ethical workplace, helping staff to make better decisions to achieve our objectives.

All new officers attend a *Code of Conduct* workshop as part of their induction.

Our Ethical Standards unit has a lead responsibility in enhancing an ethical workplace culture through designing, developing and rolling out relevant policies, processes and procedural systems to raise ethical awareness and prevent misconduct.

The unit provides liaison with the CMC and the Queensland Ombudsman. In addition to responding and investigating alleged misconduct and managing public interest disclosures, the unit prepares and delivers misconduct prevention strategies and materials.

The unit commenced a series of *Ethics and Leadership* presentations to provide our leaders with information and materials to assist in making informed and better decisions. The sessions use scenario-based learning techniques and cover topics such as ethical decision-making models, relevant legislation, the oversight agencies, Westminster government and the *Code of Conduct*.

Ethics training material is also made available through LearnZone (an online self-paced, structured learning tool). Staff can use this to reinforce their understanding of the code and ethical decision-making.

Whistleblower protection

In accordance with sections 29 and 30 of the *Whistleblower Protection Act 1994*, Table 16 shows the numbers of disclosures made and substantially verified during the 12-month period ending 30 June 2010.

Right to Information and Information Privacy

Accessing our documents

We are committed to providing the community with open and transparent access to information about our services and activities. Our website contains various publications and pages detailing our services and business operations, many of which are accessible via our publication scheme. The publication scheme is designed to act as a 'route map' to assist people to find key information that we routinely publish.

Although we provide much information to the community about our activities, you may also wish to make an application under the *Right to Information Act 2009* (RTI Act). The RTI Act provides a formal means of obtaining access to information that is not your personal information.

The *Information Privacy Act 2009* (IP Act) also provides you with the means to access your personal information and to ensure that this information is accurate, complete, up-to-date and not misleading.

Types of documents held

Due to the diversity of the department, a large number of documents and records are held in locations across the state. These are created for specific subjects or projects based on our functions and activities.

We create or receive documents or record types including:

- briefing notes, memoranda and internal correspondence
- external correspondence to and from the department or our ministers
- tenders, agreements and contract documents
- plans and drawings for projects
- reports, submissions and discussion papers
- project documentation
- policy and strategy documents
- agendas and minutes of meeting of our committees
- file notes, diaries, notebooks
- audio and visual records
- electronic mail, mail and facsimiles.

Table 16 Whistleblower disclosure statistics

Type of disclosure	No. of disclosures received 2009–10	Disclosures referred by an MLA	Substantially verified disclosures	Disclosures not substantiated
Section 15 – official misconduct	77	1	18	17
Section 16 – maladministration	0	0	0	0
Section 17 – negligence, improper management	2	0	0	0
Section 18 – danger to public health, safety	0	0	0	0
Section 19 – danger to person with disability	0	0	0	0
Section 20 – reprisal	1	0	0	1
Totals	80	1	18	18

Corporate social responsibility: Good governance through ethical leadership and positive relationships

Making Right to Information and Privacy applications

The most common types of applications we receive are requests for access to documents relating to registrations, roadworks and major construction projects in which we are involved. In 2009–10, we received 707 applications. We have completed 657, with the remaining applications to be finalised in 2010–11.

Our achievements in 2009–10 include:

- establishing and implementing the whole-of-government *Right to Information Framework* in accordance with the push model for information delivery
- developing a Right to Information and Information Privacy management system to manage all applications
- determining publication schemes for our website
- developing a disclosure log
- determining processes for the administrative release of information.

Making an application

From 1 July 2009, a formal application requesting access to documents under either the RTI Act or IP Act may be made via:

- the Queensland Government on-line RTI application at: www.smartservice.qld.gov.au/services/information-requests/home.action
- phone: RTI and Privacy Unit +617 3306 7108
- email: contactrti@tmr.qld.gov.au.

Applicants are requested to provide proof of identity when making an application for documents concerning their personal information.

If you are applying for access to information that is not your personal information, you must pay an initial application fee of \$38. This fee must be paid before your application will be processed. Processing and photocopying charges may also apply.

If you are applying for access to information that is your personal information, you do not need to pay an application fee but access charges may be payable.

Protecting stakeholders' privacy

In September 2001, the Queensland Government introduced a privacy scheme for the public sector. The scheme ensures we respect the personal information that we collect.

We have been committed to ensuring privacy of information and compliance with the 11 Information Privacy Principles described in *Information Standard 42 – Information Privacy*. The principles assist the people and our community to understand our privacy responsibilities.

On 1 July 2009, the privacy scheme was replaced by the *Information Privacy Act 2009* (IP Act).

The IP Act recognises the importance of protecting the personal information of individuals. It creates a right for individuals to access and amend their own personal information and provides rules for how agencies must handle personal information.

It also aims to give individuals control over the use and disclosure of their personal information.

A copy of the Privacy Act can be accessed at www.qld.gov.au/right-to-information/

Concerns or queries relating to the collection, access, storage, use or disclosure of personal information, can be addressed to:

Privacy Contact Officer
Department of Transport and Main Roads
GPO Box 1549
Brisbane Qld 4001
privacy@tmr.qld.gov.au

Managing knowledge with our electronic document and records management system

Information management and record-keeping culture

We continue to develop strategies and activities supporting the implementation of the *Queensland Information Standards IS31* and *IS40* under the *Public Records Act 2002*.

Major initiatives undertaken during 2009–10 include:

- upgrading the Document Management System to improve security, searching, RTI requirements and audit elements
- presenting the new retention and disposal schedules to Queensland State Archives for approval

- implementing the new business classification scheme, which aligns to the business services and product lines
- delivering the Recordkeeping and Information Governance Roadshow state-wide education program to establish knowledge transfer and consistency in recordkeeping principles, practices and systems
- developing the Recordkeeping 101 online training course to provide awareness of our policies, standards and procedures to ensure we meet all recordkeeping requirements under *IS31* and *IS40*
- ongoing business support to encourage the improvement of managing information and to further foster an information management and recordkeeping culture
- ongoing involvement with whole-of-government initiatives such as the development of information management tools with the Queensland Government Chief Information Office and the review of Queensland Information Standards for Recordkeeping and associated standards
- implementation of strategies to meet the machinery-of-government requirements.

Responding to stakeholders' comments

Any member of the public, customer, employee or other stakeholder is able to lodge a complaint, compliment or feedback regarding our policy, products or services via our website.

We are committed to managing complaints in an accountable, transparent, timely and meaningful way. The department follows the complaints management principles of:

- ensuring complaints are addressed fairly, reasonably and in a timely manner
- treating complainants with respect
- ensuring complainants do not suffer reprisal
- providing easy access to information and advice for all stakeholders
- applying natural justice and provisions for review
- protecting confidentiality and privacy
- lodging complaints without charge
- providing clear accountability for complaints handling
- integrating complaints data into business improvement processes.

A quarterly *Complaints Management Report* identifies any trends, significant issues and potential improvements within the department.

Information regarding our Complaints Management Policy and an online feedback and complaints form can be found at www.tmr.qld.gov.au.

Managing our impact on the environment

We demonstrate our commitment to the environment through our sustainable business practices, protecting Queensland now and for future generations.

In November 2008, the Queensland Government released its ClimateSmart 2050 Strategy. *ClimateSmart Buildings: Towards Environmentally Sustainable Government Buildings* provides policies that ensure environmental sustainability is a key consideration in our business.

We demonstrate our commitment to this whole-of-government initiative by establishing medium and long-term targets, which contribute to the state's environmental sustainability.

Our targets contribute to achieving the Queensland Government's Q2 ambitions. We deliver on this commitment by striving to continuously improve our environmental performance and implementing strategies that deliver practical, sustainable solutions.

We focus our efforts and resources on three key environmental management areas:

- energy and water management
- carbon emissions
- waste management.

We ensure environmentally sustainable targets are considered in all of our projects and included appropriately.

Managing energy and water use

Energy management

Our *Strategic Energy Efficiency Plan* is currently under review to ensure we continue to design, incorporate and report on a range of initiatives that target energy reductions across the state.

The Energy Smart Buildings Program (which oversees implementation of the Queensland Government's Strategic Energy Efficiency Policy) finished on 30 June 2010. This program will be replaced by the Energy Efficiency Retrofit Program, which will receive funding of \$8 million over four years from the Office of Climate Change, taking effect on 1 July 2010.

Corporate social responsibility: Good governance through ethical leadership and positive relationships

We have actively engaged in the Energy Smart Building Program and are identifying planned energy reduction projects linked to our building portfolio.

We have implemented a number of initiatives to address energy consumption when renovating/fitting out new premises. Our energy saving initiatives include review of:

- lighting
- air conditioning
- computers and electrical equipment.

Water management

We have been proactively managing responsible water consumption on a state-wide basis. Our *Water Efficiency Management Plan* ensures a range of initiatives is in place to monitor and manage our water usage. Our current initiatives include:

- ensuring all new water-related equipment and fixtures are at a minimum 4-star efficiency rated
- harvesting rainwater.

Measuring our emissions

We are committed to supporting the Queensland Government's *Toward Q2 - Tomorrow's Queensland* target to cut Queenslanders' greenhouse gas emissions by one-third by 2020. This commitment includes implementing the Government's environmental and climate change strategies, such as the *ClimateQ: toward a greener Queensland* strategy.

Six gases have been identified under the Kyoto Protocol as the main greenhouse gas emissions that need to be reduced. The gases are carbon dioxide, hydrofluorocarbons, methane, nitrous oxides, perfluorocarbons and sulphur hexafluoride. As part of standard emission measurement practices, these gases are mainly reported as carbon dioxide equivalent emissions (CO₂-e).

The Queensland Government has established minimum greenhouse gas emissions reporting requirements for departments covering their main greenhouse gas-emitting business activities, namely those linked to (i) vehicle use, (ii) electricity consumption and (iii) air travel. These activities are sources of both direct and indirect greenhouse gas emissions.

It should be noted that comprehensive reporting of greenhouse gas emissions by departments is sometimes limited due to the complexity of their operational boundaries within the public sector, especially in situations where internal government shared services providers are used.

While the best available data has been used, in some instances estimates have had to be reported due to the limitation of data collection processes or systems. For example, in those government-owned office buildings where there are multiple government agency tenants and the electricity usage cannot be solely attributed to any one particular agency, the electricity usage by the tenanted agencies may be proportioned based on the floor area they occupy.

Importantly, any attempted comparison of emission levels with those of previous periods must first ensure that all of the relevant parameters are exactly the same and have not been affected by changes such as differences in the configuration and make-up of the department's building portfolio, changes to building functionality and/or occupancy levels, or changes to the emissions conversion factors used (which can vary each year as published in the Australian Government's *National Greenhouse Accounts Factors Workbook*).

Table 17 outlines our emissions for 1 April 2009 to 31 March 2010.

Managing waste

We are reviewing our waste management processes with the intent of implementing a state-wide *Waste Management Plan* that incorporates the requirements of the *Environmental Protection (Waste Management) Policy 2000* and other relevant government strategies. To complement this, many of our branches have local waste management plans.

Our *Waste Management Plan* outlines a range of initiatives to reuse and recycle. We have implemented a range of waste management initiatives across our offices and worksites. These include:

- introducing a recycling and waste collection program in our Terrica Place accommodation which included:
 - » general paper recycling – non-confidential
 - » commingle recycling
 - » landfill.

Our partnership with the building owner and management within Terrica Place has contributed to an increase in recycling rates from 30 per cent to 62 per cent since inception. There were no initial costs and there are no ongoing costs to the department for this initiative.

We are committed to minimising our waste while incorporating practices to reduce, reuse and recycle across all aspects of our business.

The future

In 2010–11, we will continue to pursue energy and water saving initiatives while promoting sound and sustainable business practices.

Planned initiatives helping us achieve these goals include supporting established 'green' committees at local offices throughout the state. These committees are run by volunteers and focus on small improvements on sustainability issues within the office and also on educating our people on initiatives they can implement both at work and home.

Table 17 Emissions 1 April 2009 – 31 March 2010

Activity	Gross greenhouse gas emissions (tonnes of CO ₂)	Less emission offsets (tonnes of CO ₂)	Net greenhouse gas emissions (tonnes of CO ₂)	Explanatory notes
Vehicle usage				
– QFleet leased vehicles	9 370	655	8 715	1
– Department-owned vehicles	15 106	-	15 106	-
Hired vehicles	481	481	0	2
Electricity consumption				
– Purchased directly from an electricity retailer	40 732	1 364	39 368	3
– Sourced through a third party	7 252	243	7 009	4
Air travel	1 913	1 913	0	5

Notes

1. The emissions figure has been aggregated using *National Greenhouse Emissions Reporting* guidelines and represents emissions for four primary fuel types: unleaded petrol, diesel, liquefied petroleum gas and E10. Emissions shown are estimates based on actual kilometres travelled and available fuel consumption records. The emission offsets figure relates to purchased national Greenhouse Friendly™ certified carbon offsets for vehicles that did not comply with the minimum Greenhouse Vehicle Guide ratings.

2. The hire car vehicle emissions attributable to Avis Australia vehicles booked under the Standing Offer Arrangement managed by the Queensland Government Chief Procurement Office have been calculated by Avis Australia. The emission offsets figure relates to purchased national Greenhouse Friendly™ certified carbon offsets.

3. This emissions figure is based on available building-related electricity consumption records for the period 1 April 2009 to 31 March 2010. For these records, the emissions reported are limited to those linked to electricity purchased directly from an energy retailer for this department's own buildings and any space it leases. Incomplete electricity consumption records have been extrapolated where necessary. The electricity consumption has then been converted to carbon emissions using the combined Scope 2 and Scope 3 conversion factor of 1.01 kg CO₂-e/kWh, as published in the Australian Government's *National Greenhouse Accounts Factors Workbook* (June 2009).

The emission offsets figure includes GreenPower accredited renewable energy procured through Ecofund by the Department of Public Works on behalf of each department. The process involved the centralised bulk purchase of Queensland-based GreenPower Renewable Energy Certificates, and subsequently surrendering them to the Australian Government's Office of the Renewable Energy Regulator.

4. This emissions figure is based on emissions associated with electricity use in leased spaces where the electricity is not directly purchased by the tenant department from an energy retailer, for example where the electricity costs form part of lease charges.

This figure includes estimated consumption (where specific details aren't available) and actual electricity records received from government and private sector landlords. Incomplete electricity consumption records have been apportioned and/or extrapolated where necessary. For example, in those major government office buildings owned by the Department of Public Works and do not have separate electricity sub-metering for tenants, the electricity consumption and associated emissions have been apportioned 45 per cent to the landlord and 55 per cent to the tenants – in line with industry practice and historical benchmarking.

The emission offsets figure includes GreenPower accredited renewable energy procured through Ecofund by the Department of Public Works on behalf of each department.

5. Air travel includes all flights recorded by the Queensland Government Chief Procurement Office (QGCPPO) during the period 1 April 2009 to 31 March 2010, specifically:

- international air travel on commercial airlines
- domestic air travel on commercial airlines.

For all air travel, the following methodology is used. QGCPPO calculates the kilometres flown from data provided. The kilometre figure is divided by 100 and multiplied by an industry average number of litres of fuel burned per passenger per 100km. A factor of five has been used for all air travel (sourced from the International Civil Aviation Organisation). The use of this method gives the average litres of fuel burned for a flight, per passenger. This figure is subsequently converted from litres into kilograms and then from kilograms into tonnes, before being multiplied by 3.157 (which represents the amount of CO₂ tonnes produced by burning one tonne of aviation fuel sourced from the International Civil Aviation Organisation).

The emission offsets figure for air travel relates to purchased national Greenhouse Friendly™ certified carbon offsets.



Appendices

Appendix 1 – Overseas travel

Table 18 Overseas travel

Name and position of officer	Travel destination	Reason for travel	Costs/funding*	
			Agency \$	Other \$
Dr Owen Arndt <i>Principal Advisor (Road Design Standards)</i> Ricky Cox <i>Principal Advisor (Design Innovation and Standards) Engineering and Technology</i>	Spain	Reason: Attending the 4th International Symposium on Highway Geometric Design was an opportunity to deliver three papers as well as be involved in an open plenary session (the Australian Country report). This session showed the significance of the work achieved by the Austroads Road Design Review Panel, of which Dr Owen Arndt is the Queensland representative. Outcome: We received international recognition of road design technologies developed in Queensland and identified cost effective road design solutions.	\$14 267	
Peter Bryant <i>Principal Engineer (Pavement Design) Engineering and Technology</i>	Mexico	Reason: Peter represented Austroads at the World Road Association Council (PIARC) and presented papers at the 6th Mexican Asphalt Congress and PIARC Seminar on Pavement Maintenance Techniques. Outcome: We have enhanced our knowledge of current international pavement technology throughout Australasia.	\$3 627	\$2 474 (Austroads)
Peter N Bryant <i>Principal Engineer (Pavement Design) Engineering and Technology</i>	United States of America	Reason: Peter attended the World Road Association (PIARC) meeting for Technical Committee D.2a Road Surface Characteristics (which is part of the Road Pavements Committee). Outcome: We met our obligations to Austroads and PIARC. Active involvement has also resulted in enhanced knowledge of current international pavement technology, which has been disseminated throughout Australasia including Queensland.	\$1 664	\$1 664 (Austroads)
Paul Campbell <i>Senior Investigations Officer Maritime Safety Queensland</i>	United Kingdom and Scotland	Reason: We further pursued prosecution of the <i>Pacific Adventurer</i> master. Outcomes: We delivered vital court exhibits to the UK for scientific examination by an expert witness (metallurgist). The witness has been engaged by Maritime Safety Queensland to produce a report and give testimony at the criminal trial involving multiple defendants at the <i>Pacific Adventurer</i> oil discharge. We conducted numerous invaluable conferences with other UK-based expert witnesses engaged by Maritime Safety Queensland related directly to the production of the expert witness report and impending testimony in the Queensland criminal jurisdiction. We also acted as a liaison between the UK-based expert witnesses and Queensland-based Crown Law officers and prosecuting Senior Counsel.	\$10 705	

Appendices

Appendix 1 – Overseas travel (continued)

Table 18 Overseas travel (continued)			Costs/funding*	
Name and position of officer	Travel destination	Reason for travel	Costs/funding*	
			Agency \$	Other \$
Mark Cridland <i>Deputy Director-General (Policy & Planning)</i>	Hong Kong	Reason: Mark represented the department at the 2010 SelTrac CBTC Seminar. Outcome: This seminar provided a platform for networking and developing relationships with international government and non-government agencies and rail. These learnings can be adopted on the Cross River Rail Project.	\$5 744	
Donald Croucher <i>Senior Testing Officer Engineering and Technology</i>	Papua New Guinea	Reason: Donald certified a bitumen sprayer in Port Moresby, Papua New Guinea. Outcome: We successfully certified a Hebou Construction bitumen sprayer, allowing the company to tender for spray sealing jobs in the PNG region. This has assisted PNG in maintaining and expanding their existing road infrastructure.		\$1 444 (Hebou Construction)
Captain Elizabeth Datson <i>Senior Marine Pilot</i> Captain Peter Domigan <i>Manager Pilotage Services</i> Captain Michael Lutze <i>Regional Harbour Master</i> Captain Ian Shepherd <i>Senior Marine Pilot Maritime Safety Queensland</i>	United Kingdom	Reason: Port modelling and simulation was needed to ensure the safe introduction of LNG operations to the Port of Gladstone. Outcomes: We sought to ensure: • LNG vessels can be handled safely in the Port of Gladstone by running extra simulations to evaluate the feasibility of proposed berths for APLNG (ConocoPhillips) and Shell on Curtis Island. • Roll on Roll off (RoRo) and Lift on Lift off (LoLo) barges and passenger vessels can be handled at the material offload facilities (MOFs) on Curtis Island with modifications carried out to the design and layouts of these facilities. • Modifications to the alignment and layout of the proposed MOFs at Auckland Point need to be made in order to safely accommodate the proposed barges and passenger vessels at the intended facility.		\$195 034 Gladstone Ports Corporation (combined expense for four officers)
Jon Douglas <i>Director (Safer Roads) Road Safety and System Management</i>	New Zealand	Reason: Jon represented the department at the Austroads Traffic Management Review Panel meeting. Outcome: We gained exposure to developments in practices that will assist the department to deliver safer and more efficient road networks. We also identified opportunities for further harmonising of traffic engineering practices.	\$578	\$700 (Jon Douglas)
Jon Douglas <i>Director (Safer Roads) Road Safety and System Management</i>	Spain	Reason: Jon attended the World Road Association (PIARC) meeting for Technical Committee C.1 Safer Road Infrastructure. Outcome: We gained access to a national pool of road safety experts. The knowledge and learnings can now flow through to Australasian practice and influence road program investment in Queensland.	\$1 122	\$2 399 (Austroads) \$1 277 (Jon Douglas)
Peter Evans <i>Regional Director (Roma) Assets and Operations</i>	Portugal	Reason: Peter presented a paper on how we have advanced design and construction practice for low volume roads. Outcome: The paper was well received. We met in Grenada with State Road Authority engineers and discussed paper and foam bitumen stabilisation. We met with BRISA, who manage toll roads in Portugal.	\$3 500	
Barry Ferguson <i>Manager (Road Freight Strategy) Road Safety and System Management</i>	New Zealand	Reason: Barry represented the department at the Austroads Freight Taskforce Meeting and shared information between New Zealand and Australian jurisdictions on road freight issues. Outcome: We had successful input into discussion on the future direction of the Freight Taskforce with a focus on supporting the National Heavy Vehicle Regulator (being hosted by Queensland) and supporting the Council of Australian Governments Road Reform program. The department successfully bid to project-manage two taskforce projects – FS1675 Performance Based Standards Length Limit Review and a proposed new project to develop national maps and GPS locations of rest area locations.	\$2 117	

