Annual Report 2010–11

Department of Transport and Main Roads

Volume 1 of 2

Queensland Government

Letter of compliance

16 September 2011

The Honourable Craig Wallace MP
Minister for Main Roads,
Fisheries and Marine Infrastructure
Level 13 Mineral House
41 George Street
Brisbane Qld 4000

The Honourable Annastacia Palaszczuk MP
Minister for Transport and Multicultural Affairs
Level 15 Capital Hill Building
85 George Street
Brisbane Qld 4000

Dear Ministers

I am pleased to present the Annual Report 2010–11
for the Department of Transport and Main Roads.
The report outlines our activities and achievements
for the period 1 July 2010 to 30 June 2011.

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 2010–11.*

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 the Department of Transport and
Main Roads (TMR) details our progress in meeting the
objectives of the *TMR Corporate Plan 2010–2014* and
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. Our 2009–10 annual
report won a Silver award in the Australasian Reporting
Awards and the Best Government Department award in
the Queensland Public Sector Annual Report Awards.

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

A checklist outlining the governance, performance,
reporting compliance and procedural requirements of the
Financial Accountability Act 2009 and the *Financial and
Performance Management Standard 2009* 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:

Phone: +617 3306 7008 Fax: +617 3306 7548
Email: annual.report@tmr.qld.gov.au

Mail: Annual Report
Department of Transport and Main Roads
GPO Box 1412
Brisbane Qld 4001

The Queensland Government is committed to
providing accessible services to Queenslanders
from all 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.

RECYCLED CONTENT   BLEACHING PROCESS   ENVIRONMENTAL MANAGEMENT SYSTEMS   FOREST MANAGEMENT

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Plan, deliver and manage a transport system that connects Queensland

Our values

Our customers, our people and our reputation

Our customers are at the heart of everything we do. We strive to listen, understand and deliver for all of our customers, whether they are the community, industry or our business partners.

Our people are hard-working and dedicated to the department's success. Working together, we 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 safe, integrated transport system.

These values are essential to achieving our vision of *Connecting Queensland*.

What we do

The published budget for the Department of Transport and Main Roads (TMR) in 2010–11 was $3.7 billion for operating and $3.6 billion for capital to deliver a safe, efficient and integrated transport system for Queensland.

TMR administers 23 instruments of legislation (see page 165 for details).

Our organisation is structured to deliver efficient and effective services to our customers and stakeholders. We take pride in developing and delivering high-quality services throughout Queensland.

Our core business involves:

- policy direction for Queensland's transport system
- integrated transport planning
- land use and transport development assessment
- road design, construction, maintenance and operation
- providing essential transport infrastructure such as busways, cycleways, boat ramps and jetties
- driver and boat operator licensing
- vehicle and boat registration
- public transport regulation and services (urban bus, limousine, taxi, ferry, long-distance bus and aviation)
- road, rail and maritime safety education
- marine pollution prevention and response
- intelligent transport systems
- transport system security and disaster response and recovery operations
- active transport options.

Sir Leo Hielscher Bridges

Our people

The average number of full-time equivalent employees over the 12 months to 30 June 2011 is 8898. Our people work in trade, professional, technical and administrative disciplines, across 19 regional offices, 19 divisional offices, 57 customer service centres, 47 depots, 13 marine operations bases, eight state boat harbours, four traffic management centres, one marine simulator, one driver training centre, one museum, two transit centres and two call centres.

Our organisational climate

TMR is committed to being an organisation that:

- delivers great value to Queenslanders
- focuses on its customers and key stakeholders
- is innovative and adaptable
- is a professional and united organisation
- is a great place to work.

We are proud of our core values – our customers, our people and our reputation – that guide the way we work as an organisation.

A majority of staff participated in our inaugural TMR All Staff Opinion Survey, providing valuable information about our organisation's culture and climate.

Overall, the survey results reflected a strong team spirit, our commitment to health and safety, and the important role of our team leaders and supervisors, as shown in Figure 1.

Retention and separation rates

At 30 June 2011, our permanent staff retention rate is 88 per cent. This figure remains unchanged from last year.

Our permanent staff separation rate is nine per cent. This has increased slightly, in part due to voluntary early retirements (22 staff), retrenchment (two staff) and redundancy (four staff).

Figure 1 – Our values – 2010 TMR staff survey results (%)

Data source: TMR All Staff Opinion Survey, 2010

Our customers
- Customers deserve our best efforts.
- We're part of something that creates real value for the community and all of our stakeholders.
- Good relationships are the foundation for achieving great outcomes.

Our people
- Leaders enable people to do and be the best they can.
- Our workforce is empowered to act within supportive guidelines.
- People are valued for the contribution they make.
- We respect and support each other and safety underpins everything we do.

Our reputation
- Future challenges will be met through innovative approaches and willingness to adapt to necessary change.
- Professionalism and integrity applies to everyone, everywhere, all of the time.

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 stakeholder relationships and 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*.

Information on our customer service programs can be found on pages 77–79; on complaints management (page 149); and community consultation (pages 113–116).

About us

How we plan

TMR's corporate plan sets our strategic direction over a four-year period (see page 24). The plan is reviewed annually for progress towards achieving the corporate objectives and to identify our strategic challenges and opportunities, and assist our Board of Management to determine departmental priorities. This annual report details our progress in meeting the objectives of our corporate plan.

The corporate plan aligns with the longer-term transport system objectives of the *Transport Coordination Plan*, the pre-eminent policy document for transport in Queensland. The corporate plan also supports strategic investment planning and guides operational and divisional business planning, and the development of individual employee performance plans.

Our history

The Department of Transport and Main Roads was formed in March 2009 when the former Queensland Transport and the Department of Main Roads were merged, under the *Administrative Arrangements Order (No. 1) 2009* and the *Public Service Departmental Arrangements Notice (No. 2) 2009*.

Both former departments had a long history of serving Queenslanders. Main Roads was established in the 1920s. Its early years focused on working with communities in metropolitan, regional, rural and remote areas to build road networks that allowed industries to develop and contribute to the Queensland economy.

Main Roads also constructed a variety of defence projects during World War II, including military camps, aerodromes, fortifications, fuel storage tanks, firing ranges, parade grounds, docks and jetties.

Through the years, Main Roads built many pieces of iconic road infrastructure that we continue to rely upon today, including the Riverside Expressway, the original Gateway Bridge (now one of the Sir Leo Hielscher Bridges) and the Pacific Motorway. Main Roads also delivered significant infrastructure in regional Queensland.

The Department of Transport was established in 1947 as a result of the rapid growth in motor vehicles and passenger and freight transport in Queensland. Originally the functions of the department included determining traffic routes, transport rules and regulations; timetables and ticket pricing; motor vehicle inspections; vehicle registration and licensing; developing transport infrastructure; and the electrification of rail transport.

Over the years, the department took on wider responsibilities, from managing transport infrastructure to seeking to influence driver and boating behaviour through education and compliance programs. Maritime Safety Queensland also plays a vital role in the increasing number of recreational boats and large ships moving in and out of our ports.

Trams and cars on Queen Street, Brisbane – view from Eagle Street to North Quay (1930)

Official opening of the Story Bridge (1935)

Figure 2 – History of transport and roads in Queensland

Year	Event	Year	Event
1826	First road built from the Brisbane River Wharf to the northern end of the current Victoria Bridge site	1952	Brisbane tram network expands to more than 100km of track
1865	First section of southern and western railway line opens between Ipswich and Grandchester, with capacity for 500 passengers	1957	First parking meters introduced in Brisbane Construction of Burdekin River Bridge completed, providing a significant link in the national road network and the only rail link between north and south Queensland
1870	Horse-drawn taxis introduced	1960	Beef Roads Scheme to increase beef production and export income implemented, with 3980 km of roads linking isolated properties to railheads and ports built by 1974
1871	Rail line reaches Warwick		
1874	First permanent bridge built over the Brisbane River at the current Victoria Bridge site	1963	*Road Plan for Queensland* launched to provide a 20-year vision for constructing a cohesive road network
1880	Construction of local roads and bridges becomes the responsibility of local divisional boards (the forerunner of shire councils)	1968	Construction of the Riverside Expressway and South East Freeway begins
1885	Cobb and Co service coaches start travelling between the goldfields, farms and ports, covering 5000 km of Queensland roads Horse drawn trams introduced in Brisbane	1969	Steam train locomotives replaced by diesel electric locomotives Tram services ceased in Brisbane
1897	Electrified trams introduced in Brisbane	1970	Construction on the Captain Cook Bridge (which forms part of the Riverside Expressway) commences
1902	First petrol-driven motor car arrives in Brisbane		
1907	Motorised taxi cabs introduced in Brisbane	1972	Wearing seat belts becomes compulsory for all occupants in the front seats of vehicles
1910	First Queensland driver licence issued	1973	South East Freeway opens
1919	First taxi company formed in Brisbane	1975	Riverside Expressway opens
1920	Main Roads Board established to improve road design standards and impose limits on vehicle size and speed to reduce accidents, road maintenance cost and vehicle damage	1980	First container terminal opens at Fisherman's Island, Brisbane
		1984	Dual international and domestic terminals at Cairns Airport open Queensland School Crossing Supervisor 'Lollipop' scheme begins
1922	A plan outlining the future backbone of a statewide road network developed 13 800 vehicles registered in Queensland	1986	Gateway Bridge opens
1930	90 000 vehicles registered in Queensland	1990	Brisbane bikeway network introduced
1934	First section of the Bruce Highway opens as a largely gravel 'tourist road' from Rothwell to Eumundi	1991	Compulsory wearing of helmets for cyclists introduced
1935	Story Bridge opens	1998	First tilt train service commences between Brisbane and Rockhampton
1936	Brisbane's first traffic lights installed in Queen Street	2000	Pacific Motorway upgrade to eight lanes completed, linking Brisbane and the Gold Coast
1938	Streamlined four-motor trams introduced	2001	South East Busway from Brisbane City to Eight Mile Plains opens
1939	Queensland's first diesel locomotive train service commences operation	2003	Brisbane to Cairns tilt train service commences
1940	New two-lane bitumen Toowoomba Range road opens	2007	Construction of the Gateway Bridge duplication project begins
	Main Roads becomes the chief agency for World War II defence works in Queensland including roads, hangars, munitions factories, coastal fortifications, railways and wharves	2008	Public transport ticketing in south-east Queensland replaced by the *go* card Inner Northern Busway opens Tugun Bypass opens
1942	Excavation begins on Brisbane's Cairncross Dock, one of the largest in the Southern Hemisphere	2009	4.08 million vehicles registered in Queensland
1944	A fleet of 400 trams carries more than 150 million passengers in Brisbane, including soldiers stationed in the capital	2010	Gateway Bridge duplication, including the re-named Sir Leo Hielscher Bridges, opens Ted Smout Memorial Bridge, Australia's longest bridge, opens at Redcliffe First stage of Townsville Port Access Road opens
1947	Department of Transport established as a result of the rapid growth in motor vehicles and passenger and freight transport in Queensland		

Sources: annual reports; oral histories; England, JE., 1962 *Foundation years of the Department*. Qld Roads Vol 1 No.2, Dec 1962; *Bulldust to Bitumen*; QT Kids website; State Archives

Director-General's report

Transport and Main Roads has a great record of achievement across a wide range of transport and road activities and services that help improve the quality of life for people across Queensland.

Looking back at the past year, I am especially proud of the way we responded to the enormous recovery and reconstruction task following the devastating weather events that adversely impacted many Queensland communities in 2010–11. At the same time, we maintained delivery of our considerable program of work to connect Queenslanders.

Looking back at the past year, I am especially proud of the way we responded to the enormous recovery and reconstruction task.

Delivering our vision – *Connecting Queensland*

We continued to strive hard to achieve our vision of *Connecting Queensland* – working with the community and our stakeholders, planning for the state's future needs and delivering our massive works program.

Building Queensland's infrastructure

We completed key projects including the Gateway Upgrade Project, the largest bridge and road infrastructure project in Queensland's history, and the Ted Smout Memorial Bridge at Redcliffe, the longest bridge in Australia at 2.7 km. We also made significant progress on many regional projects, such as the Townsville Port Access Road, Bruce Highway upgrade from Townsville to Cairns and numerous other roads that provide reliable access to remote communities in Queensland (see pages 26–53).

Planning an integrated transport system

This year TMR unveiled the 2011–12 to 2014–15 *Queensland Transport and Roads Investment Program* (QTRIP), which identifies $19 billion of works to be delivered across Queensland over the next four years (see page 35).

Our new draft regional transport plan for south-east Queensland, *Connecting SEQ 2031*, was released for public consultation, as was our draft *Integrated Freight Strategy for Queensland*. We also progressed the *Far North Queensland Integrated Regional Transport Plan* and commenced link planning for the Cairns Transit Network (see page 29). Through these plans, we are connecting with stakeholders to ensure our transport system will meet the needs of the community and industry.

Providing an accessible transport system

We continued to address traffic management through measures such as TravelSmart, the largest travel behaviour change program in the world (more details on pages 85–86). 2010 saw a record boost to public transport, with more than 300 000 extra weekly seats added to the Queensland public transport network.

Using innovative technology

We took advantage of opportunities to use new technology in providing improved products and services to our customers. The New Queensland Driver Licence, which has enhanced security features and durability, was initially introduced to the public at the Toowoomba Customer Service Centre and is now being rolled out to other licence issuing centres (see page 50). Our experts are also using innovative technology for better road design and improved safety for road users.

Improving safety

We maintained our focus on road safety initiatives and it was encouraging to see that the road toll for the calendar year of 2010 was the lowest recorded since accurate records began in 1952. We continued to play our part in promoting road safety, with campaigns targeting speed, drink driving, fatigue, disobeying road rules, driver distractions and not wearing seatbelts (more information on pages 59–60).

Providing marine infrastructure

In partnership with local governments and port authorities, we continued to fund and upgrade recreational boating facilities across the state. This year we completed our biggest boating infrastructure project to date, the Dunwich One Mile pontoon on North Stradbroke Island, which provides disability access and is the island's first marine emergency access facility (see page 44).

Responding to challenges

The past year has been one of significant challenges, with cyclones and flooding events between December 2010 and February 2011 causing more damage to the state-controlled road network than any other state asset. Many of our staff were personally affected or were evacuated from their workplaces. Our people worked throughout the holiday period, around the clock and in difficult situations to reopen roads, ports and rail lines as soon as possible.

We played a vital role in reconnecting Queenslanders to ensure the vital re-supply of communities and to aid local, regional and state economic recovery. There

are countless examples of crews and individuals going beyond expectations to not only rehabilitate our roads but also rebuild communities by restoring access to essential services.

With the launch of Operation Queenslander – the largest reconstruction task in the state's history – we are committed to our role in implementing the Queensland Government's recovery efforts across the state. We will work to put into effect early recommendations from the Queensland Floods Commission of Inquiry's interim report before next summer's wet season.

More details about TMR's response are on pages 9–13.

Living our values

This year we marked our second anniversary as Transport and Main Roads and made progress towards building a more effective, integrated organisation. Whether we're connecting Queenslanders to their local communities or connecting Queensland's goods via the ports to international markets, it's vital that we focus on our values in delivering these outcomes.

Our customers

We are dedicated to understanding and meeting the needs of our customers – including members of the community, business and industry, and our work colleagues. As a customer-focused organisation, our aim is to listen, deliver on time and work smarter to achieve better value for money. This year we expanded the Gladstone Customer Service Centre to meet the needs of this growing community, renovated another 14 centres and invested in a mobile facility to provide regional services (for more information, go to pages 77–79).

As a customer-focused organisation, our aim is to listen, deliver on time and work smarter to achieve value for money.

Our people

We value our people for the contributions they make – whatever their role and wherever they are located across the state – to connecting Queenslanders. We work together, celebrate our diversity, support each other, and encourage personal and professional development. This year we reaffirmed our commitment to staff safety with the launch of Zero Harm and its goal of an injury-free workplace (read about this on page 120).

Director-General's report

Director-General David Stewart (standing, second from right) joins Pormpuraaw Aboriginal Shire Council representatives and Traditional Owners as they sign a cultural heritage agreement enabling the construction of new housing

Our reputation

Our people responded admirably to natural disasters in 2010–11, reinforcing our reputation as a department that rises to the challenge when Queenslanders need us most. We consistently provide essential services and up-to-date information. We work with professionalism and integrity to ensure all sectors of the community have access to a safe transport system. This year we continued to implement our *Reconciliation Action Plan 2010–12*, which reaffirms our department's reputation as an organisation that is actively committed to ensuring Indigenous Australians are provided with opportunities to improve their quality of life, such as through our Indigenous employment programs (for further details, turn to page 80).

Making a difference in Queensland's Indigenous communities

As Government Champions for the remote Indigenous communities of Northern Peninsula Area and Pormpuraaw, fellow Board of Management members Alan Tesch, Jack Noye and I continued to build strong and productive relationships to help the Queensland Government respond to community needs and 'close the gap' in these communities.

2010–11 marked the second anniversary of the first Local Indigenous Partnership Agreement for the Northern Peninsula Area, which has seen outstanding outcomes delivered in the areas of early childhood, schooling, health, safe homes, governance and infrastructure. In this area, we have also assisted with funding to upgrade Northern Peninsula Area Airport and refurbish Seisia Jetty, both key local transport hubs.

In Pormpuraaw, TMR paved more than 3000 m² of unsealed streets in 2010–11 to improve access and minimise the potential for respiratory illnesses caused by airborne dust. We also delivered the Indigenous Driver Licensing Program to offer licensing and promote safe driver behaviour. In March 2011, Traditional Owners and the Queensland Government signed a cultural heritage agreement for Pormpuraaw's future land subdivisions and in early April construction began on 40 new housing lots. I look forward to seeing our work with these communities continue to improve access and support economic development.

Our future priorities

Our highest priority for 2011–12 is to rebuild the state-controlled network to be better, safer and more resilient (see page 13). We will continue to work with our stakeholders to deliver on the government's other transport and road commitments (key projects are listed on page 53). As a forward-thinking organisation, we will lead by example and contribute to national transport and road policy and practice (more details on page 119).

Thank you

I want to thank the Minister for Main Roads, Fisheries and Marine Infrastructure, and the Minister for Transport and Multicultural Affairs for their continued support for the department.

I am exceptionally proud of the hard work and dedication of our people – none of our projects or outcomes could be delivered without them. I would also like to thank the Board of Management and Senior Leadership Team for their ongoing commitment and achievements in 2010–11.

The year ahead promises many exciting challenges and opportunities as we strive to achieve our vision of *Connecting Queensland*. By working together, I believe we will continue to make a real difference to the lives of Queenslanders.

David Stewart
Director-General

Natural disasters in 2010–11 – our response

Pictured above: Damaged railway line near Comet, the main line for coal travel from Emerald
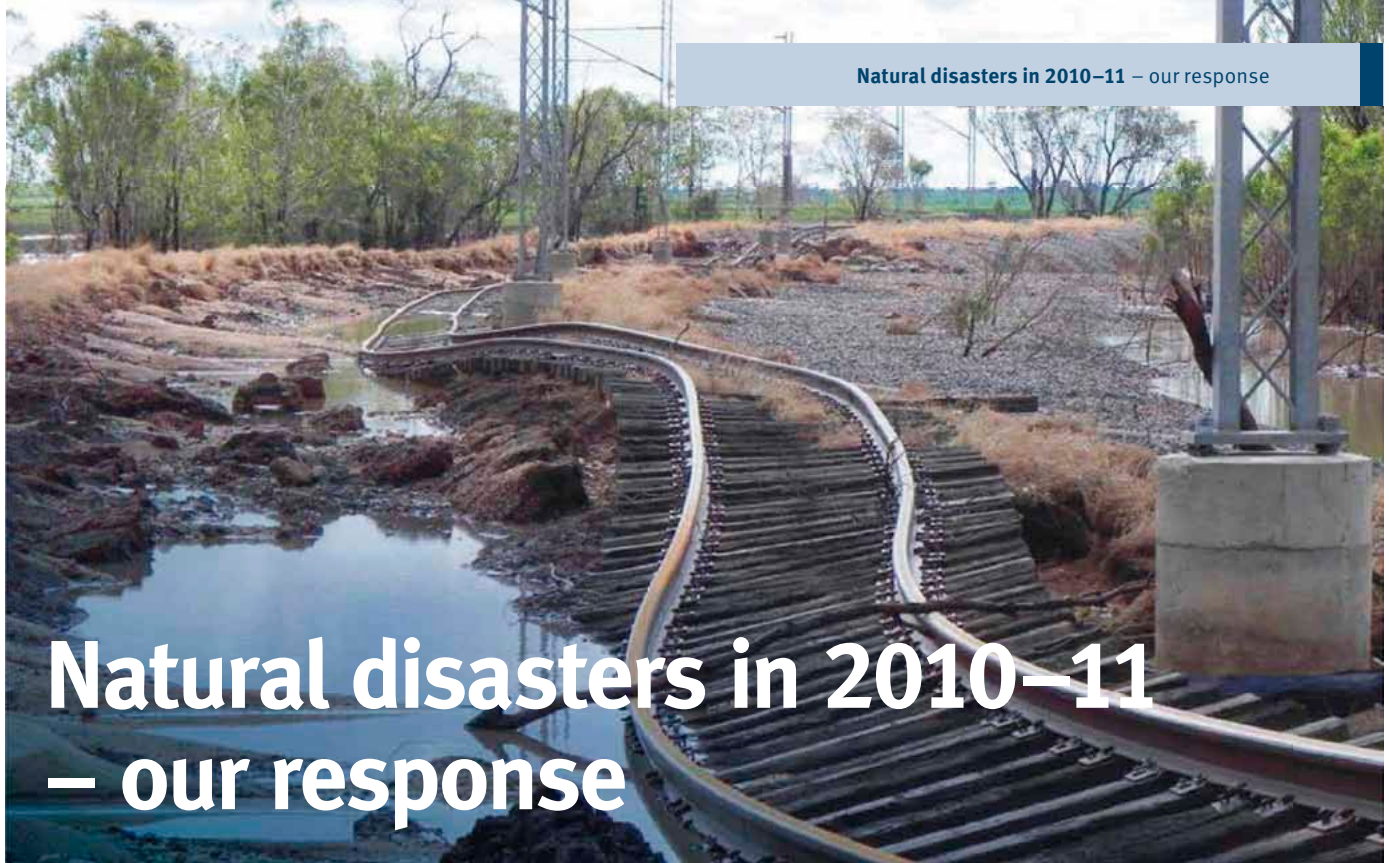
Queensland's unprecedented natural disasters in 2010–11 caused extensive damage to communities and key road, rail and maritime infrastructure.

About 9170 km of our roads – about one-third of the total state-controlled network – and 89 bridges and culverts on the road network were damaged. Three major ports were significantly affected and 11 ports were closed. More than 29 per cent of our state rail network was left twisted and displaced.

Natural disaster recovery arrangements were activated in all local government areas across Queensland between November 2010 and April 2011:

- Queensland flooding and Tropical Cyclones Tasha and Anthony (November 2010–February 2011)
- Severe Tropical Cyclone Yasi (February 2011)
- Queensland monsoonal flooding event (February 2011)
- South-west flooding (April 2011).

Flooding affected more than 86 towns and cities across Queensland, including:

- severe flooding of large regional centres Emerald, Gympie, Rockhampton and Bundaberg
- severe flash flooding of Toowoomba and the Lockyer Valley
- flooding of major cities including Ipswich, Caboolture and Brisbane.

At the peak of the events, 55 per cent of Queensland's rail network was closed. The January 2011 flooding closed 29 per cent (approximately 2500 km) of the rail network. While some of the network reopened, February's Severe Tropical Cyclone Yasi closed 32 per cent (2800 km), including the North Coast Line north of Gladstone, the Mount Isa corridor and most of the Central Queensland coal network.

Tropical Cyclone Anthony and Severe Tropical Cyclone Yasi in central and north Queensland caused incredible infrastructure damage. Yasi severely damaged Tully and Cardwell, disrupting urban and school bus routes, as well as taxi services. Ferry services to Magnetic and Palm Islands were cancelled and many sites were left inoperable, including ports at Mourilyan, Cairns, Port Douglas, Cooktown, Cape Flattery and Karumba. Most customer service centres in the Northern Region were closed for two days following the cyclone.

TMR implemented a three-phase approach to reconnect Queenslanders: incident response, recovery and restoration.

TMR's first priority was the safety of the people who use our road, rail and port networks.

Natural disasters in 2010–11 – our response

Severe Tropical Cyclone Yasi response

The state-controlled road network in Far North Queensland sustained significant damage due to Severe Tropical Cyclone Yasi, which crossed the coast near Mission Beach at midnight on 2 February 2011.

Pavement surfaces, road shoulders and drainage infrastructure on many major roads and highways, including the Bruce Highway, were severely damaged and significant risks to motorists were caused by minor land slips, fallen power lines and damaged road signs.

In Cardwell, the Australian Government-funded Bruce Highway was significantly impaired by:

- a one-metre-deep layer of sand containing debris, trees, cement footpaths and parts of infrastructure, strewn along a 1.2 km section of road
- two sections of the highway eroded by a storm surge away to the edge line, with a 1.5 metre vertical drop into the sand.

TMR emergency response teams worked tirelessly in the days following Severe Tropical Cyclone Yasi to assess damage, clear debris and restore safe access to affected communities. As a result, the Bruce Highway was officially reopened between Townsville and Cairns on Sunday 6 February, less than four days after the cyclone crossed the coast.

The Far North Region Traffic Management Centre was key in responding to traffic and travel information enquiries and providing information about emergency response operations to media outlets and the community.

Emergency response crews inspect damage to the Bruce Highway at Cardwell following Severe Tropical Cyclone Yasi

Incident response

TMR's first priority was the safety of the people who use our road, rail and port networks. We swiftly initiated temporary repairs to have these essential transport links reopened as soon as possible.

To keep communities connected and travellers safe, we worked around the clock to:

- provide a significant and ongoing presence at the State Disaster Coordination Centre, helping to coordinate resources and the response effort across all agencies relying on the transport network
- maintain communication with District Disaster Liaison Officers across the state for information and response requirements to support Queensland's disaster management arrangements
- relocate teams and plant across Queensland to ensure the most support in the hardest-hit areas
- assess all state-controlled roads and infrastructure to determine safety and emergency remediation required
- assist Brisbane City Council to remove large pieces of Brisbane's floating Riverwalk walkway from the Sandgate foreshore
- work with QBuild to secure the Commissariat Store (Queensland's oldest remaining building) and prevent further damage after a major retaining wall collapsed
- help to deliver much-needed donations to Condamine residents affected by flooding
- assist Moreton Bay Regional Council to restore their parks and fields after severe flood damage
- work through heavy rain, strong winds and demanding schedules in Cairns and Townsville to restore traffic signals and street lighting damaged by Severe Tropical Cyclone Yasi
- work with bus, coach, taxi, ferry and air service operators to move people to safety.

Some key roads such as the Warrego Highway and Ipswich Motorway were safely reopened in a matter of hours after flooding. Others, including Gatton–Clifton Road and Mt Sylvia Road, sustained major damage and required ongoing and complex recovery works before reopening safely to all vehicles.

Damaged navigational aid

Safe maritime operations

The Port of Brisbane was closed on 11 January 2011, but due to a significant collaborative effort, an oil tanker was brought in on 16 January to allow the Caltex Refinery to continue operating. The port was reopened on 20 January.

TMR worked closely with Port of Brisbane Pty Ltd, Royal Australian Navy, Queensland Police Service (Brisbane Water Police), and other port users and contractors to respond to the flooding.
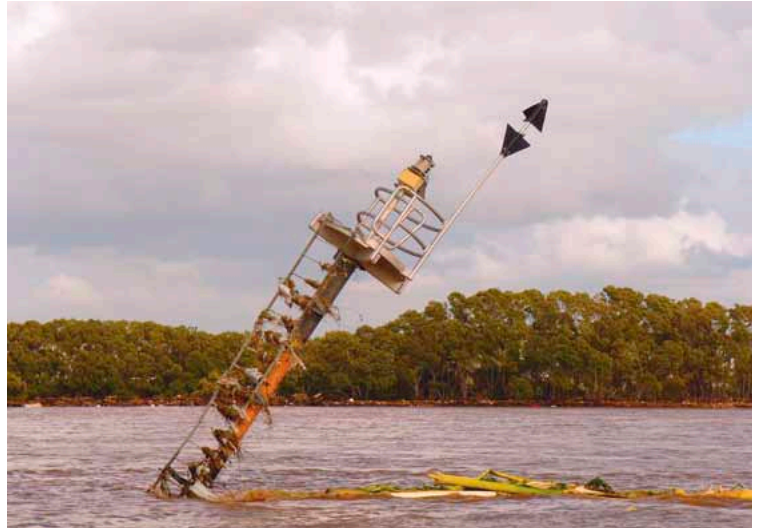
After Severe Tropical Cyclone Yasi, TMR fulfilled oil spill response and observer roles in Port Hinchinbrook, where the marina and many vessels were severely damaged.

In Cairns, the vessel traffic service ensured mariners followed cyclone contingency plans, and provided services to the Port of Weipa and Thursday Island pilotage area until the centre was safely evacuated. The Cairns centre was closed for only 24 hours following Severe Tropical Cyclone Yasi.

In Townsville, staff worked with external providers to restore services to the region, delivering vessel traffic services from Hay Point for nearly a week before transferring operations back to Townsville. TMR located beacons destroyed by the cyclone to allow the Sea Reach Leads to be re-established.

After December 2010 flooding of the Burnett River at Bundaberg, TMR conducted a joint operation with the Water Police, Queensland Boating and Fisheries Patrol, Volunteer Marine Rescue and the Salvation Army to help resupply 14 boats unable to get ashore.

TMR played a key role in reopening the ports of Bundaberg and Port Alma after flooding caused major damage to infrastructure as well as significant siltation. Emergency port clearance hydrographic surveys were conducted and enabled the Regional Harbour Master to make prompt decisions in regard to reopening ports and resuming shipping operations.

Case study

Keeping Queensland connected

Whether it was roads, power or essential supplies, TMR staff worked tirelessly to ensure people were connected to what they needed most.

Following Severe Tropical Cyclone Yasi, TMR received an urgent call for assistance from the Mount Stuart Power Station in Townsville, which supplies the power grid for North Queensland.

Mount Stuart was running dangerously low on fuel, with just 10 hours of supply left. A shutdown would have meant no electricity for North Queensland and an enormous cost to restart the power station.

A ship was travelling from Brisbane with extra fuel supplies, which would then need to be transported by road to the power station, but road closures meant that it was difficult to get the fuel through.

TMR was able to negotiate a safe route for trucks to the station, keeping the entire North Queensland area switched on.

TMR is rebuilding roads so they are better, safer and more resilient.

Natural disasters in 2010–11 – our response

Recovery

During the 60-day recovery phase, TMR's focus was on fully reopening the road network for safe operation and restoring other critical infrastructure and services.

To minimise the impact on the community, transport industry and Queensland economy, we worked with all levels of government to:

- reopen the majority of the 155 severed and damaged roads, with crews working to make the network safe and ensure emergency bulk water, food and fuel could get through to communities
- establish a 'one-stop shop line' to provide help and information to road freight operators and primary producers trying to move goods
- coordinate specialist teams to help local councils assess damage and plan their recovery efforts

- work with local port authorities to survey affected waterways, clear dangerous underwater debris and get shipping operations up and running
- assist TransLink Transit Authority and Queensland Rail Limited to ensure that passenger and freight transport services resumed as quickly as possible allowing people and vital supplies to move around the state
- ensure all TMR customer service centres were open by 17 January 2011.

