

Department of Transport and Main Roads Strategic Plan 2023–2027



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

- Good jobs:** Good, secure jobs in our traditional and emerging industries
- Better services:** Deliver even better services right across Queensland
- Great lifestyle:** Protect and enhance our Queensland lifestyle as we grow.

The strategic plan is underpinned by the *Transport Planning and Coordination Act* and the *Transport Coordination Plan 2017–2027*.

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

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Our vision and purpose

Creating a single integrated network accessible to everyone

Principles	Objectives	Success looks like	Ways to get there	Our contribution to the Queensland Government's objectives for the community
 <p>Accessible and integrated</p>	<p>A transport system that is accessible and connects customers and communities</p>	<ul style="list-style-type: none"> More accessible, integrated and inclusive transport services and infrastructure Increased social and economic participation through improved availability and ease of access to community services Increased transport options to reflect diverse community needs Better access to community services by First Nations people 	<ul style="list-style-type: none"> Take a movement and place-based approach to transport planning, designing and operations Develop our partnerships with industry and government Strengthen our collaboration and co-design approach with our customers Expand the application of universal design thinking Harness emerging technologies and data to drive integration across the transport ecosystem Enhance access and mobility throughout Queensland Use the government Champion Network for First Nations communities 	<ul style="list-style-type: none"> Supporting jobs Connecting Queensland Growing our regions Honouring and embracing our rich and ancient cultural history
 <p>Safe and secure</p>	<p>A transport system that is safe and secure for customers and goods</p>	<ul style="list-style-type: none"> Improved safety and security for customers, systems and the transportation of goods Reduced transport related fatalities and injuries Improved customer and community trust in the transport system 	<ul style="list-style-type: none"> Build on a safe system approach for transport safety Educate the community on their role in safety Nurture partnerships to deliver a safe and secure transport system Embed cyber security to protect information assets and personal data 	<ul style="list-style-type: none"> Backing our frontline services Keeping Queenslanders safe Building Queensland
 <p>Responsive</p>	<p>A transport system that is responsive and resilient to the changing environment</p>	<ul style="list-style-type: none"> Improved operations and reliability of the transport system Responsive to unplanned events and opportunities Improved customer experience for all transport users 	<ul style="list-style-type: none"> Continue to proactively manage network disruptions and disaster recovery Build on operational excellence and local planning of services to enhance network resilience Continue to invest in relevant frontline workforce capability Build our multi-modal network management capability Enable, support and regulate emerging technologies to enhance mobility services Commit to continuous improvement in our services, communications and digital capabilities Adopt a whole-of-system perspective when designing the transport system 	<ul style="list-style-type: none"> Supporting jobs Making it for Queensland Investing in skills Backing our frontline services Connecting Queensland Protecting the environment
 <p>Efficient and productive</p>	<p>A transport system that is a key enabler of economic activity</p>	<ul style="list-style-type: none"> Increased efficiency and reliability in the movement of goods and services Increased procurement from small businesses and First Nations suppliers Improved access to local, national and overseas markets for Queensland businesses Increased long-term social and economic outcomes for local and First Nations communities Increased adoption of innovative funding and resourcing models 	<ul style="list-style-type: none"> Invest in infrastructure and services delivered in partnership with industry Maintain assets efficiently to maximise productivity Invest in research to lower capital and operational costs Integrated and coordinated approach to prioritise investment in high-value projects Increase the use of rail freight along strategic corridors Embrace smart planning and innovative financing Leverage digital opportunities to deliver innovative services Streamline back-office services and management practices 	<ul style="list-style-type: none"> Supporting jobs Backing small business Connecting Queensland Growing our regions Building Queensland
 <p>Sustainable</p>	<p>A transport system that contributes to environmental, economic and social sustainability</p>	<ul style="list-style-type: none"> Recognised as a transport industry leader in sustainability Reduced whole-of-life greenhouse emissions and adverse impact on the natural environment Increased fiscal sustainability of the transport system Increased uptake of active and shared transport modes to improve health benefits 	<ul style="list-style-type: none"> Embed sustainability in whole-of-life and whole-of-system decision making Commit to low and zero emissions transport technologies, modes and materials where possible Integrate circular economy principles into transport network design and delivery Implement programs to encourage changes in customers' travel and freight patterns Increase investment in active and sustainable transport modes 	<ul style="list-style-type: none"> Making it for Queensland Growing our regions Protecting the environment Building Queensland
 <p>Digital economic contribution</p>	<p>A thriving digital economy to benefit Queenslanders</p>	<ul style="list-style-type: none"> Uplift in cross-government alignment, governance and collaboration Improved whole-of-government data sharing and analytics Strengthened and expanded cyber-security capabilities Increased digital inclusion, equity and skills development among Queenslanders Enhanced access to affordable, reliable digital connectivity, benefiting small businesses, marginalised groups, and First Nations communities 	<ul style="list-style-type: none"> Improve digital engagement by fostering collaboration with government, community, suppliers and industry partners Enhance operating models, capabilities and platforms to support the delivery of omni-channel customer services Enhance the collection, analysis and application of customer insights to drive service enhancements and deliver a data sharing policy Deliver the Cyber Secure Queensland Strategy and scale the cyber security skills accelerator program Support small businesses, promote digital equity, provide workforce development programs and deliver a digital infrastructure plan Facilitate the establishment of digital business in First Nations communities 	<ul style="list-style-type: none"> Supporting jobs Backing small business Investing in skills Backing our frontline services Connecting Queenslanders Growing our regions
 <p>Capable, adaptable and aligned</p>	<p>A workforce that is positive, purpose-driven, capable and mobile</p>	<ul style="list-style-type: none"> A safe, healthy, inclusive and diverse workforce Accessible and connected workplaces A culture of lifelong learning aligned to our objectives Ongoing excellence in technical and professional competency 	<ul style="list-style-type: none"> Build on our culture to be a leader in safety, wellbeing, diversity and inclusion Invest in digitally connected workplaces Continue to provide access to high-quality, future-focused development opportunities aligned to our priorities Continue to embed a positive performance culture 	<ul style="list-style-type: none"> Supporting jobs Investing in skills Growing our regions Honouring and embracing our rich and ancient cultural history

Our risks:

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

Our opportunities:

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



Good jobs

Better services

Great lifestyle