Appendix 1 – Overseas travel (continued)

Name and position of officer	Travel destination	Reason for travel	Costs/funding*	
			Agency \$	Other \$
<p>Captain John Finch <i>Acting Regional Harbour Master</i></p> <p>Captain Hugh Ripley <i>Senior Marine Pilot</i></p> <p>Captain Iain Shirley <i>Senior Marine Pilot</i></p> <p>Captain Ranjit Thangiah <i>Manager Pilotage Services Maritime Safety Queensland</i></p>	Malaysia	<p>Reason: We conducted port simulation exercises for the safe passage of vessels to the proposed new offshore berths at Port of Abbot Point.</p> <p>Outcomes: We completed an extensive port development simulation program and confirmed proposed port infrastructure options and safety-related issues.</p> <p>We also confirmed the proposed vessel operations within proposed port and channel configuration.</p>		\$47 937 North Queensland Bulk Ports Corporation (combined expense for four officers)
<p>Alexander Gagel <i>Principal Advisor (Solutions Architecture) New Queensland Driver Licence Enterprise Information and Systems Division</i></p>	Spain	<p>Reason: Alexander represented the department at the International Standards Organisation Working Group 4 Meeting for Smartcard Interoperability.</p> <p>Outcome: All representative countries voted unanimously for the ISO/IEC 24727–5 International Standard for Smartcard Interoperability to move into the Final Committee Draft stage.</p>	\$6 387	
	Malaysia	<p>Reason: We delivered tutorial sessions on Part 5 of the ISO/IEC 24727 International Standard for Smartcard Interoperability.</p> <p>Outcome: The tutorials promoted the use of ISO/IEC 24727 for government agencies, vendors and other end-user organisations concerned with interoperability of secure identification, authentication and signature smartcard deployments.</p>		
<p>Alexander Gagel <i>Principal Advisor (Solutions Architecture) New Queensland Driver Licence Enterprise Information and Systems Division</i></p>	United States of America	<p>Reason: Alexander delivered a presentation and attended tutorials on the ISO/IEC 24727 International Standard for Smartcard Interoperability and participated in ISO/IEC 24727 Project Editor Only technical meetings.</p> <p>Outcome: The department was able to detail why the framework was chosen for ISO/IEC 24727 and address a number of issues that had arisen. The Project Editor Only technical meeting assured that all of our suggestions were considered and that any possible amendments to ISO/IEC 24727 were compatible with the requirements of the New Queensland Driver Licence implementation.</p>	\$6 281	
<p>Paolo Marinelli <i>Acting Assistant Director (Congestion Management Office) Road Safety and Systems Management</i></p>	New Zealand	<p>Reason: Paolo attended the 32nd Australasian Transport Research Forum and presented a paper.</p> <p>Outcome: The forum enhanced the department's understanding of how and why people make travel decisions as a result of policy decisions by government.</p> <p>We showcased the department's voluntary behaviour change program – TravelSmart.</p>	\$1 302	\$816 (Paolo Marinelli)
<p>Geoffrey McDonald <i>Principal Advisor (ITS Technology) Road Safety and System Management</i></p>	Germany	<p>Reason: Geoffrey represented the department at the International Organisation for Standardisation Technical Committee meeting, supporting road safety and congestion management.</p> <p>Outcome: We contributed to delivering the department's obligations and commitments to Austroads and Standards Australia.</p> <p>We also ensured Queensland continues to benefit from the knowledge generated internationally on the testing, development and introduction of cooperative intelligent transport systems.</p>	\$6 313	
<p>John McEvoy <i>General Manager Portfolio Investment</i></p>	New Zealand	<p>Reason: John participated in a Gateway Strategic Assessment Review of New Zealand's state highways program.</p> <p>Outcome: We gained an understanding of the strategies and structure of the New Zealand Transit Authority and its program structure. We also gained knowledge and developed strategic contacts for the department.</p>		\$4 297 (New Zealand Government)

Appendices

Appendix 1 – Overseas travel (continued)

Table 18 Overseas travel (continued)			Costs/funding*	
Name and position of officer	Travel destination	Reason for travel	Costs/funding*	
			Agency \$	Other \$
Kate O'Donnell <i>Acting Director (Transport Security) Rail Safety and Security Division</i>	Germany	Reason: Kate attended the International Working Group on Land Transport Security and undertook site visits. Outcome: We maintained our representation as a member of the National Working Group. Attending provided an opportunity to benchmark Queensland and Australian activities and highlight Queensland's profile in transport security initiatives.	\$2 567	
Eddie Peters <i>Acting Chief Operations Officer Chief Operations Office</i>	New Zealand	Reason: Eddie participated in a Gateway Strategic Assessment Review of New Zealand's state highways program. Outcome: We gained an understanding of the strategies and structure of the New Zealand Transit Authority and its program. We also gained learnings for the department by participating in the Gateway review.	\$424	\$2 518 (New Zealand Government)
Greg Swann <i>Senior Manager (Transport and Policy) Road Safety and System Management</i>	New Zealand	Reason: Greg represented the department at the Australian New Car Assessment Program Council meetings. Outcome: We represented the department's viewpoint of the forward plans and work programs of ANCAP and UCSR. We ensured the Queensland context was considered in the programs to improve the safety rating of vehicles – a key part of the safer vehicles aspect of road safety.	\$1 882	
Alton Twine <i>Acting Executive Director (Planning Management and Regional Partnerships) Integrated Transport Planning</i>	New Zealand	Reason: Alton represented Austroads at the Australian Bicycle Council and delivered a paper for the council on the development of strategic cycling plans. Outcome: We presented a paper on developing strategic cycling plans and reported on our progress against the National Cycling Strategy. We also met our obligations as the Austroads representative on the council to attend the council meeting.		\$933 (Australian Local Government Association)
Alton Twine <i>Executive Director (Transport Strategy Implementation) Integrated Transport Planning</i>	Denmark Bristol/London	Reason: Alton attended the VeloCity International Cycling Conference, followed by meetings with Cycling England and Transport for London. Outcome: We increased support for our joint bid with Brisbane City Council to host the VeloCity 2012 conference in Queensland. We also obtained unique experiences and transferable knowledge, materials and practices for contemporary cycle planning and policy to assist in delivering cycling targets outlined in <i>Connecting SEQ2031: An Integrated Regional Transport Plan for South East Queensland</i> .	\$12 307	
Phillip Tweddell <i>Manager (Program Development and Delivery) Assets and Operations</i>	New Zealand	Reason: Phillip was awarded a Premier's Scholarship to complete the Australia and New Zealand School of Government's (ANZSOG) Executive Master of Public Administration (EMPA) program. Outcome: Phillip successfully completed the ANZSOG Executive Master of Public Administration program.	\$1 925	
Total trips taken	30		Total cost:	\$82 712 \$261 493

Appendix 2 – Investments in controlled entities

Our controlled entities and reporting arrangements

Controlled entities

We exercise majority control over two entities, Queensland Motorways Limited (QML) and Transmax Pty Ltd (Transmax).

The financial results of QML and Transmax are consolidated with the parent entity in the financial statements. Shares in QML are held in trust on behalf of the state by the Associate Director-General, directors of Transport Holdings Queensland Pty Ltd and Queensland Treasury Holdings Pty Ltd. This represents the shareholding interests of the department and Queensland Treasury. The Associate Director-General also holds all shares in Transmax.

QML is the holding company of:

- The Gateway Bridge Company Limited
- Logan Motorway Company Limited
- Port Motorway Limited
- Queensland Motorways Management Proprietary Limited.

We exercise majority control over these entities as well as the holding company.

Operations and highlights

Queensland Motorways Limited

QML is one of the most progressive toll road operators in Australia. The Queensland Motorways network connects people and places, providing road users with a seamless link between national highways to the north, west and south of Brisbane and helping customers to easily reach their destination.

QML's net toll revenue for the period 1 July 2009 to 30 June 2010 was \$199.5 million, with earnings before interest, tax, depreciation and amortisation of \$110.12 million, and a loss after tax of \$85.18 million. Total borrowings at 30 June 2010 were approximately \$2.81 billion.

The increase in borrowing is attributable to the progression of the Gateway Upgrade Project. The Gateway Upgrade Project, with an estimated revised cost of \$1.99 billion, is the largest road and bridge project in the state's history. During 2009–10, the project delivered 7km of new motorway north of the Brisbane River, the new Sir Leo Hielscher Bridge and 12km of upgrades south of the Brisbane River. Work also commenced on the southern extension to the project, which will provide six lanes from Mt Gravatt–Capalaba Road to the Pacific Motorway. The project is on target for completion in the 2010–11 financial year.

Implementation of full free-flow tolling on the Queensland Motorways network was completed in July 2009. QML is the first toll road operator in Australia to introduce full free-flow tolling on an existing toll road with the toll plazas on the Gateway and Logan Motorways reconfigured.

Full free-flow tolling has had significant benefits for road users in terms of improved travel time reliability, improved safety by eliminating slowing down and weaving at toll plazas, and reduced vehicle operating costs.

For more information about QML visit www.qldmotorways.com.au

Transmax Pty Ltd

Transmax designs, develops and supports Intelligent Transport Systems (ITS) products and services, primarily using a proprietary range of in-house developed systems known as STREAMS. These ITS products and services increase the capacity of existing and new road infrastructure by providing a means to operate road networks more efficiently, enhance road safety and collect necessary traffic information to improve future road network performance.

STREAMS integrates the following functions within one system:

- motorway management
- incident and event management
- traffic signal management
- real-time passenger information
- parking guidance.

Transmax provides a selection of ITS products and services to the department and most local authorities across Queensland on a commercial basis.

Transmax also provides motorway management and real-time traveller information systems to the Victorian and South Australian governments.

Transmax has achieved a positive operating result for 1 July 2009 to 30 June 2010, earning a net profit before tax of \$0.93 million.

Appendices

Appendix 2 – Investments in controlled entities (continued)

Reporting arrangements

Table 19 Reporting arrangements	
Name and type of entity:	Far North Queensland Ports Corporation Limited – company, government-owned corporation
Function of entity:	To control and manage the ports of Cairns, Burketown, Cape Flattery, Cooktown, Karumba, Mourilyan, Port Kennedy (Thursday Island), Quintell Beach and Skardon River
Constituting Act:	<i>Government Owned Corporations Act 1993</i>
Annual reporting:	Annual report to parliament
Name and type of entity:	Gladstone Ports Corporation Limited – company, government-owned corporation
Function of entity:	To control and manage the ports of Gladstone, Rockhampton and Bundaberg
Constituting Act:	<i>Government Owned Corporations Act 1993</i>
Annual reporting:	Annual report to parliament
Name and type of entity:	North Queensland Bulk Ports Corporation Limited – company, government-owned corporation
Function of entity:	To control and manage the ports of Abbot Point, Hay Point, Weipa, Mackay and Maryborough
Constituting Act:	<i>Government Owned Corporations Act 1993</i>
Annual reporting:	Annual report to parliament
Name and type of entity:	Port of Brisbane Corporation Limited – company, government-owned corporation
Function of entity:	To control and manage the Port of Brisbane
Constituting Act:	<i>Government Owned Corporations Act 1993</i>
Annual reporting:	Annual report to parliament
Name and type of entity:	Port of Townsville Limited – company, government-owned corporation
Function of entity:	To control and manage the ports of Townsville and Lucinda
Constituting Act:	<i>Government Owned Corporations Act 1993</i>
Annual reporting:	Annual report to parliament
Name and type of entity:	QR Limited – company, government-owned corporation
Function of entity:	To provide rail-based freight and passenger transport services (including under contract to the Department of Transport and Main Roads where required) and to manage and provide access to its rail network
Constituting Act:	<i>Government Owned Corporations Act 1993</i>
Annual reporting:	Annual report to parliament

Appendix 3—Global Reporting Initiative element and index

In pursuit of improved reporting and transparency, we are guided by the Global Reporting Initiative (GRI) *Sustainability Reporting Framework for Public Agencies*, which is widely recognised as universal best practice.

Below is a summary of the GRI reporting elements for public agency commentary and where they are addressed in the report.

Table 20 GRI Index		
GRI no.	Topic	Annual report page number
Vision and strategy		
1.1	Statement of the organisation's vision and strategy regarding its contribution to sustainable development	i, 8–9, 11
1.2	Statement from the CEO (or equivalent senior manager) describing key elements of the report	11
Profile		
2.1	Name of reporting organisation	i
2.2	Major products and/or services, including brands if appropriate	146–157
2.3	Operational structure of the organisation	119
2.4	Description of major divisions, operating companies, subsidiaries and joint ventures	120, 137–138
2.6	Nature of ownership; legal form	15
2.7	Nature of markets served	8–9
2.8	Scale of the reporting organisation: <ul style="list-style-type: none"> • number of employees • products produced or services offered (quantity or volume) • net sales • total capitalisation broken down in terms of debt and equity 	8–9, 14, 15–19 146–157,
2.9	List of stakeholders, key attributes of each and relationship to the reporting organisation	9, 36, 52–53, 90, 94
2.10	Contact person(s) for the report, including email and web addresses	i
Governance structure		
3.1	Governance structure of the organisation, including major committees under the board of directors that are responsible for setting strategy and oversight of the organisation	120–124
3.4	Board-level processes for overseeing the organisation's identification and management of economic, environmental and social risks and opportunities	122–124
3.6	Organisational structure and key individuals responsible for oversight	119–121
3.7	Mission and values statements, internally developed codes of conduct or principles, and policies relevant to economic, environmental and social performance and the status of implementation	8–9, 124–131
3.9	Basis for identification and selection of major stakeholders	8–9, 20
3.10	Approaches to stakeholder consultation reported in terms of frequency of consultations by type and by stakeholder group	8–9, 20, 36, 52–53, 90, 94
3.11	Type of information generated by stakeholder consultations	8–9, 20, 36, 52–53, 71, 90, 94
3.12	Use of information resulting from stakeholder engagements	8–9, 20, 36, 52–53, 71, 90, 94
3.13	Explanation of whether and how the precautionary approach or principle is addressed by the organisation	126
3.15	Principal memberships in industry and business associations, and/or national/international advocacy organisations	73, 91, 94, 96, 120, 181–186
3.18	Major decisions during the reporting period regarding the location of or changes in operations	–
3.19	Programs and procedures pertaining to economic, environmental and social performance. Include discussion of: <ul style="list-style-type: none"> • priority and target setting • major programs to improve performance • internal communication and training • performance monitoring • internal and external auditing • senior management review 	20, 104–117, 123–131
3.20	Status of certification pertaining to economic, environmental and social management systems	131

Appendices

Appendix 3—Global Reporting Initiative element and index (continued)

<i>Table 20 GRI Index (continued)</i>		
GRI no.	Topic	Annual report page number
Economic performance indicators		
EC1	Net sales	Volume 2 – 3
EC5	Total payroll and benefits (including wages, pension, other benefits and redundancy payments) broken down by country or region	Volume 2 – 33
EC6	Distributions to providers of capital (broken down by interest on debt and borrowings) and dividends on all classes of shares, with any arrears of preferred dividends to be disclosed	Volume 2 – 5
EC7	Increase/decrease in retained earnings at end of period	Volume 2 – 5
PA8	Gross expenditures broken down by type of payment	Volume 2 – 3
PA9	Gross expenditures broken down by financial classification	Volume 2 – 3
PA10	Capital expenditures by financial classification	18
PA 11	Describe the procurement policy of the public agency as it relates to sustainable development	125
Environmental performance indicators		
EN1	Total materials use other than water, by type	130–131
EN2	Percentage of materials used that are wastes (processed or unprocessed) from sources external to the reporting organisation	130–131
EN4	Indirect energy use	131
EN7	Description of the major impacts on biodiversity associated with activities and/or products and services in terrestrial, freshwater and marine environments	131
EN8	Greenhouse gas emissions	131
EN11	Total amount of waste by type and destination	130–131
EN13	Significant spills of chemicals, oils and fuels in terms of total number and total volume	85–86
Social performance indicators: Labour practices and decent work		
LA6	Description of formal joint health and safety committees comprising management and worker representatives and proportion of workforce covered by any such committees	111
LA7	Standard injury, lost day and absentee rates, and number of work-related fatalities (including subcontracted workers)	111
LA10	Description of equal opportunity policies or programs, as well as monitoring systems to ensure compliance and results of monitoring	107
LA11	Composition of senior management and corporate governance bodies (such as the board of directors), including female/male ratio and other indicators of diversity as culturally appropriate	107, 112–113, 120–123
Social performance indicators: Human rights		
HR12	Description of policies, guidelines and procedures to address the needs of Indigenous people	41, 76, 98–99, 107, 112
Social performance indicators: Society		
SO1	Description of policies to manage impacts on communities in areas affected by activities, as well as a description of procedures and programs to address this issue including monitoring systems and the results of monitoring	25, 28, 30, 34, 51, 55, 64, 71, 87, 89
Social performance indicators: Product responsibility		
PR1	Description of policy for preserving customer health and safety during the use of products and services, and the extent to which this policy is visibly stated and applied. Include a description of procedures and programs that address this issue, including monitoring systems and the results of monitoring	20, 40–57
PR8	Description of policy, procedures and management systems and compliance mechanisms related to customer satisfaction, including the results of surveys measuring customer satisfaction	7, 78–79, 147, 151

Appendix 4—Legislation administered by the department

The Minister for Transport is responsible for the following Acts, which are administered by the Director-General:

- *Adult Proof of Age Card Act 2008*
- *Air Navigation Act 1937*
- *Australian Shipping Commission Authorization Act 1977*
- *Brisbane River Tidal Lands Improvement Act 1927*
- *Central Queensland Coal Associates Agreement Act 1968 (Schedule parts IV–IVC)*
- *Century Zinc Project Act 1997 (ss 5(2) – (7), 11, 12, 13, 21)*
- *Civil Aviation (Carriers’ Liability) Act 1964*
- *Maritime Safety Queensland Act 2002*
- *Queensland Nickel Agreement Act 1970 (Schedule parts IV–V)*
- *State Transport Act 1938*
- *State Transport (People Movers) Act 1989*
- *Thiess Peabody Mitsui Coal Pty Ltd Agreements Act 1965*
- *Tow Truck Act 1973*
- *Transport Infrastructure Act 1994 (jointly administered with the Minister for Main Roads)*
- *Transport Operations (Marine Pollution) Act 1995*
- *Transport Operations (Marine Safety) Act 1994*
- *Transport Operations (Passenger Transport) Act 1994*
- *Transport Operations (Road Use Management) Act 1995*
- *Transport Operations (TransLink Transit Authority) Act 2008*
- *Transport Planning and Coordination Act 1994 (jointly administered with the Minister for Main Roads)*
- *Transport Security (Counter-Terrorism) Act 2008*
- *Transport (South Bank Corporation Area Land) Act 1999*