A large number of customers living in a declared disaster area needed to replace and access products such as driver licences. The administration surcharge was waived for those customers.

Figure 3 reflects services and products directly impacted by the disasters.

Figure 3 – Services and products impacted by the disasters	
Number of vehicles approved for disaster relief	377 440
Number of driver licences replaced due to flood relief	192
Number of smart cards replaced due to flood relief	14
Amount of registration revenue lost from flood relief	$3 151 624*

Data source: Data Analysis Reporting Centre (Service Delivery System and Program Office, Transport Services Division)

* Calculated by multiplying the number of vehicles approved for disaster relief by $8.35, which is the waived surcharge

Case study

Queensland floods – Brant's story

TMR's Brant Echlin, of Information Division, was one of the many public servants who volunteered through the Queensland Government's Community Recovery Program after the January floods ravaged Queensland. Brant spent five days in Toowoomba and Grantham as part of an outreach team assessing claims for content damage and handing out on-the-spot cheques to help people without food, medicine or a bed to sleep in.

Just one of the many stories Brant will never forget is that of an elderly couple who showed him where they

had held onto the gutter of their roof – their fingerprints still visible from where they had literally clung on for their lives. This same couple, when given boxes of fruit and vegetables from local businesses, handed them to the recovery centre to be shared with others.

"Despite the adversity they faced, the locals held strong, determined to aid those around them before seeking aid themselves," Brant said. "They made me proud to call myself Australian and reminded me how lucky I am to live here."

Holman Street Ferry Terminal

As part of the flood recovery process, TMR salvaged many items from the mouth of the Brisbane River, including:

- 20 pontoons returned to owners
- 311 pontoons unclaimed
- 24 vessels recovered and returned to owners
- five unseaworthy vessels disposed of
- 480 m of the Brisbane Riverwalk, in various sections
- items such as gas bottles, water tanks, fridges, freezers, road barriers and 8500 m³ of general debris from Boggy Creek alone.

Restoration

The flooding and cyclonic weather across Queensland from December 2010 to February 2011 caused more damage to our roads than any other piece of state government infrastructure. The Queensland Government established the Queensland Reconstruction Authority and launched Operation Queenslander to initiate a full reconstruction program around the state.

TMR is playing a leadership role in the rebuilding process through the Roads and Transport Line of Reconstruction Sub-Committee. TMR's Director-General chairs this whole-of-government sub-committee, which includes representatives from RACQ, the Queensland Trucking Association, the Local Government Association of Queensland and other major stakeholders to plan and implement reconstruction efforts.

TMR established the Transport Network Reconstruction Program to coordinate a statewide program of works to restore the transport system. These are funded through National Disaster Relief and Recovery Arrangements (NDRRA), a joint federal/state government initiative to restore state government assets damaged by flooding.

This is an unprecedented long-term repair job – 20 years of disaster repairs will be performed during the next two to three years.

TMR is rebuilding roads so they are better, safer and more resilient. A full list of priority projects is outlined in the *2011–12 Budget Highlights*, available on TMR's website.

Further information

Highlights of 2010–11

Objective 1 – A sustainable transport system which promotes economic growth and enhances liveability

- Launched the Transport Network Reconstruction Program to restore Queensland's network following extensive flood and cyclone damage (page 38)
- Performed a critical emergency management role in natural disasters (page 47)
- Completed the largest bridge and road project in Queensland's history, the Sir Leo Hielscher Bridges, as part of the Gateway Upgrade Project (page 37)
- Introduced the New Queensland Driver Licence (page 50)
- Released the draft *Connecting SEQ 2031: An Integrated Regional Transport Plan for South East Queensland* (page 28)
- Released the 2011–12 to 2014–15 *Queensland Transport and Roads Investment Program* , a $19 billion Australian-first transport and roads program of works (page 35)

Objective 2 – A safe transport system leading to improved health and wellbeing for Queenslanders

- Developed and launched a new anti-drink driving campaign, and introduced alcohol interlocks (page 59)
- Provided funding for rank marshals and security guards at 26 secure taxi ranks in late night entertainment precincts across Queensland (page 67)
- Subsidised the introduction of 154 new rollover-compliant buses into the Queensland school bus fleet (page 58)
- Undertook the Gold Coast Boating Safety Initiative to encourage safe user behaviour (page 61)

Objective 3 – An accessible transport system linking people to employment, education, services and social networks

- Provided more than $15 million in subsidies under the Taxi Subsidy Scheme to enable affordable and accessible transport for people with disabilities (page 76)
- Commenced early works to deliver the Gold Coast Rapid Transit Project (page 75)
- Commenced developing passenger transport network plans for Far North Queensland and Wide Bay/Burnett (page 72)
- Facilitated the investment of $189 million to buy another tilt train and upgrade the existing two Cairns tilt trains to replace the ageing Sunlander service (page 74)

We consulted stakeholders on major infrastructure projects including the Bruce Highway

Objective 4 – Transport-related impacts on the natural, cultural and built environments managed for the community

- Targeted more than 320 000 households in Brisbane South, Sunshine Coast/Caboolture and Gold Coast through the TravelSmart Communities project to encourage travel behaviour change (page 85)
- Commenced the TravelSmart Workplaces project within TMR and other Queensland Government agencies (page 86)
- Finalised TMR's *Environmental Emissions Policy* (page 89)
- Halved the number of truck trips required for some freight tasks between Toowoomba and Brisbane (page 89)

Objective 5 – Enhanced capability and capacity of the transport and logistics-related industries

- Introduced a new English assessment requirement for all new taxi driver applicants (page 99)
- Introduced a new taxi driver training requirement for those who intend to drive in major contracted taxi service areas (page 99)
- Successfully delivered the pilot Women Take the Wheel transport, logistics and supply chain industry training program (page 101)
- Prepared the draft *Integrated Freight Strategy for Queensland* (page 98)

Objective 6 – Enhanced leadership and stakeholder relationships, improving transport outcomes for Queensland

- Worked with local government to implement the $143.4 million Regional Safety and Development Program for 2010–11 to 2013–14, to upgrade the Queensland regional road network (page 110)
- Launched the Smart Transport Research Centre to support development of a smart transport system in Queensland (page 111)
- Released the *Queensland Taxi Strategic Plan 2010–2015*, providing a vision for the future and an action plan to improve Queensland's taxi system (page 108)
- Consulted stakeholders on major infrastructure projects including the Bruce Highway and Ipswich Motorway upgrades (page 114)

Objective 7 – Capable people and contemporary processes and systems, enabling us to achieve our corporate objectives

- Delivered the Entry Pathways Framework to ensure clear career pathways and development opportunities (page 127)
- Delivered a talent-sourcing strategy to enhance attraction of critical skills and retain talented individuals (page 134)
- Developed an *Aboriginal and Torres Strait Islander Employment Plan* aligned with 'closing the gap' outcomes (page 131)
- Commenced rollout of TMR's Zero Harm program focusing on behaviours and awareness to improve safety within our workplaces (page 120)

Figure 4 – Key statistics for TMR	
Population of Queensland (ABS estimate as at 31 December 2010)	4 548 661
Kilometres of state-controlled road network	33 347
Kilometres of rail corridors	10 046
Registered vehicles	4 392 107
Licensed vehicle drivers	3 240 939
Authorised drivers of public transport	50 651
Taxi licences	3253
Limousine service licences	545
Accredited transport operators	5056
Registered recreational vessels	233 554
New marine licences	45 285
Ports	20
Tonnes of goods passed through Queensland ports	253 356 514

Key trends

Patronage

Figure 5 – Passenger trips taken in the TransLink area of operations (millions – financial year)
In 2010–11, the number of trips taken by bus, rail and ferry in the Translink Transit Authority area of operations was 178.6 million.
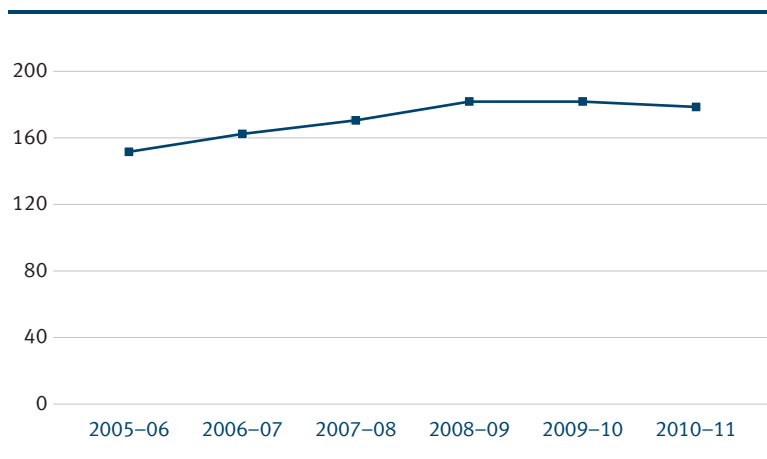
Data source: Translink Transit Authority

Note: Passenger trip numbers in the *Queensland Transport Final Report July 2008–March 2009* and the *Department of Transport and Main Roads Annual Report 2009–2010* were estimated actual numbers consistent with the *Queensland State Budget – Service Delivery Statements for Department of Transport and Main Roads* from those years. Figure 6 includes actual patronage.

Congestion

Figure 6 – Congestion indicator for 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 30 for more information.
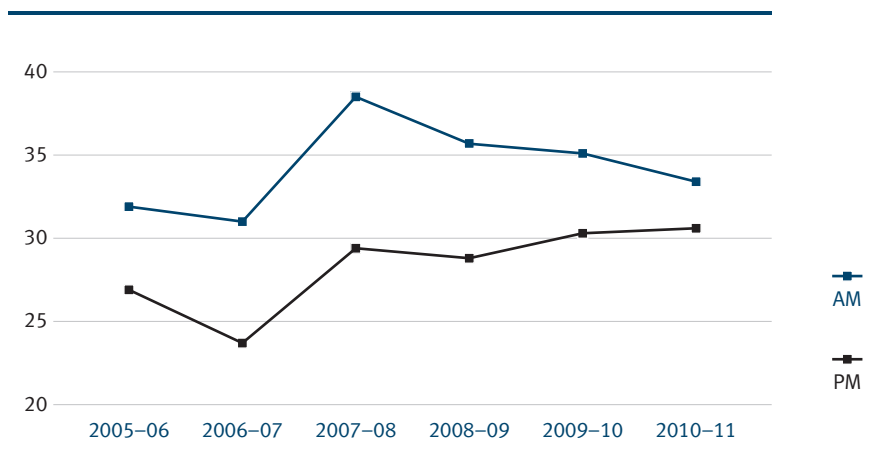
Data source: Annual Urban Travel Time Survey

Note: The congestion indicator is the difference between the posted speed limit and the average speed. Therefore a drop in the congestion indicator demonstrates an increase in the average speed and an increase in the congestion indicator represents a decrease in the average speed.

Customer service

Figure 7 – Customer service satisfaction rating (rating – calendar year)
Our customer service satisfaction rating remains high. Refer to page 78 for more information.

Data Source: AC Nielsen survey

Road safety

Figure 8 – Percentage of people in target audience who have high-level awareness of road safety campaigns (per cent – financial year)
Community recall of our road safety campaigns continues to be high. For more information, refer to pages 59–60.
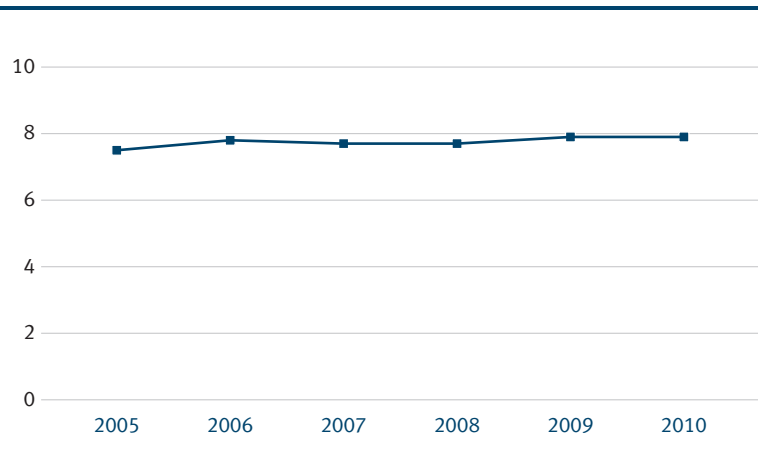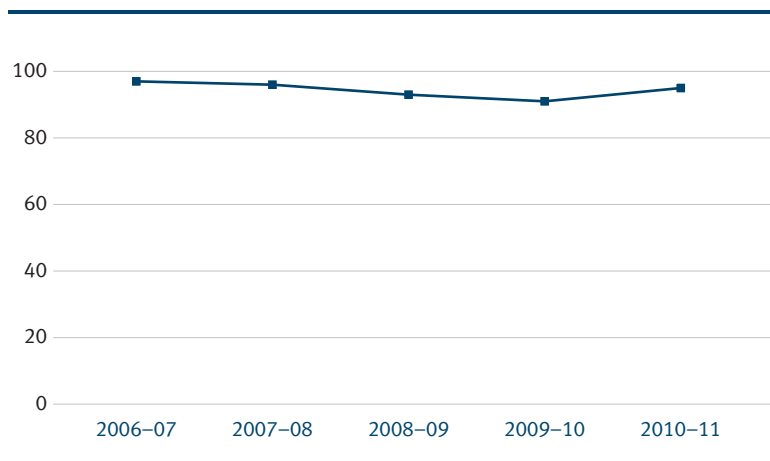

Data source: Quantitative survey conducted by Market and Communications Research Pty Ltd of 400 motorists (across gender, age groups, location) to gain awareness levels and message understanding to evaluate the effectiveness of road safety advertising initiatives

Road safety

Figure 9 – Road fatalities per 100 000 population (calendar year)
The road fatality rate continues to decrease. Refer to page 68 for more information.
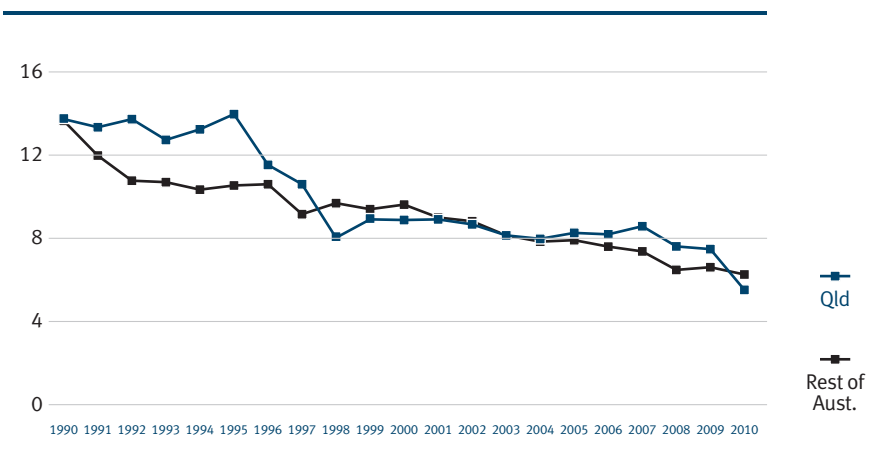
Data source: Transport and Main Roads' RoadCrash database and the relevant interstate authorities.
Note: Interstate road crash data for 2009 and 2010 is sourced from the relevant interstate authorities. Each month the Data Analysis Unit requests updates from the relevant interstate authorities for the current year-to-date road toll and confirmation of the road toll for the previous year by month. TMR is no longer able to confirm old data (1990–98), however previous annual reports containing this information were valid at the time of printing. 2009 figures differ from state to state, as these figures are preliminary at time of printing. 2010 figures are preliminary.

Toward Q2: Tomorrow's Queensland

All Queensland Government departments have an obligation to deliver on the five *Toward Q2* ambitions: *Strong, Healthy, Fair, Green* and *Smart*. The following table outlines initiatives where TMR is leading by example to contribute to achieving these ambitions.

Toward Q2 ambition	Initiatives where TMR is leading by example in implementing *Toward Q2: Tomorrow's Queensland* ambitions
Strong *Creating a diverse economy powered by bright ideas*	Queensland's recent natural disasters require major restoration work on our transport network. TMR's response involves the majority of local government areas and will generally be funded through Natural Disaster Relief and Recovery Arrangements (NDRRA). We are rebuilding the transport network to be better, safer and more resilient. TMR's emergency and recovery response included restoring damaged roads and removing debris, with 70 per cent of cut state roads re-opened within two days of their inundation. The reopening of the Rosewood–Toowoomba section of the western rail line three months ahead of schedule emphasises the resilience of the transport network, and enabled commodities such as coal, grain and livestock to again move on this key rail freight corridor.
Healthy *Making Queenslanders Australia's healthiest people*	The TravelSmart voluntary travel behaviour change program continued to be rolled out across south-east Queensland, encouraging sustainable transport options such as active transport (walking and cycling), public transport and carpooling instead of single vehicle occupancy. TravelSmart encourages people to use active transport, leading to improved health and wellbeing. TMR continued to invest in high-quality active transport (walking and cycling) infrastructure. Together with the Department of Education and Training, TMR introduced 'Road Safety Matters' education packages to Queensland students from Prep to Year 9, covering travelling safely as pedestrians, passengers and cyclists; using the bus safely; crossing the road safely; safer school travel and road safety advertising. TMR's anti-drink driving campaigns target males and females aged 21–39 years of age who risk driving after drinking as they are unsure if they are over the limit, as well as males who think they are fine to drive even if they are over the limit. We also introduced alcohol ignition interlocks for repeat and high-range drink drivers, and reduced the BAC limit for immediate licence suspensions from 0.15 to 0.10.
Fair *Supporting safe and caring communities*	In December 2010, TMR released our *Reconciliation Action Plan 2010–2012*, the blueprint for how our employees, contractors and suppliers can realise and deliver our commitment to closing the gap between Indigenous and other Australians.
Green *Protecting our lifestyle and environment*	TMR encourages sustainable transport options through the TravelSmart program to help minimise traffic congestion and reduce transport-related greenhouse gas emissions. Preliminary results for the Brisbane South area show that some residents have changed their travel behaviour for the better, with 10 per cent of people driving less daily, the number of people using the train weekly or more often doubling and 37 per cent of people using alternatives to driving as much as possible. TMR continued to deliver high-quality active transport (walking and cycling) infrastructure, with key projects including upgrade works along the Bicentennial Bikeway in conjunction with Brisbane City Council and construction commencing on the Veloway 1 (V1) cycleway, which will allow cyclists to travel on a dedicated off-road path from Brisbane City to the Gateway Motorway off-ramp at Eight Mile Plains. We also continued major investment in public transport infrastructure and services, aiming to achieve a more efficient and accessible public transport network, which will help reduce transport-related greenhouse gas emissions through increased public transport use.
Smart *Delivering world-class education and training*	Skilling Queenslanders for Work: 100 people have benefited from this training initiative, with more than 70 Medium Rigid, Heavy Rigid and Forklift licences issued in 2010–11. Transition: Transition is one of the most significant workforce capability programs to be delivered in Queensland, with more than 100 new entrants to the transport, logistics and supply chain industry. Women Take the Wheel: This program aims to attract, train and employ women in the industry, with the pilot allowing 19 participants to upgrade their 'C' class licence to a Heavy Rigid licence. Nine participants secured full-time employment with JJ Richards and Sons. Another 10 transport logistics and supply businesses are now involved with this program.

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 reported an operating deficit of $4.14 billion. A comprehensive set of financial statements covering all of the department's activities is provided in Volume 2 of this report.

Figure 10 – Financial summary				
Category	For the financial year 2010–11 $000	For the financial year 2009–10 $000	% change	Comments
Total income	4 408 978	3 811 422	16%	Total income in 2010–11 mainly comprises departmental services revenue of $3.48 billion and grants and other contributions of $561 million.
Total expenses	8 552 412	6 411 662	33%	Total expenditure in 2010–11 includes significant items such as impairment losses of $3.11 billion and increased contractor costs of $584 million. These costs are mainly due to the effect of recent natural disasters on infrastructure assets and the resulting emergent work.
Operating result	(4 134 434)	(2 600 240)	59%	The operating deficit is mainly due to the impairment losses resulting from recent natural disaster events.
Capital expenditure	3 226 307	3 287 358	(2%)	Capital expenditure represents money spent to construct transport network assets.
Total assets	44 202 155	46 212 192	(4%)	The department's assets are mainly represented by roads, structures, busways and property, plant and equipment.
Total liabilities	2 508 734	2 019 514	24%	Liabilities mainly comprise current trade creditors and borrowings received from Queensland Treasury Corporation.
Equity	41 693 421	44 192 678	(6%)	Equity represents Transport and Main Roads' net worth and has reduced due to the recognition of asset impairments.

Financial summary

Chief Finance Officer's statement

The Chief Finance Officer (CFO) has fulfilled the minimum responsibilities as required by the *Financial Accountability Act 2009*. He has provided the accountable officer with a statement advising that, in his opinion, the financial internal controls of the department are operating efficiently, effectively and economically in conformance with section 77 of the *Financial Accountability Act 2009*.

Funding

Funding to meet departmental operational requirements and for capital investment in the transport network is received from the Queensland Government, own sourced revenue (primarily recoverable works revenue), and from allocations from the Australian Government. In 2010–11, the budgeted revenue totalled $3.7 billion for operational requirements and $3.6 billion for capital investment.

Our funding – source and application

Figures 11 and 12 show the source and application of funds for the year.

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 $3.23 billion, which includes projects funded by the Queensland and Australian Governments.

Financial performance

Our income

Total income for the department is $4.41 billion. Figure 13 illustrates the different categories of income earned by the department. All transactions are accounted for on an accrual basis. Queensland Government appropriations are the main source of income for us and account for approximately 79 per cent of the total income earned for the reporting period ending on 30 June 2011. Due to the size of this item it is not shown in Figure 13.

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 from other government authorities.

Administered revenue

The department administers, but does not control, certain resources on behalf of the Queensland Government. The main source of administered revenue is from user charges and fees for motor vehicle registrations, traffic fines, and other regulatory fees and fines. Refer to Note 44 of the Financial Statements.

Our expenses

Total expenditure for the department is $8.15 billion. Figure 14 illustrates that supplies and services, depreciation, impairment losses and rail service costs account for most of our expenditure. Approximately 47 per cent of the supplies and services costs are a result of payments to contractors for maintenance activities and emergent works.

Our depreciation is the direct result of our large infrastructure asset base. A revaluation decrement is recognised to record the valuation movements in our assets.

Another major expenditure item is 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.

Impairment losses in 2010–11 of $3.11 billion were mainly due to the effect of natural disasters.

Figure 11 – Source of funds

Departmental services revenue 57%
Equity injection 28%
User charges 5%
Grants and other contributions 9%
Other revenue 1%
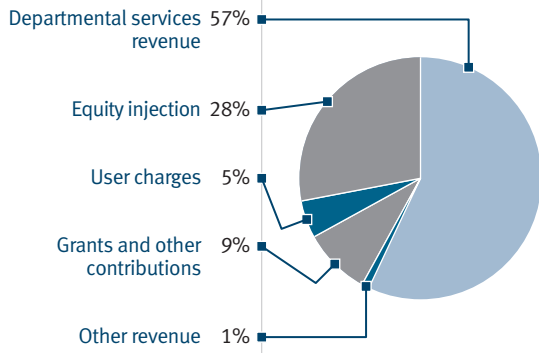
Figure 12 – Application of funds

Capital expenditure 51%
Rail service costs 13%
Grants and subsidies 6%
NDRRA operational** 7%
Road network management, maintenance and operations 5%
TIDS* 1%
Debt servicing 2%
Supplies and services 8%
Road stewardship and transport related services 7%
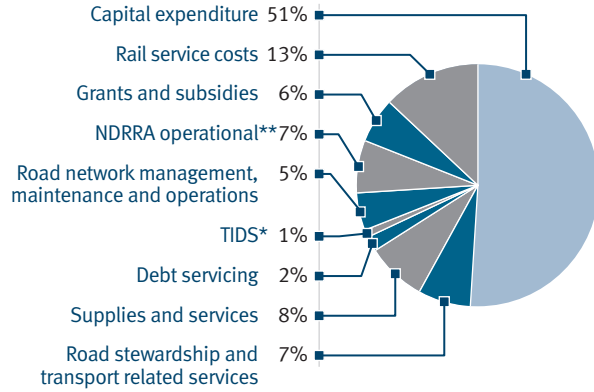
* The Transport Infrastructure Development Scheme (TIDS) provides grants to local governments for roads and transport infrastructure projects.
** NDRRA is the Natural Disaster Relief and Recovery Arrangements.

Figure 13 – Major income items ($ million)

User charges
Grants and other contributions
Other revenue

■ 2009–10   ■ 2010–11
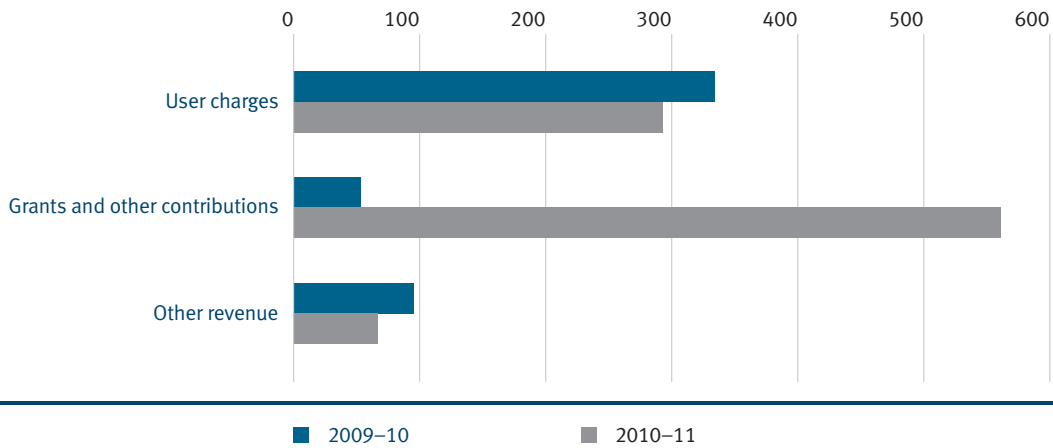
Figure 14 – Major expense items ($ million)

Employee expenses
Supplies and services
Grants and subsidies
Rail service costs
Depreciation and amortisation
Decommissioned infrastructure assets
Revaluation decrement
Impairment losses
Other

■ 2009–10   ■ 2010–11
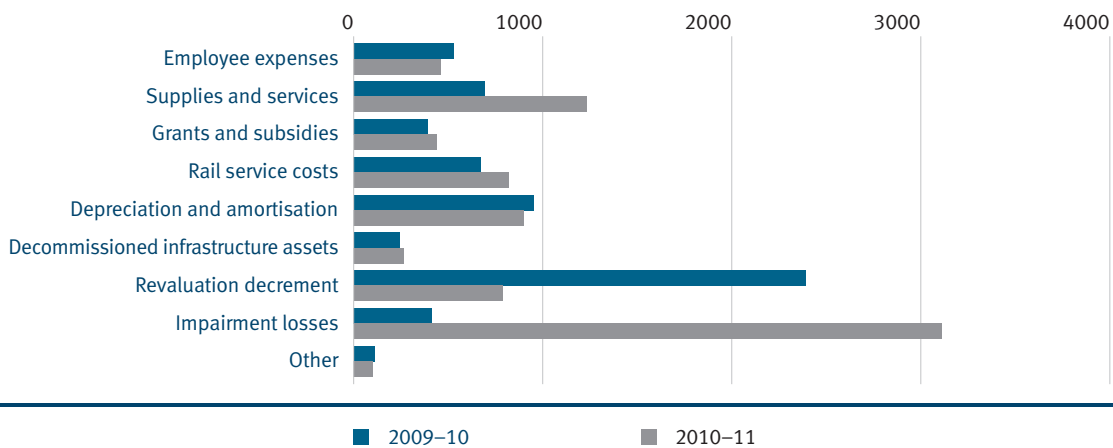
Financial summary

Our assets

Figure 15 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 most of our assets and is valued at $40.33 billion.

Please refer to Note 3(o) of the Financial Statements for further disclosure on the valuation methodology of the department's infrastructure assets.

Figure 16 illustrates components of property, plant and equipment held by the department.

Figure 17 shows cash and other asset categories which includes $292 million of cash and $411 million of receivables from external customers. Other financial assets have decreased due to the transfer of the department's shares in Queensland Motorways Limited to Queensland Treasury Holdings Pty Ltd.

Our liabilities

Figure 18 shows the total of current and non-current liabilities. Payables and interest bearing liabilities make up most of our liabilities. Most payables are invoices that remain outstanding to trade creditors at financial year end. Borrowings received from Queensland Treasury Corporation assist in funding our infrastructure projects.

Consultancies

Our expenditure on consultancies for the financial year 2010–11 is in accordance with the Whole of Government requirements for engaging and managing consultants. The total of $4.02 million includes engineering related consultancies for management and delivery of the roads program of $0.36 million and $3.66 million for other activities such as financial, information technology, management, human resources and communications related services.

Early retirements, redundancies and retrenchments

There were a total of 28 early retirement, redundancy and retrenchment packages paid by the department for the reporting period with a total value of $2.34 million.

Natural Disaster Relief and Recovery Arrangements

During 2010–11 extensive damage was caused to the road network across most of the state as a result of widespread flooding. The immediate accounting impact of the damage caused to the road network asset is reflected in the Statement of comprehensive income as an impairment loss.

Expenditure for 2010–11 flooding events, including Tropical Cyclone Tasha and Severe Tropical Cyclone Yasi, is expected to be incurred over the next three financial years.