The Minister for Main Roads is responsible for the following Acts, which are administered by the Director-General:

- *Transport Infrastructure Act 1994 (jointly administered with the Minister for Transport)*
- *Transport Planning and Coordination Act 1994 (jointly administered with the Minister for Transport)*

Appendices

Appendix 5—Transport infrastructure and investigation projects

<i>Table 21 Transport infrastructure and investigation projects</i>		
Region	Project name	Status
1. Department of Transport and Main Roads infrastructure projects 2009–10		
Western Corridor	Ipswich Motorway and Logan Motorway interchange	Completed
Western Corridor	Ipswich Motorway upgrade (Wacol to Darra)	Completed
Western Corridor	Ipswich Motorway upgrade (Dinmore to Goodna)	Under construction
Metropolitan	Northern Busway (Royal Children’s Hospital to Windsor)	Completed
Metropolitan	Royal Brisbane and Women’s Hospital Cycle Centre	Completed
Metropolitan	Eastern Busway (Princess Alexandra Hospital to Dutton Park)	Completed
Metropolitan	South East Busway: Eight Mile Plains to Rochedale and Springwood	Planning
Metropolitan	Port of Brisbane Motorway upgrade	Under design
Metropolitan	Mount Lindesay Highway upgrade (between Green Road/Fedrick Street and Rosia Road)	Completed
Metropolitan	Ted Smout Memorial Bridge	Completed
Metropolitan	Rail crossing grade separation (Acacia Ridge)	Under construction
North Coast	Beerwah grade separation	Completed
North Coast	Caboolture to Beerburrum rail duplication	Completed
North Coast	Bruce Highway upgrade (Cooroy to Curra)	Under construction
North Coast	Bribie Island Road upgrade (Aerodrome Road to Pasturage Road)	Completed
North Coast	Bruce Highway upgrade (Uhlmann Road to Caboolture)	Completed
North Coast	Bruce Highway upgrade (Sankeys Road to Traveston Crossing Road)	Under construction
Northern	Stuart Bypass (stage one)	Completed
Mackay/Whitsunday	Proserpine Shute Harbour Road upgrade	Completed
Mackay/Whitsunday	Bruce Highway duplication (between Farrellys Road and Boundary Road)	Completed
South Coast	Robina to Varsity Lakes Rail extension	Completed
South Coast	Coomera to Helensvale track duplication	Preliminary planning
South Coast	Kuraby to Kingston third track	Planning study
South Coast	Pacific Motorway upgrade, Gateway to Logan Motorway (Mudgeeraba, Varsity Lakes and Robina interchanges)	Under construction
South Coast	Pacific Motorway widening—Nerang to Worongary	Under construction
South West	Meecha Bridge (over the Ward River on the Diamantina Developmental Road)	Completed
2. Department of Transport and Main Roads investigation projects 2009–10		
Road Safety and System Management—Road System Operations	Evaluation of wireless vehicle detectors	Nearing completion

Appendix 6—Camera Detected Offence Program

Table 22 Camera Detected Offence Program financial overview as at 30 June 2010

Revenue	\$000
Department of Transport and Main Roads	50 018
Department of Justice and Attorney-General	20 424
Total revenue	70 442
Administrative and operational costs	
Department of Transport and Main Roads	6 190
Queensland Police Service	20 486
Department of Justice and Attorney-General	2 769
Total administrative and operational costs	29 445
Expenditure of remaining revenue	
<i>Road accident injury rehabilitation programs</i> Queensland Health: support to Red Cross Blood Bank	4 500
<i>Improvements to the safety of state-controlled roads</i> Department of Transport and Main Roads	9 010
<i>Digital platform and digital camera technology</i> Queensland Police Service	4 103
Total expenditure of remaining revenue	17 613
Equity expenditure	
Queensland Police Service	8 342
Department of Transport and Main Roads	1 320
Total equity expenditure	9 662
Balance of 2009–10 revenue to be expended in 2010–11	13 722

Note: The department incurred \$23.72 million additional expenditure in 2009–10, which was paid out of previous surplus from the Safer Roads Sooner Program (this expenditure is not included in Table 22).

Community attitudes

The following results from recent research[^] indicate the community regards speeding as a dangerous and unacceptable behaviour. Of those drivers surveyed:

- 84 per cent agreed with the statement 'I think speeding is a major contributor to crashes'
- 78 per cent agreed with the statement 'It's time the community took a stand against speeding'
- 78 per cent support the use of fixed speed cameras in Queensland
- 62 per cent support the use of unmarked speed camera vehicles
- 84 per cent support the use of red light cameras that can also photograph vehicles that speed through the intersection
- 58 per cent support the use of point-to-point (or average) speed camera systems that use a number of cameras over a length of road to measure a vehicle's average speed
- 51 per cent feel that speeding is as dangerous as drink driving.

[^] Each year the Department of Transport and Main Roads commissions a Road Safety Attitudes Tracking Study by an independent market research company, Marketing and Communications Research. The most recent survey (June 2009) asked transport-related questions of a sample of 400 Queensland drivers. A number of the questions were specific to the Speed Camera Program.

Appendices

Appendix 6—Camera Detected Offence Program (continued)

Figure 24 Average number of vehicles monitored per mobile speed camera notice issued

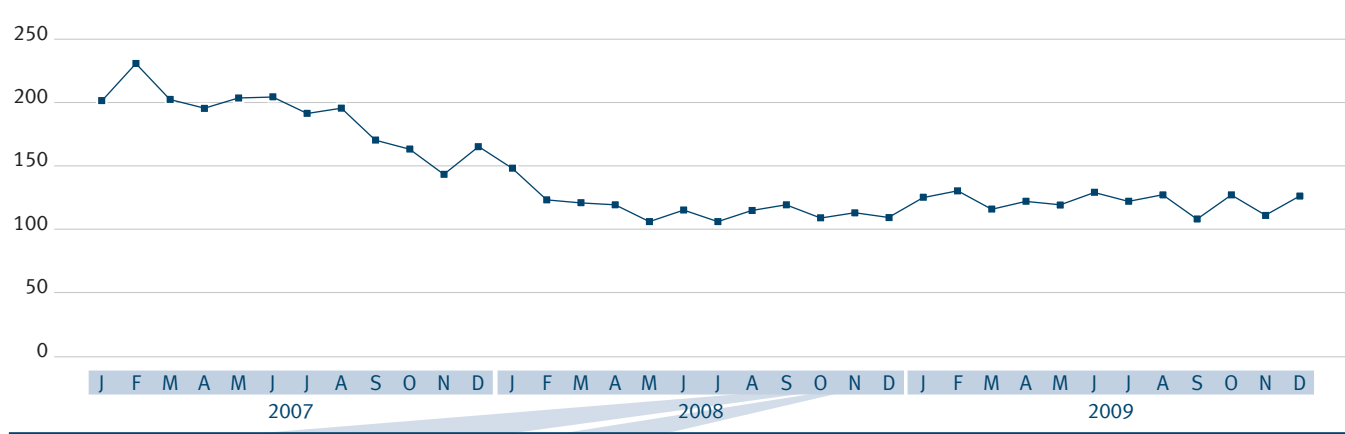


Figure 24 shows the average number of vehicles that were monitored for every mobile speed camera notice that was issued between January 2007 and December 2009.

Table 23 Mobile speed camera penalty brackets for 2009*

Penalty bracket	Less than 13 km/h	13–20 km/h	21–30 km/h	31–40km/h	More than 40 km/h	Total
Number of mobile speed camera infringements	185 156	125 987	18 191	2 235	745	332 314
Percentage	55.7%	37.9%	5.5%	0.7%	0.2%	100%

*Data supplied by Queensland Police Service *Penalty bracket is vehicle exceeding the speed limit by this amount.

Figure 25 Average number of vehicles per red light speed camera notice issued

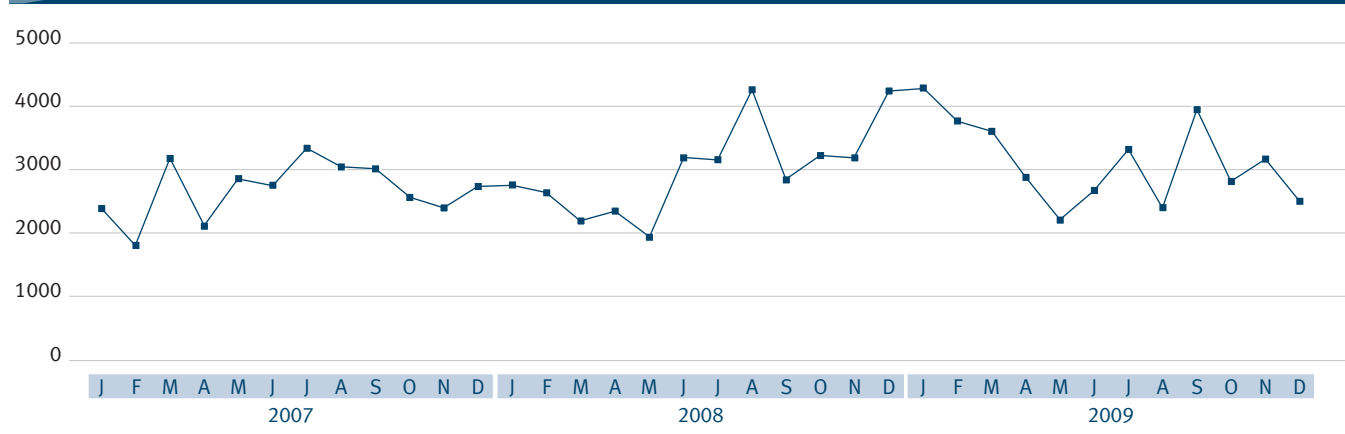


Figure 25 shows the average number of vehicles that were monitored for every red light camera notice that was issued between January 2007 and December 2009.

*25 971 red light camera infringement notices were issued for the 2009 calendar year

*Data for red light cameras supplied by Queensland Police Service

Appendix 6—Camera Detected Offence Program (continued)

Figure 26 Average number of vehicles per fixed speed camera notice issued

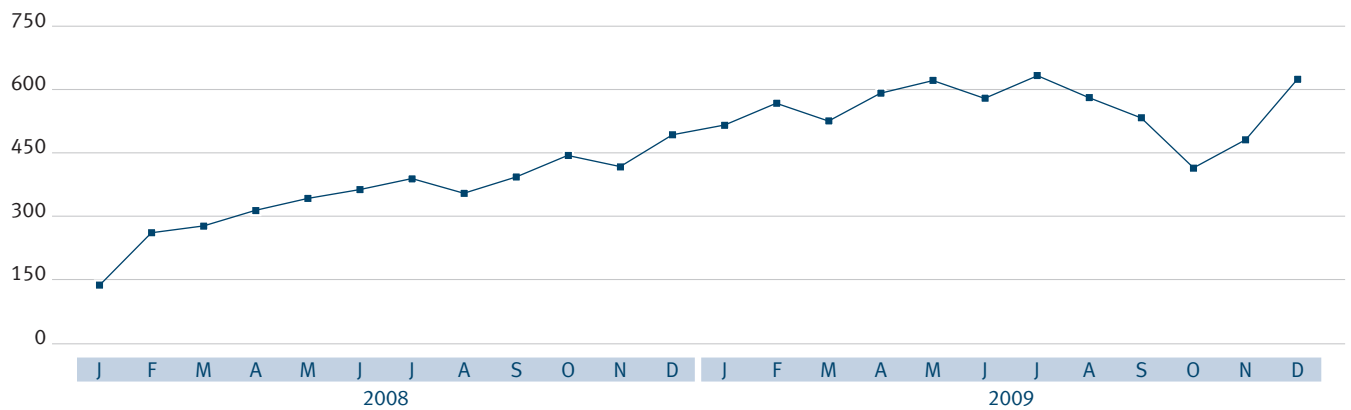


Figure 26 shows the average number of vehicles that were monitored for every fixed speed camera notice that was issued between January 2008 and December 2009. Note: The fixed speed camera program was introduced in December 2007. Additional fixed speed cameras were introduced in 2009–10.

Table 24 Fixed speed camera penalty brackets for 2009*

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	25 655	16 146	2 142	254	116	44 313
Percentage	57.9%	36.4%	4.8%	0.6%	0.3%	100%

*Data supplied by Queensland Police Service

Appendices

Appendix 7—Output performance statements

Outputs are the services we provide for our clients (including policy advice provided to ministers). Our Outputs are explained below. Output performance results for the five-year period to 2009–10 are shown in Tables 25–34.

Transport Outputs

Rail, Ports and Aviation Systems

Promotes better transport for Queensland through the coordination of transport policy, funding and investment initiatives relating to rail, port, freight and aviation systems. This output facilitates appropriate, efficient roles for transport modes across Queensland through the use of cost-effective transport logistics and management practices; purchases rail services; manages rail and port infrastructure investments; oversees rail safety regulation; and provides financial assistance to rural and remote aviation services. The output objective is to provide efficient and effective rail, ports, freight and aviation systems and services. The output contributes to the following government ambitions:

- *Strong—creating a diverse economy powered by bright ideas*
- *Fair—supporting safe and caring communities.*

Table 25 Output: Rail, Ports and Aviation Systems

Measures	Note	2005–06 Actual	2006–07 Actual	2007–08 Actual	2008–09 Actual	2009–10 Target/Est.	2009–10 Actual
Kilometres of rail track subsidised	*	6 745	6 652	6 619	6 435	6 445	6 199
Kilometres of rail corridor managed (leased and sub-leased)	*	9 815	9 831	9 798	9 798	9 798	9 798
Number and percentage of local government / community airports that meet regular public transport standard by region	*						
– Far North Queensland		20 and 60	22 and 66	22 and 66	22 and 66	22 and 66	22 and 66
– Remainder of Queensland		61 and 52	64 and 60	64 and 60	64 and 60	64 and 60	64 and 60
Number and percentage of strategic port land use plans receiving coordinated Government input	1*	0	1 and 100	1 and 100	2 and 100	5 and 100	4 and 100
Patronage on Traveltrain services		436 430	434 844	440 726	446 579	447 000	434 012
Rail fatalities per 100 000 population	2	0.27	0.10	0.14	0.12	0.10	0.07
Hospitalised rail casualties per 100 000 population		0.15	0.17	0.35	0.43	0.28	0.33
Number of level crossing occurrences per 1 000 000 train kilometres travelled		0.41	0.56	0.37	0.41	0.50	0.26
Cost (\$) of subsidy per passenger kilometre – Traveltrain	3	0.41	0.48	0.49	0.51	0.56	0.58
Ratio of overhead costs to contractual payments (transport service contracts)(percentage)	4*	0.11	0.16	0.16	0.14	<2	0.10

Notes:

1. Periodic review of strategic port land use is performed by government-owned port corporations as required by section 284 of the *Transport Infrastructure Act 1994*.
 2. In 2005–06, Queensland had 11 rail related fatalities (excluding suicides).
 3. The 2009–10 result is an estimate. The end of financial year result will not be finalised until the financial year reconciliation is completed at 30 September 2010.
 4. Includes costs involved in managing the transport service contracts for Traveltrain, regional freight, below rail and standard gauge.
- * This measure will be discontinued in 2010–11.

Appendix 7—Output performance statements (continued)

Integrated Transport Planning

Delivers integrated solutions for transport infrastructure, systems and services and development assessments. The output objective is to deliver integrated solutions for transport infrastructure, systems and services to achieve sustainable transport outcomes. The output contributes to the following government ambitions:

- *Strong—creating a diverse economy powered by bright ideas*
- *Green—protecting our lifestyle and environment.*

Table 26 Output: Integrated Transport Planning

Measures	Note	2005–06 Actual	2006–07 Actual	2007–08 Actual	2008–09 Actual	2009–10 Target/ Est.	2009–10 Actual
Number of development applications assessed under the department's <i>Integrated Planning Act 1997</i> concurrence powers	1*	-	-	900	771	600	548
Level of satisfaction expressed by key stakeholders and community with the integrated transport planning process	*	High	High	High	High	High	High
Percentage of integrated transport planning projects meeting milestones		-	-	75	71	80	73
Percentage of development applications assessed within <i>Integrated Planning Act 1997</i> timeframes	1*	-	-	100	100	95	95
Total value of transport studies and investigations (\$ million)	2	-	-	6.2	10.4	10.3	20.8

Notes:

1. In May 2010, the *Sustainable Planning Act 2009* replaced the *Integrated Planning Act 1997*.
 2. Significant increase in the value of transport studies and investigations in 2009–10 is due to the inclusion of the Cross River Rail Study project.
- * This measure will be discontinued in 2010–11.

Appendices

Appendix 7—Output performance statements (continued)

Road Use Management

Delivers policies, regulations, licensing, registration and accreditation systems and educational programs that promote and influence a safe, efficient, accessible and ecologically sustainable road transport system. This output also manages the legislation, revenue collection, and penalties and sanctions related to road use. The output objective is to promote safer and sustainable use of the road transport system. The output contributes to the following government ambitions:

- *Strong—creating a diverse economy powered by bright ideas*
- *Green—protecting our lifestyle and environment*
- *Smart—delivering world-class education and training.*

Measures	Note	2005–06 Actual	2006–07 Actual	2007–08 Actual	2008–09 Actual	2009–10 Target/ Est.	2009–10 Actual
Road fatalities per 100 000 population		8.45	8.86	7.85	8.09	7.75	6.04
Hospitalised road casualties per 100 000 population	1	155.79	155.32	167.29 [^]	-	NA	NA
Number of new school crossing supervisors employed	*	14	10	15	15	15	15
Number of school crossings opened	*	14	10	15	15	15	15
Compliance officer hours on-road	2	38 677	53 215	60 742	73 480	70 100	83 731
Number of licences on register	*	2 718 563	2 831 419	2 921 109	3 048 521	3 152 500	3 132 341
Number of vehicles on register	*	3 694 129	3 882 215	4 082 072	4 219 790	4 292 000	4 298 857
Motor vehicle registration revenue (\$ million)	*	826	891	971	1 047	1 244	1 267
Road transport greenhouse gas emissions (1000 tonnes, CO ₂ eq) per 100 000 population	3	-	410	388	385	388	377
Proportion of actions from Queensland Road Safety Action Plan implemented (percentage)	*	100	100	100	95	100	100
Proportion of people in target audience who have high-level awareness of road safety campaigns (percentage)		99	97	96	93	90	91
Proportion of national road transport reforms implemented within specified timeframes (percentage)		100	73	90	85	100	100
Average wait time in customer service centres (minutes)		10.63	10.60	10.51	10.85	10.00	8.46
Percentage of call centre calls answered within three minutes		94.0	89.0	85.9	79.9	80.0	80.8
Direct cost per delivery of registration renewal – average across all delivery channels	*	5.82	5.79	5.15	5.15	5.53	5.59

Notes:

1. Delays in receiving data sets from other agencies' reporting systems have impacted the ability to report this performance measure. The actual result for the calendar year 2008 was 158.57.
 2. The total compliance officer hours on-road per year is subject to fluctuations when there are competing priorities such as flooding, disaster management and asset protection.
 3. Data source is the Australian Greenhouse Office.
- [^] Estimated actual.
- * This measure will be discontinued in 2010–11.