Figure 15 – Major asset categories ($ million)

Legend: 2009–10, 2010–11
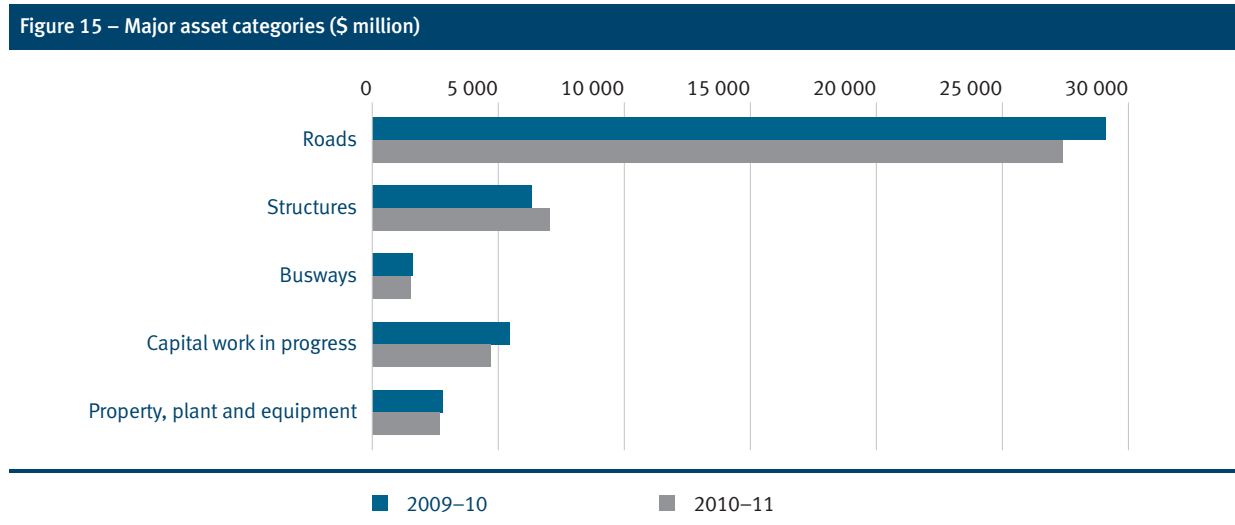
Figure 16 – Property, plant and equipment		
Category	**2010–11 $000**	**2009–10 $000**
Commercial land	284 838	262 912
Commercial buildings	192 047	200 299
Property held for future infrastructure	1 946 967	2 184 783
Road construction plant and equipment	111 736	104 961
Heritage and cultural assets	4544	4705
Technical, information technology and general plant and equipment	40 255	33 693
Work in progress	96 827	17 353

Figure 17 – Cash and other asset categories ($ million)

■ 2009–10   ■ 2010–11

Figure 18 – Liabilities ($ million)

■ 2009–10   ■ 2010–11

Department of Transport and Main Roads
Corporate Plan 2010–14

Our Vision:	Our Purpose:	We Value:
Connecting Queensland	Plan, deliver and manage a transport system that connects Queensland	Our customers, our people and our reputation

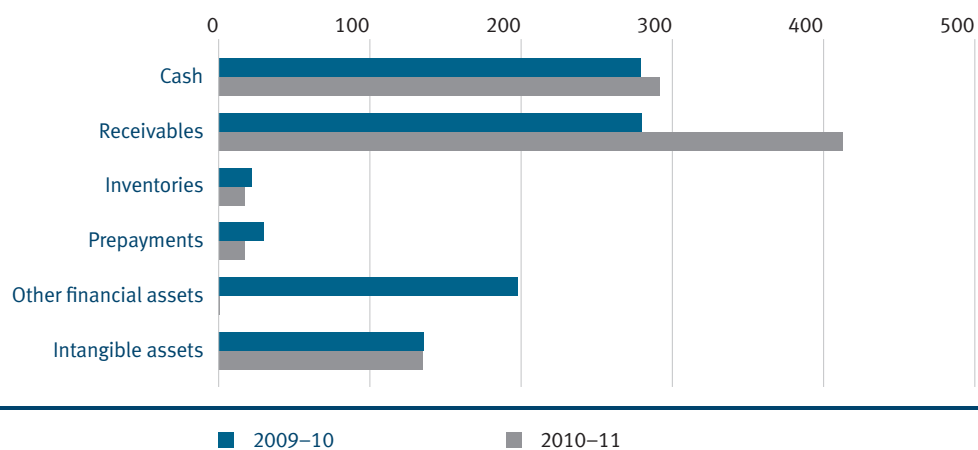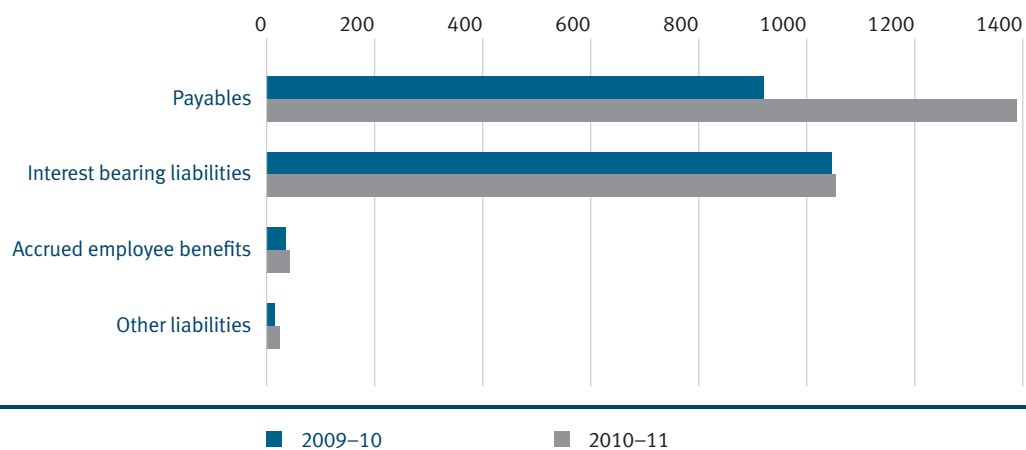| Strategic challenges	Strategic opportunities	Our Priorities
Provide adequate transport options to achieve economic and social outcomes across Queensland	Provide for and maintain a safe and efficient transport system by exploring suitable funding choices	Ensure safety underpins everything we do Improve investment decisions to make the best use of available resources to support Queensland's economic development and quality of life
Increase people's knowledge and understanding about transport system policies and investment choices Ensure the department's contribution to Queensland's economy remains a key driver of decision making	Work with the freight and logistics sector to connect Queensland and keep Queensland moving	Engage community and stakeholders about choices to be made within the transport system
Manage the impacts of climate change on the transport system Encourage the uptake of vehicles, or travel alternatives, that increase resilience to rising oil prices and reduce emissions	Lead the reduction of carbon emissions and reliance on oil-based inputs in the transport system Provide people with more informed travel choices and services using technology-based solutions	Increase the climate change preparedness and energy resilience of the transport system Embrace current and emerging technologies to improve the transport system and customer service
Enhance capability and capacity of the department and the transport and logistics-related industries	Articulate a clear long-term direction for the department and the transport system that supports economic development and quality of life	Create an organisation and workforce that leads transportation into the future

Objectives and Strategies aligned with Queensland Government objectives in "Toward Q2: Tomorrow's Queensland"

Government Objectives	Corporate Objectives	Key Performance Indicators	Corporate Strategies
Strong *Creating a diverse economy powered by bright ideas*	1. A sustainable transport system which promotes economic growth and enhances liveability	• Travel time reliability • Major transport projects completed on time and within budget • Transport system assets which meet agreed standards	1.1 Develop and implement integrated transport system policies and plans 1.2 Plan and make balanced investments in cost-effective transport infrastructure and services 1.3 Deliver cost-effective transport infrastructure 1.4 Maintain and protect transport system assets 1.5 Achieve efficient use and operation of the transport system 1.6 Lead transport technologies, improvement and innovation
Healthy *Making Queenslanders Australia's healthiest people*	2. A safe transport system leading to improved health and wellbeing for Queenslanders	• Road, rail and marine fatality rates • Perception of public transport safety • Use of active transport (walking and cycling)	2.1 Manage safe access to the transport system 2.2 Ensure the safety of vehicles, vessels and trains and their operation 2.3 Maintain a safe and secure transport environment 2.4 Encourage more cycling and walking
Fair *Supporting safe and caring communities*	3. An accessible transport system linking people to employment, education, services and social networks	• Satisfaction with public transport services • Customer service responsiveness • Transport services for Aboriginal and Torres Strait Islander peoples	3.1 Plan and provide appropriate, accessible and reliable public transport services to all Queenslanders 3.2 Provide accessible and efficient customer services 3.3 Provide transport-related opportunities to help close the gap in disadvantage for Aboriginal and Torres Strait Islander peoples
Green *Protecting our lifestyle and environment*	4. Transport-related impacts on the natural, cultural and built environments managed for the community	• Transport greenhouse gas emissions • Transport-related environmental incidents	4.1 Develop and share knowledge about the potential impacts of climate change on the transport system 4.2 Facilitate increased use of transport options that minimise impacts on the environment 4.3 Conduct regulatory and compliance activities and our own operations to reduce transport-related impacts on the environment
Smart *Delivering world-class education and training*	5. Enhanced capability and capacity of the transport and logistics-related industries	• Capability and capacity of transport and logistics-related industries	5.1 Support the capability and capacity of Queensland's transport and logistics-related industries
Enabling	6. Enhanced leadership and stakeholder relationships, improving transport outcomes for Queensland	• Transport leadership • Stakeholder relationships	6.1 Lead and influence state and national transport-related policy reform 6.2 Build partnerships, alliances, networks and knowledge-sharing with government, industry and the community
	7. Capable people and contemporary processes and systems, enabling us to achieve our corporate objectives	• Workplace health and safety • Capability and capacity of our people • Reliability and effectiveness of our business systems	7.1 Provide safe, healthy and secure workplaces that support organisational outcomes 7.2 Continuously improve departmental planning, management, governance and ethical standards 7.3 Ensure a sustainable, agile and robust workforce 7.4 Implement effective business systems, processes and practices

Our performance

This section outlines our 2010–11 performance based on the objectives and strategies of our corporate plan.

Objective 1
A sustainable transport system which promotes economic growth and enhances liveability

26

Objective 2
A safe transport system leading to improved health and wellbeing for Queenslanders

54

Objective 3
An accessible transport system linking people to employment, education, services and social networks

72

Objective 4
Transport-related impacts on the natural, cultural and built environments managed for the community
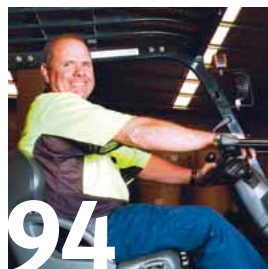
84

Objective 5
Enhanced capability and capacity of the transport and logistics-related industries

94

Objective 6
Enhanced leadership and stakeholder relationships, improving transport outcomes for Queensland

104

Objective 7
Capable people and contemporary processes and systems, enabling us to achieve our corporate objectives

120

Our performance
A sustainable transport system which promotes economic growth and enhances liveability

Highlights

We delivered fit-for-purpose, sustainable transport infrastructure for Queensland.

- Launched the Transport Network Reconstruction Program to restore Queensland's network following extensive flood and cyclone damage
- Performed a critical emergency management role in response to natural disasters
- Completed the largest bridge and road project in Queensland's history, the Sir Leo Hielscher Bridges, as part of the Gateway Upgrade Project
- Introduced the New Queensland Driver Licence
- Released the draft *Connecting SEQ 2031: An Integrated Regional Transport Plan for South East Queensland*
- Released the 2011–12 to 2014–15 *Queensland Transport and Roads Investment Program*, a $19 billion Australian-first transport and roads program of works
- Opened Australia's longest bridge, the Ted Smout Memorial Bridge, as part of the Houghton Highway Duplication Project at Redcliffe
- Completed a $347 million upgrade of major sections of the Bruce Highway from Townsville to Cairns
- Continued a $420 million upgrade of the Pacific Motorway from Springwood South to Daisy Hill
- Completed a new rail connection from Darra to Richlands, including a new rail station at Richlands
- Completed our biggest boating infrastructure project, the Dunwich One Mile pontoon on North Stradbroke Island
- Initiated a statewide Bus Contract Reform Project
- Pioneered computerised hydraulic jacking technology to streamline rehabilitation of the Riverside Expressway in Brisbane.

We plan, deliver and manage Queensland's 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), which aims at improving the effectiveness of our transport system.

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

Developing and implementing integrated transport system policies and plans

Developing a vision for the transport system

TMR plans, delivers and manages a transport system that connects Queensland and ensures our strategic policy direction contributes to the Queensland Government's objectives for the community identified in *Toward Q2: Tomorrow's Queensland* – strong, green, smart, healthy and fair.

The *Transport Planning and Coordination Act 1994* requires TMR to develop the *Transport Coordination Plan for Queensland* (TCP). The TCP provides a framework for strategic planning and management of transport resources in Queensland, and sets the long-term objectives for the transport system. In 2010–11, we commenced a review of the *TCP 2008–2018.*

Left: Work progressed on the Ipswich Motorway upgrade

TMR plans, delivers and manages a transport system that connects Queensland

Figure 19 – Objective 1 Corporate Plan measures			
Corporate plan performance measures	**Notes**	**2010–11 result**	**Status**
Performance indicator: Travel time reliability			
Congestion indicators relate to the greater Brisbane area (urban – average weekday AM and PM peak). These measures will grow as congestion increases.			
Difference between actual travel speed and posted speed limit(s) on a representative sample of arterial roads and motorways in the urban metropolitan area – AM peak		33.4	🔺
Difference between actual travel speed and posted speed limit(s) on a representative sample of arterial roads and motorways in the urban metropolitan area – PM peak		30.6	🔺
Difference between actual travel speed and posted speed limit(s) on a representative sample of arterial roads and motorways in the urban metropolitan area – off-peak		20.8	🔺
Difference between actual travel speed and posted speed limit(s) on a representative sample of arterial roads and motorways in the urban metropolitan area – all day		29.2	🔺
Performance indicator: Major transport projects completed on time and within budget			
Percentage of transport projects in the State Planning Program completed no more than 10 per cent over budget	1	97	🟠
Percentage of major construction projects (road) completed no more than 10 per cent outside the programmed construction period	2	62	🟠
Percentage of major construction projects (road) costing less than 10 per cent over the programmed estimate		92	🔺
Performance indicator: Transport system assets which meet agreed standards			
Smooth travel exposure – percentage of travel undertaken each year on state-controlled urban roads with a roughness level condition of less than 4.2 IRI		96	🔺
Smooth travel exposure – percentage of travel undertaken each year on state-controlled rural roads with a roughness level condition of less than 4.2 IRI		92	🔺
Smooth travel exposure – percentage of travel undertaken each year on state-controlled urban roads with a roughness level condition of less than 5.3 IRI		99	🔺
Smooth travel exposure – percentage of travel undertaken each year on state-controlled rural roads with a roughness level condition of less than 5.3 IRI		98	🔺
Road system seal age – percentage of the state-controlled road network exceeding optimal seal age	3	20	🟠
Percentage of track kilometres on the state-supported rail network that fall within the agreed overall track condition index review point threshold		96.18	🔺

🔺 On track   🟠 Slight variance   🔻 Significant variance

Notes:

1. Some projects, such as modelling and data collection, were postponed or delayed due to flooding affecting typical travel patterns of regions. Other projects experienced some delays due to changes in project scope to respond to or incorporate local government planning activity. Resources were also re-directed due to flood recovery efforts in 2010–11.

2. Flooding and wet weather events caused delays to regional programs. Resources were also re-directed due to flood recovery efforts in 2010–11.

3. Dry conditions are necessary to carry out successful re-sealing work. Extensive wet weather conditions in 2010–11 delayed road re-sealing work, which impacted on our target of 16–19 per cent.

Our performance: A sustainable transport system which promotes economic growth and enhances liveability

Through environmental scanning, TMR is able to understand potential trends, shifts and how they could impact the transport system in Queensland and how we do business. These insights provide a mechanism to link long-term objectives for transport in Queensland with short-term priorities. This ensures the decisions we make today will enable us to meet tomorrow's challenges.

Shaping tomorrow's transport system today

TMR provides strategic direction for implementing integrated land use and transport plans across Queensland by:

- providing a single point of leadership for strategic transport planning
- providing integrated transport systems strategy, plans and policy across all modes
- partnering with key internal and external stakeholders
- planning for, and protecting, Queensland's existing and future transport infrastructure needs while ensuring safe, efficient, socially equitable and environmentally sound integration of infrastructure into the community.

TMR's State Planning Program (SPP) comprises transport planning projects and investment proposals undertaken by the department. Our statewide approach addresses the diversity of regional needs while developing a strategic outlook on how the transport system should develop over the short, medium and long term.

This year, the SPP consisted of 158 integrated transport planning projects valued at $145 million. Of the major projects (non-capital and valued at greater than $250 000) that were scheduled to commence within this reporting period, 90 per cent met the desired milestones and 97 per cent of projects were completed within 10 per cent of budget. This is a good result given the impact of recent severe weather events.

Extreme weather conditions in the latter part of 2010 and early 2011 impacted on project delivery due to resources being redirected to the flood recovery effort. This caused unavoidable delays in public consultation, environmental approvals and delivery decisions, which resulted in some planning projects not meeting milestones. Other project delays were due to changes in project scope to respond to or incorporate local government planning activities (such as planning scheme amendments), Urban Land Development

Authority activities and state agency economic development activities.

Figure 20 outlines some of our key planning activities in the SPP, as well as from other programs within the department.

Draft Connecting SEQ 2031

TMR released the draft *Connecting SEQ 2031: An Integrated Regional Transport Plan for South East Queensland* to complement the *South East Queensland Regional Plan 2009–2031.*

Connecting SEQ 2031 establishes a long-term plan to develop a sustainable transport system in south-east Queensland. The plan adopts an integrated approach that considers land use planning and the various modes of transport.

The plan includes targets for 2031 that aim to:

- double active transport (cycling and walking) mode share from 10 per cent to 20 per cent
- double public transport (bus, rail and ferry) mode share from 7 per cent to 14 per cent
- decrease the share of trips by private vehicles from 83 per cent to 66 per cent.

CoastConnect for sustainable travel

The *CoastConnect Concept Design* and *Impact Management Plan* was released in February 2011. CoastConnect includes a priority bus corridor and improved cycle facilities from Caloundra to Maroochydore on the Sunshine Coast.

We consulted the community and other stakeholders prior to finalising the preferred alignment, which provides the most direct route between existing and emerging activity hubs, minimises impacts on residential areas and the environment, and complements the future *Caboolture to Maroochydore Corridor Study* rail link.

Salisbury and Beaudesert Rail Corridor Study

One of the key recommendations from the *Mount Lindesay Beaudesert Strategic Transport Network Investigation*, completed in 2010, was to further consider a passenger rail corridor line between Salisbury and Beaudesert. We undertook the first round of community consultation in late 2010.

Figure 20 – Key planning activities

Planning activity	Details
Released the draft *Connecting SEQ 2031: An Integrated Regional Transport Plan for South East Queensland*	The regional transport plan to serve the long-term needs of the people who live, work, play and conduct business in south-east Queensland (see page 28).
Commenced the Cross River Rail detailed feasibility study	This study includes investigations to determine the location of the proposed route and underground stations, preparing an environmental impact statement and business case, and extensive community consultation. Cross River Rail will provide additional capacity for the south-east Queensland region's rail services, meaning more people can move into and through Brisbane.
Finalised the Mt Lindesay Beaudesert Strategic Network Investigation	This investigation explored the transport needs for the region for the next 50–60 years. It is the catalyst for further planning studies including the *South West Corridor Study*, *Salisbury to Beaudesert Rail Corridor Study* and planning to support the Flagstone and Yarrabilba Urban Development Areas.
Progressed the *Far North Queensland Integrated Regional Transport Plan*	This plan addresses ongoing population growth and its impact on the regional transport system to 2031 (see page 107).
Commenced developing the *Mackay Isaac Whitsunday Integrated Regional Transport Plan*	The plan will address the transport needs of the region in an integrated and sustainable manner.
Continued implementation of the *South-east Queensland (SEQ) Rail Strategy*	This strategy aims to recommend and gain agreement on network-wide fundamentals to ensure rail projects can proceed with a shared understanding of how each contributes to and coordinates with the rest of the SEQ rail network.
Finalised the *CoastConnect Concept Design and Impact Management Plan*	The plan will increase options for sustainable travel on the Sunshine Coast through a priority bus corridor and improved cycle facilities from Caloundra to Maroochydore (see page 28).
Finalised the *North-east Mineral Province Planning Study*	The study estimated freight impacts on state-controlled roads within the area, particularly those associated with mining operations.
Finalised the *Bruce Highway Mackay Urban Congestion Study*	This study investigated the future requirements of the Bruce Highway from south of Mackay to north of the city, including options to improve safety and traffic flow, reduce congestion and enhance access for users of this transport corridor.
Commenced link planning for the Cairns Transit Network	This work brings together planning for the Cairns Bruce Highway upgrade with the Cairns Transit Network project to help manage growth pressures faced by the region and provide a fast, reliable and sustainable public transport system that will connect the major communities in Cairns.
Continued consultation on the *Fitzroy River Floodplain and Road Planning Study*	This study is investigating ways to reduce the impact of Fitzroy River flooding on the vital Bruce Highway link and reduce congestion within Rockhampton.

Active transport is a key focus of Connecting SEQ 2031

Case study

Industry recognition for our planning excellence

TMR's planners were recognised at the 2010 Planning Institute of Australia (Queensland) Awards for Planning Excellence, with the *Cairns Transit Network Plan* named the overall winner.

Judges said the plan challenged the notion that efficient public transport networks cannot operate in regional cities, and would become a benchmark for future regional transit plans. *The Cairns Transit Network Plan* also received the Transport Planning category award.

The department received further recognition, with merit awards in the Transport Planning category for the Land Use and Public Transport Accessibility Index (LUPTAI) and the Western Brisbane Transport Network Investigation. LUPTAI was also acknowledged with a merit award in the Urban Planning Achievement category.

Cairns Transit Network Plan team (L–R): Craig Wallace, Ray Plasto, Rachel Reese, Barry Gyte, Natalie Ormsby, Alton Twine, Jan Sexton, Tom Beattie, Janine Stone, Michael Christie

Our performance: A sustainable transport system which promotes economic growth and enhances liveability

The *Salisbury and Beaudesert Rail Corridor Study* will plan for transport needs of growing and future communities in the area. The study will identify a corridor for a future dedicated double-track passenger rail line. It will generally follow the existing interstate freight line from Salisbury to Kagaru before connecting across to the disused Bethania rail alignment to Beaudesert.

Further consultation will be undertaken in 2011–12.

Meeting the needs of our growing population

Queensland continues to be one of the fastest-growing states in Australia and 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 to create the right development patterns across south-east Queensland to reduce the need for travel

- travel demand management to create incentives for more efficient use of the existing network through measures that encourage less private vehicle travel during peak periods

- travel options to create a public and active transport network that has greater accessibility, frequency and reliability

- a focus on maximising the efficiency of existing infrastructure

- increasing road and public transport capacity.

We continue to deliver on these elements through our Congestion Management Program including:

- constructing Stage 2 of the Bicentennial Bikeway alongside the Brisbane River (see page 41)

- new Park'n'Ride facilities at four south-east Queensland train stations (see page 48)

- improving bicycle and interchange facilities at Birkdale, Bray Park, Burpengary and Ormiston train stations, increasing the range of access options to the travelling public

- a Flexible Workplaces Program that saw an increase in the uptake of flexible work arrangements in five Queensland Government agencies and a subsequent reduction of 49 per cent in morning and afternoon peak period trips for participants

- implementing 60 new web cameras across south-east Queensland to improve monitoring of traffic conditions and enhance information for road users through the 13 19 40 traffic and travel information website

- a Queensland Police officer presence in the Brisbane Metropolitan Transport Management Centre to improve inter-agency incident coordination and make incident response as efficient as possible

- successfully completing the High Occupancy Vehicle Lane Enforcement Trial (see page 49)

- constructing two new Incident Response Satellite Depots at Aratula and Brassall to provide fast access to incident management equipment

Case study

13 19 40 traffic and travel information

We provide road users with traffic and travel information through the 131940.qld.gov.au website and the 13 19 40 telephone number.

These statewide services provide a single source of real-time information on traffic incidents, roadworks, special events and road closures due to wet weather and flooding. Community members can also notify the department of incidents by calling the 13 19 40 telephone number.

During the extreme weather events of late 2010 and early 2011, the 131940.qld.gov.au website provided TMR and partnering agencies with essential information for coordinating response and recovery efforts. During this period, 13 19 40 services were also used extensively by the community. For example, on 27 December 2010 there were about 78 000 visits to the website, up from a daily average of 2500 visits. On the same day the 13 19 40 reports line answered 11 000 calls, up from a daily average of 1400 calls.

TMR continues to enhance the traffic and travel information provided by the website, recently developing a mobile-optimised site to deliver information to a variety of touch-screen mobile devices.

About 78 000 visits to the 13 19 40 website on 27 December 2010, up from a daily average of 2500 visits

- TravelSmart programs to encourage people to use sustainable travel modes (see page 85)

- a trial limiting trucks to the left lane at sections of the Brisbane Urban Corridor to ease congestion without compromising road safety

- two FreightSmart grants for Queensland-based industry to identify, test and evaluate innovative freight practices in partnership with the Queensland Transport and Logistics Council

- an analysis of south-east Queensland transport users, which has provided new insights into the transport choices our customers make and will help us plan a transport system that better meets the community's needs

- network efficiency programs to better use the existing network, including improved community access to travel-related information

- operational safety improvements to the Cultural Centre Busway at South Brisbane (see page 66)

- two Heavy Vehicle Response Units that remove trucks and semi-trailers from the road network quickly and safely, resulting in an overall improvement in incident response times.

Using transport models to support evidence-based planning across Queensland

We are committed to developing high-quality transport modelling tools that assess multi-modal transport options to support evidence-based planning across Queensland.

The Land Use and Public Transport Accessibility Index (LUPTAI) is a user-friendly software package that investigates options in accessing important destinations by walking and/or public transport. In 2010–11, this tool was used to inform projects including *Connecting SEQ 2031*, Cross River Rail, Moreton Bay Rail Link and the *Far North Queensland Integrated Regional Transport Plan*.

Our transport demand models also continue to provide critical input into key planning activities across the department and broader government.

For example, the Brisbane Strategic Transport Multi-Modal Model was used extensively to inform the Cross River Rail project, North West Brisbane Transport Corridor, Moreton Bay Rail Link and several other significant local, state and national planning and policy projects.

We also continued to develop and update our regional models, including models for Bundaberg, Gladstone, Maryborough, Hervey Bay and Toowoomba.

This year we also commenced a program of regional household travel surveys across Queensland, including Townsville, Wide Bay Burnett and Gladstone regions. Figure 21 shows the proportion of trips made by each mode in south-east Queensland and regional centres.

Figure 21 – Proportion of trips made by each mode in south-east Queensland and regional centres

Legend: Active transport, Public transport, Private vehicle
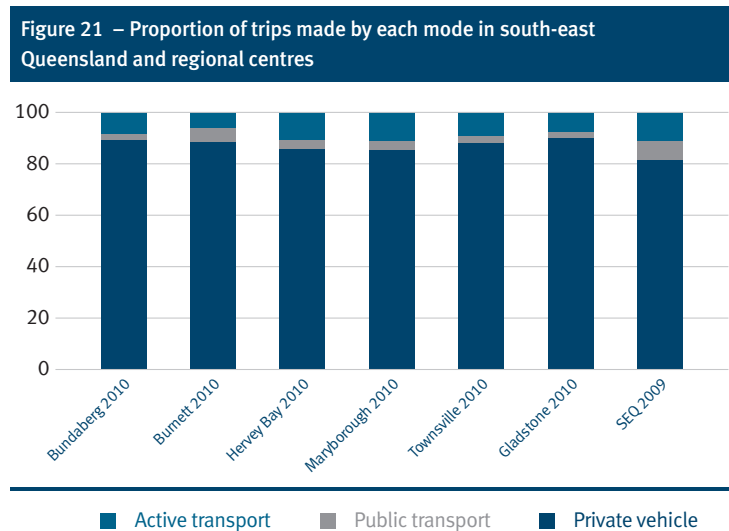
Data source: Household travel survey.

The graph utilises both 2010 and 2009 data. These are the latest survey results for each of the regions listed. Data collection for the regional Household Travel surveys was carried out 2010. The Household Travel survey in SEQ was collected in 2009. The Household Travel survey for SEQ will not be collected again until 2011–12.

Case study

Gold Coast Highway T2 transit lanes

A key feature of our $127 million Gold Coast Highway upgrade at Labrador is the introduction of 24-hour T2 transit lanes along this key arterial route. These lanes will help improve traffic flow and provide priority to high-occupancy vehicles, reducing the number of vehicles on the road.

The final section of transit lanes from Broad Street to Harley Street was installed in May 2011, bringing the total length to almost 3.5 km. To stop through-lanes being delayed by turning traffic, all road users will benefit from features such as dedicated turning lanes at signalised intersections, a central median, and indented bus bays.

Our performance: A sustainable transport system which promotes economic growth and enhances liveability

Managing transport and land use development

We work collaboratively with local government, the Urban Land Development Authority (ULDA) and the Department of Local Government and Planning (DLGP) to influence planning schemes. When assessing applications and proposals, we ensure the state's interest in our transport network is considered by developers. In 2010–11 we:

- provided state interests in planning to DLGP as part of the whole-of-government State Planning Instruments Program
- provided advice to Townsville City Council on the Residential and Industrial Land Use Studies for the revised Townsville City Council planning scheme
- negotiated with DLGP for amendments to the Sustainable Planning Regulations to better reflect departmental needs – for example, to protect state toll roads, community infrastructure and public transport corridors, and to simplify access to state-owned quarry material
- finalised the department's *Environmental Emissions Policy* (see page 89)
- implemented the *Queensland Development Code for Transport Noise Corridors* for state-controlled roads
- provided state interests to ULDA in urban development areas such as Oonoonba, Townsville and Fitzgibbon in North Brisbane
- submitted the draft *Ports Protection Discussion Paper* to port authorities for consultation
- worked collaboratively with DLGP and Queensland Rail Limited to develop the *Transit Oriented Development Guide*
- collaborated with Townsville City Council and DLGP to finalise the *Townsville Airport Master Plan*.

Any activity classified as development in Queensland must obtain approval through the Integrated Development Assessment System, as required under the *Sustainable Planning Act 2009*. This legislation ensures greater emphasis is applied to integrating land use and transport planning across the state and protects assets such as road, rail and other transport corridors in new development.

Under the Act, TMR is a concurrence agency for development assessment that impacts on the state transport system. This means we may impose conditions on new development that must be applied by local government.

Placing conditions for entry and access requirements ensures the safety of road and transport users and reduces the impacts development may have on the surrounding road network. In addition, integrating passenger and active transport in new development supports and connects cycling and walking networks and end-of-trip facilities.

In 2010–11, 2231 development applications were received with 94 per cent processed within the timeframes set out in the Act.

Sometimes applicants appeal the conditions that TMR places on developments, through the Planning and Environment Court. As of 1 July 2010, the department centralised management of all Planning and Environment Court matters, which has improved efficiency and consistency of outcomes for both applicants and TMR.

Planning and making balanced investments in cost-effective transport infrastructure and services

Developing an affordable plan for the future

Good transport investment management needs an integrated approach at portfolio, program and project levels. During the past 12 months, TMR has strengthened its portfolio investment function by ensuring strong alignment between its portfolio of transport infrastructure investments and higher-level strategic outcomes.

Through the Investment Management Implementation Program, the department has focused on building the tools and capability to ensure a statewide approach to all aspects of its transport infrastructure investment. The aim is to ensure the right investment mix and obtain best value and maximum benefits from each investment dollar. Along with enhancing our internal capacity for good practice investment management, this initiative is positioning TMR to better understand, prioritise and manage our investment portfolio and ensure transparency and contestability of our investment choices.