Appendix 7—Output performance statements (continued)

Maritime Safety

Fosters a safe and vibrant maritime community and industry in Queensland by managing and influencing the safety of vessels and their operation. This output's prime focus is delivery of improved safety and environmental outcomes and support for state-wide economic development and improved quality of life. The output objective is to manage the safe and environmentally sustainable movement of vessels using Queensland's waterways. The output contributes to the following government ambitions:

- *Strong—creating a diverse economy powered by bright ideas*
- *Green—protecting our lifestyle and environment*
- *Smart—delivering world-class education and training*
- *Healthy—making Queenslanders Australia's healthiest people*
- *Fair—supporting safe and caring communities.*

Table 28 Output: Maritime Safety

Measures	Note	2005–06 Actual	2006–07 Actual	2007–08 Actual	2008–09 Actual	2009–10 Target/ Est.	2009–10 Actual
Number of registrations							
– Recreational	*	202 958	212 545	222 381	228 869	234 000	233 554
– Commercial		5 778	5 597	5 621	5 614	5 690	5 550
Number of licences (new issues)							
– Recreational	1*	61 242	34 158	38 423	40 409	40 000	42 593
– Commercial		819	944	1 103	1 129	1 300	1 185
Number of applications associated with commercial licences	2*	3 256	1 687	1 985	2 485	2 500	2 084
Person hours of maritime compliance activity	3*	20 835	22 500	24 037	21 980	15 000	13 416
Person hours preparing for pollution incidents		8 696	8 821	10 581	8 500	10 000	9 890
Person hours of maritime education activity	*	11 184	12 000	12 010	13 616	12 600	12 074
Non-compliance instances	4	4 707	3 928	3 245	12 565	12 000	10 595
Number of safe vessel movements in pilotage areas as a percentage of total movements		-	-	-	100	99.8	99.9
Number of safe vessel movements in the REEFVTS area as a percentage of total movements	5	-	-	-	99.9	99.8	100
Proportion of time international standards for aids to navigation are met (percentage)		91	95	98	98	95	96
Percentage of commercial and fishing ship licensing applications responded to within statutory requirement	6	96	94	91	83	100	81
Percentage of commercial and fishing ship registration applications responded to within statutory requirement	6	92	94	90	77	100	86

Notes:

1. Changes to the legislative requirements for recreational ship master licences, implemented from 1 January 2006, resulted in a significant increase in the number of new licences issued. The number of recreational licences issued annually has since moved back in line with recent historical trends.
2. Single national jurisdiction uncertainty and the global financial crisis saw a downturn in the number of persons applying for commercial marine licences in 2009–10.
3. The reduction in maritime compliance activity in 2009–10 can be partially attributed to the temporary reallocation of staff to work on the settlement of the *Pacific Adventurer* oil discharge incident. Enforcement measures continue to be delivered by compliance partners and regional officers.
4. Maritime Safety Queensland is continuing to enhance its compliance activities through targeted exercises based on a risk management approach to monitoring that may reduce the number of non-compliance actions taken as operators continue to adopt safer practices.
5. The *Shen Neng 1* grounding incident on 3 April 2010 occurred outside of the ReefVTS area.
6. A temporary change in resource allocation within the area processing licences and registration led to increased processing times in 2009–10. Performance in the second half of the financial year was 91 per cent and above and continues to improve.

* This measure will be discontinued in 2010–11.

Appendices

Appendix 7—Output performance statements (continued)

Public Transport Services

Connects people, opportunities and places and removes barriers to access and mobility. This output aims to provide the community of Queensland with a high quality public transport system (including school services) through the facilitation of services provided by private bus and ferry operators, Brisbane Transport, QR Passenger, the taxi and limousine industries and remote and regional air service operators. The output objective is to provide efficient, effective, safe and economically sustainable public and school transport systems and services. The output contributes to the following government ambitions:

- *Strong—creating a diverse economy powered by bright ideas*
- *Green—protecting our lifestyle and environment*
- *Healthy—making Queenslanders Australia’s healthiest people*
- *Fair—supporting safe and caring communities.*

Measures	Note	2005–06 Actual	2006–07 Actual	2007–08 Actual	2008–09 Actual	2009–10 Target/ Est.	2009–10 Actual
Number of authorities – new and renewal	1*						
– Operator Accreditation		5 170	4 647	3 965	4 406	4 400	4 403
– Driver Authorisation		20 402	23 570	23 653	30 943	32 000	29 191
Number of licences on issue	*						
– Taxi licences		2 966	3 135	3 138	3 221	3 275	3 249
– Percentage wheelchair accessible		12.8	15.3	16.4	19.1	17.0	19.3
– Limousine licences	2	383	454	490	525	520	535
Number of taxi contracts managed	*	23	23	23	23	24	23
Number and Percentage of total school children assisted	*	139 918 22.0	145 960 22.0	155 000 22.0	151 320 21.4	150 000 22.0	151 468 21.0
Number of communities directly supported by service contracts	*						
– Air		26	26	26	26	26	26
– Long distance bus services		50	50	50	50	50	50
Number of vehicle kilometres in bus contract areas	*						
– Bus (regional urban – govt contracted)	3	11 000 000	12 887 432	13 093 310	18 378 000	18 070 000	18 502 238
– Bus (long distance)		4 214 154	4 459 908	445 9908	4 347 022	4 450 000	4 451 967
Revenue collections for authority renewals (\$000)	1*						
– Operator Accreditation		823	799	810	798	773	870
– Driver Authorisation		685	878	861	1039	1104	940
Number of hours of compliance activity directed at public transport-related target groups		11 345	10 843	10 843	15 379	14 300	17 051
Patronage on regional urban bus services – Government contracted		878 0000	1 0093 261	11 451 350	11 963 046	13 000 000	12 035 802
Number of passenger trips taken in contract areas – Taxi (under the Taxi Subsidy Scheme)		1 918 312	1 923 311	2 270 000	1 902 919	2 000 000	1 763 969
Patronage on government contracted air services	4	192 700	221 848	239 760	255 600	220 000	238 000

Appendix 7—Output performance statements (continued)

Table 29 Output: Public Transport Services (continued)

Measures	Note	2005–06 Actual	2006–07 Actual	2007–08 Actual	2008–09 Actual	2009–10 Target/ Est.	2009–10 Actual
Number of air services (flights) operated under contract	*	5 707	7 263	7 264	6 411	7 264	7 170
User satisfaction ratings for public transport by service type 1-100 scale	5						
– Regional urban bus – govt contracted		3.58	3.55	3.43	66	>65	73
– Regional urban ferry – govt contracted		3.89	3.84	3.89	72	>65	-
– Taxi		3.57	3.53	3.39	66	>65	63
Cost (\$) of subsidy per passenger per kilometre in contract areas							
– Regional urban bus (govt contracted)		0.12	0.12	0.12	0.12	0.12	0.12
Ratio of overhead costs to total assistance payments and subsidies paid (percentage)	6*	3.5	3.5	3.1	3.3	3.5	3.0
Whole-of-Product Cost per transaction involving authorities and licences	*						
– Driver Authorisation Bus / Taxi		50.00	51.49	52.99	54.58	56.27	56.21
– Average Operator Accreditation Bus / Taxi / Limousines		372.00	378.67	389.65	401.34	413.78	413.38

Notes:

- Predicting annual new and renewal numbers and revenue is difficult as people can renew their operator accreditation and driver authorisation for either one or five years. There has been an increase in the number of one-year taxi and limousine driver authorisation renewals due to the economic downturn in 2009-10.
 - The issuing of limousine licences is experiencing consistent annual growth.
 - From 2008-09 the actual includes school service vehicle kilometres travelled.
 - The reduction in patronage from 2008–09 to 2009–10 is due to the removal of Townsville-Mount Isa direct patronage data from the Northern 3 regulated air route (Townsville-Cloncurry-Mount Isa). The department no longer collects this data from the operator as it is not part of the regulated route.
 - Survey scoring methodology changed from 1–5 scale to 1–100 scale in 2008–09. These surveys focus on user satisfaction of government contracted regional urban bus services and regional urban ferry services, as well as taxis. Please refer to the TransLink Transit Authority annual reports for south-east Queensland results.
 - This measure is an estimate of the ratio of overhead costs to the total payments under the school transport assistance scheme.
- * This measure will be discontinued in 2010–11.

Appendices

Appendix 7—Output performance statements (continued)

Main Roads Outputs

Road System Planning

Ensures the long-term development of Queensland’s road network as part of an integrated transport system. Main Roads’ activities under this output seek to provide:

- continued economic development and employment opportunities across the state
- understanding of, and response to, long-term demand drivers relevant to the road system
- balanced investment between enhancement work and funding for maintenance, preservation and operations
- development of new road infrastructure and non-infrastructure initiatives to support safe and efficient travel
- efficiency of the network to support the growing freight task
- transport decisions that meet the Queensland Government’s requirements for the community.

This output contributes to the following government ambitions:

- *Strong—creating a diverse economy powered by bright ideas*
- *Green—protecting our lifestyle and environment*
- *Healthy—making Queenslanders Australia’s healthiest people.*

Table 30 Output: Road System Planning

Measures	Note	2005–06 Actual	2006–07 Actual	2007–08 Actual	2008–09 Actual	2009–10 Target/ Est.	2009–10 Actual
Road length (state-controlled roads)	*	33 536	33 535	33 552	33 343	33 337	33 343
– total kilometres		3 963	4 053	4 103	4 178	4 136	4 178
– total urban lane kilometres		58 239	58 486	58 708	59 491	59 189	59 491
– total rural lane kilometres							
Percentage of lane kilometres unsealed	*	12.0	11.5	11.2	11.5	11.5	11.05
Number of bridges	*						
– Timber		432	417	390	366	366	350
– Other		2 477	2 494	2 524	2 586	2 586	2 550
Road system seal age (percentage of the state-controlled road network exceeding the optimal seal age)		15.2	16.1	16.2	18.8	18.8	17.1
Road system condition (the percentage of urban and rural state-controlled roads with condition better than the specified benchmark)							
– Urban		98	98	98	98	98	99
– Rural		95	95	95	95	95	98
Road ride quality	1*						
<110 NRM (4.2 IRI) Urban		96	95	95	95	95	95
Rural		92	92	92	92	92	92
<140 NRM (5.3 IRI) Urban		99	99	99	99	99	99
Rural		98	98	98	98	98	97
Replacement value of state-controlled road network (\$ million)	*	31 705	35 872	72 233	54 877	54 877	55 271
Value of properties held for future works as a percentage of the replacement value of the state-controlled road network.	*	2.7	2.3	1.5	3.1	2.0	5.28

Notes:

1. The proportion of travel undertaken each year on rural and urban state-controlled roads with conditions better than the specified benchmark, using Austroads Smooth Travel Exposure methodology.

* This measure will be discontinued in 2010–11.

Appendix 7—Output performance statements (continued)

Road Program Development and Delivery

Develops and delivers road projects that provide a safe, efficient and reliable road network, while ensuring value for money. The activities under this output relate to management of the development, implementation and monitoring of the works program to meet the targets outlined under the state-wide plan. It includes expenditure on road maintenance activities, with the program of overall road works outlined in the five-year Roads Implementation Program, published annually. This output contributes to the following Government Ambitions:

- *Strong—creating a diverse economy powered by bright ideas*
- *Green—protecting our lifestyle and environment*
- *Healthy—making Queenslanders Australia’s healthiest people.*

Table 31 Output: Road Program Development and Delivery

Measures	Note	2005–06 Actual	2006–07 Actual	2007–08 Actual	2008–09 Actual	2009–10 Target/ Est.	2009–10 Actual
Number of lane kilometres rehabilitated	*	439 [^]	688	774 [^]	748	550	416
Number of lane kilometres resealed / resurfaced	*	4 033 [^]	4 891	4 700 [^]	4 139	4 500	4 026
Number of timber bridges rehabilitated and / or replaced	1*	-	18	25 [^]	29	30	26
Number of timber bridges remaining on Higher Mass Limit (HML) routes	1*	-	11	10 [^]	8	5	0
Percentage of major construction projects for which construction commenced no later than four months after programmed commencement date	2	88	83	91	94	90	70
Percentage of major construction projects costing less than 10% over programmed estimate	2	90	87	89	91	90	93
Percentage of major construction projects completed no more than 10% outside the programmed construction period	2	79	78	89	86	90	67
Number of crashes by road users at and around road project worksites	3*	26 [^]	11	32	-	26	-
Expenditure on road maintenance and rehabilitation (\$ million)	4*	391 [^]	500	546 [^]	633	577	779
Percentage of Roads Implementation Program projects with environmental assessments undertaken	*	95	96	87	99	100	100

Notes:

1. Measure first reported in 2006–07.
2. The delivery of the roads program was impacted by severe weather conditions between January and April 2010. The diversion of resources to restoration works as a result of these and previous adverse weather events placed additional pressure on the delivery of projects.
3. There is a delay in receiving data sets from other agencies’ reporting systems which impacts on the ability to report this performance measure. The actual result for the calendar year 2008 was 29.
4. Actual expenditure includes significant Natural Disaster Relief and Recovery Arrangement (NDRRA) expenditure (in excess of \$270 million). The variation between the Target and the 2009–10 Actual can be attributed to NDRRA activity in response to adverse weather events in 2009–10 and the previous year. Similar activity is predicted in 2010–11 to complete restoration of assets following these events.

[^] Estimated actual.

* This measure will be discontinued in 2010–11.

Appendices

Appendix 7—Output performance statements (continued)

Road Corridor and Network Operations

Protects our lifestyle and environment by focussing on the safe, sustainable management and operation of the road network and corridors. This includes activities such as traffic operations, traffic and traveller information, incident management, heavy vehicle management, road safety management, third party access management, development impact assessment and road corridor environmental management. This output contributes to the following government ambitions:

- *Strong—creating a diverse economy powered by bright ideas*
- *Green—protecting our lifestyle and environment*
- *Healthy—making Queenslanders Australia's healthiest people.*

Appendix 7—Output performance statements (continued)

<i>Table 32 Output: Road Corridor and Network Operations</i>							
Measures	Note	2005–06 Actual	2006–07 Actual	2007–08 Actual	2008–09 Actual	2009–10 Target/ Est.	2009–10 Actual
Percentage of completed road corridor environmental assessments	*	79 [^]	86	100 [^]	100	100	100
Network availability to increased capacity heavy vehicles (the percentage of Type 2 Road Train network available)	*						
– AAB-Quad		27	29	30	33	35	33
– BAB-Quad		58	59	100	100	100	100
– ABB-Quad		21	23	100	100	100	100
Number of significant environmental incidents investigated by regulatory agencies	1	-	-	4	19	0	5
Number of fatalities on state-controlled roads per 100 000 population	2	4.74	4.84	5.00	4.86	3.77	3.53
Number of fatal crashes on state-controlled roads per 100 million vehicle kilometres travelled		0.67	0.69	0.67	0.59	0.54	0.52
Number of serious injury (hospitalisation) crashes on state-controlled roads per 100 million vehicle kilometres travelled	3*	9.43	8.40	8.78	-	Improvement over time	-
Number of killed and serious injury (KSI) crashes on state-controlled roads per 100 million vehicle kilometres travelled by identified crash type	4*						
– Intersection		3.86	3.49	2.36	-	Improvement over time	-
– Head-on		0.68	0.58	0.70	-		-
– Run off Road		3.34	3.11	3.24	-		-
Congestion indicator relating to the greater Brisbane area	5*						
– AM peak km/h		31.9	31.0	38.5	35.7	-	35.1
– PM peak km/h		26.9	23.7	29.4	28.8	-	30.3
– Off peak km/h		17.6	17.7	18.9	18.7	-	19.8
– All day km/h		25.2	23.4	29.4	28.4	-	29.3
Percentage of state-controlled road network with acceptable 'Level of Service' consistent with Austroads methodology	6*						
– Urban		-	42	40 [^]	40	40	46
– Rural		-	84	84 [^]	84	84	85

Notes:

- The five recorded incidents fell into the following categories: unauthorised damage to fauna (1 incident), unauthorised clearing of vegetation (1 incident), erosion of the road reserve and in some cases sedimentation of nearby waterways (3 incidents). This measure was first reported in 2007–08.
 - The 2009–10 Target/Estimate is based on the Australian Transport Council target of a 40 per cent reduction in the number of fatalities for each 100 000 population over 2001 to 2010, as published in the National Road Safety Strategy 2001–2010. The Target/Estimate reflects the 2010 target from the strategy.
 - Delays in receiving data sets from other agencies' reporting systems have impacted the ability to report this performance measure. The actual result for the calendar year 2008 was 8.79.
 - Delays in receiving data sets from other agencies' reporting systems have impacted the ability to report this performance measure. For the calendar year 2008 the actual results were: Intersection – 2.35, Head-on – 0.71, Run off Road – 3.21.
 - The urban-average weekday AM and PM peak: Difference between actual travel speed and posted speed limit(s) on a representative sample of arterial roads and freeways in the urban metropolitan area (This indicator will grow as congestion increases). The actual figures for 2007–08 and 2008–09 have been amended to reflect final calculations and corrections for those years.
 - Measure first reported in 2006–07.
- [^] Estimated actual.
- * This measure will be discontinued in 2010–11.

Appendices

Appendix 7—Output performance statements (continued)

Community Transport Access Support

Provides funding grants under the Transport Infrastructure Development Scheme to local government road projects, and works undertaken on Aboriginal and Torres Strait Islander community access improvement projects. This output contributes to the following government ambitions:

- *Healthy—making Queenslanders Australia's healthiest people*
- *Fair—supporting safe and caring communities.*

In addition to the above outputs, Main Roads also delivers a large and complex capital investment program that drives economic development and provides employment opportunities through the enhancement, rehabilitation and preservation of the state-controlled road network. Capital investment outcomes for road projects contribute to:

- *Transport efficiency and effectiveness—lowering input costs for industry and business dependent on road transport and improving the competitiveness of many new and emerging industries*
- *Safety—delivering significant road safety benefits through separation of traffic by road duplication, intersection upgrades, improvements in road width, alignment and condition, flood immunity and visibility*
- *Access—upgrading roads to rural and remote communities to provide more reliable access, for example, improved flood immunity*
- *Environment—reducing traffic noise through treatments such as noise barriers and low noise surfacing on urban roads.*

Table 33 Output: Community Transport Access Support

Measures	Note	2005–06 Actual	2006–07 Actual	2007–08 Actual	2008–09 Actual	2009–10 Target/ Est.	2009–10 Actual
Number of Transport Infrastructure Development Scheme (TIDS) projects funded	*	440 [^]	443	720 [^]	749	640	724
Bikeways created under TIDS – kilometres completed	1	-	-	104 [^]	55	69	36
TIDS funding (\$ million)		-	52	93.6 [^]	72.2	64.2	89.2
Black Spot – Australian Government funding on local government roads (\$ million)	2	4.2 [^]	3.7	3.3 [^]	2.4	21.7	17
Bikeway grants (\$ million)	*	4.6 [^]	4.6	7.1 [^]	2.4	4.6	5.9

Notes:

1. The results reflect variations due to rescheduling of projects on local government work programs. Remaining work is generally finalised in the following year. In 2009–10, a total of 116 kilometres has been added to the bike network through a range of Transport and Main Roads programs.
 2. Measure reported as 'Black spot funding on local government roads' prior to 2008–09. The 2009–10 actual result was below target as a result of adverse weather conditions impacting the delivery of local government projects.
- [^] Estimated actual.
* This measure will be discontinued in 2010–11.

Appendix 7—Output performance statements (continued)

RoadTek

Table 34 Commercialised Business Unit: RoadTek

Measures	Note	2005–06 Actual	2006–07 Actual	2007–08 Actual	2008–09 Actual	2009–10 Target/ Estimate	2009–10 Actual
Financial performance measures							
Total debt/equity (percentage)		40.0 [^]	33.0 [^]	29.0	25.0	25.0	24.2
Long term debt/total assets (percentage)		20.3 [^]	17.1 [^]	15.9 [^]	14.4	14.6	13.1
Return on equity (percentage)	1	14.4 [^]	20.5 [^]	20.1	23.9	16.0	29.5
Return on revenue (percentage)		2.60 [^]	4.15 [^]	4.50	5.10	3.70	6.20
Profit margin (earnings before interest and income tax/user charges) (percentage)		5.3 [^]	6.5 [^]	6.5	7.3	5.5	8.9
Non-financial performance measures							
Lost Time Injury Frequency Rate		<25 [^]	<27 [^]	23	14	<20	18
Plan utilisation (Plant Hire Services) (percentage)		80 [^]	80 [^]	80	75	75	82

Notes:

1. Risk considerations and impact of the global economic conditions did not affect this result as anticipated in 2009–10.

[^] Estimated actual.