In 2010–11, TMR developed our inaugural *Transport Infrastructure Portfolio Strategy* to translate our policy, strategy and planning outputs into a portfolio delivery strategy. This has set the framework for prioritising and delivering the department's transport infrastructure investments over a 10-year period. The strategy ensures investments are balanced geographically, across modes and asset lifecycles, in a manner that will provide the greatest value and strategic benefit. This will guide the direction for shorter-term plans such the *Queensland Transport and Roads Investment Program* (QTRIP) as well as provide a key input into the *Queensland Infrastructure Plan.*

Establishing the foundations for robust governance and management of this portfolio has been a focus for TMR in 2010–11. The department's peak infrastructure investment decision-making body, the Infrastructure Investment Committee, has oversight of the portfolio delivery. Strong decision support and an integrated governance framework will ensure a defined and consistent approach to prioritising and allocating available funding across the statewide transport system. Program and project-level gating processes test the investments at critical decision points and provide assurance of their continuing viability and strategic fit.

TMR is making a shift from a focus on running projects to delivering a prioritised and benefits-driven portfolio of programs that reflects departmental and government priorities. Building the necessary maturity to drive robust investment management practices is an ongoing process that TMR will continue to develop into the future.

Working with TransLink Transit Authority

In July 2008, TransLink Transit Authority was established and is responsible for purchasing, delivering and managing public transport services within south-east Queensland. As a statutory authority, the board of TransLink Transit Authority is accountable to the Queensland Government's Minister for Transport and Multicultural Affairs. TMR is responsible for policy oversight of TransLink Transit Authority, including administering the authorising legislation, the *Transport Operations (TransLink Transit Authority) Act 2008.*
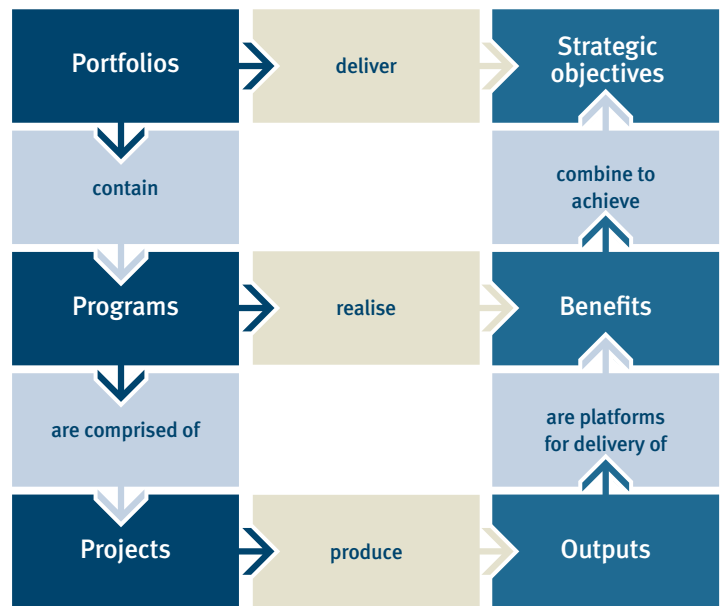
Relationship between the portfolio, programs and projects

TransLink Transit Authority works collaboratively as a partner with TMR to deliver key infrastructure and service improvements for south-east Queensland. Details of funding and other financial assistance provided through service contracts are included in TransLink Transit Authority's annual report, available from their website at www.translink.com.au.

Bus contract reforms

To maximise transparency and consistency in the overall funding and regulatory approach to contracted public transport services, TMR is undertaking bus contract reforms throughout Queensland. This alignment of passenger transport contracting and funding elements will also build on existing partnerships with industry representatives, the Queensland School Bus Alliance and the Queensland Bus Industry Council.

Our performance: A sustainable transport system which promotes economic growth and enhances liveability

Third generation qconnect bus service contracts

TMR contracts local bus operators to provide public transport services in 22 regional urban contract areas in Queensland. These services are provided under the Queensland Government's *qconnect* initiative. Under *qconnect*, there are currently 22 regional urban bus service contracts held by 16 different operators.

TMR is continuing to work in partnership with industry to renew the current service contracts. The new third generation (3G) *qconnect* service contracts will be implemented in 2011–12. The contract renewal process provides the department, operators and industry with the ability to move towards a more consistent and transparent funding regime by explicitly linking funding to the cost of service delivery. This will enable TMR to more accurately forecast future changes while ensuring service continuity and growth.

Bus Contract Reform Project

Under the *Transport Operations (Passenger Transport) Act 1994*, service contracts require operators to provide general route services to specified standards and minimum service levels and may be subject to market entry restrictions. Bus services in Queensland operate under these service contracts and are issued between bus operators and the State of Queensland. These contracts are managed by TMR through the qconnect regional urban service network.

In order to achieve a common approach to the review of future bus service contracts, TMR is working with the TransLink Transit Authority on the Bus Contract Reform Project. This is the first significant review of Queensland passenger bus service contracts in 17 years.

The project was established to consider a new contracting and funding model to replace the existing service contracts and funding frameworks within TMR and the TransLink Transit Authority. This will see the delivery of consistent statewide policy settings and best practice contracting and funding frameworks.

Managing Government Owned Corporations

In our role as shareholding department for transport Government Owned Corporations, in 2010–11 we have:

- sought and received Ministerial approval for Land Use Plans for Abbot Point, Hay Point, Mackay and Townsville ports
- obtained shareholding Minister's approval for the Gladstone Ports Corporation and the development of the Liquefied Natural Gas (LNG) industry
- acquired Native Title for the proposed Wiggins Island Coal Terminal Dump Station and arranged suitable tenures for port expansion activities
- addressed TMR issues and responsibilities regarding the Abbot Point Coal Terminal 99-year lease (providing $1.829 billion in proceeds to the Queensland Government)
- facilitated the Abbot Point Coal Terminal X50 Expansion (T1) – first ship loading from Berth 2 commenced in May 2011
- addressed TMR issues and responsibilities regarding the Port of Brisbane 99-year lease (representing $2.3 billion worth of value to the Queensland Government)
- commenced developing a TMR position and response to the *National Ports Strategy*.

Assessing the benefits of projects

TMR finalised a tool to assess the economic value and benefit of different road projects as part of better practice project management. The Cost Benefit Analysis manual enables TMR to assess monetary project value, economic modelling and dollar benefits for individual road projects. It calculates the benefits to road users by applying various parameters including travel time cost, accidents and vehicle and operating costs.

Regional buses service communities

Aerial view of Abbott Point Coal Terminal

Improving governance of transport infrastructure

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

This includes using tools such as the web-enabled, statewide enterprise system Primavera, which enables project managers to schedule projects and reflect project changes from remote locations. It has greatly assisted TMR to manage the additional several thousand projects that form our natural disaster reconstruction efforts. The upgraded, web-enabled Works Management System is another tool that allows for estimate development by internal and external resources, from static and remote locations, thereby improving production efficiencies.

Delivering cost-effective transport infrastructure

Delivery of our roads and transport infrastructure programs is managed through our regional offices across Queensland. The rail program is primarily delivered by Queensland Rail Limited as part of their role in managing the rail network. TransLink Transit Authority has a role in delivering enhancements to the public transport system in south-east Queensland. Some transport projects, such as Cycle Network Program grants projects, are delivered by local governments.

Queensland Transport and Roads Investment Program

The *Queensland Transport and Roads Investment Program* (QTRIP) is a four-year rolling program of transport projects designed to meet the transport and infrastructure needs of our growing state.

QTRIP builds on and informs other transport strategies and plans, and provides information to our stakeholders. 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 funding allocations, and aligns with the forward estimates timeframes for the Queensland Government.

Completed infrastructure projects

Projects that have been completed in 2010–11 include:

- opening the Sir Leo Hielscher Bridges, as part of the Gateway Upgrade Project (see page 37)
- opening the Ted Smout Memorial Bridge, Australia's longest bridge, as part of the Houghton Highway Duplication Project (see page 36)
- upgrading major sections of the Bruce Highway from Townsville to Cairns, including $347 million in major and minor flood improvement works, intersection upgrades and overtaking lanes
- opening the Law Street pedestrian bridge and Smiths Road, as part of the Ipswich Motorway Upgrade – Dinmore to Goodna, in December 2010
- completing the third stage of the Hope Island Road upgrade ($166 million)
- upgrading the Gold Coast Highway at Labrador ($127 million)
- completing interchange upgrades at:
  - » Varsity Lakes (Exit 85) on the Pacific Motorway ($80 million)
  - » Mudgeeraba (Exit 73) on the Pacific Motorway ($47 million)
- completing duplication of the Centenary Motorway from the Ipswich Motorway at Darra to the Logan Motorway at Carole Park
- realigning Waterford–Tamborine Road at Tamborine and constructing two new bridges over Albert River and Clutha Creek ($20 million)
- completing works to widen to two lanes and bitumen seal 21.5 km of the Gulf Developmental Road, east of Mount Surprise near Georgetown ($6.5 million).

Our performance: A sustainable transport system which promotes economic growth and enhances liveability

Early works on the Bruce Highway realignment north of the Cardwell Range

The opening of the Ted Smout Memorial Bridge was embraced by the community

Houghton Highway Duplication Project

TMR is continuing to deliver the landmark $315 million Houghton Highway Duplication Project, connecting communities in Brisbane with the Redcliffe peninsula. The project is reducing congestion and travel times for commuters as well as improving safety by enabling one-way traffic flow on each bridge.

In July 2010, we reached the first major milestone with the official opening of the new 2.7 km Ted Smout Memorial Bridge, Australia's longest bridge. Its completion was celebrated with a 75 000-strong community walk-over and family day.

The remainder of the project involves upgrading the existing Houghton Highway Bridge with a new smooth asphalt overlay and new intelligent transport system, and demolishing the old Hornibrook Bridge. It is scheduled to be completed in the second half of 2011.

Continued infrastructure projects

In 2010–11 we continued work to:

- upgrade the Ipswich Motorway between Dinmore and Goodna ($1.95 billion)
- work on stage two of the $190 million, 10 km Townsville Port Access Road (see page 37)
- upgrade the Pacific Motorway from Springwood South to Daisy Hill ($420 million)
- widen the Pacific Motorway from four to six lanes between Nerang and Worongary ($158 million)
- progress the Gold Coast Rapid Transit project (see case study on page 75)
- work on the Eastern Busway from Buranda to Main Avenue, Coorparoo ($465.8 million)
- deliver the $70 million Warrego Highway Safety Improvement Program (see case study on page 64)
- duplicate the Forgan Bridge in Mackay ($148 million)
- upgrade the Bruce Highway (Cooroy to Curra) from Sankeys Road to Traveston Road and realign a 4.2 km section of the Bruce Highway north of the Cardwell Range (funded under the Australian Government's Nation Building Program)
- widen and rehabilitate sections of the Leichhardt Highway, approximately 30 km north of Goondiwindi.

Case study

Gateway Upgrade Project

Queensland's largest bridge and road project in history, the Sir Leo Hielscher Bridges at Murarrie were opened in late November 2010. Completed six months ahead of schedule and within budget, the six-lane bridge, 16 km of upgrades and 7 km of new motorway are part of the Gateway Upgrade Project. The project has reduced congestion and increased freight efficiency through Brisbane.

The project received the 2010 Best Infrastructure Project Award from the National Infrastructure Awards, which acknowledge innovation, excellence and leadership in the sector and reward demonstrated commitment to the future of Australian infrastructure.

Sir Leo Hielscher Bridges

Case study

Aerial view showing construction of the Townsville Port Access Road

Townsville Port Access Road Project

The $190 million Townsville Port Access Road project will improve road safety and ease traffic congestion by providing a direct route to the Port of Townsville for heavy vehicles from the south and west.

The 10 km project is jointly funded by the Australian and Queensland Governments, and consists of:

- the $88 million, 2.5 km Stuart Bypass, which opened to traffic in January 2010, providing a direct link between the Flinders and Bruce Highways
- the $102 million, 7.5 km Eastern Access Corridor, including a bridge over the Ross River.

Since the opening of the Stuart Bypass, residents in the Townsville suburbs of Stuart and Wulguru have enjoyed a significant reduction in the number of heavy vehicles using local roads. Residents in the suburbs of Oonoonba and South Townsville will experience similar benefits when the project is completed in 2012. Upon completion, heavy transport operators travelling from the south and west of Townsville will use the new road instead of the traditional route of Abbott and Boundary Streets.

Approximately 960 direct and indirect jobs will be sustained during the life of the project.

Our performance: A sustainable transport system which promotes economic growth and enhances liveability

Subgrade treatment on Miran–Eton Road in the Mackay/Whitsunday region as part of the Transport Network Reconstruction Program

Commenced infrastructure projects

In 2010–11, we commenced infrastructure projects including:

- the Transport Network Reconstruction Program, which includes substantial repairs and reconstruction of the state-controlled road network in the far north, south-west and other regions

- duplicating the Port of Brisbane Motorway (upgrade to four lanes from the Gateway Motorway to Pritchard Street)

- pre-construction activities for the Mains Road and Kessels Road intersection upgrade at Macgregor

Case study

TMR officer wins bronze in Delhi

Paralegal support officer Deb Acason, from our Major Infrastructure Projects Division, won a bronze medal in the women's 75 kg plus weightlifting at the Delhi Commonwealth Games in October 2010.

"I couldn't be happier," Deb said, after lifting a combined 245 kg (a personal best) to finish just behind Samoa (285 kg) and Nigeria (255 kg).

Deb now has the London Olympic Games in her sights. Congratulations Deb!

- upgrading the Robina Interchange

- widening and safety works on the New England Highway between Hampton and Geham

- widening sections of the Leichhardt Highway, approximately 30 km south of Taroom

- widening the Bruce Highway on the southern approaches to Sarina between Plane Creek Bridge and Railway Square, and installing traffic signals at the Railway Square intersection

- asphalt resurfacing on the Bruce Highway between Ayr and Townsville, between Mark Reid Drive and Yolanda Drive

- strengthening works on the bridge over Dogwood Creek on the Warrego Highway, on the western outskirts of Miles

- the next stage of the Mount Lindesay Highway with Chambers Flat and Crowson Lane interchange project

- constructing overtaking lanes from Bajool to Gavial on the Bruce Highway between Benaraby and Rockhampton.

Redlands Corridor Project

TMR is delivering $83 million of road upgrades to improve safety and reduce congestion in the Redlands corridor. Three road sections will be upgraded from two to four lanes, with a future allowance for six lanes for Sections A and B.

- Section A: Mt Cotton Road–Grieve Road to Upper Tingalpa Creek

- Section B: Broadwater, Mt Cotton and Duncan roads from Upper Tingalpa Creek to Taylor Road
- Section C: Cleveland–Redland Bay Road from South Street to Boundary Road.

Section C is under construction, with construction of Sections A and B planned for mid-2011.

Regional roads linking people

The state-controlled road network plays a crucial role in connecting regional communities and providing access to employment opportunities, education and services.

Key projects in 2010–11 to improve links between regional communities included:

- upgrading Steve Irwin Way between Landsborough and the Caloundra Road interchange. The four-lane, $40.2 million upgrade has increased road capacity and improved safety on a 3.3 km section of the road that provides a vital link between hinterland townships, tourist attractions and the national highway. The works also included cycling provisions, intersection upgrades, a service road to provide safer access to the Jowarra Park Rest Area/Rustic Cabin and Mooloolah Cemetery, and sealed bays for bus stops on Steve Irwin Way
- widening and rehabilitating a 4 km section of the Bruce Highway near Smarts Road and the southern approach to Koumala to improve safety and access. This $3 million project was funded through the Australian Government's Nation Building Program
- widening the Peak Downs Highway between Suttor Developmental Road and Fiery Creek to improve safety and traffic efficiency. This $4.9 million project was jointly funded by the Queensland and Australian Governments
- widening a 4.4 km section of the Warrego Highway from Morven to Charleville to improve safety and accommodate Type 2 road trains
- constructing a $1.3 million heavy vehicle turn-around facility on the Gulf Developmental Road at Critter's Camp to improve freight efficiency and safety for motorists and heavy vehicle operators. This project provides road train operators with a sealed area to safely turn their vehicles around if the Norman River Bridge is closed due to flooding.

Regional Bridge Renewal Program

TMR's Regional Bridge Renewal Program accelerates the replacement of timber bridges, older concrete and steel structures on the state-controlled road network that have deteriorated due to age and increased use.

Phase one of the program aims to replace 104 bridges and rehabilitate five bridges by 2013–14, with 14 bridges still to be replaced.

In 2010–11, we constructed seven bridges under the Regional Bridge Renewal Program including:

- Twelve Mile Creek Bridge on the Oxford Downs–Sarina Road, 23 km from Peak Downs Highway in the Nebo area
- Degilbo Creek Bridge on the Maryborough–Biggenden Road, 2 km south of Biggenden
- Three Moon Creek Bridge on the Burnett Highway, 1 km north-west of Monto
- Barwon River Bridge on Talwood–Boonanga Road, 16 km south of Talwood.

TMR is currently preparing a funding submission for a further five-year program to replace high-priority bridges.

Case study

Engineering excellence overcomes challenging site

Replacing the old timber bridge over Gentle Annie Creek, 3.5 km from Halifax, has been one of our most challenging projects to date in the Regional Bridge Renewal Program. The area around the bridge is home to many wildlife species including crocodiles. In addition, the bridge is surrounded by protected mangroves and subject to tidal variations, restricting access to the worksite.

The Gentle Annie Creek Bridge Replacement Project set new local benchmarks in terms of construction, safety and sustainability. The new concrete bridge was completed ahead of schedule, with virtually no disruption to surrounding communities.

Our performance: A sustainable transport system which promotes economic growth and enhances liveability

Delivering busway infrastructure

Busways in south-east Queensland provide access to fast, frequent and reliable public transport for the community, and enable buses to travel in a dedicated corridor separated from general traffic to provide congestion-free travel.

Significant sections of the busway network – a total of 26 km – are now in place and have proven highly successful, with remarkable increases in bus passengers since the opening of the South East Busway in 2001. Some parts of the busway network carry more than 12 400 passengers per hour, one way. This is compared with a typical motorway capacity of 2000 people per hour in one lane.

$547 million has been allocated to extend the Northern Busway from the Royal Brisbane and Women's Hospital at Windsor to Kedron. The project is being delivered

More than 12 400 passengers per hour, one way, travel on some parts of the busway network.

with the Airport Link project, and is being managed by the Department of Local Government and Planning and CNI Pty Ltd. Construction began in October 2008 and is due for completion in 2012.

The proposed extension of the Northern Busway (Kedron to Bracken Ridge) is currently in the planning stage and will identify a public transport corridor for preservation for future use.

TMR is also continuing to deliver the Eastern Busway (Buranda to Main Avenue, Coorparoo) project. This $465.8 million project includes construction of a new 1.05 km busway with two new busway stations at Stones Corner and Langlands Park. Construction commenced in August 2009 and it was completed early, opening in late August 2011.

The Eastern Busway will ultimately connect Buranda to Capalaba via Stones Corner, Coorparoo, Camp Hill, Carina, Carindale and Chandler. It will save commuters 1.5 hours in travel time per week by bypassing four sets of traffic lights and the heavily congested O'Keefe Street/Logan Road roundabout.

Planning on the South East Busway (Eight Mile Plains to Rochedale and Rochedale to Springwood) has been completed and the busway corridor is being preserved for future development.

Delivering cycle infrastructure

In 2010–11, TMR contributed more than $90 million towards the delivery of an additional 250 km of cycling facilities across Queensland.

In Queensland's north, we contributed funding to the 6 km Cairns CBD to Aeroglen Cycleway, delivered by Cairns Regional Council. The $6.1 million cycleway opened in June 2011.

Other signature regional projects delivered in partnership with local governments through the capital grants program included the $5.4 million Coolangatta–

Case study

Professional excellence awarded

Senior Engineering Technologist Dave Marks was recognised for his professional engineering excellence with a highly commended at the 2010 Engineering Officer of the Year Awards (Queensland Division).

The award acknowledges Dave's significant contribution to road projects across Queensland including the original Gateway Bridge, Sunshine Motorway, Port of Brisbane Motorway, Queensland Alumina Limited tailings dams, Tugun Bypass, Tully Bypass, South West Transport Corridor and Ipswich Motorway upgrade.

The community enjoys the new Aeroglen Cycleway

Kirra–Billinga Oceanway Cycleway and the $4.5 million Riverway Bikeway in Noosa.

In south-east Queensland, we plan the delivery of the cycle network through the *South East Queensland Principal Cycle Network Plan*, which ensures a connected and cohesive cycle network.

The Cycle Network Program provides capital grants to local governments as well as funding cycleways on state-owned corridors and assets in south-east Queensland. In 2010–11, the Cycle Network Program delivered 64 cycle infrastructure projects valued at more than $19 million, and increasing the cycle network by 105 km.

The Royal Brisbane and Women's Hospital (RBWH) Cycle Centre celebrated its first birthday in November 2010 and won the Cycling Friendly Business category in the 2010 Australian Bicycling Achievement Awards. The centre provides cyclists, pedestrians and joggers with access to an end-of-trip facility featuring 750 bike storage spaces, showers, lockers and security.

The Cycle Network Program continues to support the progressive widening of the Bicentennial Bikeway from Toowong to the Brisbane CBD, one of the most highly used pedestrian and cyclist routes in south-east

Queensland. The widening and upgrade to a separated pathway will reduce shared path conflicts and improve pathway safety and efficiency. The $4.1 million Stage 2 project, in partnership with Brisbane City Council, added 500 m of 5.5 metre-wide separated bicycle and pedestrian pathway and was completed in October 2010. Construction also commenced on the upgrade along the southern side of the Brisbane River to the Bicentennial Bikeway east of the Go Between Bridge.

Design and construction of the Veloway 1 (V1) cycleway on Brisbane's south side is continuing – for details.

Case study

Professional of the Year

Project Director (Eastern and Northern Busways) Jurgen Pasieczny was awarded Queensland's 2010 Professional of the Year by Chartered Institute of Logistics and Transport Australia.

Jurgen made a significant contribution to public transport performance through his work as a transport planner and project manager for the design and delivery of the South East Busway and Northern Busway. Jurgen's knowledge, experience, commitment and drive have been instrumental to developing and delivering road and transport infrastructure throughout Queensland.

Jurgen Pasieczny, Project Director (Eastern and Northern Busways) with colleagues Ray Donato (left) and Barry Gyte (right)

Our performance: A sustainable transport system which promotes economic growth and enhances liveability

Investing in rail infrastructure

TMR plans investment in rail infrastructure to connect Queensland and to service our growing state. Our major projects in 2010–11 included:

- opening the Darra to Richlands rail line in January 2011
- commencing the Richlands to Springfield Rail project to build a dual track and new stations at Springfield Lakes and Springfield
- progressing planning and design for the Moreton Bay Rail Link extension from Petrie to Kippa-Ring
- continuing the Keperra to Ferny Grove duplication and Ferny Grove Station upgrade
- continuing the Gold Coast Rapid Transit light rail project from Parkwood to Broadbeach (see page 75).

Under the current Transport Service Contract (Rail Infrastructure), the Queensland Government will provide approximately $2.5 billion to Queensland Rail Limited for infrastructure services to support the rail network for a seven-year period ending in 2012–13.

In 2010–11, TMR provided approximately $370 million to Queensland Rail Limited as the annual payment of the Transport Service Contract (Rail Infrastructure). The objective of the contract is to maintain the present capability of the 6000 km non-commercial rail network in Queensland and achieve the government's rail transport outcomes.

The contract includes a capital investment program of almost $500 million that focuses on capital works projects that cover upgrading existing infrastructure or replacing life-expired assets. Benefits include improved safety and network reliability, increased efficiency of train operations, improved social and environmental benefits, and increasing the life of below rail assets.

An emergent issue from 2009–10 that progressed in 2010–11 was the protection of rail infrastructure. Two capital programs with a focus on protecting low-level rail bridges were completed in this financial year. These initiatives are expected to reduce the number of low-level bridge strikes and may also improve the on-time running performance of the south-east Queensland rail network. The programs are detailed below.

Low-level Bridge Protection Program

Under the Low-level Bridge Protection program, six frequently struck low-level rail bridges received safety upgrades in the form of height gauges and in one case a sacrificial beam. Works were completed in November 2010.

Bridge Impact Detection System

This program involved the implementation of a sophisticated new bridge strike detection system using a combination of infrared laser detectors, closed circuit television cameras and active signage to warn drivers about low-level bridges. The infrastructure has been completed at two low-level rail bridges within the Brisbane area at Allwood Street, Indooroopilly and Oxley Road, Corinda. TMR and Queensland Rail Limited are trialling this program during the next 12 months. If successful, the Bridge Impact Detection System may be rolled out at other high-priority low-level rail bridges.

Cross River Rail

Cross River Rail is a proposed new 18 km north-south rail line in Brisbane's inner city, including 10 km underground tunnels from Yeerongpilly to Victoria Park, four new underground train stations at Boggo Road, Gabba, Albert Street and Roma Street, and two new surface stations at Yeerongpilly and Ekka.

Cross River Rail would effectively double the capacity of the rail network, enabling up to 96 more trains in the two-hour morning peak period from the Gold Coast, Sunshine Coast, Logan, Redlands, Moreton Bay region and northern and southern suburbs to come into the CBD.

The Cross River Rail detailed feasibility phase is expected to be completed in late 2011. Planning in 2010–11 included determining a reference design, developing and releasing a thorough environmental impact statement, preparing a business case, and extensive community and stakeholder consultation.

For more information on Cross River Rail, visit www.crossriverrail.qld.gov.au.

Moreton Bay Rail Link

The Moreton Bay Rail Link will provide a cost-effective, faster alternative to car travel to Brisbane's central business district, with travel time savings of up to 15 minutes in peak periods. It will also support better access to major employment centres within and outside the Moreton Bay region.

The project will deliver a 12.6 km dual-track passenger rail line between Petrie and Kippa-Ring, including six new rail stations at Kallangur, Murrumba Downs, Mango Hill, Kinsellas Road, Rothwell and Kippa-Ring.

Survey work began in November 2010 to gather information to be used in detailed design of the future rail link and stations.

The new Richlands Train Station

Reforming rail strategy

As a result of the asset sale process on 30 June 2010, the entity known as QR Limited was separated into Queensland Rail Limited and QR Limited (trading as QR National Limited).

Queensland Rail Limited was established as a Government Owned Corporation and operates urban and long-distance passenger rail operations and manages the suburban and regional rail networks (excluding the dedicated coal network). QR National Limited operates QR Limited's Queensland and national freight operations and the dedicated coal network.

The separation occurred to facilitate the privatisation of QR Limited's freight operations in November 2010. This separation is an important element of rail reform as it allows significantly clearer management focus and accountabilities for passenger operations, as well as a clear commercial focus for freight operations.
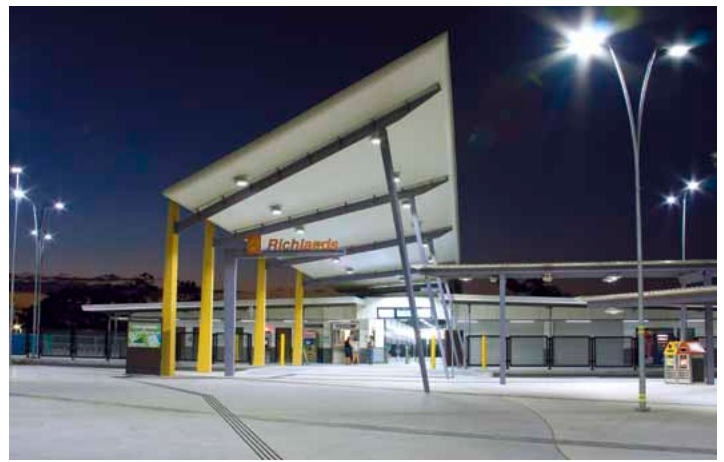
During 2010, TMR in conjunction with Queensland Treasury negotiated Regional Freight and Livestock Transport Services Contracts with QR National Limited. The contracts operate from 1 July 2010 until 30 June 2015 for regional freight and 31 December 2015 for livestock. The Regional Freight Transport Services Contract funds the continued provision of numerous road and rail general freight services to regional Queensland. The Livestock Transport Services Contract funds the continued provision of a specified set of rail livestock services from the major cattle production areas in the south, central and north-west regions of Queensland.

Recovery of rail infrastructure

In response to Queensland Rail Limited no longer being eligible for Natural Disaster Relief and Recovery Arrangements assistance, we developed a policy framework and protocols to address the timely restoration of the non-commercial rail network. Priority was placed on the immediate restoration of high-frequency corridors, namely the south-east Queensland metropolitan network, the North Coast Line from Brisbane to Cairns and the rail corridor from Rosewood to Miles including the Toowoomba Range. As a consequence of this policy, during the 2010–11 natural disasters Queensland Rail Limited was able to perform immediate restoration works on critical rail corridors without the need for additional administrative approvals. This minimised disruption to their customers and the broader community.

Corridor integrity

We provided significant input to the Department of Local Government and Planning on the *Transit Oriented Development Guide*, including the *Guide for Development in a Railway Environment*, which was released in October 2010. This guide provides developers with greater clarity about the department's requirements for development impacting on rail corridor land while also ensuring we can continue to deliver freight and passenger services to Queenslanders.

Improving regional access through branch line changes

TMR is working with local governments to convert disused or poorly used rail branch lines into a more valuable transport asset for rural communities. As a result, government will reallocate rail maintenance funding to alternatives considered to provide a greater benefit to the local community. The subsequent benefits may include an improvement in the road network or the development of recreational rail trails. In 2010–11, discussions were progressed with local authorities, including the following lines.

Mareeba to Atherton Branch Line

In January 2011, the Tablelands Regional Council passed a resolution to support the proposal to convert the disused rail corridor into a recreational rail trail/cycleway and undertake remediation works associated with two stranded rail bridges on the former Kairi to Yungaburra rail corridor. TMR and Queensland Rail are working through issues with the stranded bridges so remediation works can progress.

Mackay to Marian Branch Line

In December 2010, the Mackay Regional Council passed a resolution to support the proposal to convert the 23 km heavy rail line from Marian to Mackay into a cane tramway in two stages. Stage one involves the Marian to Pleystowe section; stage two involves the cane tramway extension from Pleystowe to Racecourse Mill within five years. The proposal has considerable safety merit including the relocation of the existing tramway away from the Mackay–Eungella Road and will result in the upgrade and removal of numerous tramway level crossings. The closure proposal is now progressing for Queensland Government approval.

Our performance: A sustainable transport system which promotes economic growth and enhances liveability

Providing recreational boating infrastructure

In partnership with local governments and port authorities, TMR continued to fund new and upgraded recreational boating facilities, which improve access to waterways. In 2010–11, the department upgraded and funded new disability-friendly recreational boating facilities at One Mile Pontoon on North Stradbroke Island and at Engineers Jetty on Thursday Island.

Other marine infrastructure projects completed or commenced for 2010–11 include:

- constructing a single-lane boat ramp at Jock Kennedy Park, Russell Island and widening the Town of 1770 boat ramp
- constructing new pontoons or floating walkways at Barron River, Cairns; Saint Smith Rd, Beachmere; Bellara, Bribie Island; Lucinda Road, Dungeness; Queen St, Bundaberg; Bottlebrush Drive, Tuan; Cod Hole, Maroochydore; and Anchor Drive, Rosslyn Bay
- new boat ramps at the Gold Coast, Caboolture, Amity Point, Bundaberg, Rosslyn Bay, Gladstone, Marina Plains (Cape York) and Flying Fish Point (Innisfail)
- repair and upgrade of recreational boating facilities at Gatakers Landing, Burrum Heads, Pinkenba, Sarina Point, Port Douglas and Nelly Bay.