Appendices

Appendix 8—Transport payments

Passenger transport payments 2009–10

Please note: figures are for the period 1 July 2009 to 30 June 2010 and represent the cost to the department and may include GST under tripartite ruling

Table 35 Passenger transport payments 2009–10	
Name	Amount
Bus	
Bowen Transit	\$103 640.41
Buslink Queensland Pty Ltd	\$670 612.58
Campsie Bus Company Pty Ltd	\$732 273.47
Cavglass Pty Ltd	\$119 127.98
Chillagoe Observatory & Eco Lodge	\$9 351.63
Christensen's Bus & Coach	\$242 885.79
Complete Golf Coaching Pty Ltd	\$19 061.62
Duffy's City Buses Pty Ltd	\$1 159 410.51
Coast & Country Buses	\$3 964.50
D A & HE M Hastie	\$36 454.66
Haidley's Panoramic Coaches	\$141 535.74
Hermit Park Bus Service	\$435 846.79
Hubbards Coaches Pty Ltd	\$20 153.65
J & B Logan Pty Ltd	\$11 080.82
Loves Bus Service Qld	\$342 856.93
Mackay Transit Coaches Pty Ltd	\$1 657 091.05
Maryborough Hervey Bay Coaches	\$2 353 797.11
North Stradbroke Island Bus Service	\$407 841.39
Polley's Coaches	\$265 963.84
SG & EJ Adcock Pty Ltd	\$2 035.95
Stewart & Sons	\$118 948.10
Suncoast Cabs Ltd	\$591.82
The Gray-Money Family Trust	\$2 224.55
Toowoomba Transit Pty Ltd	\$2 990 742.98
Trans North Pty Ltd	\$348 538.82
Transit Australia Pty Ltd	\$15 809 606.79
Veolia Transport Brisbane Pty Ltd	\$12 356.16
Yellow Cabs (Queensland) Pty Ltd	\$62 672.20
Young's Bus Service	\$1 000 512.96
Grand total	\$29 081 180.80
Ferry	
BITS Ferry Group Pty Ltd	\$1 050 953.63
Coochiemudlo Island Ferry Service Pty Ltd	\$198 920.72
Island Taxi & Charter (Straddie Flyer)	\$766 909.09
Peddells Ferry & Tour Bus Service	\$91 989.55
Stradbroke Ferries Pty Ltd	\$60 497.36
Sunferries Pty Ltd	\$1 207 737.08
Grand total	\$3 377 007.43

Table 35 Passenger transport payments 2009–10	
Name	Amount
Long-distance rail	
Queensland Long Distance Passenger Rail Network Transport Service Contract (Traveltrain)*	\$145 000 000
Savannahlander Transport Service Contract	\$1 381 775
XPT Transport Service Contribution Agreement**	\$2 118 000
Sub-total	\$148 594 415
Air	
SkyTrans	\$6 209 880
QantasLink***	\$300 000
West Wing^	\$1 749 881
Regional Express	\$1 234 269
Sub-total	\$9 494 030
Long-distance coach	
Bowen Transit	\$71 508
Bus Queensland	\$531 612
Callide Coaches	\$199 429
County Road Coach Lines	\$56 062
Douglas Coaches	\$107 837
Greyhound Australia	\$1 705 019
Paradise Coaches	\$323 565
Trans North Bus & Coach	\$166 189
Jena Boran ATSI Corporation	\$11 046
North Burnett Regional Council	\$12 191
G & S Shultz	\$5 170
Sub-total	\$3 189 628
Total subsidy for long-distance services	\$161 278 073

Note:

* The Traveltrain figure for 2009–10 is an estimate of the end of the financial year result and will not be finalised until the end of the financial year reconciliation is completed at 30 September 2010

** The XPT is the provisional figure for the 2009–10 financial year, this figure is subject to confirmation and agreement with Rail Corporation New South Wales by 30 September 2010

*** QantasLink was paid under an Emergency Services Contract to continue Northern 3 service after the collapse of MacAir.

^ WestWing was paid under an Emergency Service Contract after the collapse of MacAir.

Appendix 8—Transport payments (continued)

School transport operator payments 2009–10

Table 36 School transport operator payments for the period 1 July 2009 to 30 June 2010 (continued)

Operator name	Total payment (GST exclusive)
AT & SB Investments Pty Ltd (ACN 101198841)	\$55 037.74
Abbott, Darrel Kim & Bernadette Helen	\$50 939.74
Acason, Andrew S & Julie F	\$61 837.77
Advance Wakonda Pty Ltd (ACN 086019829) ATF NW French Family Trust	\$173 900.21
Agostinelli, Laurence P & Lucy	\$44 683.42
Ahrundee Pty Ltd (ACN 106192938)	\$117 359.12
Albeck, Arnold J & Evon J	\$43 454.99
Albeck, William H & Norma A	\$51 403.06
Alcorn, David L & Wendy J	\$32 901.15
Aljamata Pty Ltd (ACN 099715867)	\$161 327.55
Allan, Warren J & Janice E	\$74 263.84
Allen, Graham John	\$1 585.76
Allen, Julie-Ann	\$11 289.90
Allen, Raymond & Ann-Maree	\$138 511.43
Althaus, Desmond P & Sandra J	\$69 917.36
Amberley-Rosewood Bus Co Pty Ltd (ACN 009668151)	\$113 664.07
Anaru, Susan Maree	\$60 170.63
Anderson, S J	\$66 214.21
Anderson, Maurice D & Thelma J	\$54 755.83
Anscombe, Robin James & Christine Lynette	\$57 027.57
Antonio, Michael L	\$214 033.79
Ardrey, Colin F & Noela	\$295 611.05
Armstrong, David B & Braun, Marianne I	\$36 476.21
Arnold, Robert G & Michelle A ATF The Arnold Family Trust	\$130 016.39
Atkinson, W & E A And P & C G	\$62 894.21
Auburn Conveyance Inc	\$56 579.85
Autism Queensland Inc	\$471 994.90
B & C Fleming Pty Ltd (ACN 108522363) ATF BJF Trust	\$55 807.32
Baker, Roger D & Lynda C	\$152 464.80
Baksaj, Michael B & Narelle	\$144 672.46
Baldock, Shirley, Neville W & David A	\$54 329.76
Bale, William Arthur	\$165 704.73
Ball, Harold E & Karen L	\$91 485.83
Bambino, Domenic & Tiffany M	\$122 092.42
Bange, Brendan K & Kristine M	\$85 641.26
Bardside Pty Ltd ATF The Wayne Campbell Trust	\$582 256.46

Table 36 School transport operator payments for the period 1 July 2009 to 30 June 2010 (continued)

Operator name	Total payment (GST exclusive)
Barker, Eric W	\$52 415.05
Barker, John E & Glenda A	\$45 414.62
Barnard, Conway	\$43 415.79
Barnard, Ian C	\$43 262.14
Barnes, B & C	\$78 657.67
Barr, Brian L & Sinnott, Margaret L	\$139 865.11
Barton, HN & SJ	\$57 583.41
Barton, Jeffrey J & Kathleen A	\$537 901.41
Bauer, Graham L	\$108 527.07
Bauer, Karl C	\$203 118.14
Baumann, Peter W & Colleen G	\$12 701.49
Bean, Sharyn Leanne	\$10 913.28
Beazley, Cheryl M & Lewis J	\$43 815.30
Bellingham, Peter T & Robyn N	\$73 570.58
Bennett, Charles TE & Sharlee C	\$56 618.51
Bennett, Raymond J & Daphne C	\$232 708.53
Bentroy Pty Ltd T/A Scifleet School Bus Service	\$212 221.33
Bergamay Pty Ltd ATF Berguard Asset Trust T/A Bergabus	\$93 668.12
Bewick, Lincoln J & Roxanne C	\$42 143.71
Bidgood, Lindsay & Carolyn	\$34 703.83
Biloela Coaches Pty Ltd (ACN 060320783)	\$226 978.34
Birch, MG & BL	\$81 963.94
Bits Ferry Group Pty Ltd (ACN108664848) ATF The Bits Trust	\$345 028.21
Black & White (Quick Service) Taxi Ltd (ACN 009754705)	\$147 603.10
Black & White Cabs Pty Ltd (ACN 054497353)	\$2 065 397.64
Black And White Taxis Maryborough Pty Ltd	\$111 791.12
Blackburn, W J & Allen, A M	\$256 809.72
Bland, Desmond W & Rhonda K	\$46 962.90
Blue & White Taxis (Gladstone) Pty Ltd (ACN 010390575)	\$234 768.68
Blue Cattle Dog Pty Ltd ATF The Baxter Family Trust	\$109 317.32
Blyth, Alan G & Gail P	\$65 741.93
Blyth, James S, Janice L & Alan G	\$149 586.06
Boonah Bus Lines Pty Ltd	\$1 671.04
Bowen Transit Pty Ltd (ACN 105749602)	\$603 050.78
Bowley, RL & Ryan-Bowley, ER	\$35 264.04

Appendices

Appendix 8—Transport payments (continued)

School transport operator payments 2009–10 (continued)

<i>Table 36 School transport operator payments for the period 1 July 2009 to 30 June 2010 (continued)</i>	
Operator name	Total payment (GST exclusive)
Bradfield, William H	\$83 742.27
Bradford, Bradley Vincent	\$1 338.18
Bradley's Buses Pty Ltd (ACN 072364973)	\$515 519.26
Bradshaw, Kenneth H & Christine C	\$8 290.59
Brasminaco Pty Ltd (ACN 142072044) ATF M & B Panetta Family Trust	\$81 068.59
Brauer, Owen R & Taylor-Brauer, Tracey L	\$226 975.34
Brigalow Park Pty Ltd (ACN 113906979)	\$73 184.33
Brisbane Bus Lines Pty Ltd (ACN 009739593)	\$2 567 468.28
Brischetto, Charlie M & Colleen M	\$1 715.72
Brizac Pty Ltd (ACN 120921539)	\$166 523.12
Broomhall, Robyn S	\$35 489.90
Brown, Rex W, Beverley A & Chris W	\$58 895.67
Bruce Neville Otto ATF The Otto Property Trust	\$95 811.84
Bryson Swan ATF Swann Family Trust No. 2	\$93 002.71
Bundaberg Cab Co Pty Ltd	\$306 023.52
Burgess, James M & Maryann	\$98 179.14
Burloch Pty Ltd (ACN 116508420)	\$159 304.44
Burns, Dudley R & Sharyn J	\$103 058.51
Burnside Pty Ltd (ACN 054160977)	\$76 774.44
Burrawong Bus Service Pty Ltd (ACN 141689983)	\$23 799.31
Bus Fox Pty Ltd ATF Fox Family Trust	\$1 094 829.66
Bus It Mackay Pty Ltd (ACN 109166583)	\$186 802.16
Bus Queensland (Lockyer Valley) Pty Ltd (ACN 140535888)	\$288 144.06
Bus Queensland Pty Ltd (ACN 010516757)	\$886 713.65
Buslink Queensland Pty Ltd (ACN 085000693)	\$1 296 941.38
Butler, GM & O'Connor, EJ	\$52 492.34
Butler, Patrick G, Gloria A & Barry J	\$116 623.62
Cahill, Paul F	\$54 172.54
Cairns Regional Council	\$10 499.09
Cairns, Richard G & Monica	\$55 835.57
Caitash Pty Ltd (ACN 075780942)	\$166 102.02
Caldwell, David S & Lisa J	\$58 949.28
Callide Coaches Pty Ltd (ACN 106306307) ATF MJ Moschioni Family Trust	\$779 784.03
Calrix Pty Ltd (ACN 112753223)ATF The Calvin Rix Family Trust	\$15 906.23

<i>Table 36 School transport operator payments for the period 1 July 2009 to 30 June 2010 (continued)</i>	
Operator name	Total payment (GST exclusive)
Calypso Coaches Pty Ltd (ACN 101605289)	\$5 484.55
Campbell, Bruce G & Forrester, Vicki L	\$167 742.97
Campbell, Robert W	\$12 413.24
Campsie Bus Co Pty Ltd (ACN 000953328)	\$1 447 287.47
Cantoni, Gary J & Alison M	\$44 366.71
Canungra Mobile Welding & Fabrication Pty Ltd (ACN 070 061 424)	\$75 804.05
Capricorn Coast Taxi Services Pty Ltd (ACN 010999827)	\$75 135.24
Carbrook Coaches Pty Ltd (ACN 121677709) ATF Ryan Family Trust	\$107 299.49
Carney, David Robert & Rita Janelle	\$96 674.60
Carrington, Barry & Karen	\$12 874.92
Casey, Francis & Gloria G	\$51 448.61
Cathro, Kaye Monica	\$37 246.18
Cauley, Mark O & Margaret A	\$99 607.26
Caust, Gregory Paul	\$62 230.92
Cavanagh, Graham Norman	\$37 001.86
Cavanough, Evon Elizabeth	\$41 623.53
Cavbus Pty Ltd (ACN 096924677)	\$2 485 107.17
Cavglass Pty Ltd (ACN 124444711)	\$1 150 738.48
Chadwick, Daniel P & Karen L	\$67 938.04
Champion, Steven W & Shirley M	\$130 291.47
Chandler, Ernest	\$28 143.81
Chapman, Peter & Julie-Anne	\$97 348.94
Chase, Vivian	\$63 911.37
Chatfield Kevin A & Kathleen	\$244 106.09
Christensen, Graham J & Lenore E	\$984 207.81
Christensen, Meryn R	\$73 789.02
Clark, Frederick F	\$152 458.54
Clarris, Philip J & Kaylene L	\$452 679.60
Clifford, Dennis & Stewart, Adele Lesley	\$65 146.44
Cochrane, Robert Scott & Judith Betty	\$540 853.24
Cogency Holdings Pty Ltd (ACN 133839880)	\$3 227.00
Coleman, Trevor J & Valerie M	\$282 426.16
Coles, Graham W & Lynette M	\$52 098.37
Collard, Neil F & Fay C	\$43 791.44

Appendix 8—Transport payments (continued)

School transport operator payments 2009–10 (continued)

<i>Table 36 School transport operator payments for the period 1 July 2009 to 30 June 2010 (continued)</i>		<i>Table 36 School transport operator payments for the period 1 July 2009 to 30 June 2010 (continued)</i>	
Operator name	Total payment (GST exclusive)	Operator name	Total payment (GST exclusive)
Complete Golf Coaching Pty Ltd (ACN 101380116)	\$73 995.00	Dittelle Pty Ltd (ACN 129204057)	\$54 500.39
Connolly, Trevor J & Paula M	\$57 970.65	Doherty, Edward Patrick	\$34 130.04
Coochiemudlo Island Ferry Service Pty Ltd (ACN 109277376)	\$40 197.90	Dohle, Kenneth William & Kathryn Eileen May	\$71 785.98
Cooktown Connections Pty Ltd (ACN 120945379) ATF Coventry Family Trust	\$303 809.17	Duffy's City Buses Pty Ltd (ACN 053761023) ATF The Duffy Trust	\$1 282 820.60
Cooktown Taxis ATF The Rowling Grass Family Trust	\$2 352.95	Duggan, John M & Michelle M	\$94 389.92
Cooper, Bevan F & Phyllis M	\$1 011 717.47	Dunne, Kathleen	\$46 961.60
Coral Reef Coaches Pty Ltd (ACN 101829243) ATF Teppinel Trust	\$282 763.47	Durant, Adrian O & Joy B	\$52 935.95
Corkill, Owen & Janelle	\$41 359.47	Dwyer, Danny J & Donna S	\$41 800.89
Cox, Michael & Gillian	\$16 197.59	E & S Crocker Pty Ltd ATF Crocker Family Trust	\$331 820.75
Cox, Tibor Alexander	\$15 109.84	Eastlodge Pty Ltd (ACN 010420729)	\$81 538.67
Creevey, DJ & LJ	\$77 286.76	Eather, Peter R & Olive J	\$26 336.32
Crisp, GD, LM & TH	\$651 289.66	Edenvale Enterprises Pty Ltd	\$386 894.81
Croser, Roger William & Miriam Elizabeth	\$67 863.85	Edwards, Barry J & Leanne M	\$38 473.85
Croyberg Pty Ltd (ACN 050492923) ATF The EJ Hill Family Trust	\$419 272.09	Edwards, John & Suzanne M	\$299 959.82
Cunningham, Andrew	\$99 225.41	Elborne, Maree E	\$44 742.96
Curcio, De Gaspari Oreste	\$107 199.96	Emerald Coaches Pty Ltd (ACN 103929371)	\$567 996.70
Curcio, Joseph F & Marcella M	\$54 948.03	Emerson Bus Company Pty Ltd (ACN 126 275 205)	\$445 346.03
Curd, KH & BD	\$70 897.52	Erickson, Christopher Cecil & Sandra	\$292 904.97
D & S Porter Transport Pty Ltd (ACN 074 464 752)	\$137 262.65	Ernestina Bus Co-Op Ltd	\$42 741.99
Dairy Brokers Australia Pty Ltd	\$32 489.46	Espie, Allan Darryl	\$64 539.12
Dalby Courtesy Transport Pty Ltd (ACN 104017469)	\$3 141.11	Eurombah Creek School Bus Association Incorporated	\$16 859.80
Dale, Donna Leanne	\$53 196.80	Evans, Kerry Anne	\$19 745.24
Dale, John M	\$57 815.04	F SG Australia	\$1981.18
Dalton, Beth Iona	\$117 361.32	FNQ Bus Lines Pty Ltd (ACN 004804808)	\$819 295.42
Danes, Amanda Jane	\$29 465.07	Farmer, Bradley Jason & Kellie Lorraine	\$55 262.01
Dann, Susan Gay	\$51 360.16	Fatigue Management Coaches Pty Ltd (ACN 117944902)	\$54 160.73
Dascombe, Harvey K, Marianne F & Andrew K	\$937 282.14	Fernie, Tony J	\$39 525.11
Davis, Athol L & Margaret A	\$97 762.48	Ferrier, Esmay	\$40 212.05
Day, Barry & Shona	\$68 984.58	Finnegan, Thomas McMaster	\$24 183.84
De Iacovo, Gianfranco, Claudio & Rosina	\$69 045.22	Fisher, Maurice E & Susan M	\$37 108.02
Dentyl Pty Ltd (ACN 128836224) ATF Ray Penny Family Trust	\$4 330.82	Fleiter, Adrian J & Sonya L	\$47 682.59
Dextapol Pty Ltd (ACN 094908157)	\$83 589.80	Floyd, Mark H & Margaret A	\$27 028.74
Dionysius, John W & Helen M	\$5 405.12	Forbes, Glenden James	\$73 448.43
		Foster, Allan Robert	\$15 850.64
		Franz, Leonard R & Margaret M	\$94 687.41

Appendices

Appendix 8—Transport payments (continued)

School transport operator payments 2009–10 (continued)

<i>Table 36 School transport operator payments for the period 1 July 2009 to 30 June 2010 (continued)</i>	
Operator name	Total payment (GST exclusive)
Fraser, Ann Maree	\$82 495.69
Fredrickson, AB & NG ATF AB and NG Fredrickson Family Trust	\$11 065.92
Frohloff, Sydney Ross & Leanne Marie	\$56 757.97
Fultonlawn Pty Ltd (ACN 010489068)	\$1 809 183.58
G & D Romanello Trust, Gary & Daryl Romanello	\$309 298.61
G & S Jacob & Sons Pty Ltd	\$111 339.70
GJ & G Driver Pty Ltd	\$180 778.49
GTM Pty Ltd (ACN 128633349)	\$63 650.44
Ganly, Kevin J & Lara G	\$64 873.07
Gavleen Pty Ltd (ACN 125742216) ATF The Donaldson Family Trust	\$86 381.06
Gay, Colin Francis & Bette M	\$202 856.25
Gehrke, Mervyn Charles	\$41 722.35
Geisel, Garry J & Rhonda E	\$56 962.43
George Gould	\$24 593.30
Gibson, Deborah	\$50 850.56
Gibson, Neil J & Karen M	\$34 081.96
Giles, Barry ATF Giles Family Trust	\$127 389.97
Gilliland, Ian J & Catherine A	\$206 705.45
Glass House Mountains Taxis Pty Ltd (ACN 113853473)	\$22 302.61
Goltz, Christine A	\$32 675.81
Goodwin, Bruce A & Tobin, Ramona J	\$11 878.10
Goodwin, Scott D & Debbie L	\$211 739.21
Goody, Burnett G & Gale M	\$67 254.17
Gordon, Richard & Janet	\$74 453.46
Gotz, Noel S & Lynette A	\$39 969.99
Gray, Clifford H & Barbara C	\$113 231.10
Green, Barry L & Mary E	\$50 244.59
Green, Tina Leanne	\$117 293.90
Greenwood, David Wesley ATF The Greenwood Family Trust	\$216 357.57
Greg Goddard Motors Pty Ltd (ACN 005331215)	\$355 779.82
Grennan, Tony A & Doris	\$283 284.13
Greyhound Australia Pty Ltd (ACN 104326383)	\$42 523.85
Grimes, Barry & Sharon	\$95 615.09