TMR currently owns approximately $317 million in boating assets for use by recreational boat users and commercial operators throughout the state. These assets include:

- 278 boat ramps
- two barge ramps

The new pontoon at Thursday Island

- 87 jetties, pontoons and floating walkways
- eight state-managed boat harbours, including commercial land, public car and trailer parking, breakwaters, revetment walls and public channels
- other land and infrastructure, including facilities at Nelly Bay (Magnetic Island) and the Gold Coast Seaway and sand bypass system.

In addition, we contribute funding to maintain marine infrastructure owned by local government and port authorities, such as the combined barge/boat ramps on the four southern Moreton Bay Islands.

Case study

The new Dunwich One Mile pontoon, our biggest boating infrastructure project to date

Dunwich One Mile pontoon construction

In November 2010, a new pontoon facility at Dunwich One Mile on North Stradbroke Island was completed. This is TMR's biggest boating infrastructure project to date. In addition to providing new passenger ferry facilities, the fully-roofed, dual-level pontoon was designed to incorporate the varied needs of the island's residents.

In particular, the pontoon provides disability access and is Stradbroke Island's first marine emergency access facility, to be used by the Volunteer Marine Rescue group and emergency services.

Land slip at Obi Obi on the road between Kenilworth and Mapleton

Maintaining and protecting transport system assets

We continued to manage transport system assets responsibly, with a focus on risk management, delivering valued services and leading transport emergency management.

Property acquisitions and management

With the continued growth in infrastructure projects under way, there has been a corresponding increase in property acquisitions. In 2010–11 we settled 562 property acquisition cases and compensation claims worth $200.9 million. Properties are acquired under the *Transport Planning and Coordination Act 1994* and the *Acquisition of Land Act 1967* and secured for future transport infrastructure. The compulsory taking of land is a difficult area of dispute resolution and property acquisitions are handled in an efficient, timely and compassionate manner. National benchmarking confirms Queensland performance, with less than one per cent of cases settled through the court system.

In 2010–11, we:

- continued to progress the first stage of the Gold Coast Rapid Transit project through resumption of 250 properties, with more than $45 million in property settlements
- completed complex native title property resumptions involving coal rail lines in Central Queensland
- completed more than 2000 property valuation estimates for the Cross River Rail project
- obtained physical right-of-way for the Airport Link and Ipswich Motorway projects, involving property acquisitions for nearly 600 cases.

We also manage a diverse real estate portfolio including more than 3000 properties ranging from residential land and houses, multi-unit residential complexes and townhouses to commercial properties such as shopping centres, caravan parks, jetties, farms, sheds, rural properties, large industrial buildings and office towers. Many are rented to private tenants, returning an income until the property is required for infrastructure works. This income contributes directly to future property purchases.

Once infrastructure works are completed, the department disposes of surplus property and land portions through an active property disposal program.

Case study

Slope risk management at Cunningham's Gap

Since it opened in 1949, Cunningham's Gap on the Cunningham Highway has been infamous for significant rock falls and slope failures. Following a slope risk assessment, TMR began remediation work on this critical east-west link in November 2010, including removing two large boulders in excess of 100 tonnes that were perched above the highway and at risk of subsiding.

Work is in progress to repair significant damage including pavement subsidence and land slips caused by extreme weather during the 2010–11 summer. Eleven sites along a seven-kilometre stretch of the Cunningham Highway required pavement repairs. The sites have been investigated by geotechnical specialists and treatments developed, with work at two locations completed. Further work to stabilise the rock face above the highway at Cunningham's Gap is ongoing.

Boulders, weighing many tonnes, were dislodged by land slips at Cunningham's Gap

Our performance: A sustainable transport system which promotes economic growth and enhances liveability

Other slope remedial works

Severe weather early in 2011 also caused significant slips and scours on many other Queensland roads. On the Kuranda rail line in the north, 30 active slip sites were under investigation or having designs completed for remedial works to commence.

Throughout the North Coast and Wide Bay/Burnett Regions, there were 20 slips, of which only two were major – the Injour Range slip on the Burnett Highway and the Yarraman slip on the D'Aguilar Highway. Flood damage assessment and remediation works have been completed and more work is planned.

St Mary's Underpass Project

The St Mary's Underpass Project at Warwick allows more than 1000 primary school students and parents to travel safely under busy Wood Street each week, separated from the 10 000 vehicles using the road daily.

Our key objective was to not only build a safe, separated crossing of a major highway, but to also ensure the crossing added value to the local area and the adjoining heritage-listed church.

With the project completed ahead of schedule and within the $7.8 million budget, we delivered exceptional safety and environmental practices with no worker or public injuries and no environmental incidents during construction.

Intelligent Transport Systems (ITS) gantries

This project is reviewing, developing and improving standards for the sign and ITS gantries that are becoming a familiar feature on our major roads.

The requirements for long span gantries with access to ITS equipment on our major projects (such as the Ipswich Motorway) have been a recent development and impose significant loadings and requirements on these structures, their base plates and fixings.

The project aims to reduce the long-term maintenance requirements and increase the longevity of the structures.

Road maintenance and structures contracts

TMR outsources the maintenance of roads and structures to third parties. This work is delivered through the Road Maintenance Performance Contract and the Structure Maintenance Performance Contract.

Road maintenance focuses on works that affect motorist safety as well as servicing amenities on the road network, such as rest areas. It can be reactive, such as fixing pot holes or preventative, such as cleaning drains. In 2010–11 we adapted this contract to better enable delivery of the various elements. A revised methodology to measure performance and best value is also being trialled.

Structure maintenance includes the service and inspection of structures on the network. In 2010–11 we introduced a draft version of the Structure Maintenance Performance Contract to deliver this work.

New Structures Drafting Manual

TMR released a new version of our *Structures Drafting Manual* in June 2011, following consultation with industry. The manual, used by TMR bridge design staff and industry, will increase structural drafting capacity in Queensland, particularly in relation to TMR bridges. This will improve bridge inspections and maintenance, and ensure more durable structures. A working group comprising TMR staff and 12 industry representatives will continue to monitor the manual and make any required future improvements.

One of the many intelligent transport systems over the Ipswich Motorway

Operating Queensland's boat harbours

TMR is responsible for operating eight state boat harbours within a commercial framework.

The harbours have a diverse range of tenures and operations including commercial businesses, community-based sporting and social clubs, and service organisations. Rents are charged at concessional or fully commercial rates according to the activity of each tenant.

TMR has had responsibility for the boat harbours of Manly, Scarborough and Cabbage Tree Creek since 1 June 2010, as part of the process leading to the sale of the Port of Brisbane Corporation. These assets are now managed in conjunction with five regional boat harbours: Mooloolaba, Bowen, Rosslyn Bay, Urangan and Snapper Creek.

Coordinating transport in times of disaster

TMR has a strong focus on both the operational and the strategic aspects of emergency management, active risk management and business continuity through our dedicated Emergency Management Division. We use the National Emergency Management principles of prevention, preparedness, response and recovery to enhance the efficiency, effectiveness and resilience of transport systems and the communities that rely on them.

Our actions are based on the *Disaster Management Act 2003*, the Queensland disaster management arrangements and purpose-developed plans such as *Planning for Emergency Management*.

In preparation for the 2010–11 summer, we conducted numerous scenario-based exercises to test preparedness, and staged a series of regional education and awareness workshops to provide a common purpose, a shared understanding of emergency management and a coordinated way to better manage emergent events.

We actively participated in the emergency management of the Queensland floods, Tropical Cyclone Anthony and Severe Tropical Cyclone Yasi in 2010–11 by collaborating with statewide stakeholders at all levels to coordinate response and recovery of flood and cyclone-affected communities, and assisting with logistics planning to reinstate critical road network supply chains.

Our regional teams worked to ensure the safety of the information and communication technology (ICT) infrastructure that supports the Queensland road network. Staff also provided emergency ICT support and assistance to our offices and sites throughout the state.

Case study

Emergency Management Pre-Season Preparedness Program

TMR commenced an unprecedented statewide education and awareness campaign to ensure the highest level of preparedness. This included rolling out consistent emergency guiding principles to assist with prevention, preparedness, response and recovery.

From October to December 2010, 12 workshops were conducted at Cairns, Townsville, Mackay, Rockhampton, Maryborough, Brisbane, Roma, Mt Isa and Toowoomba, catering to the unique needs of each region. The 88 attendees comprised of emergency management staff from TMR and other state disaster coordination agencies including Queensland Police Service and Emergency Management Queensland.

The workshops aimed to enhance our response capability and resilience. The discussion-based forum allowed for a greater understanding of emergency coordination roles and responsibilities, including enhancing how we work with external partners. Participants valued meeting, sharing knowledge and collaborating with others in similar roles.

By December 2010, TMR was on alert and able to rapidly respond to the season's natural disasters. For more information, go to page 9.

Our performance: A sustainable transport system which promotes economic growth and enhances liveability

Webcams help manage traffic

Achieving efficient use and operation of the transport system

Ensuring optimal use of the transport system

To optimise use of the transport system across the state, TMR implemented initiatives including:

- improved traffic and travel information through the 13 19 40 website
- four new Park'n'Ride facilities at Burpengary, Bray Park, Orminston and Morayfield train stations in south-east Queensland, providing more than 350 new dedicated car parks to improve accessibility to public transport
- better signage through variable message signs across the network.

Using technology to manage traffic

In 2010–11, TMR introduced new intelligent transport system technologies to the Metropolitan Region network to reduce congestion and stop-start travel, improve travel time reliability, increase safety and decrease emissions.

These technologies use real-time traffic data to monitor and analyse traffic flow and proactively manage motorway operations.

Initiatives included:

- adopting variable speed limit signs, which automatically adjust speeds to suit motorway conditions and prevent the onset of stop-start traffic
- providing better responses to traffic incidents by introducing lane control signs to close lanes when required and assist in directing traffic into adjacent lanes
- introducing ramp signalling on motorway on-ramps for safer merging
- installing additional closed circuit television (CCTV) cameras and variable message signs (VMS) to respond to real-time traffic congestion by alerting drivers while they are travelling along the motorway
- working with local councils to improve traffic signal coordination on key routes throughout Brisbane.

Operational analysis studies

We conducted a project to investigate how to improve capacity on road corridors in the Metropolitan Region. This included operational studies on selected corridors and reviews of their safety and efficiency. This resulted in projects including line-marking and signage improvements, median closures, right-turn bans, changes to access, signal timing revisions, temporary parking bans and improvements to bus bays. Preliminary designs and cost estimates have been developed for approximately 30 priority short-term projects, which will be completed in 2011–12 as funds become available.

Operating the Grain Harvest Management Scheme

We are involved with registered receivers and Queensland's peak organisation for rural producers, AgForce, at various levels in managing, administering and operating the Grain Harvest Management Scheme, which continued to operate across central and southern parts of Queensland in 2010–11. 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.

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

In 2010–11, there continued to be an extremely high compliance rate of loads delivered by scheme participants meeting mass requirements. There was very little under-loading by scheme participants, meaning that the road network was efficiently used and there were reduced truck trips.

Figure 22 details the scheme results during the past three years.

Figure 22 – Grain Harvest Management Scheme results		
Year	Number of participants	Compliance rate
2008–09	2300	98%
2009–10	2800	97%
2010–11	2294	99%

Data source: Compliance Unit Southern Region, Transport Services Division

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.

Case study

High Occupancy Vehicle Lane Enforcement Trial

In May 2010, TMR commenced a six-month High Occupancy Vehicle Lane Enforcement Trial on four high-volume corridors across Brisbane. The trial aimed to test whether additional enforcement of high occupancy lanes (T2, T3 and dedicated bus lanes) by transport inspectors would reduce incorrect use of these lanes and improve travel times for public transport services.

The trial was successful in achieving its objectives and produced some encouraging results. After the first week of enforcement, bus travel time savings of 19 per cent were recorded on Kelvin Grove Road, 14 per cent on Wickham Street and 10 per cent on Mains Road, with travel times remaining steady on Waterworks Road. Reductions in violation rates on the transit lane corridors were also recorded throughout the trial, reducing from:

- 52 per cent to 42 per cent on Kelvin Grove Road
- 67 per cent to 61 per cent on Mains Road
- 22 per cent to 14 per cent on Waterworks Road.

There has been a subsequent improvement in the vehicle occupancy levels of the high occupancy vehicle lanes.

Following the success of the trial, TMR assumed full responsibility for this enforcement from the Queensland Police Service in March 2011. Since the beginning of the trial, 1153 infringements have been issued by the department's transport inspectors.

High Occupancy Vehicle Lane signage

Our performance: A sustainable transport system which promotes economic growth and enhances liveability

Leading transport technologies, improvement and innovation

TMR is continually researching innovative technologies to improve our delivery and meet customer and community expectations.

Implementing the New Queensland Driver Licence

In November 2010, the Queensland Government introduced new licences, authorities and proof of age cards. The new cards are more secure, more durable and more reliable than the laminated cards and marine licence confirmation reports that have been used for the past 20 years.

The new types of cards available include:

- driver licences
- heavy vehicle driver licences
- adult proof of age cards (formerly 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 licence.

The New Queensland Driver Licence (NQDL) has a range of security measures, including:

- digital photos and digitised signature
- facial image recognition
- a Personal Identification Number (PIN)
- a computer chip containing encrypted personal and product information
- visual and technological security measures such as holograms and special inks
- shared secrets (answers to two security questions) which in the future will allow cardholders to conduct secure online transactions with TMR.

In combination, these features provide better security against identity theft than the previous laminated licence. The technology is similar to that used for Australian passports and financial institution credit cards.

The new licensing system was first introduced to the Toowoomba Customer Service Centre (CSC). At 30 June, 70 974 cards had been issued and the NQDL introduced to 17 CSCs. The NQDL is being deployed to further licence issuing centres as part of a progressive statewide rollout. Customers are able to apply for the new cards at NQDL issuing centres when their existing licence or authority is due for renewal.

As Queensland driver licences are issued for a period of up to five years, it is expected that all licence holders will have updated their laminated cards to the new cards within five to six years.

Example of the New Queensland Driver Licence

Case study

Innovative technologies for Riverside Expressway rehabilitation

In 2010–11, rehabilitation of the Riverside Expressway in Brisbane required elastomeric bearings to be replaced, a particularly challenging task during which the expressway had to be lifted. To achieve this, TMR pioneered computerised hydraulic jacking technology to streamline the lifting process and minimise the risk of structural damage.

The previous bridge jacking system was manually controlled and required a crew of people to monitor the position of each hydraulic jack. The new system is safer and faster, reducing the time required to lift and lower the expressway. This ensured minimal disruption to traffic and created cost savings by reducing traffic control and labour costs.

Thanks to this success, computerised hydraulic jacking technology will now be used on other structures throughout the state.

Innovative technologies used in the Riverside Expressway rehabilitation

Case study

Hair-raising moments (for a good cause)

During November, departmental staff participated in the annual Movember Foundation challenge, raising money to help address men's health issues.

Activities across the department included morning teas, a breakfast and raffles, raising a total of about $4000. We are proud to have our staff contribute so enthusiastically to this cause.

Movember team (L–R) Back: Danny Costello, Peter Wilkins, Chris Voisey, Paul Colthurst Front: Raphael Jadin, Gerry Hayes, Phillip Hambly

Our performance: A sustainable transport system which promotes economic growth and enhances liveability

Road shoulder under the new guidelines

Affordable solutions in road design

Use of 1.1 m high concrete barriers at median and outer shoulder edges of freeways and interchanges is common in Australia. Providing normal stopping sight distance criteria around these concrete barriers and other structures such as bridge abutments and retaining walls can require very wide shoulders.

Previously, this was often considered uneconomical. TMR developed new criteria that achieve affordable, practical results by making it easier and more cost-efficient to develop the overall width of horizontal curves.

The criteria were documented in the 2009 release of Austroads' *Guide to Road Design* series, the primary road design guides for Australia and New Zealand.

In 2010–11, TMR was recognised for this work at the:

- 2010 Engineers Australia Queensland Division Engineering Excellence Awards, where we received a High Commendation
- 2011 Transportation Research Board annual meeting in Washington DC.

Traffic Speed Deflectometer Trial

TMR used the Danish Traffic Speed Deflectometer to test more than 6000 km of the road network in Queensland.

The device gives a quick, reliable overview of the structural condition of the road network. Accurate and complete structural data will support TMR's goals to enhance road preservation strategies, minimise whole-of-life maintenance costs and improve road investment decision-making processes.

This trial confirmed the tool's suitability for screening the Queensland road network and TMR is considering procuring this equipment to use across the state.

Mobile laser scanning

TMR is using the latest geospatial capture techniques to gather roads infrastructure information, including mobile laser scanning. This technique enables us to capture vast quantities of positional information on the road corridor while travelling at or near posted road speeds, meaning the process does not significantly disrupt traffic flow.

Terrain and feature models can be digitised from the captured data points. When used in combination with traditional survey methods and other remote data capture techniques, it will allow the department to significantly improve the supply of survey information for the *Queensland Transport and Roads Investment Program* (QTRIP).

Laboratory Registration System

Introduced in TMR in 2010–11, the Laboratory Registration System allows private laboratories that provide services to TMR infrastructure projects to verify their independence.

This has been achieved by making changes to contract arrangements ensuring transparent engagement and a guarantee of payment for all tests, regardless of the final results.

Having the scheme in place supports TMR as an informed buyer of road materials and products and allows engineering decisions to be made based on reliable test results.

The future

Our priorities for 2011–12 include:

- undertaking reconstruction projects through our Transport Network Reconstruction Program
- implementing the 2011–12 component of QTRIP
- continuing the Bruce Highway upgrade (Cooroy to Curra) from Sankeys Road to Traveston Road and Cardwell Range North
- continuing work on the Townsville Ring Road
- continuing the Ipswich Motorway upgrade (Dinmore to Goodna)
- continuing to construct the Northern Busway (Enoggera Creek to Kedron)
- completing the Pacific Motorway upgrade, Springwood South to Daisy Hill
- continuing the Warrego Highway (Roma to Mitchell) upgrade
- continuing construction on the Gold Coast Rapid Transit project (Parkwood to Broadbeach)
- continuing the Port of Brisbane Motorway upgrade
- completing Section Two of the Eastern Busway (Buranda to Main Avenue)
- continuing work on stage two (Eastern Access Corridor) of the Townsville Port Access Road
- continuing to replace old timber bridges with new, wider concrete structures at various locations around the state
- developing and implementing a *Sustainability Framework* to assist in realising our vision for a socially, economically and environmentally sustainable transport system
- implementing contracts and developing future contract frameworks with TransLink Transit Authority to improve service delivery and value for money, and provide timely and proactive responses to growth and industry sustainability

- developing State Planning Instruments to clearly express the state's policies on protecting transport infrastructure and integrating it with communities
- completing the detailed feasibility phase of the Cross River Rail project
- delivering the 2011-12 State Planning Program
- developing and delivering an annual boating infrastructure program in partnership with local managing authorities and key stakeholders to meet the recreational boating community's expectations
- inspecting and replacing or repairing infrastructure and supporting facilities in state boat harbours
- continuing to develop our emergency management capability
- continuing to evaluate smart technology and further develop interactive geospatial mapping systems
- implementing recommendations from the Queensland Floods Commission of Inquiry
- finalising and implementing the draft *Integrated Freight Strategy for Queensland*
- developing and implementing the *Queensland Ports Strategy*
- facilitating major port projects at Abbot Point, Hay Point, Gladstone, Cairns and Townsville
- continuing to seek approval for the proposal to close the Mackay to Marian and Mareeba to Atherton rail branch lines.

Our performance

A safe transport system leading to improved health and wellbeing for Queenslanders

Highlights

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

- Developed and launched a new anti-drink driving campaign, and introduced alcohol ignition interlocks
- Provided funding for rank marshals and security guards at 26 secure taxi ranks in late night entertainment precincts across Queensland
- Subsidised the introduction of 154 new rollover-compliant buses into the Queensland school bus fleet
- Undertook the Gold Coast Boating Safety Initiative to encourage safe user behaviour
- Developed a road safety education package for Queensland schools
- Partnered with Queensland schools to undertake the TravelSmart Schools project
- Provided funding of $66 million for the Safer Roads Sooner initiative
- Delivered safety improvement works on the Warrego Highway, west of Ipswich
- Continued work to deliver the Veloway 1 Cycleway at Eight Mile Plains
- Developed the Bridge Load Rating Program to ensure the safe movement of heavy loads
- Commenced constructing a higher, wider concrete bridge over the Isis River, south of Childers

Providing a safe transport system that supports the state's rapid growth is an ongoing challenge. We aim to move people and freight safely throughout the state by improving the safety of vehicles, vessels and trains. We seek to improve the health of Queenslanders through our cycling and walking initiatives.

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

Managing safe access to the transport system

Governing access to the transport system

TMR governs access to roads, rail and waterways through registration, licensing and accreditation. In 2010–11, we completed the following activities.

Traffic Controllers Accreditation Scheme

During 2010–11, we implemented a registration scheme for traffic management companies and tighter controls for the training required to be delivered by a registered training organisation. These initiatives were put in place as a result of recommendations made by the Queensland Workplace Rights Ombudsman aimed at improving the safety of traffic controllers at work sites.

Left: We encourage the health of Queenslanders through our cycling initiatives

Right: Heavy loads receive assessments

Heavy Load Platform

TMR conducts assessments of heavy load platforms to:

- provide a faster response to issuing special assessment excess mass permits and multi-combination vehicle access applications

- improve knowledge of our bridge network to assist planning works of both TMR and the transport, logistics and supply chain industry.

In 2010–11, TMR has completed 309 heavy load platform assessments, with the majority involving mining equipment from Central Queensland and power generation equipment from Central Queensland.

One of the larger configurations assessed was for movement of a power transformer from Rocklea in Brisbane to Goondiwindi in Central Queensland. Travelling more than 360 km, the platform consisted of 17.89 tonnes of axle mass. Four prime movers were required to undertake the journey, which totalled 530 tonnes.

Figure 23 – Objective 2 Corporate Plan measures			
Corporate Plan performance measures	**Notes**	**2010–11 result**	**Status**
Performance indicator: Road, rail and marine fatality rates			
Road fatalities per 100 000 population		5.52	▲
Rail fatalities per 100 000 population		0.09	▲
Marine fatalities per 100 000 registered vessels	1	6.59	▼
Performance indicator: Perception of public transport safety			
User satisfaction ratings for public transport safety (on a 1–100 scale where 100 is the optimal rating)		76	▲
Performance indicator: Use of active transport (walking and cycling)			
Percentage of transport plans including walking and/or cycling facilities	2	48	▲
Percentage of kilometre length completed to date in the *South-east Queensland Principal Cycle Network Plan*	3	31.8	▲
Percentage of kilometre length completed to date in the *Far North Queensland Principal Cycle Network Plan*	4	10	▲

▲ On track   ● Slight variance   ▼ Significant variance

Notes:

1. The 2010–11 result shows an increase over the target of 5.3 per 100 000 registered vessels, with 10 fatalities recorded in the period January 2011 to June 2011.
2. Not all projects in the State Planning Program require active transport elements.
3. The *South-east Queensland Principal Cycle Network Plan* is a long-term plan, with 100% of the program to be completed within a 20-year time horizon. The completed length of the network has grown to 31.8% in the four years since the release of the plan.
4. The *Far North Queensland Principal Cycle Network Plan* is a long-term plan, with 100% of the program to be completed within a 20-year time horizon. The completed length of the network has grown to 10% in the first year since the release of the plan.

Our performance: A safe transport system leading to improved health and wellbeing for Queenslanders

Traffic controllers now are required to be accredited

Q-SAFE Driver Testing Review

On 29 September 2010, an independent review of the Q-SAFE practical driving test was announced by the then Minister for Transport. Introduced in 1998, the test is designed to evaluate a person's ability to drive safely and correctly in different driving situations.

The review is being conducted by a panel with expertise from government, industry and academia, and will also include consultation with industry and the community. The panel will prepare a report, containing recommendations for consideration by the Queensland Government.

National harmonisation of disability parking

The Australian Government led a review of disability parking schemes across Australia, resulting in the introduction of the Australian Disability Parking Permit. The new permit has a nationally recognised permit design, making it easier for permit holders to travel interstate.

We began to introduce the Australian Disability Parking Permit in September 2010 with the transition of Blue Disability Parking Permit holders to the new Australian permit.

To ensure Red Disability Parking Permit holders will not be disadvantaged, they will continue to hold the permit and entitlements, provided they continue to meet the existing Red permit eligibility criteria.

Monitoring rail safety

At 30 June 2011, 47 railways were accredited as rail transport operators in Queensland. Of these, 21 were also accredited in other state jurisdictions.

In 2011, the Rail Safety Regulator reviewed its regulatory effort and moved towards undertaking a greater proportion of systems and compliance audits than spot audits and inspections. This approach provided a platform for more in-depth scrutiny of railway operators' safety management systems and continuing a comprehensive approach to rail safety assurance and performance in Queensland.

Rail safety systems assessment

In 2010–11, we commissioned a rail safety assessment of south-east Queensland's rail network to assess the cost/benefit of implementing:

- engineering systems such as an automatic train protection system
- administrative processes to manage and treat identified risks to compliance with existing legislation.

A protection system option is being finalised and will be progressed for government decision.

Cycling and pedestrian infrastructure

TMR continued to implement initiatives to improve cycling safety, including:

- splitter islands separating cyclists and motor vehicle traffic at the entrances and exits of large roundabouts
- green pavement treatments to raise driver and cyclist awareness where motor vehicles cross bicycle lanes
- bicycle hook turn storage boxes.

Veloway 1 (V1) Cycleway

We continued design and construction of the Veloway 1 (V1) Cycleway, a 17 km stretch of dedicated, three-metre wide commuter cycleway following the Pacific Motorway and linking Brisbane's CBD with the Gateway off-ramp at Eight Mile Plains.

The cycleway will provide a safe, dedicated route for commuting cyclists, decrease traffic congestion and reduce vehicle-related pollution and emissions.

The V1 is being delivered in stages over five years, with the following sections completed in 2010–11:

- Logan Road (exit 14) to Miles Platting Road, completed in August 2010
- Miles Platting Road to the Gateway Motorway off-ramp at Eight Mile Plains, completed in May 2011.

Gateway Bikeway Project – Northern Link

The Gateway Bikeway Project – Northern Link, part of the Gateway Upgrade Project, is helping people to get active and healthy by providing safer access for cyclists through connecting local cycle networks in the suburbs of Nudgee, Nundah and Eagle Farm to the pedestrian and cycle path of the new Sir Leo Hielscher Bridge and suburbs south of the Brisbane River. The Gateway Bikeway Project is a joint project with Brisbane City Council.

In 2010–11, work continued on:

- a bridge over Shultz Canal with connections to the Moreton Bay Cycleway and the Brisbane Airport Precinct
- the alignment connection north from the new Sir Leo Hielscher Bridge along the Gateway Motorway corridor to Kedron Brook Wetlands (north of Schultz Canal).

Veloway Cycleway linking Brisbane's CBD with the Gateway off-ramp at Eight Mile Plains

TMR continued to implement initiatives to improve cycling safety

Our performance: A safe transport system leading to improved health and wellbeing for Queenslanders

Ensuring the safety of vehicles, vessels and trains and their operation

Working towards a safe road system

Our commitment is to improve road safety for all road users and we participated with all Australian jurisdictions in developing the *National Road Safety Strategy 2011–2020*. This strategy provides the direction for national action on reducing fatalities and serious injury crashes on Australian roads.

Boom gates for rail crossings

Queensland was allocated $42.74 million in the Australian Government's Nation Building Program to upgrade 66 selected level crossings with boom gates and other safety protection measures. Our program was fully commissioned by 29 August 2010, enhancing protection for motorists, pedestrians and train operators at these level crossings.

Mine fill under the Ipswich line at Goodna

We funded an investigation into the potential impact of old underground coal mines under the Ipswich rail corridor. This investigation revealed a small but credible risk of subsidence from either mine pillar failure or sinkhole formation of the old mine workings within the rail corridor at Goodna. To address this, filling of the mine void under the rail corridor at Goodna was successfully completed in November 2010.

154 new rollover-compliant buses introduced across the state

Upgrading school buses

The School Bus Upgrade Scheme provides funding for buses to comply with Australian Design Rule (ADR) 59/00 Omnibus Rollover strength requirements.

In 2010–11, a total of $22.2 million was spent under the *Queensland School Bus Strategy*. This included an initial payment for 154 new rollover-compliant buses being introduced across the state and ongoing payments for buses introduced in previous years.

Vehicle safety checks

Operation Safe Drive Holiday is an initiative to enhance road safety by positioning compliance teams at selected sites to intercept light vehicles (less than 4.5 tonnes) and conduct mechanical safety checks. The operation is scheduled one week before school holidays to remind drivers to check their vehicles before taking their family on a driving holiday.

Figure 24 details the results of this operation over the past four years.

The School Bus Upgrade Scheme provides funding for buses to comply with safety requirements

Figure 24 – Vehicle safety checks			
Year	Intercepts	Vehicle defects	Penalty infringement notices issued
2007–08	4745	745 (15.7%)	*
2008–09	13 401	1145 (8.5%)	302
2009–10	9434	1517 (16%)	437
2010–11	7183	1309 (18.2%)	342 **

Data source: Data Analysis Reporting Centre (Service Delivery System and Program Office, Transport Services Division)

* This data is unavailable.

** The statistics include only one operation held this year. The Central Region operation in April 2011 was cancelled due to the flood and disaster recovery in that region.

Safe school travel

Operation Austrans

Operation Austrans is part of Queensland's on-road enforcement activity and is conducted on a national basis to enforce and encourage compliance with fatigue and vehicle safety requirements across the transport, logistics and supply chain industry. Austrans is an interagency activity aimed at improving national road safety and preserving road infrastructure.

In May 2011, our transport inspectors and the Queensland Police Service (QPS) intercepted 16 882 vehicles and trailers, with 816 penalty infringement notices and 527 defect notices being issued.

Reducing drink driving

As part of the continuing Drink Driving Review, TMR introduced a range of reforms in 2010–11. These included extending a zero Blood Alcohol Concentration (BAC) limit for all Learner, Provisional and Probationary licence holders (regardless of age) and for Class RE motorcycle riders in their first 12 months of holding that licence. We also introduced alcohol ignition interlocks for repeat and high-range drink drivers, and reduced the BAC limit for immediate licence suspensions from 0.15 to 0.10.

Campaigning for road safety

Speed, drink driving, fatigue, disobeying road rules, driver distractions and not wearing seatbelts all contribute to the Queensland road toll and we continue to run campaigns to influence road user behaviour.

Together with the Department of Education and Training we developed and released a comprehensive curriculum-based road safety education package called 'Road Safety Matters'. Queensland students from Prep through to Year 9 now have the opportunity to be taught about road safety in the classroom. The resource covers travelling safely as pedestrians, passengers and cyclists; using the bus safely; crossing the road safely; safer school travel and road safety advertising.

The resource is available on our website at www.tmr.qld.gov.au/roadsafetymatters.

Case study

Anti-drink driving campaign

Alcohol impairs the ability to drive safely. On average, drink driving contributes to one in four fatalities (25.2 per cent) on Queensland roads each year.