<i>Table 36 School transport operator payments for the period 1 July 2009 to 30 June 2010 (continued)</i>	
Operator name	Total payment (GST exclusive)
Gunnis, PF & Wood, K L	\$83 820.72
Gympie Golden City Cabs Pty Ltd (ACN 081468573)	\$144 254.64
Hadley, Donald Noel	\$34 701.63
Haidley, Cameron & Lyndal	\$106 002.18
Haidley, Donald J	\$236 627.98
Hall, Barry David & Linda Joanne	\$18 763.75
Hamilton, RF & BJ ATF The Reg Hamilton Family Trust	\$99 672.19
Hampson, Debra Claudette	\$115 266.00
Hansen, Colin William & Jo-Anne Elizabeth	\$62 368.35
Harlow, Allan Charles Edmund	\$41 924.10
Harris, Diana R	\$47 079.69
Harrison, Peter R & Susan T	\$26 996.11
Harrisson, Alan & Alison M	\$39 638.74
Hartley, Mark James	\$45 376.68
Haslop, KA, AL & JA	\$53 163.05
Hastie, Douglas A & Heather E M	\$235 666.80
Hatte, William J & Anne T	\$58 675.76
Hay, Barbara Anne	\$49 140.09
Hayes, Richard J	\$553 422.32
Hearn, Michael R & Catherine A	\$297 856.79
Heath, Janet Narelle	\$38 572.32
Heaton, Leo G	\$34 208.20
Heidrich, Friedrich & Cheryl J	\$39 008.95
Heir, Paul J & Maree A	\$90 021.20
Henningsen, Graham	\$70 510.25
Hermit Park Bus Service Pty Ltd ATF The Jones Family Trust	\$2 124 586.28
Herron, Darren J	\$43 559.20
Hervey Bay Taxi Service Pty Limited (ACN 010670283)	\$103 575.03
Hickey, SM & Johnson, MS	\$46 196.66
Hill, Lachlan D & Susan J	\$142 612.11
Hill, Mervyn J & Mavis J	\$11 076.58
Hillgrove Bus Inc	\$75 169.62
Hodge, Ken G & Desley A ATF The Hodge Family Trust	\$262 473.73
Holzappel, Kevin E & Carol A	\$71 871.04
Homewood, MB & A	\$113 464.22

Appendix 8—Transport payments (continued)

School transport operator payments 2009–10 (continued)

<i>Table 36 School transport operator payments for the period 1 July 2009 to 30 June 2010 (continued)</i>		<i>Table 36 School transport operator payments for the period 1 July 2009 to 30 June 2010 (continued)</i>	
Operator name	Total payment (GST exclusive)	Operator name	Total payment (GST exclusive)
Hondarosa Enterprises Pty Ltd ATF Crameri F.T.	\$137 373.60	JCL Snip Pty Ltd (ACN 102604508)	\$47 839.54
Hooper, Benjamin Allen & Daniel James	\$1 661.36	Jeffreys, Paul J & Deborah K	\$52 403.33
Horn, Rodney J & Antoinette T	\$298 864.48	Jenkins, Colin Brian	\$17 709.94
Horrocks, Trevor T & Kim L	\$178 336.45	Jensen Mervyn Alexander & Jennifer Clair	\$99 362.20
Horton, Kevin T & Colleen M	\$221 343.66	Jensen, Donald J & Sue A	\$67 573.50
House, Deborah Lou-Ann	\$16 827.26	Jensen, RA & AJ	\$128 945.47
Houston, WP & SJ ATF W & S Houston Family Trust	\$55 066.94	Jepsen, John E & Beverley R	\$42 556.80
Howe, David	\$3 509.28	Jesse, Jack R, Edna M, Richard T & Kathy J	\$588 875.73
Hubbard, Leonard G & Joan L	\$73 606.56	Johnson, Shane A & Sonia L	\$59 880.93
Hubbards Coaches Pty Ltd (ACN 076988120) ATF Hubbard Family Trust	\$813 235.70	Johnston MA and TF The A J Johnston Estate	\$89 179.12
Humphreys, Brian E & Kathleen M	\$110 453.28	Johnston, Denis Robert & Lyla Ann	\$75 451.22
Hunter, Geoffrey Robert	\$40 401.41	Johnston, George W & Betty D	\$17 344.80
Hyland, John Roger	\$125 324.85	Jokaye Pty Ltd (ACN 112285542) ATF The Millard Family Trust	\$39 655.04
IK & AJ Zerbst ATF The IK & AJ Zerbst Family Trust	\$141 491.03	Jones, Adrian Neil & Janette Marie	\$117 873.55
I, A & D Logan Pty Ltd	\$3 381.48	Jones, Elizabeth P	\$58 560.75
Icehaze Pty Ltd (ACN 107421769) ATF The Welsh Family Trust	\$168 939.25	Jones, Leisa M	\$49 368.58
Ileglove Pty Ltd (ACN 010397396)	\$197 489.60	Jones, Robert R & Helen K	\$37 531.17
Incenham Pty Ltd (ACN 010724624) ATF The Gray-Money Family Trust	\$10 473.60	Justin, Theresa Gay	\$25 669.76
Ingham Travel Agency Pty Ltd (ACN 009983911)	\$11 049.27	K & D Hills Pty Ltd (ACN 081071374)	\$94 416.20
Irvine, Murray J	\$34 946.98	Kamerling, Steven Gary	\$56 967.83
Isaac River School Bus Inc	\$24 606.42	KBL Pty Ltd (ACN 074621266)	\$155 667.42
Jackson, Gregory J & Michelle J ATF Jackson Family Trust	\$68 251.05	Keen, Dianne D	\$99 046.08
Jackson, Lionel & Tania	\$57 655.19	Kellstar Pty Ltd (ABN 073449439)	\$20 013.30
Jackson, Peter R & Amanda A ATF Jackson Bus Trust	\$67 505.27	Kelly, Michael Kevin & Patricia Ann	\$82 447.51
Jackson, Raymond C & Kathleen P	\$83 633.37	Kelso, Noel J & Mariann E	\$87 780.49
Jacob, Sandra Jeanette ATF The G & S Jacob Family Trust	\$108 759.47	Kenton 5 Pty Ltd (ACN 141405058) ATF The K&T Brown Family Trust	\$60 987.04
Jamarla Pty Ltd (ACN 097542624)	\$117 637.20	Keon Cargo Stevedoring (Australia) Pty Ltd (ACN 075621386)	\$143 312.68
Jamieson, Charon Ann	\$67 087.47	Kerr, William R & Kathryn P	\$44 952.13
Jamieson, Raymond B & Shane E	\$130 606.59	Kerry J & Fiona M Lawley ATF Lawley Family Trust	\$16 839.25
Jaradel Pty Ltd (ACN 091033859)	\$97 860.86	Keydale Pty Ltd (ACN 010184353)	\$755 413.99
Jarman Ace Pty Ltd ATF Stevens Family Trust	\$1 929 330.17	Killen, MH & KT	\$40 336.49
Jasbo Holdings Pty Ltd (ACN 100636002) ATF The Megaw Family Trust	\$110 767.91	Kincaid, Joel Nigel	\$4 116.86
		Kirby, Leslie J & Roslyn G	\$95 124.53
		Kleinmeulman, Gerhardus Johannes	\$12 756.67

Appendices

Appendix 8—Transport payments (continued)

School transport operator payments 2009–10 (continued)

<i>Table 36 School transport operator payments for the period 1 July 2009 to 30 June 2010 (continued)</i>	
Operator name	Total payment (GST exclusive)
Klupfel, Raymond K & Lynette	\$38 970.10
Knight, Stanley G & Patricia A	\$446 601.21
Koala Koaches Pty Ltd (ACN 010200281) ATF Richard Young Family Trust	\$263 101.62
Koch, Geoffrey E & Sherrell M	\$77 689.96
Krog, Kenneth J & Lillian E	\$46 915.90
Kuhle Pty Ltd (ACN 093136317) ATF Kuhlewein Family Trust	\$1 408 954.81
Kurz, MC & JE	\$238 533.71
LG Stewart Fam Co Pty Ltd (ACN 009971617) ATF LG Stewart Family Trust	\$1 016 869.95
Lahey, Greg Vernon	\$52 136.71
Laidley Taxi Service	\$80 798.64
Landsberg, Maxwell N & Barbara S	\$52 604.49
Larard, David	\$32 302.06
Laurie, Dianne M & Victor W	\$25 267.08
Lawrie, David J & Rhonda M	\$455 375.71
Lawrie, DJ, RM, JP & KL	\$219 342.21
Leerentveld, Antonius MH & Nola E	\$67 927.73
Leishman, Leslie R & Kayleen F	\$24 540.41
Lerch, PW & AM ATF The Lerch Family Trust	\$39 190.50
Lergesner, Donald & Ruth R	\$242 702.72
Lergesner, David J & Eva ATF The Lergesner Family Trust	\$30 008.99
Lilydale Lucerne Pty Ltd ATF Neuendorf Family Trust (ACN 105180247)	\$77 302.19
Linkpark Pty Ltd (ACN 010821235)	\$1 196.00
Loban Marine Pty Ltd (ACN 089166165)	\$163 985.57
Logan, Timothy S & Glenys M	\$53 072.21
Lor-Ken Transit Pty Ltd (ACN 090 742 171)	\$93 620.55
Louden, Mark A & Annette	\$102 800.11
Lowe, Phillip & Murray, Kim	\$118 024.49
Loy, Stanley A & Norma J	\$119 335.51
Lynd-Greenvale School Bus Association Inc	\$75 118.04
Lynis-Huffenreuter, JCG. & BA	\$102 574.29
Lyons, Russell L	\$12 485.86
Macait Pty Ltd ATF JJ & JJ Rudd Family Trust	\$70 520.74

<i>Table 36 School transport operator payments for the period 1 July 2009 to 30 June 2010 (continued)</i>	
Operator name	Total payment (GST exclusive)
Maceray Pty Ltd (ACN 010563729) ATF The McLellan Family Trust	\$12 171.53
Machfive Pty Ltd (ACN 135866205)	\$88 658.76
Mackay Taxi Holdings Pty Ltd	\$315 741.51
Mackay Transit Coaches Pty Ltd (ACN 050416227)	\$2 607 380.28
Mackenzie River Conveyance Inc	\$47 262.39
Mackenzie, JP & RJ	\$53 081.35
Maclean, Clayton & Fiona	\$29 591.98
Madden, Leonard M & Ruth E	\$6 708.96
Madin, Noelene Maria	\$80 628.76
Maguire, Leo H & Kaye A	\$103 088.01
Maher, Allen J & Pamela E	\$99 472.76
Mahoney, Lynette J & John K	\$41 822.58
Maindelta Pty Ltd (010833324)	\$205 036.72
Markk Investments Pty Ltd (ACN 104399635)	\$182 533.80
Markk Investments Pty Ltd (ACN 104399635) ATF The Markk Transport Trust	\$70 532.66
Marshall, Edward John & Judith Anne	\$122 875.32
Martin, Clyde Paul & Gail Leanne	\$60 772.57
Mauger, David F & Julie M	\$41 094.73
McDonald, Coral C	\$60 244.13
McDonald, Warren J & Pearl J	\$44 107.41
McDowall, Dale R C & Susan M	\$28 338.96
McKenzie, Graham P & Robyn A	\$133 252.35
McAdam, RT & KM	\$1 559.09
McCurley, Margaret May	\$40 875.52
McDonald, DC & MM	\$51 055.68
McDonald, Geoffrey John & Katrina Joy	\$10 201.56
McInnes, Karen A	\$31 352.92
McLucas, Trevor James	\$26 616.73
Meacham, Steven J & Marilyn R	\$28 104.06
Mega Holdings Pty Ltd	\$1 316 284.26
Mel-A-Leaf Oils Pty Ltd (ACN 099374697)	\$133 794.64
Metro Coach Pty Ltd (ACN 134218465) ATF Coachtrans Unit Trust No.2	\$1 502 207.78
Meyers, Leslie Lloyd	\$76 257.01
Mickelburgh, Betty Joan	\$55 709.40

Appendix 8—Transport payments (continued)

School transport operator payments 2009–10 (continued)

<i>Table 36 School transport operator payments for the period 1 July 2009 to 30 June 2010 (continued)</i>		<i>Table 36 School transport operator payments for the period 1 July 2009 to 30 June 2010 (continued)</i>	
Operator name	Total payment (GST exclusive)	Operator name	Total payment (GST exclusive)
Milburn, Garry M & Maureen P	\$68 479.35	O'Donnell, Angela	\$32 829.88
Millard, Leslie R & Frances J	\$49 582.26	O'Leary, Neale J & Lindy K	\$86 358.77
Millard, Michael H	\$80 739.25	Oliver, Julie Anne	\$44 695.74
Miller, Steve & Nancy	\$44 079.27	O'Neill, Graham & Judith E	\$61 083.73
Millex Pty Ltd (ACN 120200679)	\$73 645.14	O'Neill, Paul L	\$53 461.94
Minchin, DA & DL ATF The Minchin Family Trust	\$94 395.86	Oram, Mark L & Sandra M	\$52 517.74
Minnikin, Denis J & Lynne	\$123 776.46	O'Riordan, John Charles & Janet Leanne	\$224 178.38
Mistake Creek Area Conveyance Association Inc	\$36 026.26	Oz Lines Aust Pty Ltd (ACN 113049755) ATF The Osbaldiston Family Trust	\$107 230.87
Montgomery, Edgar R	\$113 492.95	PJ & RJ Selmanovic	\$57 629.90
Morris, Tonya ATF The Randal & Tonya Morris Family Trust	\$110 276.34	Pagel, Gary J	\$67 047.88
Morris, Barry L & Bronya A	\$304 148.09	Pagel, Glenn Desmond & Sheree Elizabeth	\$63 165.62
Moschioni, MJ & BJ	\$66 474.97	Pagel, Mark W & Julie A	\$78 015.23
Mueller, Trevor A	\$104 874.04	Pago Holdings Pty Ltd (ACN 009315977) ATF Beagley Investment Trust	\$1 110 637.50
Musso, G M ATF The Australian Project Trust	\$1 176 181.87	Paradise Waters Pty Ltd (ACN 070 874 485)	\$23 565.84
Myella Farm Stay Pty Ltd (ACN 111273057)	\$23 018.43	Park, JI & MA ATF Charleigh Trust	\$44 216.23
NE & RM Hughes Pty Ltd (ACN 063 791 113)	\$171 199.76	Parker, Lynette	\$248.18
Nanango Taxi & Delivery Pty Ltd (ACN 143438172)	\$24 916.40	Parker, RP & JW	\$44 972.94
Napranum Aboriginal Council	\$164 295.88	Pasin, Dino Robert & Karol Ulricke	\$31 605.50
Narwin Pty Ltd (ACN 068643710) ATF Brose Family Trust No.1	\$3 608.23	Patch, Graham L & Colleen M ATF The Graham Patch Family Trust	\$47 432.32
Nastasi, AB & KF	\$376 798.07	Pattie, Matthew A & Tracey M	\$41 044.59
Naylor, Sharon Tammy	\$16 247.20	Payne, Peter C & Christine J	\$71 591.44
Newman, Robert C & Janette	\$201 442.61	Peacock, John Vivian & C M	\$82 729.39
Nichol, W & T	\$55 872.01	Peebles, Alan R & Teresa M	\$71 076.64
Nobaly Pty Ltd (ACN 133244425)	\$14 649.00	Pelican Buses Pty Ltd ATF Pelican Buses Unit Trust	\$317 079.40
Nolan, Jill	\$78 315.90	Pemville Pty Ltd ATF Van Geelen Family Trust	\$673 194.50
Nolan, Rebecca	\$129 279.18	Penshell Pty Ltd ATF R & J Bell Family Trust (ACN 010442949)	\$75 735.28
Nolan's Plumbing Pty Ltd (ACN 073222376) ATF The Nolan Family Trust	\$20 854.55	Perkins, Tony A & Toni L ATF T & T Perkins Trust	\$208 487.46
Norman, Kenneth J & Marjorie J	\$115 989.05	Peter A & Margaret E Campbell ATF Campbell Family Trust	\$50 186.88
North Rolleston Conveyance Committee	\$69 743.75	Peter Sinclair Pty Ltd (ACN 010674567)ATF Peter Sinclair Family Trust	\$171 241.52
North, Darryl W	\$58 557.55	Petrie, Alexander C	\$62 639.44
Northern Peninsula Area Regional Council	\$81 205.15	Pfeffer, Trevor Ian & Ruth Lynette	\$68 411.52
Nugent, Brian Montague	\$20 132.59	Philp HC & Whiley AC	\$92 823.51
Oakleigh Park Pty Ltd	\$32 552.51		
Oats, Phillip Reginald	\$138 683.00		

Appendices

Appendix 8—Transport payments (continued)

School transport operator payments 2009–10 (continued)

<i>Table 36 School transport operator payments for the period 1 July 2009 to 30 June 2010 (continued)</i>	
Operator name	Total payment (GST exclusive)
Pickering, Wayne F	\$167 547.77
Pinbarren Transport Pty Ltd (ACN 067 838 742)	\$123 704.71
Podlich, Bradley Scott	\$1 927.55
Pointon, Donna J	\$42 480.73
Polkinghorne, Gary D & Sharon M	\$39 781.81
Polleys Coaches Pty Ltd (ACN 134694992)	\$1 522 015.72
Pugh, Richard A & Janeen M	\$96 234.95
Pukallus, Colin & Christine	\$39 899.96
Purcell, Martin A	\$126 898.35
Purvis, Robin Craig & Wendy Joy	\$35 791.66
Rackham, Jack C & Joanne M	\$79 575.12
Raida Enterprises Pty Ltd (ACN 011075639)	\$50 903.40
Range Charter Coaches Pty Ltd (ACN 118749572) ATF Jakertie Family Trust	\$166 318.49
Rayment, Paul James	\$90 254.20
Reed, Graham L & Pauline D	\$74 877.56
Regent Taxis Ltd (ACN 009705113)	\$641 043.43
Reid, Cheryl Dawn	\$40 107.41
Reiser, Shane & Lorraine	\$35 833.81
Reiss, Raymond J & Gayleen M	\$77 199.95
Rewan School Bus Committee Inc	\$55 318.92
Richter, Dawn	\$34 518.92
Ridden, R W	\$55 302.62
Rieck, Kerry J	\$166 892.15
Rienecker, Terrence Robert	\$384.00
Riley, Brent J & Amanda G	\$87 810.32
RK Lyons Pty Ltd ATF Lyons Business Trust	\$442 472.03
Robertson, Graham R	\$64 149.57
Robertson, Roland ATF Robertson Family Trust	\$46 850.28
Rockhampton Cab Company Ltd (ACN 009718807)	\$257 259.45
Rod North & Sons Transport (NQ) Pty Ltd (ACN 097916571)	\$57 179.18
Rod North & Sons Transport Pty Ltd (ACN 010818498)	\$436 434.69
Rolleston/Springsure Local Conveyance Group Inc	\$76 359.47
Romaio, Virginia	\$25 192.86
Rose, Lewis Victor	\$6 711.12
Ross Bus Company Pty Ltd (ACN 111712031)	\$300 058.34