In December 2010, a new anti-drink driving campaign was launched to run during holiday periods in targeted phases from 2010 to 2013.

Detailed research was carried out to determine which style of advertising had the most appeal to the target audience. Further research identified specific audiences who were most likely to drink and drive. The research provided detailed insights into the beliefs underpinning drink driving behaviour, and shaped the communication approaches to suit each group. Creative concepts were tested with the target audiences to ensure the advertising would influence attitudes and change behaviours in a positive way.

The result is the *Think before you drink. Think twice before you drive* campaign. It is targeted at males and females aged 21–39 years of age who risk driving after drinking as they are unsure if they are over the limit, or think they are fine to drive even if they are over the limit.

Initial evaluation of the campaign shows it is achieving high levels of message recall. Additionally, the majority of those who drink and drive say the advertising has impacted their attitudes in relation to drink driving.

Our performance: A safe transport system leading to improved health and wellbeing for Queenslanders

Mary and Barry McGrath – with Mark Kerle, Manager (Road Safety, SEQ South) – have been Driver Reviver volunteers since 1991

Increasing motorcycle rider awareness

In April 2011, we convened the annual Rider Survivor event at Canungra. This collaborative effort involves the Motorcycle Awareness, Training, Education and Safety group, local businesses, Gold Coast City Council and other state agencies such as the QPS.

The event highlighted the risks of and preventative measures needed when riding motorcycles. Activities included mock rescues, radar operation demonstrations, motorcycle safety checks and general information about crash data for the state as well as more localised crash data.

TMR worked closely with councils to develop a motorcycle educational brochure titled *Safely touring the Sunshine Coast hinterland and beyond*, which aims to raise the awareness of motorcyclists' safety when they visit the region. It outlines key areas to support safe riding including motorcycle maintenance, personal protective riding wear, safe riding in groups and with pillions and provides advice on safe riding practices.

Managing speed

TMR has developed the *Speed Management Strategy 2010–2013* in conjunction with the QPS. The strategy focuses on initiatives including enforcement, education and engineering to reduce speed-related crashes. In late 2010, covert mobile speed cameras were introduced to reinforce the 'anywhere, anytime' approach to speed management.

Reduced speed limits were also introduced on selected Queensland roads in an effort to reduce the number and severity of crashes – for example, the Captain Cook Highway north of Cairns and the Warrego Highway at Blacksoil.

Supporting Driver Reviver

Since this community-based road safety initiative commenced in 1990, the number of sites has grown to 35 across the state. About 182 000 people annually visit Driver Reviver sites and the program's success is based on the commitment of about 2300 community volunteers.

Run in partnership with the QPS, Arnott's Foundation and Bushells, Driver Reviver sites are located at rest areas, parks and other suitable locations situated to encourage long-distance motorists to 'stop, revive and survive'.

A new advance warning driver reviver sign was successfully trialled at Bilyana in Far North Queensland in 2011. This new design has been adopted throughout the state and will be rolled out at sites as replacement signs are required.

Safer vessel operations

To improve the safety of vessels and their operations, TMR:

- conducted commercial and fishing vessel electrical safety audits and education seminars to support regional compliance monitoring of on-board electrical systems
- published a new edition of the *Small Ships Training and Operational Manual* to include updated references to national marine safety standards
- introduced operational and compliance monitoring reforms to improve the safety of hire and drive personal watercraft.

Gold Coast Boating Safety Initiative

TMR undertook the Gold Coast Boating Safety Initiative to improve boating safety culture and encourage safe user behaviour.

We conducted seasonal vessel activity counts over four seasonal periods (May, July and November 2010 and January 2011) and noted unsafe or non-compliant practices and behaviour. Research into boating safety risk reduction interventions was conducted, including surveys of other Australian state and international maritime jurisdictions and marine enforcement partners. We also undertook an online survey and several focus group sessions.

The initiative included:

- face-to-face education programs delivered at 10 key boat ramp locations around the Gold Coast waterways
- media campaigns raising awareness of key boating safety messages
- targeting priority risk areas and activities through high visibility, covert and targeted enforcement programs.

Promoting a marine safety culture

We 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.

We deliver a range of boating community education and awareness programs to develop a safety culture within boating communities and the marine industry.

In 2010–11, we:

- developed training and assessment standards for BoatSafe courses and improved night and electronic navigation training requirements
- reviewed and revised BoatSafe audit program policies and procedures to improve governance of the scheme
- coordinated a review of the competency-based Model Assessment Tools and rollout of the 2011 version to improve crew competency in line with Queensland's commercial marine licence requirements.

The Torres Strait Marine Safety program was developed in response to marine safety challenges across the Torres Strait area. Through training, improved maintenance of vessels and trip planning, we aim to reduce the incidence of lost seafarers.

Case study

Osama Al Zubaidi and Obaid Al Menhali

MOU with the Emirate of Abu Dhabi

Two officers from the Abu Dhabi Department of Transport (Maritime Sector) in the United Arab Emirates, Osama Al Zubaidi and Obaid Al Menhali, undertook a six-month secondment with TMR from March to September 2010. The secondment was undertaken through our 2008 Memorandum of Understanding (MOU) with the Emirate of Abu Dhabi, designed to facilitate an exchange of maritime administrative and regulatory expertise.

Osama and Obaid worked on the Gold Coast Boating Safety Initiative, and gained knowledge about the operations and practices of a regional office. They were observers in activities such as audits of commercial personal watercraft operators and patrols by enforcement partners. They also participated in a BoatSafe course and each obtained a Queensland recreational marine driver licence and personal watercraft licence.

The successful secondment program provided a great opportunity for knowledge sharing and learning about life in other cultures.

Our performance: A safe transport system leading to improved health and wellbeing for Queenslanders

Pilot transfer vessel the John Rodgers undergoing sea trials

14 578 ship movements across the state

Only one significant pilotage incident occurred in 2010–11. This represents 99.99 per cent safe movements, exceeding the target of 99.8 per cent for the service.

The two pilot vessels commissioned last year at a cost of $2.6 million have been integrated into the pilot transfer fleet. The *John Rodgers* is operating in Mackay, and the *Windah* is operating in Bowen, servicing the port of Abbot Point.

Safe mooring

In 2010–11, TMR established a category 1 buoy mooring area in the Port of Gladstone to enable safe mooring of construction craft working on Liquefied Natural Gas (LNG) facilities on Curtis Island. To support continued expansion at the port, the department and the Gladstone Ports Corporation are investigating establishing future category 1 sites to accommodate construction craft.

Current initiatives include:

- delivering an integrated safety campaign via local television, radio and newspaper, developed specifically for the Torres Strait, featuring local actors and locations, and in English and Torres Strait Creole
- developing and distributing educational material on boating safety issues in the Torres Strait, including a boating safety handbook in Torres Strait Creole and a fuel/distance sticker that assists boaters to better plan and prepare for their voyages
- working with the Australian Maritime Safety Authority to develop and implement an initiative to improve access to safety equipment in the region by offering 406 MHz-type Emergency Position Indicating Radio Beacons (EPIRBs) to eligible communities at a reduced price. Since the program began in 2007, 442 EPIRBS have been distributed.

Moving vessels safely

TMR is committed to providing safe, efficient pilotage services across the state. As well as facilitating trade, marine pilotage protects the safety of life, ships, port infrastructure and the environment.

In 2010–11, marine pilots were provided for 14 578 ship movements across the state. This represents a decrease of 1.8 per cent compared to piloted movements for the same period in 2009–10 (14 839).

Case study

SmartShip Australia facility

TMR has constructed a full mission bridge ship simulator facility to ensure marine pilots have direct access to the latest technology. The new SmartShip Australia facility, which commenced operations in May 2011, comprises two full mission bridges plus a specialised tug bridge. All three bridges can be integrated for a single exercise or operated individually as required.

SmartShip Australia provides local access for research to support valuable maritime infrastructure and port development projects currently conducted overseas. The simulator is located in the Brisbane Airport Da Vinci Business Precinct.

Construction workers at the Douglas Arterial Duplication in Townsville dress up to fundraise for Breast Cancer Awareness Day

Maintaining a safe and secure transport environment

Encouraging safe systems on roads

TMR has a safe system philosophy underpinning both the national and Queensland road safety strategies and action plans we implement. This philosophy incorporates four cornerstones of safe roads and roadsides, safe speeds, safe vehicles and safe users.

To promote awareness of this approach, we delivered 13 workshops across the state with 296 attendees from local government and police focusing on roads, roadsides and speed management.

Safer roads and roadsides

In order to improve roads and roadsides to reduce crashes, in late 2010 we developed an improved network crash risk assessment and prioritisation tool. It provides a method to identify and prioritise intersections and road links for detailed investigations, and assist us to treat hazards.

Road safety audits

We undertook 11 road safety audits across the Metropolitan Region to identify high-frequency crash locations and corridors. These audits resulted in $3 million in funding to implement recommendations. Audit locations included Gatton–Clifton Road at Gatton and the Warrego Highway westbound at the Laidley–Plainland Road interchange. The South East, Eastern, Inner Northern and Northern Busways were also audited as part of our commitment to improve safety in and around busways.

Safer Roads Sooner program

The Safer Roads Sooner program is the Queensland Government's targeted program to improve the road safety performance of state-controlled and national road networks. It is funded by revenue from camera-detected offences, and delivers projects to address the road toll and reduce the number of people who sustain serious injuries in road crashes.

In December 2010, the Safer Roads Sooner Advisory Committee endorsed 92 new projects to be delivered during the next three years, including:

- 66 projects to target sites where crashes have resulted in deaths and serious injuries

Case study

Roadworkers are prettiest in pink

Drivers who passed the Douglas Arterial Duplication worksite in Townsville in December 2010 were treated to the entertaining sight of TMR construction workers dressed in fluorescent pink.

For Breast Cancer Awareness Day, staff wore pink hard hats and pink tutus over their regulation safety work gear. The construction team raised money and awareness for breast cancer research while still getting the job done for the local community.

- 26 projects to improve intersections, road signage and traffic signals, and seal lengths of unsealed rural roads to provide safer overtaking opportunities.

In 2010–11 the program received funding of $66 million, with key projects including:

- commencing vehicle stopping bays on the Leichhardt Highway between Miles and Goondiwindi
- continuing to widen and seal the Barwon Highway, 45 km west of Goondiwindi
- widening the priority curves on the Kuranda Range section of the Kennedy Highway ($2.4 million)
- completing intersection improvements and speed reduction treatments at the intersection of Nambour Connection Road and Blackall Street, Woombye ($1.1 million)
- widening and sealing road shoulders on the Wivenhoe–Somerset Road at Wivenhoe Dam ($1.6 million)
- completing guardrail and other safety improvements on Samford Road, Samford ($1.4 million).

Our performance: A safe transport system leading to improved health and wellbeing for Queenslanders

Black Spot program

The Black Spot Program is an Australian Government-funded program that is part of the commitment to reduce crashes on Australian roads. In 2010–11 key projects included:

- completing overtaking lanes on the Warrego Highway
- installing traffic signals on the Gore Highway on the outskirts of Toowoomba
- completing traffic signals and turning lane at the intersection of Erang Street and Nicklin Way on the Sunshine Coast ($1.6 million)
- installing ITS devices on the Cardwell Range
- installing rubber lane dividers and additional pavement marking on the Captain Cook Highway roundabouts for cyclists ($1.4 million).

Case study

Warrego Highway Safety Improvement Program

The Warrego Highway plays a significant role in freight movement and access to and from western Queensland, Brisbane's industrial zones, the Port of Brisbane and the Australia TradeCoast precinct. Transport demand on the highway has grown by more than one-third since 2001 and TMR is committed to improving safety on this vital link.

We are continuing to deliver a $70 million jointly funded Queensland and Australian Government program of safety improvement works on the Warrego Highway between Ipswich and Withcott. Since it commenced in 2008, the Warrego Highway Safety Improvement Program has already delivered improvements including intersection upgrades, guardrail installations, safety audits, intersection signage, removal of roadside obstacles and minor drainage works.

In 2010–11, TMR finalised the concept design to upgrade the Warrego Highway and Brisbane Valley Highway intersection at Blacksoil. This will improve safety for motorists, with the Brisbane Valley Highway passing over the Warrego Highway and dedicated paths for safe pedestrian and cycle crossing.

TMR will deliver safety improvements at another four key intersections along the highway in 2011–12. We will also undertake road safety audits between Ipswich and Withcott to help develop an ongoing prioritised program of works for this important commuter and freight network.

Other initiatives to improve road safety performance

TMR undertook other initiatives to improve the road safety performance of the state-controlled and national road networks, including:

- duplicating Steve Irwin Way between the Bruce Highway and Mooloolah Road intersection ($40.2 million) (see page 39)
- commencing work to construct a higher, wider bridge over the Isis River, south of Childers ($29.6 million in joint Australian and Queensland Government funding)
- upgrading the Maryborough–Hervey Bay Road between the Torbanlea–Pialba Road and north of Dundowran Road ($17.1 million)
- completing road resurfacing ($7.3 million) and installing web cameras ($876 000) throughout the North Coast Region
- completing pavement widening and rehabilitation on the Eumundi–Kenilworth Road between Archer Road and Belli Creek No. 1 Bridge ($6.3 million)
- commencing new alignment and wider lanes and shoulders at the intersection of the Bruce Highway and Glendaragh Road north of Mackay ($1.7 million funded under the Australian Government's Bruce Highway Safety Package)
- completing a heavy vehicle rest area at Mingela on the Flinders Highway (funded through the Australian Government's Heavy Vehicle Safety and Productivity Program)
- widening the Diamantina Developmental Road (Quilpie to Windorah)
- completing shoulder sealing and installing audio-tactile line markings at various locations on the Warrego Highway
- commencing intersection improvements at Kogan–Condamine Road (Surat Basin roads) near Kogan, through the Sustainable Resource Communities initiative.

Cameras have been installed along south-east Queensland roads to improve safety

Bridge Load Rating Project

Queensland's geography and demographics mean that freight-efficient vehicles are needed to minimise haulage trips across the state. These vehicles have been increasing in length, mass and numbers during the past five years, which impacts on state-controlled bridges.

TMR is responsible for managing nearly 2900 bridges and more than 4000 major culverts, which have to be considered when assessing the movement of heavy loads.

We developed a Bridge Load Rating Project to assess and rate all structures on the road network in terms of five 'reference vehicles' that represent the majority of vehicles that regularly use the network.

The first priority of the rollout was across the road train network and priority road network. An initial assessment identified potential low-capacity bridges, which were then subjected to detailed structural analysis. In 2010–11, TMR performed detailed assessments of 225 bridges on the road train network through this project.

Safety improvements on the Pacific Motorway

The Pacific Motorway Upgrade project (Springwood south to Daisy Hill) has encouraged safe road use by:

- continuing to use TrailerCam, a CCTV camera system that monitors road user behaviour, particularly during night works, with footage available remotely
- installing LED Speed Warning Signs within the project to advise motorists of their real-time speed in any construction zone
- collaborating with the Queensland Police Service (QPS) to ensure speed limit compliance and safety
- establishing a Traffic and Transport Liaison Group comprising representatives from TMR and QPS, the Department of Community Safety, Logan City Council and project contractor Beilby Hull Albem Joint Venture.
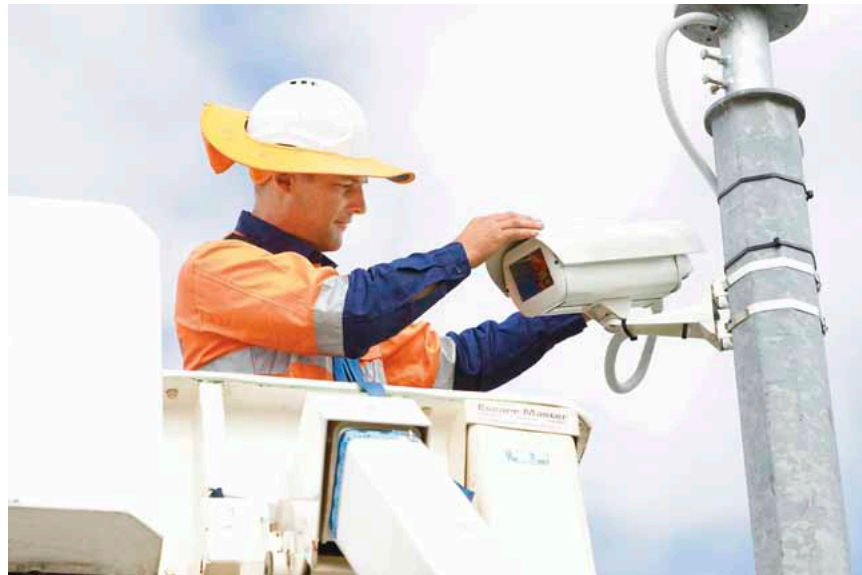
Vehicle-activated signs

Electronic vehicle-activated signs were recently introduced into Australia. After a successful trial of the technology, 36 vehicle-activated signs were installed on state-controlled roads throughout Queensland in 2010–11. The signs show speeding drivers the speed limit for that particular road and a message to slow down. Locations were selected where there was a history of road accidents.

Analysis of vehicle speed data indicates consistent reductions in the speeds of vehicles approaching the signs. Data collected downstream of signs indicates a sustained reduction in speeds, suggesting motorists are responding to the warnings.

Further work is under way to explore the potential for vehicle-activated signs at other locations.

Case study

Traffic lights for Emerald

We improved safety for motorists and pedestrians in the Fitzroy Region with the $3.1 million installation of Emerald's first set of traffic signals, commissioned in November 2010.

The project included installing traffic signals and signalised pedestrian crossing facilities at the Ruby/Egerton, Curt and Harris and Egan Streets intersections with the Gregory Highway.

Our performance: A safe transport system leading to improved health and wellbeing for Queenslanders

Safer busways

During 2010–11, TMR took ownership of the south-east Queensland region's busway assets and initiated a program of safety improvements that included conducting investigations, pedestrian surveys, improved signage and increased line marking around the busway at the Cultural Centre Busway. In collaboration with Brisbane City Council and TransLink Transit Authority, we commenced design reviews of the Eastern and Northern Busways, with safety improvements completed at the Allen Street entrance to the Eastern Busway.

Securing public transport

TMR provides leadership for surface transport operators across the state to protect our diverse transport system, and extensive stakeholder engagement ensures improved counter-terrorism preparedness at selected transport precincts and hubs. We play a major role in overseeing the *Queensland Plan for the Protection of Critical Infrastructure from Terrorism* to improve critical infrastructure counter-terrorism and business continuity preparedness and resilience. Our programs allow stakeholders access to counter-terrorism information and advice prepared by government security agencies that facilitate opportunities for better security planning.

During 2010–11, counter-terrorism risk management plans were finalised, as required by the *Transport Security (Counter-Terrorism) Act 2008*. We prepare and conduct exercises to test the operation and integrity of these risk management plans and participate in multi-agency exercises conducted by government agencies to test surface transport security plans and arrangements. An intensive program of audits and exercises with identified operations is under way.

The department continues to participate in national committees to progress transport security within Queensland. As part of this work, we led the development of new *National Ferry Security Guidelines*, which are designed to provide a consistent approach to national security across all jurisdictions for all operators.

TMR is also responsible for assessing the Gold Coast Rapid Transit Project's safety accreditation for competence and capacity to manage safety hazards associated with construction and operations. As part of the lead-up to commencing works, and through to operations, the department is a key participant in rail safety regulation for this project.

Making school crossings safe

School zones play a key role in the safety surrounding our schools. TMR trialled the effectiveness of school zones on multi-lane roads, to determine whether motorists would voluntarily comply with reduced speed limits. The trial also tested the effectiveness of four different school zone sign types: standard static signs and three different types of active signs.

The before and after speed survey results were analysed and indicated that active signs do encourage slower vehicle speeds in multi-lane school zones.

School crossing supervisors also play an important role in our safe school travel efforts. In 2010–11, an additional 12 TMR-funded supervised crossings were opened, with another two due to open in July 2011.

Due to flood recovery priorities, some councils were unable to do the necessary infrastructure works at some planned locations. Three of the planned crossings projects were postponed to next financial year, and two were brought forward.

Far left: School crossings help keep our children safe crossing roads

Left: More than 3000 taxis are now fitted with security cameras

The 12 supervised school crossings were installed outside 11 schools located at Redlynch State College, Freshwater State School, Townsville Grammar School (Annandale Campus), Unity Catholic College, Elimbah State School, Meridan State College (two crossings), Our Lady of the Rosary, Norfolk Village State School, Ipswich Girls Grammar School, Nanango State School and Wilsonton State School.

Raising standards for taxis

Since 2005, the Queensland Government has invested approximately $8.4 million in the taxi security camera system program, with about 3300 taxis now fitted with security cameras. More than 4000 images have been downloaded from these cameras and used as evidence for incidents occurring in or around taxis. A review is being conducted to determine future policy, operational and technological directions for the program.

We continue to provide funding for rank marshals and security guards at 26 secure taxi ranks in late night entertainment precincts across Queensland. Three new secure taxi ranks operating on Saturday nights were established in Fortitude Valley in Brisbane in December 2010, and provision was made for additional marshals to supervise secure ranks in Surfers Paradise and Townsville as part of the Drink Safe Precinct initiative.

In December 2010, TMR introduced a requirement for taxi drivers to display their photographic identification in a prominent position in their taxi so passengers can be confident the driver has met the department's requirements and is authorised to drive the taxi.

Keeping Queensland waters safe

To maintain and improve access for deeper draught vessels, TMR has continued a dredging program in tidal waters across the state. Projects either completed or under way in 2010–11 include:

- dredging the access channel to the boat ramp at Newell Beach north of Mossman
- removal of sediment from the toe of the boat ramp at Half Tide, south of Mackay
- dredging the entrance channel to Mooloolaba Harbour, in conjunction with Sunshine Coast Regional Council
- bed levelling at Cabbage Tree Creek and One Mile entrance channel
- dredging the entrance channel at Cabbage Tree Creek boat harbour
- dredging the North Channel, South Channel, West Crab Island Channel, Gold Coast Seaway and Jacobs Well navigation channel on the Gold Coast, with funding contribution from Gold Coast City Council.

Our performance: A safe transport system leading to improved health and wellbeing for Queenslanders

Transport fatalities and injuries

Transport deaths and trauma have major personal, social and economic impacts on the community. TMR continues to make reducing transport fatalities and injuries one of our highest priorities, ensuring the safety of the community and our employees.
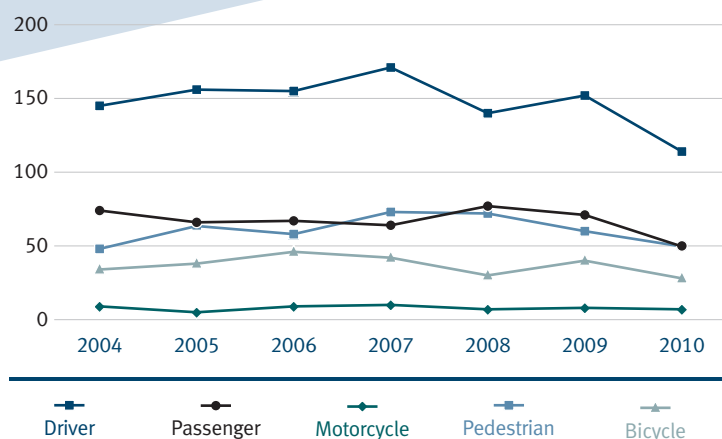
Road fatalities

During the 2010 calendar year, there were 249 fatalities on Queensland roads. This is 82 fewer fatalities (or 24.8 per cent) than the previous year of 331 fatalities and 88 fewer fatalities (or 26.1 per cent) than the

previous five-year average. This outcome represents a road fatality rate of 5.52* fatalities per 100 000 population, which is 26.3 per cent lower than the rate for the previous calendar year of 7.48*. Figure 25 provides the breakdown of fatalities by road user type since 2004.

The 2010 road fatality rate is the lowest road fatality rate recorded for a calendar year since accurate records began in 1952. The greatest was 32.1 for 1973 and the next lowest was 7.48 for 2009. The preliminary calendar year-to-date road toll at 30 June 2011 stood at 120 fatalities.
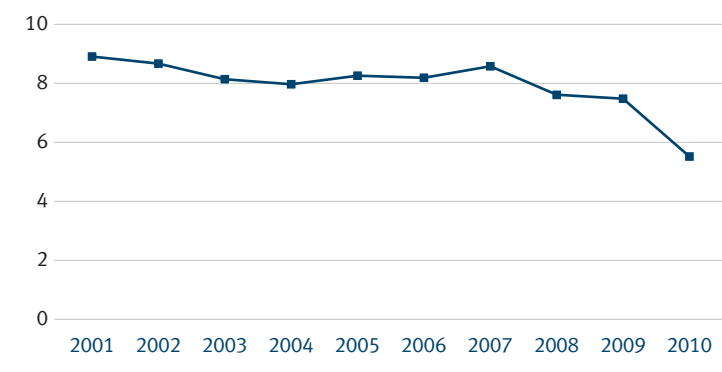
* See note for Figure 25.

Rail fatalities

Queensland continues to compare favourably at a national level with a rail fatality rate lower than the Australian average (see Figure 27).

Over the past 10 years, apart from 2005–06, the Queensland rail fatality rate has stayed around 0.1 per 100 000 population. In 2005–06 there was a significant increase in the number of trespasser fatalities, including a triple fatality incident at Goodna.

In 2010–11, there were four rail-related fatalities (excluding suicides) in Queensland. One was at a level crossing, one was a collision with a person at a railway station, one was a collision with a car not at a level crossing and one was a trespasser. This compares to three fatalities in 2009–10 and five fatalities in 2008–09.

Fatalities involving trespassers (42 per cent) and collisions at level crossings (44 per cent) comprise the major share of all fatalities for the 10-year period (2001–10).

Marine fatalities and injuries

There were 14 fatalities resulting from marine incidents in Queensland during the 2010 calendar year (see Figure 28). This equated to 5.7 fatal injuries for every 100 000 registered vessels. Queensland's marine fatality toll in 2010 reverted to expected levels after an uncharacteristic year in 2009.

The number of reported marine incident-related serious injuries (those requiring hospital admission) has been trending downwards since 2002 (see Figure 29). In 2010, there were 27 reported serious injuries, four more than in 2009, but still under-represented when compared with the five-year rolling average of 33.6 serious injuries per year.

Figure 25 – Road fatalities in Queensland (number – calendar year)

Legend: Driver, Passenger, Motorcycle, Pedestrian, Bicycle

Data source: Transport and Main Roads' Road Crash database
Note: 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 26 – Road fatalities per 100,000 population (number – calendar year)

Data source: Fatality figures are from the Transport and Main Roads' Road Crash Database. Population figures are from the Australian Bureau of Statistics – Catalog 3101.0

Further information can be obtained from the *Marine Incident Annual Report 2010,* available at www.msq.qld.gov.au.

Camera Detected Offence Program report

Speeding continues to be one of the major killers on Queensland roads. During 2010, there were 55 fatalities as a result of speed-related crashes. This represents 22.1 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 are jointly managed by TMR 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. Research has found that mobile speed cameras are highly effective in reducing the incidence and severity of road crashes and that a combination of overt and covert speed enforcement is effective in deterring speeding.

Fixed speed cameras have the proven ability to deter drivers from speeding and reduce crashes at specific sites. They 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.

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.

Red light camera sites are selected based on crash history, physical constraints and geographic distribution of locations.
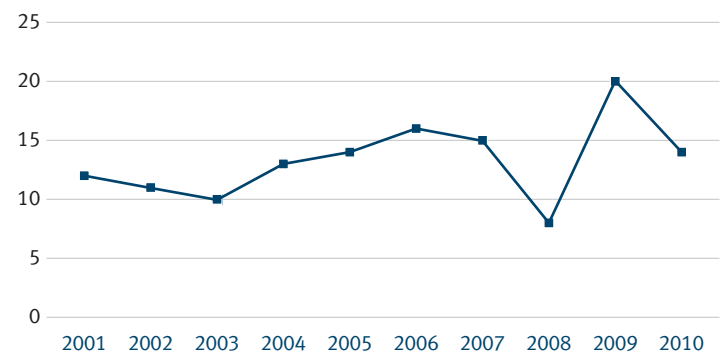
Figure 27 – Rail fatalities per 100,000 population (excluding suicides)
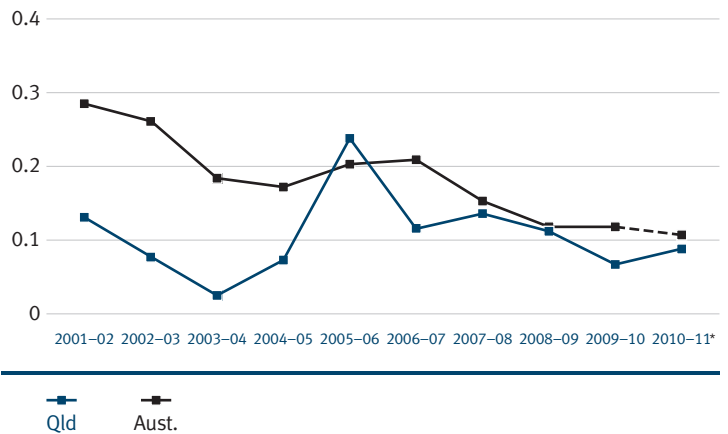
Data source: Australian Safety Transport Bureau, Australian Bureau of Statistics and Department of Transport and Main Roads' Rail Safety Governance Branch.
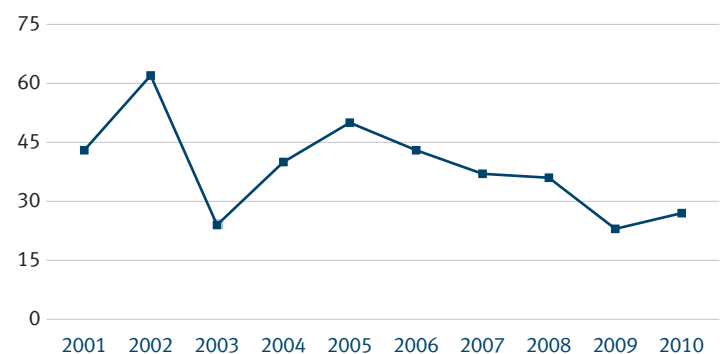
* Australian data for 2010–11 is an estimate only based on July–December 2010 figures.

Figure 28 – Marine fatalities (number – calendar year)

Data source: Caseman Marine Incident Database.

Figure 29 – Serious injuries from marine incidents (number – calendar year)

Data source: Caseman Marine Incident Database.

Our performance: A safe transport system leading to improved health and wellbeing for Queenslanders

There are multiple digital cameras currently being tested in south-east Queensland, including two combined red light/speed cameras and one point-to-point camera system. Once the cameras are proven to operate correctly, they will begin issuing infringements for speed and red light offences. A new infringement processing system is also being tested.

TMR also contributes to this program by providing surveying services to commission and recalibrate mobile speed camera vehicles and fixed speed cameras (both digital and wet film), and commission point-to-point speed enforcement devices and commission trial sites for red light and speed cameras (digital).

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 and Multicultural Affairs. In compliance with the Act, revenue collected from camera-detected offences is monitored separately from consolidated revenue.

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

For more details on the Camera Detected Offence Program, see page 168–170.