<i>Table 36 School transport operator payments for the period 1 July 2009 to 30 June 2010 (continued)</i>	
Operator name	Total payment (GST exclusive)
Ross Ford Pty Ltd (ACN 070391089)	\$54 474.60
Ross, Glynn & Helene ATF The Ross Family Trust	\$687 137.77
Ross, Gregory K & Donna M	\$356 793.40
Ross, James K & Jodi S	\$63 139.74
Ross, Peter John & Jennifer Mary	\$58 743.43
Rudd, Rebecca M & Tony E	\$33 854.94
Ruthenberg Roses Pty Ltd (ACN 097119456)	\$71 040.17
Sainty's Bus Service Pty Ltd (ACN 094075046)	\$307 301.49
Sandwin Pty Ltd (ACN 010455464)	\$109 754.73
Schimke, Christine Marjorie	\$54 011.43
Schlumpf, GS & KM	\$208 195.07
Schmid, Joseph P	\$126 548.20
Schneider, Jeff	\$52 975.17
Schultz, Daphne J	\$53 092.98
Schultz, Jeffrey Max	\$49 744.56
Scifleet, RE & SM	\$257 773.46
Scott, Darrell G & Janette R	\$76 692.23
Sea Cat Charters Pty Ltd (ACN 010551925)	\$55 195.37
Searby, Barry Clark	\$55 983.67
Seccombe, Anthony D	\$222 230.10
Seven Leaders Pty Ltd (ACN 107043809) ATF Seven Leaders Trust	\$79 155.24
Shanks, Ross & Elizabeth	\$99 868.08
Shaunlyn Pty Ltd (ACN 072494127)	\$705 539.90
Sheppard, Ronald W	\$87 181.12
Shoecraft, Elizabeth Ann	\$197 111.35
Shultz, Gerald A & Susan G	\$67 501.92
Silver Leaf Taxi Service	\$13 245.45
Sinnamon, Brian I & Fiona E	\$43 320.01
Slater, Berneice M	\$55 844.44
Smallacombe, Roger David & Kylie Louise	\$208 634.91
Smith, Colin J & Maree P	\$50 712.59
Smith, Geoffrey N & Jennifer M	\$8 085.27
Smith, KD & JM	\$6 585.45
Snell, Tony W	\$76 940.52
SNH Mechanical Pty Ltd (ACN 109676057)	\$62 825.77

Appendix 8—Transport payments (continued)

School transport operator payments 2009–10 (continued)

<i>Table 36 School transport operator payments for the period 1 July 2009 to 30 June 2010 (continued)</i>	
Operator name	Total payment (GST exclusive)
South Bundy Buses Pty Ltd (ACN 101338783)	\$316 896.98
Southern Cross Transit (Qld) Pty Ltd)	\$1 774 070.57
Southern RK & SM	\$11 086.36
Stack, Donald J & Robyn J	\$87 575.67
Stafford, Robert C & Leila E	\$57 389.04
Stainkey, Trevor J & Shirley M	\$218 683.54
Standard White Cabs Ltd (ACN 009743962)	\$305 148.84
Stewart, Gary J & Pamela J	\$55 431.43
Stewart, Gregory J & Georgina A	\$85 896.15
Stiles, Phillip Raymond	\$50 707.79
Stiller, RD & C	\$49 722.39
Stonehouse, Clint T & Veronica K	\$45 648.74
Stonestreet's Coaches Pty Ltd (ACN 002738927) ATF Kape FT	\$345 783.70
Stonestreet's Investments Pty Ltd (ACN 090 887 111)	\$922 969.66
Stormridge Pty Ltd (ACN 062473027)	\$650 411.83
Stower, Anthony J	\$105 007.97
Stradbroke Ferries Pty Ltd (ACN 009725713)	\$28 220.00
Stratford, Duggan Leslie	\$88 283.44
Suncoast Cabs Ltd (ACN 010183892)	\$196 253.26
Sunferries Pty Ltd (ACN 010423766)	\$284 556.53
Sunshine Buses Pty Ltd	\$5 550 117.69
Sutherland, Ian Anderson	\$58 202.89
Sutton, Edward W & Kerry P	\$47 754.74
Swift, Carol A	\$41 182.62
TD & GR Eckel Pty Ltd (ACN 074 098 114)	\$285 624.14
TJL Enterprises Pty Ltd (ACN 092435704)	\$231 046.67
Tabetro Pty Ltd (ACN 010 276 490)	\$47 197.61
Tanner, Martin WR ATF The Tanner Family Trust	\$129 237.51
Tarasel Pty Ltd (ACN 010273088) ATF Harris Pollock Unit Trust	\$70 220.75
Tassex Pty Ltd (ACN 010663653)	\$73 363.64
Tate, Robert T	\$140 069.63
Taylor, Beven J & Voll, Norma E	\$81 850.54
Tellene Pty Ltd (ACN 010146237) ATF The Harlow Family Trust	\$57 851.85
Terrence Mark Black ATF TM & VM Black Family Trust	\$247 492.27

<i>Table 36 School transport operator payments for the period 1 July 2009 to 30 June 2010 (continued)</i>	
Operator name	Total payment (GST exclusive)
Thies, Desmond L & Mary V	\$44 500.95
Thomas, Jean	\$42 700.19
Thompson, JS & BS	\$67 346.72
Thompson, Lawrence M & Hayward, Helen G	\$195 268.66
Threlkeld Investments Pty Ltd (ACN 095617431)	\$218 567.29
Thurnham, David Victor John ATF The Thurnham Family Trust	\$32 754.55
Thygesen, FC & Barnes-Thygesen, JG	\$41 381.06
Tigell, Graham R & Marie ATF The Tigell Family Trust	\$48 719.82
Tomkins, Graham L & Pamela J	\$75 038.40
Toonen, Victor Adrianus	\$48 171.83
Toowoomba Transit Pty Ltd (ACN 135249062)	\$2 478 687.73
Topp, Janelle	\$31 274.18
Torres Strait Island Regional Council	\$100 742.84
Torrisi, Guiseppe &Carolynne M	\$196 898.02
Torrisi, Salvatore	\$117 612.42
Townsend School Bus Services Pty Ltd (ACN 063956169)	\$8 305 613.71
Tram Nominees Pl (ACN 082763102) ATF The Tucker Family Trust	\$158 943.32
Trans North Pty Ltd (ACN 074 538 159)	\$3 097 722.54
Transit Australia Pty Ltd (ACN 065794943)	\$1 041 450.03
Translink Transit Authority	\$21 252 586.35
Travers, GM & KM	\$132 882.87
Trustee For AJ Johnston Estate & MA, KJ & RG Johnston	\$72 638.10
Tsakissiris, George & Joan	\$103 538.46
Tully, Malcolm Ross & Judith Ann	\$66 328.95
Turnbull, Geoffrey V & Paula G	\$84 723.22
United Cab Company Pty Ltd	\$51 669.04
Unold, Jaqueline	\$63 739.62
Unverzagt, Arnold A & Helen E	\$80 948.34
Van Hoeyen, Stephen Gerard & Helen Mary	\$84 422.17
Vardy, David J & Carolyn K	\$42 246.14
Varta Echo Pty Ltd (ACN 011058361)	\$32 940.60
Vassallo, James & Sandra ATF The J & S Vassallo Family Trust	\$338 489.39
Veivers, Kenneth S & Jeannine E	\$57 700.08

Appendices

Appendix 8—Transport payments (continued)

School transport operator payments 2009–10 (continued)

<i>Table 36 School transport operator payments for the period 1 July 2009 to 30 June 2010 (continued)</i>	
Operator name	Total payment (GST exclusive)
Vella, SJ & TL	\$66 546.90
Veolia Transport Brisbane Pty Ltd	\$632 130.48
Village Taxi Cabs Pty Ltd (ACN 092776273)	\$59 799.42
WG & SM Heading Pty Ltd (ACN 010481017) ATF Heading Family Trust	\$198 927.96
Wales, Keith	\$85 938.58
Walker, Robert Earl Martin	\$42 430.26
Wall, JL & MJ ATF The Jim & Margaret Wall Family Trust	\$134 073.25
Wall, Wayne J & Jacqueline A	\$49 949.66
Walsh, James P & Doreen H	\$101 327.74
Walsh, Neville J & Narelle G	\$63 935.10
Warner, Anthony James & Tracey Leanne	\$61 979.44
Warrener, Donald William & Cathy Ann	\$64 080.34
Warwick Charter Coaches Pty Ltd ATF The Rettke Family Trust	\$325 828.62
Watkin, Aaron S & Susan	\$63 393.19
Watson, Noel & Karol Joye	\$32 605.86
Watt, Graham David	\$67 115.40
Waytee Pty Ltd (ACN 123014924) ATF Dowling Family Trust	\$134 794.18
Webb, Marius P & Julia R	\$81 255.00
Webster, Denis J & Kay M	\$113 410.26
Weier, Russell C & Pamela A	\$34 696.62
Weir, Lyle Joyce & Robert Francis	\$46 169.90
Western Cape College	\$29 467.80
Weston, Michael W & Julie A	\$38 432.92
West Transport Enterprises Pty Ltd (ACN 011034923)	\$363 951.58
Weymouth, Grahame J	\$53 910.49
Wheaton, PJ & AM	\$67 129.36
Wheeler, LW & CJ	\$94 801.90

<i>Table 36 School transport operator payments for the period 1 July 2009 to 30 June 2010 (continued)</i>	
Operator name	Total payment (GST exclusive)
White, Ashley Fotheringham	\$69 861.66
Whitley, Neil & Marilyn A	\$30 634.14
Wickham, Ronald R & Fay V	\$85 000.42
Wickham, Trevor Bruce	\$170 625.34
Wilkins, Colin Maxwell & Patricia A	\$45 525.24
Williams, GT, DA, GC, AT, BJ	\$36 198.82
Willjoy Pty Ltd ATF The Gist Family Trust (ACN 051094369)	\$57 907.23
Wills, David E & Zelma I	\$37 425.30
Wills, Stephen C	\$263 564.34
Wilson, Michael & Schmidt, Danielle	\$2 353.56
Wilson, Peter CM & Kay E	\$92 957.07
Wit, Wilhelmus C & Astrid	\$15 859.02
Wombat Wanderers Pty Ltd (ACN 066390955)	\$214 815.85
Wompos Pty Ltd (ACN 135089468)	\$48 906.12
Wondekai Grazing Co Pty Ltd(ACN 075245319) ATF Ross Muirhead F	\$49 334.05
Worth, Jeffrey J & Julie N	\$261 885.95
Worth, Peter D & Suzanne	\$27 031.63
Wright, Judith A, Gordon G, Heather Y & McBride, Noel A	\$57 924.92
Wyoming Distributors Pty Ltd	\$408 208.77
Yarrabah Aboriginal Council	\$52 293.36
Yarrow, Colleen M	\$45 500.15
Yellow Cabs (Queensland) Pty Ltd (ACN 009662408) ATF Monburn Trust	\$982 440.75
Young, David G, Philip J & Phyllis J	\$1 693 842.11
Zamoner Pty Ltd (ACN 003532625)	\$2 141 025.86
Zirbel, Gabriel L & Cubis, Kelly A	\$24 053.74
Zischke, GW & DL	\$808 874.63

Appendix 8—Transport payments (continued)

TransLink bus and ferry contract payments 2008–09

The contract payment summary for 2008–09 was omitted from the former *Queensland Transport Final Report* and the *Department of Transport and Main Roads Annual Report for the period ending 30 June 2009*.

<i>Table 37 TransLink bus and ferry contract payments 2008–09</i>	
Name	Total payment (GST exclusive)
Bribie Island Coaches	\$2 586 321
Brisbane Bus Lines	\$115 023
Buslink Queensland	\$10 219 643
Caboolture Bus Lines	\$5 359 458
Clarks Logan City Bus Service	\$22 300 393
Hornibrook Bus Lines	\$9 475 206
Kangaroo Bus Lines	\$9 055 946
Mt Gravatt Bus Service	\$3 305 164
Park Ridge Transit	\$8 845 965
Southern Cross (Qld) Pty Ltd	\$187 597
Sunshine Coast Sunbus	\$24 668 507
Surfside Bus Lines	\$59 279 550
Thompson Bus Service	\$3 783 002
Veolia Brisbane Pty Ltd	\$21 221 894
Westside Bus Company	\$13 237 418
Brisbane City Council (Brisbane Transport)	\$171 000 333
Brisbane City Council (Ferries)	\$10 945 905
Laidley Bus Services	\$874 191
Westside Bus Co (Railbus)	\$246 389
Total	\$367 707 905

Appendices

Appendix 8—Transport payments (continued)

Passenger transport payments April–June 2009

Below is a correction to the passenger transport payments for April–June 2009 as printed in the *Department of Transport and Main Roads Annual Report for the period ending 30 June 2009*. The figures represent the cost to the department and may include GST under tripartite ruling.

Table 38 Passenger transport payments April–June 2009	
Name	Amount
Bus	
Bay Bus and Coach	\$0
Bowen Transit	\$25 867.63
Buslink Queensland Pty Ltd	\$137 489.47
Campsie Bus Company Pty Ltd	\$203 331.55
Cavglass Pty Ltd	\$69 038.41
Chillagoe Observatory and Eco Lodge	\$2 214.71
Christensen's Bus and Coach	\$78 954.20
Complete Golf Coaching Pty Ltd	\$6 405.60
Duffy's City Buses Pty Ltd	\$275 009.61
Coast and Country Buses	\$3 100.00
D A and H E M Hastie	\$9 782.36
Haidley's Panoramic Coaches	\$35 307.21
Hamol Pty Ltd	\$0
Hermit Park Bus Service	\$141 470.67
Hubbards Coaches Pty Ltd	\$4 927.62
J and B Logan Pty Ltd	\$3 431.25
K R Shepherd	\$0
Loves Bus Service Qld	\$330 790.22
Mackay Taxi	\$0
Mackay Transit Coaches Pty Ltd	\$448 973.45
Magnetic Island Bus Service	\$0
Maryborough Hervey Bay Coaches	\$528 522.50
North Stradbroke Island Bus Service	\$104 450.20
Polley's Coaches	\$77 034.74
Q-Transit Pty Ltd	\$24 171.46
Stewart and Sons	\$45 616.60
Toowoomba Transit Pty Ltd	\$499 572.22
Trans North Pty Ltd	\$121 259.79
Transit Australia Pty Ltd	\$9 843 340.17
Veolia Transport Brisbane Pty Ltd	\$1 375.20
Whitecar Coaches Pty Ltd	\$0
Yellow Cabs (Queensland) Pty Ltd	\$19 912.82
Young's Bus Service	\$260 438.50
Sub-total	\$13 301 788.16

Table 38 Passenger transport payments April–June 2009	
Name	Amount
Ferry	
BITS Ferry Group Pty Ltd	\$266 308.80
Coochiemudlo Island Ferry Service Pty Ltd	\$44 834.10
Island Taxi and Charter	\$196 600.00
Peddells Ferry and Tour Bus Service	\$8 924.00
Stradbroke Ferries Pty Ltd	\$18 133.00
Sunferries Pty Ltd	\$287 034.78
Sub-total	\$821 834.68
Total for regional bus and ferry	
	\$14 123 622.84
Long-distance rail	
Queensland Long Distance Passenger Rail Network Transport Service Contract (Traveltrain)	\$31 629 715.00
Savannahlander Transport Service Contract	\$333 059.20
XPT Transport Service Contribution Agreement	\$394 407.40
Sub-total	\$32 357 181.60
Air	
SkyTrans*	\$1 632 390.00
QantasLink*	\$150 000.00
West Wing*	\$714 637.25
Regional Express	\$0
Sub-total	\$2 528 193.43
Long-distance coach	
Bowen Transit	\$15 975.00
Bus Queensland	\$124 982.06
Callide Coaches	\$40 320.00
County Road Coach Lines	\$13 200.00
Douglas Coaches	\$20 333.34
Greyhound Australia	\$401 438.26
Paradise Coaches	\$82 501.26
Trans North Bus & Coach	\$41 472.00
Jena Boran ATSI Corporation	\$3 720.61
North Burnett Regional Council	\$3 633.92
G & S Shultz	\$1 235.24
Sub-total	\$748 811.69
Total subsidy for long-distance services	
	\$35 634 186.72

Note:

* Payments made under Emergency Service contract provisions after MacAir collapse.

Appendix 9—Committees and advisory groups associated with the department

In line with the *Right to Information Act 2009* we detail in Table 38 a list of all boards, councils, committees and other bodies that we play an active role in, and their responsibilities and achievements for 2009–10.

Committees/advisory groups	Responsibilities	Achievements during 2009–10
Authorised Transit Officers—Implementation Steering Committee	<ul style="list-style-type: none"> Provides a forum to implement the authorised transit officers across multiple agencies and stakeholders with shared implementation responsibilities 	<ul style="list-style-type: none"> Established sub-committees to develop individual stakeholder tasks Worked in partnership with QR Passenger, Queensland Police Service, TransLink and union representatives to finalise implementation policies prior to transfer of project to TransLink
Transport Development and Solutions Alliance	<ul style="list-style-type: none"> Provides a forum for discussions between department and volunteers regarding community transport issues 	<ul style="list-style-type: none"> Held conference in Brisbane in April 2009
Queensland Environmentally Sustainable Schools Initiative	<ul style="list-style-type: none"> Represents the TravelSmart program 	<p>The TravelSmart Schools program is included in the Department of Education Sustainability Plan. 2010 has been declared the Year of Environmental Sustainability in Queensland schools. The aims of the Year of Environmental Sustainability (YES) are to:</p> <ul style="list-style-type: none"> increase awareness and understanding of environmental promote sustainability issues support teachers to include environmental education include sustainability elements in their teaching practice empower students and schools to be more environmentally aware promote sustainability in everyday practices to reduce their ecological footprint promote the achievements of Queensland state schools and their students in adopting environmentally sustainable practices. <p>Signature events will include:</p> <ul style="list-style-type: none"> YES challenges for students Bunya to the Bay Eco Adventure 2010 Australia-Pacific Earth Charter +10 Festival regional and state environmental education symposiums YES Youth Ambassadors Program YES Principal Champion.
	<ul style="list-style-type: none"> Represents the TravelSmart program 	<ul style="list-style-type: none"> Meetings and workshop were held in March 2010 Held display at the Smart Transport conference on 20 May 2010
Taxi Industry Advisory Committee	<ul style="list-style-type: none"> Provides input on strategic and policy issues on the taxi industry as a whole Assists in progressing major priority initiatives identified under the <i>Taxi Strategic Plan</i> and prioritising its policy and legislative agenda to best address the needs of the taxi industry Increases the efficiency and effectiveness of operations for all industry stakeholders—operators, owners, drivers and dispatch booking companies within the industry—and the community in general 	<ul style="list-style-type: none"> Provided input into the <i>Taxi System Strategic Plan</i>
BoatSafe Advisory Panel	<ul style="list-style-type: none"> Provides a forum for recreational boat licensing and skilling issues. The department contributes with other stakeholders to inform marine safety policy development or regulatory change 	<ul style="list-style-type: none"> Discussed a range of recreational boat licensing policy and operational issues Commenced a review of the BoatSafe Scheme and prepared a discussion paper
Safety Culture Marine Safety Committees Airlie Beach, Brisbane, Gold Coast	<ul style="list-style-type: none"> Identifies opportunities to increase application of contemporary practice in risk and safety management by commercial vessel owners and operators Contributes, with other stakeholders, to inform marine safety policy development or regulatory change 	<ul style="list-style-type: none"> Worked in partnership with the Brisbane Marine Safety Committee to deliver the Annual Commercial Marine Industry Forum Provided a financial investment to assist the Airlie Beach Marine Safety Committee to establish the Marine Safe Accreditation Scheme

Appendices

Appendix 9—Committees and advisory groups associated with the department (continued)