Encouraging more cycling and walking

Delivering cycle and pedestrian connections

Our policy on *Cycling on State-controlled Roads* continues to ensure that road projects deliver safe cycling facilities. In 2010–11, this resulted in cycle and pedestrian connections being constructed as part of the following major road projects:

- Pacific Motorway Transit Project
- Gateway Bridge Duplication
- Houghton Highway Bridge Duplication
- Darra to Springfield Transport Corridor
- Ipswich Motorway Upgrade.

Encouraging sustainable school travel options

The TravelSmart Schools project encourages and promotes the uptake of sustainable transport choices. TravelSmart Schools will also contribute towards achieving the *Toward Q2* Green and Healthy ambitions.

*Left: Installing safe cycling infrastructure
as part of the Gateway Upgrade Project*

By encouraging and promoting the uptake of sustainable transport choices, TravelSmart Schools will assist Queenslanders to meet the target of reducing private household transport emissions by one-third, as well as cut obesity by one-third by 2020.

It is also an initiative within Queensland's climate change strategy, *ClimateQ: toward a greener Queensland.*

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

- improving students' health and fitness, road safety awareness and environmental knowledge
- cost savings for families
- reducing parking and urban traffic
- improving air quality around the school
- aligning with existing programs such as Healthy Active School Travel, School Environment Management Plan, Eat Well Be Active and Road Safety for schools
- reducing greenhouse gas emissions
- creating greater social cohesiveness.

Five schools participated in the 2010 TravelSmart Schools pilot project. The learnings from this pilot were significant and informed the delivery of the 2011 TravelSmart Schools project.

At 30 June 2011, the TravelSmart Schools project is partnering with 38 Queensland schools to increase the number of staff, students and families walking, cycling, carpooling or using public transport to access schools.

A website was developed to enable schools and project coordinators to manage, plan and implement travel behaviour change actions for students.

For more information about TravelSmart initiatives, see page 85 or visit www.travelsmart.qld.gov.au.

Walk Safely to School Day

We support Walk Safely to School Day across Queensland each year in May. This not-for-profit event is aimed at reducing childhood obesity by teaching children the importance of incorporating exercise into their daily routines, healthy eating and road safety. TMR helps promote the event and encourages schools involved in the TravelSmart program to participate.

Supporting active transport events

TMR sponsored Bicycle Queensland for a nine-day supported cycle ride, Bike Week and the Wilson HTM Brisbane to Gold Coast mass cycle ride. More than 20 000 people took part in these events, with significant participation by new riders – and many participants have now become regular cyclists.

38 Queensland schools partnering in the TravelSmart Schools project

The future

Our priorities for 2011–12 include:

- rolling out the taxi driver display card requirement
- implementing findings of the Taxi Security Camera System Review
- initiating the rail safety regulation and audit program on rolling stock and infrastructure maintenance
- developing rail industry guidelines for driver-only operations
- working with the National Rail Safety Regulator Project Office to make the transition to the planned National Rail Safety Regulator
- continuing to deliver road network upgrade projects to maintain a safe transport environment
- continuing to deliver the final three stages of the Veloway 1 cycleway
- delivering road safety programs, initiatives and social marketing campaigns
- developing and implementing the next *Queensland Road Safety Strategy* and action plan
- continuing to roll out the TravelSmart Schools project to Queensland schools
- providing community education and awareness programs to develop a safety culture within boating communities and the marine industry
- providing safe, efficient pilotage services across the state.

Our performance
An accessible transport system
linking people to employment, education, services and social networks

Highlights

We continued to deliver programs to improve access across Queensland.

- Provided more than $15 million in subsidies under the Taxi Subsidy Scheme to enable affordable and accessible transport for people with disabilities
- Commenced early works to deliver the Gold Coast Rapid Transit Project
- Commenced developing passenger transport network plans for Far North Queensland and Wide Bay/Burnett
- Facilitated the investment of $189 million to buy another tilt train and upgrade the existing two Cairns tilt trains to replace the ageing Sunlander service
- Supported further significant patronage increases of up to 42 per cent on subsidised western and gulf air services
- Partnered with TransLink Transit Authority to introduce a new travel pass for eligible war veterans
- Served more than three million customers across the customer service network
- Expanded the Gladstone Customer Service Centre
- Continued to implement the *TMR Reconciliation Action Plan 2010–12*
- Issued 972 driver licences to customers in remote Indigenous communities

We provide a transport system that offers accessible transport infrastructure and services for all transport users. The ability to access reliable public transport is crucial for all people across the state. We also strive to offer readily accessible and efficient customer services to the community.

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

Planning and providing appropriate, accessible and reliable public transport services to all Queenslanders

Passenger transport network plans

TMR sets the strategic priorities for regional passenger transport for 5–15 years through passenger transport network plans. These plans align with the integrated regional transport planning process and inform the development of public transport service plans, which establish five-year investment priorities at a route level. They also inform development of the 15-year Passenger Transport Infrastructure Rollout Program.

Left: We provide accessible transport options for all Queenslanders

Right: Regional public transport options

Our coordinated program will deliver an integrated network by:

- centrally planning and coordinating all major public transport routes, services, connections and infrastructure
- marketing the network through consistent branding and passenger information
- supporting the network through enhanced technology such as service planning and performance reporting tools, real-time customer information systems, and web and phone-based journey planning applications.

The plans enable fit-for-purpose solutions for our networks and will be assessed following implementation throughout regional Queensland during the next five years.

Passenger transport network plans for Far North Queensland and Wide Bay/Burnett have commenced.

An accessible regional bus network

TMR funds regional local governments to help them meet their statutory obligations under the Australian Government's *Disability Discrimination Act 1994*. In 2010–11, TMR continued to sign agreements with local governments throughout Queensland to upgrade infrastructure and contributed approximately $1.95 million, so that more than half of all bus stops will be upgraded to be disability-friendly by December 2012.

Figure 30 – Objective 3 Corporate plan measures			
Corporate Plan performance measures	**Note**	**2010–11 result**	**Status**
Performance indicator: Satisfaction with public transport services			
User satisfaction ratings for public transport by service type (on a 1–100 scale where 100 is the optimal rating) – taxi		64	🔺
User satisfaction ratings for public transport by service type (on a 1–100 scale where 100 is the optimal rating) – regional urban bus (government-contracted)		72	🔺
Customer satisfaction with transactional services (on a 1–10 scale where 10 is the optimal rating)		7.9	🔺
Performance indicator: Customer service responsiveness			
Percentage of call centre calls answered within three minutes	1	61.6	🔻
Average wait times in customer service centres (minutes)	2	10.27	🟠
Performance indicator: Transport services for Aboriginal and Torres Strait Islander peoples			
Reconciliation Action Plan implementation progress	3		🔺

🔺 On track   🟠 Slight variance   🔻 Significant variance

Notes:
1. Call answering times were affected by flooding and cyclones from late December to February, with February to March flow-on effects, which impacted on the target of 80 per cent.
2. The average wait time in customer service centres (CSCs) has increased primarily as a result of staff training, implementation of a new vehicle registration system and continuing New Queensland Driver Licence (NQDL) rollout, which impacted on the target of 10 minutes.
3. Details are outlined in Figure 35 on page 80.

Our performance: An accessible transport system linking people to employment, education, services and social networks

Optimising the effectiveness and efficiency of regional public transport

Regional public transport includes services delivered through *qconnect* and long-distance rail services.

qconnect is a $43 million program funded by TMR to provide public transport and greater connectivity and accessibility of services throughout regional, rural and remote Queensland.

In 2010–11 we progressed the following projects.

qconnect regional bus services

- Issued second generation bridging service contracts to 14 *qconnect* contract holders, bringing the total completed to approximately 64 per cent
- Trialled new *qconnect* common livery in Toowoomba (Bus Queensland trading as Toowoomba Transit)
- Facilitated the merge of two Innisfail Service Contracts including interim network redesign to accommodate one operator and the temporary Jubilee Bridge closure
- Reissued six airport bus service contracts.

Long-distance passenger transport services

- Long-distance passenger rail – the existing Sunlander was approved to be replaced by a new tilt train and two existing tilt trains will also be upgraded at a cost of $189 million. These new trains will be introduced into service in 2014
- Long-distance passenger rail – a new contract commenced in January 2011 for the Savannahlander tourist rail service from Cairns to Forsayth. The existing operator, Cairns Kuranda Steam, was the successful tenderer for this service
- Regulated air services – we have worked successfully with the Civil Aviation Safety Authority and QantasLink to introduce the Q400 aircraft to Barcaldine and Blackall to reinstate their third weekly service on a permanent basis
- Long-distance coach – we have been assisting the Department of Communities to consider transport options for the Napranum community in Far North Queensland.

Case study

The new custom-built pontoon at Manly Boat Harbour will benefit people with disabilities

Sailability Pontoon

A new custom-built pontoon at Norfolk Point in Manly Boat Harbour will support Sailability Bayside, a non-profit organisation providing sailing experiences for people with severe disabilities.

TMR worked closely with the organisation to deliver the project in October 2010. It is a great example of how we work closely with private contractors and community organisations on recreational projects to benefit people with disabilities. TMR was recognised for this project with an Excellence Award in Community Services by the Chartered Institute of Logistics Transport Association (CILTA).

Case study

Herculean upgrade for Innisfail–Mundoo Airport

To help keep communities connected in the wet season, $390 000 was spent refurbishing the Innisfail–Mundoo Airport. This strengthened the surfaces of the runway and taxiway to ensure emergency air support and Hercules aircraft can use the airstrip during natural disasters.

Access for all passengers has been improved

Improving community access

TMR undertook stage two of the Regional Network Analysis Project focusing on 19 transport-disadvantaged communities in Cape York, the Torres Strait and Palm Island. The project aimed to establish whether it is in the public interest for government to extend support for aviation transport services to these communities through market regulation. This involved:

- consultation with communities and agencies on transport issues
- a Public Benefit Test report
- a final whole-of-project report to be delivered during 2011–12.

Improving bus interchanges

In 2010–11 we worked with Cairns Regional Council to provide funding for enhanced facilities at the Fogarty Park Long Haul Bus Facility. The $150 000 upgrade will provide improved facilities and safety for users including new seating, signage, CCTV and improved disability access.

Extending the Accessible Bus Program

TMR's 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* (DSAPT).

Under the program, the department funds operators 25 per cent of the total cost (GST exclusive) of the approved purchase price of an accessible vehicle.

This assists operators to meet the 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 provides greater fuel efficiency and cleaner emissions.

In 2010–11, TMR allocated funding support of $1 million to assist operators with the purchase of DSAPT-compliant vehicles. Buslink operating in Gladstone was the only operator who applied for funding, which was provided at a cost of $112 000.

Case study

Gold Coast Rapid Transit project

In 2010–11, TMR's Gold Coast Rapid Transit project began delivering three early roadworks packages, funded by three levels of government and totalling $1.195 million, to bring a light rail system to the Gold Coast.

The roadworks involve moving services such as telecommunications, water and gas from under the roadway, widening and levelling the roads and restoring kerbs, paths, driveways and fences so the chosen light rail operator can build the track and stations.

There are approximately 300 workers employed across the three work sites, and about 80 per cent are Gold Coast-based contractors. Practical measures to minimise the impact of construction on the community and businesses and to minimise access disruption along the corridor are a key requirement of the roadworks contracts and the project team.

Stage One of the project is a 13 km light rail corridor, connecting Griffith University to Broadbeach, passing through the key centres of Southport and Surfers Paradise.

The Queensland Government and Gold Coast City Council are committed to investigating extending the system north to Helensvale and south to Burleigh Heads. Future stages promise to significantly improve the liveability of the Gold Coast while assisting to meet the challenges of urban growth by providing access to improved public transport and offering the potential for transit-oriented development along this light rail corridor.

Our performance: An accessible transport system linking people to employment, education, services and social networks

Upgrading facilities for accessibility

TransLink Transit Authority has invested in upgrades of rolling stock and station infrastructure in south-east Queensland to improve access for all passengers, including people with a disability. Details are available in the TransLink Transit Authority annual report, available from their website at www.translink.com.au.

Restoring the Moggill Ferry service

Located on the river alongside Moggill Road, the state-controlled Moggill Ferry accommodates approximately 1000 vehicle crossings per day and provides an important link between communities north and south of the Brisbane River.

The Moggill Ferry survived the 2011 Queensland floods and following repairs to road approaches was re-opened to traffic on 2 February 2011.

After disruption to the ferry service during the floods, TMR committed to investigating options to improve access between Brisbane's western suburbs and Ipswich, with extended trading hours of the Moggill Ferry service put forward as one of the preferred options. An eight-week trial extension of operating hours was held and traffic counts undertaken to determine the most effective solution to improve accessibility at this location.

The Moggill Ferry service returned to its normal operating hours on 3 June 2011. The ferry is an important local transport link, demonstrated by more than 140 feedback forms received from the community during the consultation period. TMR is currently reviewing all data collected during the trial.

Taxi Subsidy Scheme

In 2010–11, TMR's Taxi Subsidy Scheme provided more than $15 million in taxi subsidies to provide an affordable and accessible transport option for people with 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.

More than $15 million in taxi subsidies

More than 49 000 Queenslanders have been able to improve their mobility and quality of life this year as a result of their membership of this scheme.

Veteran Travel Pass

We provide advice to passengers and operators about accessible public transport and concessions. In 2010–11, we partnered with TransLink Transit Authority to replace the Queensland Rail voucher and permit system in south-east Queensland. The new permit is a statewide Totally and Permanently Incapacitated (TPI) Veteran Travel Pass for eligible war veterans who hold a Commonwealth *Department of Veteran Affairs – Repatriation Health Card – for All Conditions (Gold),* embossed with 'TPI'. The pass entitles the holder to unlimited free travel on approved urban public transport services (excluding Airtrain) across Queensland. At 30 June 2011, there were 3790 holders of a TPI Veteran Travel Pass across Queensland.

Upgrading regional airports

We provide grants of up to 50 per cent of the total project cost to local governments under the *Regional Airport Development Scheme* (RADS) to assist in the upgrade of regional and remote airports. The main assessment criteria for the program are remoteness, cost effectiveness and project impact on agencies and communities including supporting the Royal Flying Doctor Service and regular passenger transport air services. Funded projects generally include sealing, resealing and extending runways, constructing animal-proof fencing and installing runway lighting.

In 2010–11, TMR provided more than $5 million in funding to upgrade 20 regional airports. Investments included Horn Island, Innisfail, Coen, Birdsville, Winton and Palm Island.

In addition to funding provided under RADS, $3.5 million was spent for the Roma Airport upgrade from the *Surat Basin Future Directions Statement.*

*Customer Service Officer
Carolyn Smith*

Providing accessible and efficient customer services

Delivering business outcomes

TMR has a network of offices to deliver services across Queensland. Customer service centres, customer call centres, Queensland Government agency program offices, Queensland Police offices in rural and remote areas, motor dealers and Clerks of the Court and Australia Post (limited services) all assist us to keep in contact with our customers. Our services are also provided through mobile sites located in far northern remote Indigenous and Torres Strait communities. Officers provide on-site transactional services including driver testing at these sites.

As Queensland's population increases and with the introduction of new products and services, we have seen a growth in the number of customers. In 2010–11, we served 3 031 378 customers across the customer service network.

Figure 31 shows the growing number of transactions that our customers are completing using self-service channels.

In 2010–11, our Customer Service Direct call centre handled 1 329 048 calls.

Improving online services

In 2010–11, TMR implemented a pilot of electronic smart forms (eForms) to improve our online service and streamline processing. The pilot included a Medical Conditions Notification and the Health Professional Medical Conditions Notification, which were released on TMR's website.

When submitted, the eForms are automatically sent to a central processing area responsible for dealing with all medical conditions reporting. Work will continue to convert more forms into eForms in 2011–12.

Figure 31 – Self-service transactions	
Year	Total of self-service transactions*
2007–08	3 222 617
2008–09	3 674 626
2009–10	4 060 788
2010–11	4 293 509

Data source: Data Analysis Reporting Centre (Service Delivery System and Program Office, Transport Services Division)

* Self-service transactions are transactions conducted by using the channels of BPay, interactive voice response and internet.

Our performance: An accessible transport system linking people to employment, education, services and social networks

The mobile customer service centre van at the Logan Customer Service Centre

Figure 32 – Smart cards issued				
Year	Smart card Driver Licence	Smart card Adult Proof of Age	Industry Authority	Marine Licence Indicator
2010–11	64 264	2924	3673	113

Data source: Data Analysis Reporting Centre (Service Delivery System and Program Office, Transport Services Division)

Data source: Post-transaction surveys and interviews with NQDL customers

New Queensland Driver Licence rollout begins

The New Queensland Driver Licence (NQDL) was introduced in November 2010 at the Toowoomba Customer Service Centre, with statewide rollout on track to be finalised in customer service centres by December 2011. For more information about NQDL technology, go to page 50.

Figure 32 shows the number of new cards issued since July 2010 (including the internal TMR trial). At 30 June 2011, 17 customer service centres were issuing the new cards.
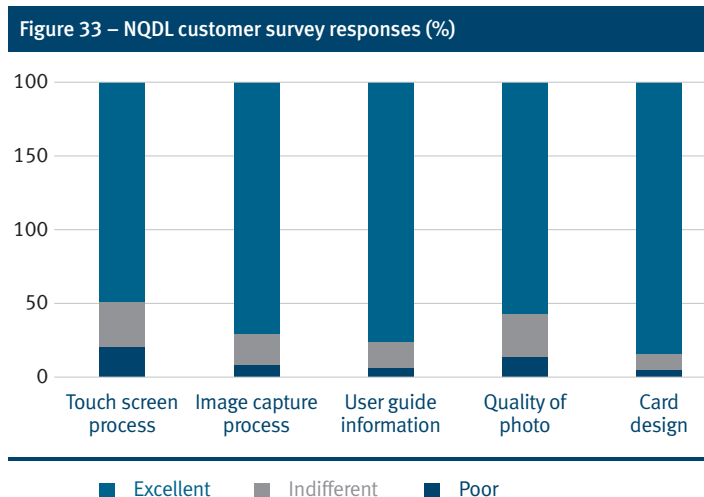
Customers have responded positively to the new cards, with post-transaction surveys showing a majority found the process easy and the card design and photo quality excellent, as shown in Figure 33.

Public nuisance infringements

Public nuisance charges are now a Queensland Police Service-issued 'on the spot' infringement. A 12-month trial began on 1 January 2009 where these infringements were paid at TMR customer service centres. Since then, a total of 8740 payments have been made in our centres, helping to reduce the number of matters needing to be heard by a Magistrates Court.

Servicing our customers

TMR is rolling out the Q-MATIC automated ticketing system to monitor and prioritise the business transacted in our customer service centres and minimise wait times. Q-MATIC coverage is 84 per cent, one per cent short of our projected estimate of 85 per cent, which is expected to be met in late 2011. As at 30 June 2011, 39 locations have Q-MATIC systems in place.

Surveying our customers

TMR commissions AC Nielsen to conduct ongoing surveys to test customer satisfaction with our transactional services delivery throughout Queensland. We continue to maintain a strong, consistent performance with a satisfaction rating of 7.9 out of 10 achieved in April 2011. This result compares favourably with the 2010 survey result of 7.9 and with the 2009 result of 7.7 out of 10.

Building for better service

Gladstone Customer Service Centre

In December 2010, a larger customer service centre was built on the existing Gladstone site. The Gladstone region is undergoing significant growth industrially, producing an increased demand for the services delivered by the customer service centre. The new centre accommodates an additional two service counters, taking the total to nine, the existing motor vehicle inspection centre and a road safety team. Demolition of the old building will increase customer parking and improve access to the building.

Customer service centre renovations

To prepare for the expected increase in demand at TMR customer service centres with the introduction of the New Queensland Driver Licence, we carried out renovations to 14 centres. An additional four centres are due to be upgraded by the end of July 2011.

Mobile Customer Service Facility

The migration of people to Queensland has provided challenges for delivering TMR's services across the state. To assist in meeting these challenges, we purchased a mobile customer service facility from Queensland Motorways Limited and refurbished the trailer to meet TMR's customer service delivery requirements.

The unit has been used at various customer service centre locations, including Mount Isa, Logan, Maryborough, Bundaberg, Mackay, Townsville and Mareeba, to provide additional workstations while renovations were undertaken in these centres. In future, it may also be used as part of the Community Recovery Program to respond to natural disasters and to complement existing services on a rotational basis in areas of high growth.

Case study

What drives Daisy

Daisy Gigiba, a member of the IDLU, joined the department in 1993 as a trainee in the Cairns Customer Service Centre. Daisy also worked in Townsville before becoming a driving examiner on the Gold Coast.

Daisy said she had always wanted to work with Indigenous communities.

"I wanted to give something back to communities and promote some service, if possible, in the outer islands," Daisy said.

"Also, my family was up north so, when I heard about a vacancy in the Indigenous Driver Licensing Unit, I applied for a transfer."

As part of the mobile licensing team, Daisy is now fulfilling her wish.

"The people are much more comfortable talking to Indigenous examiners – I didn't realise how much we could make a difference," she said.

Daisy Gigiba is a member of the Indigenous Driver Licensing Unit

Our performance: An accessible transport system linking people to employment, education, services and social networks

Providing transport-related opportunities to help close the gap in disadvantage for Aboriginal and Torres Strait Islander peoples

Reconciliation Action Plan

In consultation with stakeholders, we continued to implement the *TMR Reconciliation Action Plan 2010–12*. The plan is designed to ensure the department meets our obligations under the Council of Australian Governments' 'Closing the Gap' initiatives and the Queensland Government's *Toward Q2* initiative and *Queensland Government Reconciliation Action Plan 2009–2012*.

Figure 34 details our progress.

Indigenous Driver Licensing Unit

TMR continues to lead the whole-of-government program for the Indigenous Driver Licensing Unit (IDLU). Established in the Northern Region in 2006, the unit aims to close the gap by:

- increasing the number of driver licences issued to Indigenous people
- reducing road trauma and promoting safe, legal driving in remote areas
- reducing the Indigenous over-representation within the criminal justice system for licensing/traffic-related offences.

Our Indigenous Driver Licensing Program promotes positive and responsible attitudes toward driving through carefully managed culturally proficient and community-sensitive programs to ensure the applicants have every chance of success.

Figure 34 – *Queensland Government Reconciliation Action Plan* (RAP) 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.
TMR's implementation progress in 2010–11	• TMR sponsored the Partnerships category of the Premier's Reconciliation Awards for Business. • TMR continued to support two Government Champions for the communities of Pormpuraaw and the Northern Peninsula Area. See page 8. • We revised the department's procurement policies to reflect and encourage Indigenous businesses and suppliers to work with TMR and our contractors. • TMR continued our scholarship, training and employment programs for Aboriginal and Torres Strait Islander peoples including the highly successful Education toward Employment program. • We continued to roll out our Indigenous Driver Licensing Program to increase the number of driver licences issued to Indigenous people, promote safe driving in remote areas and reduce the number of Indigenous people in prison for driver licensing-related offences. • We continued the 'Ready for the Road' training initiative to help aspiring Indigenous drivers learn the road rules. • We continued the Torres Strait Marine Safety Project to increase awareness of boating safety, including school visits across the Torres Strait islands and BoatSafe courses at Yam, Warraber and Coconut Islands. • As part of Reconciliation Week, TMR launched new pages on its website to provide a comprehensive guide to the Indigenous programs and services offered by the department.
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 *Queensland Government Reconciliation Action Plan 2009–2012* as part of their annual reports.
TMR's implementation progress in 2010–11	• We consider relevant reconciliation actions in developing annual divisional business plans. • We report on our activities under this program bi-annually to the Department of Communities and annually to Reconciliation Australia. • Chief Operations Officer Emma Thomas continued in her role as the RAP champion for TMR. • Our Reconciliation Committee met six times to monitor progress and drive implementation of the RAP.

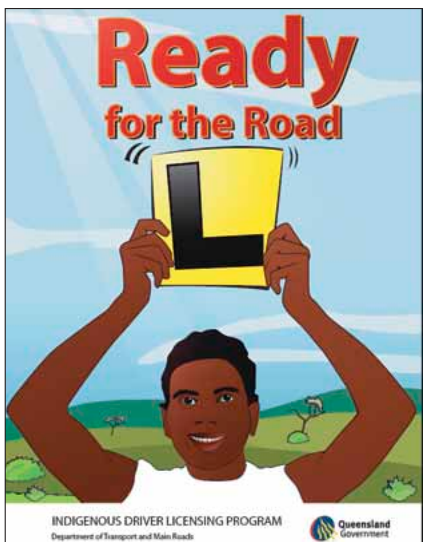### Mobile licensing services

The IDLU takes licensing services on the road to assist remote Indigenous communities in north and central Queensland and the Torres Strait and Gulf islands. People living in these remote communities find it difficult to access our customer service centres and some may feel uncomfortable going to the local police station.

Our mobile licensing unit is making a positive difference. Indigenous driving examiners and customer service officers deliver the full range of driver licensing services in a culturally sensitive manner. With wireless broadband and satellite phone to access online systems and databases, the team can issue car and truck licences on the spot.

Since July 2006, the IDLU has issued 3174 driver licences to customers located in remote Indigenous communities. This includes 972 licences issued in 2010–11.

Court deferral program

From April 2010 to April 2011, the IDLU trialled an Indigenous Driver Licensing Court Deferral Program at Doomadgee, in collaboration with the Department of Justice and Attorney-General. This program aimed to reduce the rate of Indigenous over-representation within the criminal justice system for traffic-related offences. At the conclusion of the trial, the total number of defendants facing new traffic charges was reduced by 94 per cent. This was achieved through increased awareness of the road rules and frequent visits by the IDLU to these communities.

972 licences issued by our Indigenous Driver Licensing Unit

Learner Licence testing program

In November 2010 the IDLU, with the support of Corrective Services, trialled an Indigenous Driver Licensing Written Learner Licence Testing Program at the Lotus Glen Correctional Centre at Mareeba. This program allows Indigenous prisoners to study for a Learner Licence, making them eligible to apply for the Learner Licence on release from prison. In February 2011, the first prisoner released under this program successfully applied for and was issued with a Learner Licence.

Ready for the Road

TMR's Ready for the Road initiative continues to support the Indigenous Driver Licensing Program (IDLP) by helping aspiring Indigenous drivers to learn the road rules before completing the written test for a learner licence.

Ready for the Road was developed by TAFE's Indigenous Lead Centre (the Department of Education and Training's specialist unit for Indigenous education programs), with technical and legislative guidance from TMR's IDLP office.

Designed for people with low literacy levels, it includes a book and CD featuring interactive activities and animated traffic situations. It has been used in the Corrective Services Lotus Glen Prison Driver Licensing Program, North Queensland Cowboys Learner Legend Program and the Doomadgee Indigenous Driver Licensing Court Deferral Program.

The Ready for the Road initiative helps aspiring Indigenous drivers learn the road rules

Our performance: An accessible transport system linking people to employment, education, services and social networks

Case study

We provide a range of employment and training opportunities

Indigenous employment opportunities

Providing local community members with apprentice and trainee opportunities is a high priority for TMR. This year, RoadTek's Asset Services (North) in Cairns welcomed 10 new apprentices and trainees, including six from Aboriginal and Torres Strait Islander backgrounds.

Trainee construction worker Ben Ambrum joined RoadTek to gain his Certificate III in Civil Construction (Road Construction and Maintenance), something he thought he wouldn't have the opportunity to do.

"I'm keen to work hard and make the most of this opportunity and hopefully get a full-time job with RoadTek when I complete my traineeship," Ben said.

"Coming from an Indigenous background, I have never had opportunities like this before and I want to make the most of it."

Ben has already had the opportunity to see the difference he can make, being part of the recovery effort following Severe Tropical Cyclone Yasi. He has strong ambitions for his career, hoping to work his way through the ranks and be responsible for a crew, help train others and perhaps one day become a supervisor.

RoadTek's Cairns Works Centre has an impressive retention record for Aboriginal and Torres Strait Islander trainees, with nine of the 10 taken on in the past five years now working in permanent roles with RoadTek.

Constructive Mob training program

Our hands-on approach to building capability is providing valuable job-ready skills to Aboriginal and Torres Strait Islander people throughout Queensland.

TMR's 'Constructive Mob' training program through our Metropolitan Region provided practical training in construction for Indigenous people, including classroom and on-the-job experience which led to a Certificate II in Civil Construction. Fourteen trainees were involved, with 13 successfully graduating in December 2010. Many have since secured full-time and ongoing employment with partner contractors and other organisations.

In stage one, training support was provided by the Bremer Institute of TAFE, BoysTown and the Constructive Training Centre.

In stage two, the trainees worked on some of the department's major projects, including the Ipswich Motorway Upgrade. TMR funded a documentary that captured the trainees' journey (see page 118). The documentary was commissioned by the ABC and aired in prime time.

Myuma Alliance

The Myuma Alliance is a partnership between TMR and Myuma (representing the Indjilandj-Dhidhanu people). Myuma has formed working relationships with state and federal training organisations and several mining companies to develop a prevocational civil construction and mining skills training program. Over the past two financial years, TMR has provided funding for roadworks to support Myuma's employment and training programs, as well as improving road infrastructure access to remote communities. This included funding contributions towards works on the Gregory Downs–Commercial Road, which included forming and paving to an unsealed standard 30 km of road and a floodway on the West Thorton Creek crossing.

The future

Our priorities for 2011–12 include:

- implementing the *qconnect* journey planner for regional urban bus users
- implementing the 'Get About' website to provide traveller information on government-subsidised regional services including air, bus and coach, long-distance rail, ferry and taxi services
- implementing third generation regional urban bus contracts
- continuing to develop passenger transport network plans
- finalising the Regional Network Analysis (Stage Two) project looking at the viability of unregulated air services in far north Queensland
- commencing planning for the end-of-term review of government-supported air and long-distance coach services
- using the Q-MATIC automated ticketing system to monitor and prioritise up to 85 per cent of the business transacted in customer service centres and minimise wait times
- developing a new diversionary pilot program for first-time driver licensing-related offenders under the Indigenous Driver Licensing Program
- completing the rollout of the New Queensland Driver Licence to all customer service centres.

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

Highlights

Our programs continued to minimise the impact of the transport system on the environment.

- Targeted more than 320 000 households in Brisbane South, Sunshine Coast/Caboolture and Gold Coast through the TravelSmart Communities project to encourage travel behaviour change
- Commenced the TravelSmart Workplaces project within TMR and other Queensland Government agencies
- Finalised TMR's *Environmental Emissions Policy*
- Halved the number of truck trips required for some freight tasks between Toowoomba and Brisbane
- Maximised the re-use of materials, including salvaged timber components for bridge repairs and recycled materials in pavements
- Reviewed the *Queensland Coastal Contingency Action Plan* to incorporate lessons learnt from the grounding of the *Shen-Neng 1* on Douglas Shoal
- Developed conservation management plans for Bundaberg's heritage-listed Kennedy and Burnett traffic bridges
- Introduced reduced speed zones as part of our *Cassowary Conservation Strategy*
- Tested 6796 vehicles under the Aircare program

We manage transport-related impacts on the natural, cultural and built environments.