Table 39 Committees and advisory groups		
Committees/advisory groups	Responsibilities	Achievements during 2009–10
Queensland Motorcycle Safety Advisory Group	<ul style="list-style-type: none"> Provides a forum for a cooperative and joint consultative relationship between representatives of Queensland’s on-road motorcycling community and the department, which is aimed at increasing the safety of motorcycle riders on Queensland roads 	<ul style="list-style-type: none"> Actively promoted safety through the on-road motorcycling community Provided comment and feedback during the development of media and education campaigns conducted by the department and aimed specifically at motorcyclists Participated in ongoing research and issues identification relating to motorcycle safety
Q-RIDE Registered Service Provider Meetings (included as per recommendation 6 of TravelSafe recommendations enquiry no.47)	<ul style="list-style-type: none"> Provides a forum for discussions between Transport and Main Roads and service providers Raises and resolves state-wide issues affecting the service providers Engages service providers about policy issues Enables information exchange and distribution Encourages consistent training and assessment 	<ul style="list-style-type: none"> Improved compliance strategy and performance monitoring Enhanced communication strategy Reviewed the scheme to incorporate TravelSafe recommendations for motorbike safety
Road Freight Industry Council	<ul style="list-style-type: none"> Provides advice to the Transport Minister on matters affecting the road freight industry 	<ul style="list-style-type: none"> Established the Road Freight Industry Council Safety Committee to identify, promote, and encourage safety initiatives for the heavy vehicle industry We made a significant contribution to a number of the activities associated with: <ul style="list-style-type: none"> » establishing the National Heavy Vehicle Regulator » developing a feasibility study on heavy vehicle direct pricing as part of the COAG (Council of Australian Governments) <i>Road Reform Plan</i>, a plan to promote a more efficient, productive and sustainable provision and use of freight infrastructure » forming a sub-group to devise strategies for improving communication and engagement with local government » offering significant input into developing a rest area program » – developing a council web page on the department’s website to raise the profile, transparency and understanding of the work that the council performs.
Driver Trainer Industry Group	<ul style="list-style-type: none"> Encourages interaction, discussion and effective communication between the driver trainer industry and the department through quarterly meetings 	<ul style="list-style-type: none"> Driver trainer information days were held at Logan and Southport Customer Service Centres. Driver trainers were invited to participate in on-road drives with driving examiners to discuss QSafe technical issues Presentations of Q-Safe have increased pass rates and reduced complaints
Gold Coast Motorcycle Working Group	<ul style="list-style-type: none"> Engages with other agencies, industry and the community to address the number of motorcycle crashes in the Gold Coast area 	<ul style="list-style-type: none"> Marketing through local print and television media Rider Survivor days to promote safe riding Provided input into the established MATES website to engage the motorcycle industry and public
Road Accident Action Group	<ul style="list-style-type: none"> Provides community programs that predominantly address fatigue 	<ul style="list-style-type: none"> Fatigue workshops were conducted in several mines within the Central region
Road Safety Working groups	<ul style="list-style-type: none"> Delivers road safety through partnerships with local government and agencies 	<ul style="list-style-type: none"> Met regional road safety priorities through improvements to the road safety education, enforcement and engineering practices Completed local government surveys regarding road safety priorities and involvement, with a view to building aspects of road safety delivery into local government policy
Safe Communities Project	<ul style="list-style-type: none"> Offers leadership of the road safety group within a safe communities context 	<ul style="list-style-type: none"> Established a rural safety subcommittee (led by Queensland Health) Facilitated a workshop evaluating community programs for agencies and community groups linked to safe communities

Appendix 9—Committees and advisory groups associated with the department (continued)

Table 39 Committees and advisory groups		
Committees/advisory groups	Responsibilities	Achievements during 2009–10
Traffic Advisory Committees	<ul style="list-style-type: none"> • Represents the interests of the department in a support role across agencies • Promotes efficient, safe road operations and improved traffic use • Contributes to achieving an appropriate balance between regulation and entrepreneurship 	<ul style="list-style-type: none"> • Met local road safety priorities through improvements to road safety education, enforcement and engineering practices
Australian Injury Prevention Network	<ul style="list-style-type: none"> • Acts as a clearinghouse for national research and programs with an injury prevention focus 	<ul style="list-style-type: none"> • Completed and circulated briefing papers on Indigenous injury prevention and falls prevention • Provided input into the development of the <i>National Injury Prevention Plan</i> and the <i>National Aboriginal and Torres Strait Islander Injury Prevention Plan</i>
National Aboriginal and Torres Strait Island Road Safety Working Group	<ul style="list-style-type: none"> • Acts as a clearinghouse for national research and programs that focus on reducing road trauma among Aboriginal and Torres Strait Islander people 	<ul style="list-style-type: none"> • Circulated road safety recommendations from the forum to stakeholder agencies throughout Australia • Completed improved to the National Indigenous <i>HealthInfoNet</i> website
Roads Alliance Regional Road Groups Technical Committees	<ul style="list-style-type: none"> • Partners with Local Government Association of Queensland and regional councils to increase road stewardship and improve delivery capability 	<ul style="list-style-type: none"> • Appointed a road safety officer at Toowoomba Regional Council (part-funded by the department) to progress a <i>Road Safety Action Plan</i> for the region
Joint Purchasing and Resource Sharing Steering Committee	<ul style="list-style-type: none"> • Joins senior representatives from local government, the Local Government Association of Queensland and the department to provide strategic advice and direction to the joint purchasing and resource-sharing initiative. A key objective of the Roads Alliance is to enable local government and the department to benefit from joint purchasing and resources-sharing practices 	<ul style="list-style-type: none"> • Established a contract in January 2010 with Brisbane-based specialist consulting firm Project Procure to facilitate a regional pilot project for the Scenic Valleys and develop a reusable implementation toolkit. Work began on the Scenic Valleys regional pilot in February
Regional Road Groups Alliance Technical Committees	<ul style="list-style-type: none"> • Partners with Local Government Association of Queensland and regional councils to increase road stewardship and improve delivery capability 	<ul style="list-style-type: none"> • Established a road safety officer at Toowoomba Regional Council (part-funded by the department) to progress a <i>Road Safety Action Plan</i> for the region
Australian Asphalt Pavement Association (AAPA)	<ul style="list-style-type: none"> • Provides a forum for discussion between industry groups and our senior executives 	<ul style="list-style-type: none"> • Received excellent feedback from AAPA in relation to the stakeholder feedback questionnaire, with a result of 99.9 per cent
Austroads Pavement Technology Review Panel (PTRP)	<ul style="list-style-type: none"> • Ensures timely responses on matters referred to their jurisdiction for review or comment from time to time, as well as act as a review coordinator for designated publications research and revision projects 	<ul style="list-style-type: none"> • Developed the <i>Pavement Technology Series</i> • Managed 15 research reports • Assessed proposals for nine new research projects • Provided oversight to the Centre for Pavement Engineering Education • Managed PIARC committees: Preserving the Environment; Rural Road Systems; Road Pavements; Geotechnical & Unpaved Roads • Produced work tips

Appendices

Appendix 9—Committees and advisory groups associated with the department (continued)

Table 39 Committees and advisory groups		
Committees/advisory groups	Responsibilities	Achievements during 2009–10
Austroads Bitumen Research Reference Group	<ul style="list-style-type: none"> • Provides technical management of projects under the guidance of the PTRP and with input from the AAPA Technology Committee • Develops project briefs and experimental designs that are compatible with the objectives of the Austroads strategies and determines the resources needed to achieve outcomes within agreed times and budgets • Nominates project/group leaders and team members from Austroads and AAPA members to undertake approved projects/tasks • Identifies suitable consultants to undertake work in support of approved projects on a competitive basis • Coordinates and reports on work associated with these projects with the aim of minimising duplication of effort among members and ensuring critical constructive assessment and implementation of project work • Contributes to developing and revising the Austroads Guide to Pavement Technology • Contributes to developing Austroads and AAPA strategic directions by identifying areas of research and technology enhancement • Establishes and maintains a suitable network of asphalt and bituminous surfacing contacts within Austroads, AAPA and Roading New Zealand member organisations 	<ul style="list-style-type: none"> • Provided research, information and reports on: <ul style="list-style-type: none"> » bitumen » modified binders » imported bitumen » development of test methods » development of standards » spray seal design system
Austroads Asphalt Research Reference Group (ARRG)	<ul style="list-style-type: none"> • Provides technical management of ARRG projects under the guidance of the PTRP and with input from the AAPA Technology Committee • Develops project briefs and experimental designs that are compatible with the objectives of the Austroads strategies and determines the resources needed to achieve outcomes within agreed times and budgets • Nominates project/group leaders and team members from Austroads and AAPA members to undertake approved projects/tasks • Identifies suitable consultants to undertake work in support of approved projects on a competitive basis • Coordinates and reports on work associated with these projects with the aim of minimising duplication of effort among members and ensuring critical constructive assessment and implementation of project work. • Contributes to developing and revising the <i>Austroads Guide to Pavement Technology</i> • Contributes to developing Austroads and AAPA strategic directions by identifying areas of research and technology enhancement • Establishes and maintains a suitable network of asphalt and bituminous surfacing contacts within Austroads, AAPA and Roading New Zealand member organisations 	<ul style="list-style-type: none"> • Established asphalt test methods, national standards, other test methods and asphalt mix design systems

Appendix 9—Committees and advisory groups associated with the department (continued)

Table 39 Committees and advisory groups		
Committees/advisory groups	Responsibilities	Achievements during 2009–10
Austrroads Pavement Structures Reference Group	<ul style="list-style-type: none"> • Provides technical review and guidance of pavement technology projects in accordance with the Austrroads <i>Guide to Managing Austrroads Projects</i> and under the direction of the Austrroads Pavement Technology Review Panel • Develops pavement project briefs compatible with the objectives of the Austrroads Strategies • Coordinates and reports work associated with these projects with the aim of minimising duplication of effort among members and ensuring critical constructive assessment and implementation of project work • Contributes to developing the Austrroads <i>Pavement Technology Series</i> of publications including monitoring feedback and pavement performance review • Contributes to developing Austrroads' strategic directions by identifying areas of pavement research and technology enhancement • Monitors, maintains and develops the Austrroads pavement design procedures • Establishes and maintains a suitable network of pavement technology contacts • Monitors world practice in pavement technology 	<ul style="list-style-type: none"> • Assessed unbound granular base performance • Reviewed layer linear elastic design system • Introduced finite element design systems • Reviewed and assessed potential replacement of stabilised fatigue life formulae • Established foam bitumen stabilisation procedures • Measured impact of heavy vehicles and multiple axle loads
Austrroads Stabilisation Research Reference Group	<ul style="list-style-type: none"> • Acts as a technical reference group for the research and provision of information and advice on design of all stabilised pavements and associated test equipment, test methods, standards and design systems such as finite element and layered linear elastic theory 	<ul style="list-style-type: none"> • Established specifications and standards
World Road Association PIARC Committee	<ul style="list-style-type: none"> • Austrroads representatives on PIARC technical committees have a responsibility to: <ul style="list-style-type: none"> » represent Australia and New Zealand by presenting the nations' position on committee activities » be well informed on the subject issues and issues affecting the Australian and New Zealand road communities relevant to the committee's activities » disseminate World Road Association information to a target audience » identify research results or new technology which, if implemented in Australia and New Zealand (with or without further development), could be beneficial and be a catalyst to accelerate implementing new technology breakthroughs 	<ul style="list-style-type: none"> • Attended the fourth meeting of the Technical Committee D.2a on Road Surface Characteristics held in Cancun, Mexico, for the 2008 to 2011 PIARC cycle. The department's Peter Bryant is English Speaking Secretary of this technical committee • Attended the PIARC International Seminar on Pavement Maintenance held in Cancun, Mexico. Peter Bryant was also a member of the Scientific Committee for the seminar and managed the selection of papers and program • Peter presented a paper by Jothi Ramanujam on Hot-in-Place Asphalt Recycling at the seminar • In general, active involvement in PIARC D.2 Road Pavements Technical Committee activities has resulted in enhanced knowledge of current international pavement technology, which has been disseminated throughout Australasia including Queensland • Participation continued to contribute to Austrroads' vision, which is to be recognised for its leadership in providing high quality information and advice and fostering research in the Australasian road and road transport sectors • The activities of the Technical Committee directly related to department and Austrroads publications. Access to information and international expertise will be invaluable in future developments of the department and Austrroads publications and in the delivery of road projects using the best internationally available technology • The other major benefit of committee membership is the opportunity to seek answers to technical problems and learn of new technology from pavements practitioners from around the world • Attendance at the congress has resulted in enhanced knowledge of international activity in relation to asphalt pavements
RIMAG	<ul style="list-style-type: none"> • Provides an external focus to enhance departmental development as a listening and learning organisation and acting as a key advisor 	<ul style="list-style-type: none"> • Met quarterly to provide input and feedback on key areas of interest to the department • Completed research reports for the department including measuring the performance of government in delivering state-controlled roads in Queensland—<i>A Community and Stakeholder Perspective</i>.

Appendices

Rail safety 2009–10 external forums

Table 40 Rail safety 2009–10 external forums

Name or title of forum	Forums are held	Issues considered	Role (participant/ chair/ lead agency)
Rail Safety Regulators' Panel	Quarterly	<ul style="list-style-type: none"> Operational issues, for example implementing model legislation National documents to promote consistency Uniform administration Learnings from major rail incidents 	Chair, participant and secretariat
Data Reference Group	As needed	<ul style="list-style-type: none"> National Rail Safety Data Strategy development and implementation 	Chair, participant
Rail Safety Co-regulation Group	Three times a year	<ul style="list-style-type: none"> Operational issues affecting rail operators throughout Australia (including tourist and heritage) 	Chair, participant
Rail Safety Regulation and Policy Group	Six to eight weeks before the Standing Committee on Transport (SCOT) meeting but may hold special meetings as required	<ul style="list-style-type: none"> Monitoring, evaluating and advising on implementing the COAG rail safety reform agenda items and other nationally agreed rail safety reforms Advising on implementing outstanding COAG rail safety reform agenda items Advising on rail safety policy initiatives to further the National Transport Policy framework Taking a forward-looking approach to identify emerging strategic rail safety policy issues and recommend ways to address these issues Developing a work program consistent with the above Playing an advisory role to the project office to establish the national rail safety regulator 	Participant
Rail Level Crossing Group	Twice yearly or on an as-needed basis	<ul style="list-style-type: none"> Providing guidance, advice and direction guidance, advice and direction through the Safety Standing Sub-Committee to the Australian Transport Council on national policy and initiatives that will achieve reduction in the likelihood of crashes and near-misses at Australian rail level crossings 	Participant
Queensland Level Crossing Safety Committee	Every two months or as required	<ul style="list-style-type: none"> Advising and making recommendations on the policy directions, management and standards for railway level crossings (except cane rail crossings) in Queensland for the protection and safety of the public and reduction of risk 	Chair, participant and secretariat
Rail Safety Regulation Reform Project Board	Minimum of four times a year otherwise as needed	<ul style="list-style-type: none"> Establishing the national rail safety regulator and the national rail safety investigator 	Chair, participant
AusRail and Rail Safety Conference (national conferences)	Once a year	<ul style="list-style-type: none"> Discussing the challenges, technologies and safety issues facing rail industry 	Participant

Glossary

Word	Definition
All levels of government	this includes Australian, state and local governments.
Allocation	the annual provision of funds at project, work-type, district, region, program or state budget levels.
Asset management	a comprehensive and structured approach to delivering community benefits by managing road networks to ensure the needs of road agencies, road users and other stakeholders are clearly understood and integrated into an asset management framework.
AusLink Network	the National Land Transport (AusLink) Network is a single integrated network of land transport linkages of strategic national importance, funded by federal, state and territory governments.
Austrroads	the national association of road transport and traffic authorities in Australia and New Zealand. Austrroads is governed by a council comprising senior executives of federal government and state road authorities, the Australian Local Government Association and Transit New Zealand.
BoatSafe	is a competency-based training and assessment scheme modelled on national guidelines for the safe operation of recreational boats.
Corporate Plan	high level planning document that links long-term planning with operational delivery.
Full-time equivalent	is calculated by the numbers of hours worked in a period divided by the full-time hours prescribed by the award/ industrial instrument for the person's position.
Green Star	is a comprehensive national, voluntary environmental rating system that evaluates the environmental design and construction of buildings and, with 11 per cent of Australia's CBD commercial office buildings Green Star certified, building green is now a business imperative.
Infrastructure Australia	Infrastructure Australia is a statutory advisory council established by the federal government that is tasked with identifying infrastructure gaps and bottlenecks that hinder economic growth and prosperity. www.infrastructureaustralia.gov.au
Local government road	local roads of regional significance; a lower order state-controlled road network, excluding designated AusLink network corridors.
Outcomes	community benefits derived from the efficient delivery of outputs.
PIARC	the world road association. PIARC draws membership from road authorities and companies around the world.
QTRIP	Queensland Transport Roads Investment Program; our five-year, annually updated, rolling program of works.
REEFVTS	Australia established the Great Barrier Reef and Torres Strait Vessel Traffic Service to enhance navigational safety and environmental protection in Torres Strait and the Great Barrier Reef.

Word	Definition
RIP	Roads Implementation Program our five-year, annually updated, rolling program of works.
Roads Alliance	Transport and Main Roads and local government joint management approach to prioritising investment on local roads of regional significance to the road network.
Roads infrastructure	all physical road-related assets—roads and pavements, bus and cycling facilities, tunnels, complex bridges, rest areas, signage, landscaping, animal crossings under and over roads, noise barriers, traffic signals, lighting and so on.
RoadTek	a commercialised business unit of Transport and Main Roads involved in consulting, asset services, contracting and plant hire services associated with roadworks delivery.
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).
SEQIPP	South East Queensland Infrastructure Plan and Program refers to government infrastructure priorities that support a preferred plan of development first outlined in the South East Queensland Regional Plan (released in October 2004).
Stakeholder	anyone or any group that either influences or is affected by our business.
State-controlled roads	roads controlled and managed by the state government. They include the AusLink national road network, state strategic roads, regional roads and district roads (but not local roads).
Smooth Travel Exposure (STE)	STE is the proportion of travel undertaken each year on roads with measured surface roughness less than the levels of 110 and 140 specified by the National Association of Australia State Road Authorities (NAASRA) Roughness Meter (NRM).
STREAMS (system)	integrated intelligent transport system that manages freeways and signalised intersections.
Transport Integrated Customer Access (TICA)	a system to integrate core business functions into a single customer interface to support emerging technologies.
Type 2 Road Train	a Type 2 road train is a multi-combination vehicle (other than a B-Double) consisting of a motor vehicle towing at least two trailers. Maximum combination length is 53.5 metres. AAB Quad, BAB Quad and ABB Quad road trains are innovative and better-performing road train vehicles using B-double trailers as part of the combination. A and B refer to the connections between the trailers in the combination—with an A connection being a draw bar and a B connection being a turntable.

Acronyms

Acronym	Definition
AAPA	Australian Asphalt Pavement Association
ABN	Australian Business Number
AMSA	Australian Maritime Safety Authority
ANPR	Automatic Number Plate Recognition
ARRG	Austrroads Asphalt Research Reference Group
COAG	Council of Australian Governments
CBD	Central Business District
CCF	Civil Contractors Federation
CCTV	Closed Circuit Television
CMC	Crime and Misconduct Commission
COO	Chief Operations Officer
CO ₂	Carbon dioxide
CO ₂ -e	Carbon dioxide-equivalent emissions
CSA	Control self-assessment
DPW	Department of Public Works
DERM	Department of Environment and Resource Management
DIP	Department of Infrastructure and Planning
eDAM	electronic Development Application Management
EDD	Extended Design Domain
FTE	Full-time Equivalent
GOC	Government Owned Corporation
GRI	Global Reporting Initiative
GST	Goods and Services Tax
ICT	Information Communication Technology
IDAS	Integrated Development Assessment System
ISO/IEC	International Organisation for Standardisation/International Electrotechnical Commission
IRTP	Integrated Regional Transport Plans
ISSN	International Standard Serial Number
ITS	Intelligent Transport Systems
LED	Light Emitting Diodes
LGAQ	Local Government Association of Queensland

Acronym	Definition
LNG	Liquefied natural gas
LTIFR	Lost Time Injury Frequency Rate
LUPTAI	Land Use and Public Transport Accessibility Index
MATES	Motorcycle Awareness, Training, Education and Safety group
MRSS	Main Roads Standard Specification
MRTS	Main Roads Technical Standard
OnRAMP	Reporting and Performance Management Tool
PAFV	Polished Aggregate Friction Values
PBS	Performance Based Standards
PIARC	World Road Association
PTRP	Austrroads Pavement Technology
Q2	Toward Q2—Tomorrow's Queensland
QGAP	Queensland Government Agent Program
QGCPO	Queensland Government Chief Procurement Office
QML	Queensland Motorways Limited
QPS	Queensland Police Service
QR	Queensland Rail
QTRIP	Queensland Transport Roads Investment Program
RACQ	Royal Automobile Club of Queensland
RBWH	Royal Brisbane and Women's Hospital
REEFVTS	Great Barrier Reef Vessel Traffic Service
RTI	Right To Information
SAP	Systems, Applications and Programs
SEQIPP	South East Queensland Infrastructure Plan and Program
SEQRP	South East Queensland Regional Plan
SRMP	Skid Resistance Management Plan
TICA	Transport Integrated Customer Access
TSC	Transport Service Contract
VTS	Vessel Traffic Service
WH&S	Workplace Health and Safety
YTD	Year to Date

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*Office does not sell publications

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Department of Transport and Main Roads
Annual Report 2009–10
Volume 1 of 2
www.tmr.qld.gov.au

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ISSN 1837:2694