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

Developing and sharing knowledge about the potential impacts of climate change on the transport system

The transport sector generates 13.03 per cent of the state's total greenhouse gas emissions. This means we have an important role in delivering the Queensland Government's climate change strategy *ClimateQ: toward a greener Queensland.*

Transport-related initiatives under this strategy include programs to increase public and active transport use in schools and workplaces, a trial of low-emission buses, and improvements to traffic flow on major road networks.

In 2010–11, we also worked with other agencies to develop a whole-of-government response to the Premier's Council on Climate Change's recommendations for reducing greenhouse gas emissions from transport.

Left: Our TravelSmart program encourages sustainable travel modes such as walking

TravelSmart Workplaces promotes alternative travel options to reduce traffic in peak periods
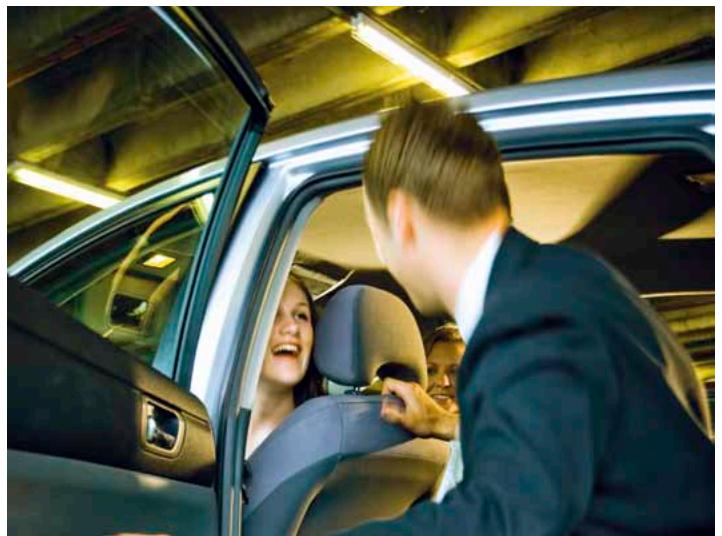
Sustainable Transport Forum

In conjunction with the Brisbane Institute and Australian Conservation Foundation, we hosted a Sustainable Transport Forum in November 2010. International guest speakers included Professor Kjell Aleklett (Sweden), President of the International Association for the Study of Peak Oil and Gas, and Dr Rodney Tolley (United Kingdom), international active transport campaigner and Director of *Walk21*. Other guest speakers included Professor Ian Lowe AO, President of the Australian Conservation Foundation, and Cameron Prout, CEO of the Queensland Heart Foundation. Attendees included government representatives, not-for-profit organisations, academia and the wider transport industry. The forum stimulated a public dialogue about the challenges and opportunities for Queensland in providing a sustainable transport system.

Better practice planning for the environment and sustainability

TMR conducts ongoing research and investigation into better practice planning, environment and sustainability practices. This includes:

- conducting research and review in late 2010 of international and national sustainability measures specific to road construction
- reviewing the department's sustainability position relevant to transport infrastructure projects
- having membership of, and consultation with, Australian Green Infrastructure Council, a not-for-profit national industry association formed to establish a rating scheme to enhance sustainability in Australian infrastructure
- developing a guide detailing sustainability principles and measures, designed to be applied to major infrastructure project roads by designers and project managers.

Facilitating increased use of transport options that minimise impacts on the environment

Encouraging TravelSmart behaviour

TMR's voluntary travel behaviour change program, TravelSmart, encourages people to use sustainable travel modes such as public transport, walking, cycling and carpooling instead of single occupancy vehicle travel.

TravelSmart aims to reduce traffic congestion, reduce greenhouse gas emissions and help people change the way they travel – saving time and money, improving their health and the environment.

More than 320 000 households targeted in our TravelSmart Communities project

TravelSmart Communities project

The TravelSmart Communities project 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.

Figure 35 – Objective 4 Corporate plan measures			
Corporate Plan performance measures	**Notes**	**2010–11 result**	**Status**
Performance indicator: Transport greenhouse gas emissions			
Road transport greenhouse gas emissions (CO$_2$ tonnes per capita)		3.77	🔺
Number of significant environmental incidents at road projects investigated by regulatory agencies	1	7	🟠

🔺 On track   🟠 Slight variance   🔻 Significant variance

Notes:
1. Incident categories were: unauthorised release of primer into table drain (1), unauthorised clearing of vegetation (4), unauthorised clearing of vegetation – failure to submit licence conditions (1) and unauthorised earthworks and vegetation clearing (1).

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

In 2010–11, the project was completed in Brisbane South, the Sunshine Coast/Caboolture area and the Gold Coast. This project targeted more than 320 000 households across these areas and applied behaviour change methodologies to encourage and influence individuals to choose more sustainable transport solutions.

The project is being evaluated to assess its impacts and whether the travel behaviour change achieved is a short-term reaction or a long-term shift in attitude resulting in a change to travel patterns.

We also 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 statewide coordination and branding of TravelSmart activities.

Two TravelSmart projects are included among our *Climate Q: toward a greener Queensland* initiatives: TravelSmart Workplaces and Events and TravelSmart Schools.

TravelSmart Workplaces and Events project

The TravelSmart Workplaces and Events project aims to encourage employees to use sustainable travel for their journeys to and from work and to reduce vehicle kilometres travelled in single occupancy vehicles by 10 per cent. This will result in decreased congestion in Queensland and a reduction in associated greenhouse gas emissions, noise and air pollution.

The project is structured around web-based tools to deliver individualised workplace travel plans for participating organisations. It encourages the uptake of flexible workplace arrangements to help reduce the organisations' congestion-contributing trips during peak periods.

The program is currently being rolled out within TMR, and will be gradually rolled out to Brisbane CBD government departments and interested private organisations in 2011.

TravelSmart Schools project

In 2010–11, the TravelSmart Schools project partnered with 38 Queensland schools to increase the number of staff, students and families walking, cycling, carpooling or using public transport to access schools. For more information, go to page 70.

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

Low-emission bus trial

As part of the *ClimateQ* strategy, TMR is undertaking a trial of a low-emission hybrid bus in regional Queensland. The trial began in Cairns in July 2010 on the *qconnect* urban network to test this technology in Queensland's tropical environment.

The trial 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.

More than 600 hybrid taxis operating in Queensland

Fuel-efficient taxis

TMR continued to provide an incentive to taxi tender applicants who commit to operating a fuel-efficient vehicle on a taxi service licence on a perpetual basis. This incentive program, which began in December 2009, will assist in increasing the number of 'green' taxis operating in Queensland's taxi fleet. In April 2010, the program's first green taxis (eight) commenced operating on the Gold Coast.

Many taxi operators independently choose to operate green vehicles, particularly hybrids, as a way of reducing costs through decreased fuel consumption. This indicates a natural progression towards this vehicle type in the taxi industry. Currently, there are more than 600 hybrid taxis operating in Queensland, which represents about 19 per cent of the Queensland taxi fleet.

Smarter Motorways

Over the next decade, TMR's Smarter Motorways initiative will deliver $315 million of integrated intelligent transport systems across south-east Queensland's 250 km network of motorways.

New technology will allow us to monitor, analyse and manage motorway operations in real time to reduce congestion and stop-start travel, improve travel time reliability, increase safety and decrease emissions.

Up to 3700 kW of power saved each year through solar lighting on the Gateway Bikeway Project

The Gateway Bikeway is lit through solar lighting

Left: This large truss can lift heavy frames and is powered by vegetable oil

In 2010–11, the first Smarter Motorways projects went live on sections of the Ipswich Motorway, Centenary Highway and Houghton Highway, with electronic variable speed limit and lane control signs. Ramp signal traffic lights have also been coordinated along a section of the Pacific Motorway.

Transport Information Centre

TMR supports the Transport Information Centre as a joint initiative with Brisbane City Council and TransLink Transit Authority. It provides information and raises awareness in the community of sustainable modes of transport such as public transport, cycling, walking and carpooling. In 2010–11, 50 256 people visited the centre and purchased 14 649 *go* cards. This is a decrease of 1725 customers and 765 *go* card sales from 2009–10, which may in part be due to the closure of the centre during the January 2011 Brisbane floods.

Vegetable power for bridge

In a first for north Queensland, we used a 90-tonne truss powered by vegetable oil to install the next span of the new Douglas Arterial Bridge over Ross River. The distinctive bright blue truss, which is 90 metres long and 7.5 metres high, allowed for installation of girders on the Douglas Arterial Duplication project.

Solar lighting on the Gateway Bikeway Project

Solar lighting installed on parts of the Gateway Bikeway Project in 2010–11 is providing a sustainable, environmental lighting solution that will help to save up to 3700 kilowatts of power every year.

The solar lights run from Terminal Drive to Lamington Avenue in Eagle Farm, providing up to 14 hours of continuous lighting from dusk to dawn, which offers well lit and safe bikeways for cyclists and pedestrians.

Case study

Brisk morning ride, anyone?

The possibility of pouring rain did not dampen the spirits of 1000 cycling enthusiasts when they strapped on their helmets, mounted their bikes and braved the early morning for Ride to Work Day in mid-October 2010.

Our Director-General David Stewart, Associate Director-General Mark Cridland and General Manager (Integrated Transport Planning) Natalie Ormsby led by example in cycling to work.

Congratulations to all involved in Ride to Work Day.

Ride to Work Day participants

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

Conducting regulatory and compliance activities and our own operations to reduce transport-related impacts on the environment

Addressing transport emissions and pollution

Transport is Queensland's fourth largest contributor to greenhouse gas emissions, contributing 13.03 per cent to Queensland's total emissions in 2009.

We have an important role in delivering the Queensland Government's climate change strategy, *ClimateQ: toward a greener Queensland*. Transport-related initiatives under this strategy include programs to increase public and active transport use in schools and workplaces, a trial of low-emission buses, and improvements to traffic flow on major road networks.

The initiatives also assist Queenslanders 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.

Reducing heavy vehicle emissions

Natural gas has the potential to reduce heavy vehicle greenhouse gas emissions by about 25 per cent compared to diesel, while at the same time reducing the transport sector's reliance on imported fuels. This means Queensland's abundant natural gas and coal seam gas reserves will be important resources in the nation's transition to a low-carbon economy.

TMR, in partnership with the Department of Employment, Economic Development and Innovation

(DEEDI), convened a Liquefied Natural Gas (LNG) for Transport Industry Forum in 2010. Forum participants included representatives from major LNG suppliers, vehicle manufacturers, the freight transport sector and transport operators who have already adopted LNG as a fuel alternative to diesel.

The event evoked strong interest from the transport, logistics and supply chain industry, which is encouraging as LNG has the capacity to increase the climate change preparedness and energy security resilience of Queensland's transport system and economy.

TMR has continued to support industry uptake of alternative fuels for freight transport through presentations and raising awareness of the environmental benefits and economic opportunities that natural gas can offer transport operators. A presentation was made in September 2010 at the Queensland Water and Energy Sustainable Technologies Network Industry Forum convened by DEEDI.

Aircare vehicle emissions testing program

TMR's Aircare vehicle emissions testing program commenced in the late 1990s as a key action in the *1997 Integrated Regional Transport Plan for South East Queensland*.

Our Aircare transport inspectors conduct vehicle emission tests to measure levels of carbon monoxide and hydrocarbons. High levels of these gases may indicate a car is poorly tuned and emitting unnecessary air pollution. Transport inspectors compare test results to recommended emission levels and then give each car 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.

Figure 36 details poor, fair and good results gained from Aircare testing during the past five 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 two per cent carbon monoxide and 250 ppm hydrocarbons.

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, a revised target is being developed that will also include diesel vehicles.

Figure 36 – Aircare testing results				
Year	Number of vehicles tested	Poor rating %	Fair 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
2010–11	6796	4.8	4.87	90.33

Data source: Data Analysis Reporting Centre (Service Delivery System and Program Office, Transport Services Division)

* Statistics unavailable

Operations are part of a statewide campaign to educate motorists on the importance of vehicle safety and vehicle emissions in the lead-up to major school holidays.

Smoky Vehicle Hotline

TMR's Smoky Vehicle Hotline is an advertised telephone number (13 20 19) dedicated to receiving complaints about smoky vehicles. The hotline is advertised on TMR's website to enable the community to report (via phone or email) vehicles emitting excess smoke for a period of more than 10 seconds.

In 2010–11, 2366 complaints were received. Of these, 701 were in relation to diesel vehicles. A total of 360 warning letters were sent and 1163 complaints had insufficient data for the department to investigate. Seventy-five per cent of complaints were received via email and 25 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 information. Where a caller has failed to provide reliable contact information such as name and address, no action is taken.

Where a vehicle is reported and the details confirmed, a letter is sent to the owner explaining the issue 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. The owner must then bring their vehicle to a departmental inspection facility where the vehicle is checked for defects by a transport inspector.

The greatest numbers of complaints received related to 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.

Environmental Emissions Policy

In March 2011, TMR finalised a policy on *Development of Land Affected by Environmental Emissions from Transport and Transport Infrastructure (Environmental Emissions Policy).*

The policy outlines the environmental criteria for noise, vibration, air emissions, particles and light that developers will need to achieve when planning new development adjacent to transport operations and infrastructure including busways, railways, light rail,

350 000 litres of fuel and 945 tonnes of CO_2 emissions saved on truck trips between Toowoomba and the Port of Brisbane

Case study

Trucking initiative reducing emissions and impact on roads

A new freight efficiency initiative on the key road transport corridor from Toowoomba to the Port of Brisbane will save truck trips for transport operators and dramatically reduce greenhouse emissions.

More freight-efficient Performance Based Standards (PBS)-approved A-Double heavy vehicle combinations capable of carrying two 40-foot containers instead of one are now permitted to use this route, after a TMR assessment found the longer vehicles would not compromise road safety for other road users.

A typical freight task of 400 000 tonnes on this route can now be handled in 5100 trips, saving 350 000 litres of fuel and 945 tonnes of CO_2 emissions.

state-controlled roads and multi-modal corridors. The levels are based on worldwide scientific research about the impact of exposure to environmental emissions, and World Health Organisation standards.

The policy provides developers with clarity and certainty about the standards they must meet, and supports TMR's position that all members of the community should be provided with the same level of protection from the impact of environmental emissions.

Road Corridor Environmental Assessment System

The Road Corridor Environmental Assessment System was established in 2008 to collect, validate, store and distribute environmental data to ensure there is efficient access to data for road projects. During 2010–11, significant changes were made to the system including upgrading the GPS software, improvements to databases and user interface, and increasing the value of information captured. This information included developing new data collection forms for nature conservation, cultural heritage and environmental values.

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

Managing road noise

We continue to develop and apply environmental policies, guidelines, systems and processes that manage the impact of noise from the road system.

The *Road Traffic Noise Management Strategy* was originally developed for the Brisbane Metropolitan Region and is now being applied to eight other regions in Queensland. In 2010–11, traffic noise management strategies were completed throughout the state.

The strategies represent the planning intentions for different links of the state-controlled road network and support TMR's commitment to managing road traffic noise. They provide clear guidance and standards for noise management associated with development applications and enable us to prioritise noise-reducing projects.

TMR planners will use the strategy and it is expected that it will also be adopted by the private development sector and local government.

Preventing marine pollution

TMR recently undertook a comprehensive review of the *Queensland Coastal Contingency Action Plan* (QCCAP). The new edition was endorsed in April 2011, and embodies important lessons learnt from the *Pacific Adventurer* oil spill in March 2009 and the *Shen-Neng 1* grounding incident in April 2010.

The new version of QCCAP has been compiled through consultation with a wide group of stakeholders and supports both Australia's national plan and Queensland's disaster management arrangements.

QCCAP is now based on the prevention, preparation, response and recovery model, used by emergency services organisations throughout Australia. For the first time, both oil and chemical spill incidents are addressed in one document. QCCAP is also supported by a number of port and area-specific first-strike response plans and also includes the *Oiled Wildlife Response Plan*.

Removing abandoned vessels

As the marine safety and marine pollution regulator, TMR has powers to enforce the obligations of ship owners and masters in relation to safely operating ships and preventing pollution of the sea by ships. This includes powers to compel shipowners to take responsibility for removing wrecked ships.

TMR is active in issuing directions and enforcing shipowners' obligations with respect to unseaworthy and abandoned ships before they become wrecks. Shipowners may be taken to court in relation to vessels that could become an obstruction to navigation or a pollution hazard.

Recycled materials for pavements

In 2010–11, TMR released a new specification that permits the increased use of recycled products in road construction of materials that otherwise would be wasted. While we already allowed the use of recycled asphalt in new asphalt, and scrap rubber in bitumen binders, recycled materials now permitted include crushed concrete, crushed bricks and glass cullet. There are also increased options for the use of recycled asphalt.

The new specification will also see significant savings and benefits relating to fuel and equipment for hauling to job sites and a visible decrease in stockpiles of waste. Using recycled materials will also assist with preserving natural quarry materials and associated habitat. The option for recycled materials will be included in all future TMR projects.

Enhancing landscape and urban design

TMR continued to develop road construction and maintenance practices to:

- maintain biodiversity through reduced clearing, weed control and replanting
- minimise land degradation
- minimise noise and vibration

Case study

Earth Award for Ipswich Motorway Upgrade

The Ipswich Motorway Upgrade: Wacol to Darra project was awarded at the National Earth Awards in October 2010.

The $824 million project was recognised for its innovative environmental and construction practices in the highest category (projects valued at more the $75 million).

The project delivered a 5 km stretch of the motorway between Wacol and Darra and a 2.5 km section of the Centenary Highway.

- maximise the re-use of materials, including significant re-use of salvaged timber components from replacement bridge projects carried out in 2010–11 for repairs on existing bridges.

We also continued pest control management as part of an ongoing five-year program to eradicate declared weeds. This included:

- continuing to collect key environmental data, to include weeds, cultural heritage and degraded sites for improved impact assessment of road projects
- continuing to participate in key environmental stakeholder groups, such as the Chilean Needle Grass Working Group
- continuing to perform strategic environmental investigations for key link roads.

In the Wide Bay/Burnett region, we worked closely with the Queensland Fire and Rescue Service and local fire wardens and brigades to develop and implement the annual fire threat management plan.

Preserving cultural heritage

We also developed conservation management plans for Bundaberg's heritage-listed Kennedy and Burnett traffic bridges to outline conservation management policies and strategies to retain each structure's significance, while enabling the department to maintain the bridges.

In the Mackay/Whitsundays area, the region is continuing to work closely with the Returned Services League and local government to implement a preservation strategy to ensure the longevity of memorial fig trees located on Mackay–Eungella Road at Pleystowe. The region is engaging cultural heritage monitors to ensure that construction projects do not adversely impact on sites of cultural significance.

Electromagnetic and ground-penetrating radar were used to discover three possible burial sites in a remote Cape York Peninsula location near Musgrave Station. These graves appear to be those of early pioneers and may be more than 100 years old. Thorough surveys of proposed project sites and use of technology helps us plan and design road projects without disturbing areas of significant cultural heritage.

Case study

Improvement works at Federation Mine near Croydon

Environmental sustainability for Federation Mine

Operations ceased at the Federation Mine site near Croydon, western Queensland, in the early 1970s. In 2010–11, RoadTek was called in on behalf of the Department of Employment, Economic Development and Innovation to improve environmental conditions at the abandoned mining site.

Contaminated soil and water left behind from mining operations was flowing from a nearby dam into Federation Creek, causing significant environmental damage and posing a health and safety hazard for communities downstream.

RoadTek investigated, designed and constructed a long-term solution to reduce the environmental degradation and health and safety hazards associated with the mine.

This included earthworks to manage water flow at the site, treating residual chemicals, fencing to prevent cattle access to the open pit and filling a large mine shaft.

RoadTek successfully rehabilitated the area and reduced the need for ongoing maintenance, ensuring a safe, sustainable site for future generations.

As part of TMR's commitment to conserving the koala population, a koala retrofit crossing program is being implemented

TMR works to protect native fauna

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

Protecting our flora and fauna

Rare plant identified

While implementing a review of environmental factors at Musgrave Station on Cape York Peninsula, environmental officers identified a listed rare Quassia species. This plant is known from only one other record on the State Herbarium Register. The plant has since had a taxonomical name change and further investigations will be undertaken to better understand this plant's biology, which will help treat any risks that departmental activities have to this species.

Conserving koala populations

As part of TMR's commitment to conserving the koala population, a koala retrofit crossing program is being implemented at locations across 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.

The department is also partnering with the Department of Environment and Resource Management and Griffith University to undertake a detailed monitoring program to measure the effectiveness of the retrofitting works. Monitoring activities include Global Positioning System (GPS) tracking of koalas, roadkill surveys and visual observations.

Cassowary Conservation Strategy

TMR is trialling an extension of the 60 km/h speed zone, together with pavement marking and cassowary warning signs, to reduce the risk of vehicle strike on the Tully–Mission Beach Road at Mission Beach. The section is about 500 m long between Mission Circle and Ocean View Drive and was installed in response to an extensive community engagement campaign developed in 2010, aimed at reducing cassowary vehicle strike on roads in cassowary habitat areas.

If the trial is successful, the reduced speed zone will remain in place at this location permanently. Similar measures may be implemented at other cassowary crossing 'hot spots' where there is a recorded history of vehicle strikes.

Case study

Rare wattle species saved

The Warwick RoadTek team have proven to be everyday environmental heroes, saving a rare wattle as part of a project to improve roadside safety between Wallangarra and Warwick on the New England Highway.

Roadworks Inspector Mike Baker said that the job was a particularly delicate one.

"We began the onsite works just before Christmas and needed to exercise careful consideration in dealing with overhead electrical cables, traffic and property fences," Mike said.

"There were also multiple environmental issues to consider."

Special efforts were made to prevent the removal of a threatened species of Wattle near the Pyramids Road turn-off to Girraween National Park.

The Wattles, identified as the Wyberba Wattle (Acacia pubifolia), are only found between Glen Aplin and Wallangarra.

These unique plants were identified by Environmental Officers Ken McCray and Glenda English during the planning phase in mid-2010, and an application was made to the Department of Environment and Resource Management to prepare for their removal.

However, the careful and diligent operations carried out by the crew ensured that all 200 identified wattles remained standing with no damage.

The future

Our priorities for 2011–12 include:

- implementing strategies to make the transport system more resilient to the impacts of climate change
- continuing to implement climate change initiatives to reduce transport sector greenhouse gas emissions as part of the Queensland Government's *ClimateQ* strategy and other government programs
- continuing to roll out the TravelSmart Workplaces project to Queensland Government departments and private organisations
- continuing to roll out the TravelSmart Schools initiative
- continuing to provide sustainable transport information to the community
- continuing to develop and implement fire threat management plans across the state
- continuing to develop maintenance practices to maintain biodiversity through reduced clearing, weed control and replanting, minimising land degradation and maximising re-use of materials.

Our performance
Enhanced capability and capacity of the transport and logistics-related industries

Highlights

We continued to support the capability and capacity of Queensland's transport, logistics and supply chain industries.

- Introduced a new English assessment requirement for all new taxi driver applicants
- Introduced a new taxi driver training requirement for those who intend to drive in major contracted taxi service areas
- Successfully delivered the pilot Women Take the Wheel transport, logistics and supply chain industry training program
- Prepared the draft *Integrated Freight Strategy for Queensland*
- Implemented the First Emergency Response Works initiative to facilitate emergency works to transport infrastructure
- Constructed a heavy vehicle stopping area at Hazledean on the Peak Downs Highway
- Constructed the Joint Levee Road in Mackay to improve safety and provide a flood mitigation levee bank and dedicated heavy vehicle route to the Mackay Port
- Continued constructing Section B of the Bruce Highway upgrade between Cooroy and Curra
- Initiated the Structural Steel Industry Review

We work in partnership with the transport, logistics and supply chain industry to optimise job opportunities to support Queensland's economy.

This objective links to the Queensland Government ambition of *Smart – Delivering world-class education and training.*

Supporting the capability and capacity of Queensland's transport and logistics-related industries

Planning for the future

TMR's annual *QTRIP* is the only multi-year transport and roads infrastructure program published in Australia. We also develop the *Proposed Major Works to Competitive Tender* report for industry bodies on a quarterly basis. It lists details of upcoming major road projects (above $1 million) to be called for competitive tender in each region during the next 12 months. The report is posted on TMR's website.

TMR also contributes information to National Roads Australia's planning document *Roads Australia Pipeline* to assist the private sector with planning resources and scheduling tenders.

*Left: We work in partnership with the transport,
logistics and supply chain industry*

We proactively work with regions to develop strategies that capitalise on the capability and capacity of industry. These enable regions to package projects in the most cost-effective way to maximise benefits. This also supports the local economy and job opportunities within the particular region. In establishing these strategies, we consider the *Local Industry Policy* and the *Indigenous Employment Policy.*

We consult with industry as part of planning to determine future transport priorities. Industry input allows us to gauge future transport impacts and factor in those requirements so the transport network will cater for future growth.

In the Mackay/Whitsundays region, for example, planning included:

- an *Urban Congestion Study*, funded by the Australian Government, to investigate the future requirements of the Bruce Highway from the Hay Point Road intersection, south of Mackay through to Farleigh, north of Mackay
- the *Walkerston Bypass Planning Study*, which involves planning and design for the realignment of the Peak Downs Highway for about 13.3 km, commencing at Wollingford Road and finishing at the intersection of Stockroute Road and the Bruce Highway. Design work has commenced and is expected to be completed in November 2012
- the *Eton Range Planning Study* to investigate the feasibility of a new alignment of the Eton Range on the Peak Downs Highway or upgrading the existing alignment. This $2 million planning study, funded by the Queensland and Australian Governments, commenced in 2008 and is due to be completed by June 2012

- the *Four Timber Bridges Planning Study*, which involves planning for the replacement of Fiery Creek Bridge, Lonely Creek Bridge, Boundary Creek Bridge and Cut Creek Bridge on the Peak Downs Highway, at a cost of $1.5 million. This study is funded from the Queensland Government's Bowen Basin Safety Initiative. The study is due to be completed in November 2011.

In south-west Queensland, we finalised 14 road link plans to identify future transport, safety, amenity and industry needs on state-controlled roads. These plans help to prioritise future planning processes and identify potential projects.

First Response Emergency Works initiative

Communities and industries expect the transport network to be restored as soon as possible after natural disasters for safety, to support the economy and to maintain essential services.

TMR implemented the First Response Emergency Works (FREW) initiative following past impacts on communities caused by extreme weather events. It is a means of preparing to carry out emergency first response assessment, repair or damage prevention works to transport infrastructure and deal with other incidents that may occur following an emergency. The FREW initiative was developed in December 2010, and made available to our regional offices in advance of the Christmas break, in case of natural disasters during the likely extreme weather season.

Figure 37 – Objective 5 Corporate Plan measures			
Corporate Plan performance measures	**Note**	**2010–11 result**	**Status**
Performance indicator: Capability and capacity of transport and logistics-related industries			
Number of transport and logistics-related industry partners involved in programs and initiatives to meet skills and labour challenges		478	🔺
Construction training on departmental civil infrastructure projects (percentage)	1	161	🔺

🔺 On track   🟠 Slight variance   🔻 Significant variance

Notes:

1. TMR recorded more training hours in 2010–11 than were required to ensure 100% compliance with the Queensland Government Building and Construction Contracts Structured Training Policy – the 10 per cent Training Policy. The policy requires that a minimum of 10 per cent of the total labour hours on any Queensland Government civil construction project (valued over $500 000) must be undertaken by apprentices, trainees, cadets or Indigenous workers, or used for upskilling existing employees.

Our performance: Enhanced capability and capacity of the transport and logistics-related industries

Regional offices can now respond quickly to emergencies and assess and make damaged or potentially damaged infrastructure safe. FREW provides an innovative panel of contractors and consultants within the relevant geographical area, with the capability, capacity and skills to deal quickly with damaged infrastructure or other emergent events.

By the end of March 2011, at least nine contracts were reported to have been entered into. Seven of the nine contracts were to engage contractors for immediate emergency works. Regions that have used the FREW panels reported very positive outcomes, offering greater value for money and rapid response.

Queensland's geography means that freight-efficient vehicles, such as this road train, are needed

Moving freight efficiently and safely

In 2010–11 we completed a variety of projects around the state to help move freight efficiently and safely. These included:

- upgrading Joint Levee Road at Mackay, which involved constructing a two-lane road from Sams Road through to the Kooyong intersection, at a total cost of $20 million. This will improve safety, provide a flood mitigation levee bank and a dedicated heavy vehicle route to the Mackay Port bypassing Malcomson Street and Evans Avenue

- constructing a heavy vehicle stopping area at Hazledean on the Peak Downs Highway, at a total cost of $1 million. This project was funded through the Queensland Government's Safer Roads Sooner program

- improving flood mitigation for the Flinders Highway between Julia Creek and Cloncurry with the Holy Joe and Box Creek Floodways. This $4.9 million project is funded through the Queensland Government's Sustainable Resource Communities initiative to support mining and petroleum industries

- constructing a new heavy vehicle rest area on the Castlereagh Highway near Noondoo in south-west Queensland and regrading the existing rest area at Dirranbandi

- continuing works to upgrade the Eidsvold–Theodore Road west of Eidsvold to provide permit access to B-double operators reducing freight costs for the rural sector. Works include road widening, pavement strengthening and bridge and culvert upgrades

- widening and sealing sections of the Carnarvon Highway between Injune and Rolleston to improve safety for all road users and freight efficiency

- widening a section of the Mitchell Highway between Barringun and Cunnamulla to improve safety and efficiency on this key freight route

- installing two new heavy vehicle rest areas with facilities on the New England Highway at The Glen (south of Warwick) and on the Gore Highway, south of Millmerran at Turallin Road

- replacing the old timber bridge and approaches over the Barwon River on the Carnarvon Highway at Mungindi.

Case study

Bruce Highway – Cooroy to Curra upgrade

Work continued on the Bruce Highway upgrade between Cooroy and Curra, with construction of the $613 million Section B (Sankeys Road to Traveston Road) on track for completion in 2012.

Earmarked as one of Queensland's highest priority road projects, this upgrade is being delivered in four sections and is designed to address strategic transport issues of the wider Gympie Region. Long-distance traffic will be separated from local traffic movements to allow the highway to function as a high-speed, high-volume corridor.

Despite losing more than 60 days due to rain, Section B has been progressing well. Only 14 months after major construction began in October 2009, more than five million cubic metres of earth had been excavated to make way for the new highway.

Work on the first two major construction contracts was completed in late 2010. The third construction contract was awarded in February 2011 and includes bridges over Coles Creek, a Coles Creek Road overpass, pavement and asphalting, line marking, landscaping and other finishing works.

The final major construction contract for Section B was awarded on 10 June 2011. Work involves a new interchange and associated local road connections at the Traveston end of the project, including realigning a section of Traveston Road, constructing a new Mary Valley connection road, and bridges over Skyring Creek at Federal in the south.

Additional safety measures being implemented as part of the final contract for Section B include installing intelligent transport systems, speed cameras and specialised traffic control devices to assist with the safe transition of motorists where this new four-lane motorway intersects with the existing two-lane highway to the north and south. Work on this contract began in June 2011.

Aerial view of the Bruce Highway upgrade at Coles Creek Road

Our performance: Enhanced capability and capacity of the transport and logistics-related industries

Kennedy Alliance

The Kennedy Developmental Road is a significant rural road link between Hughenden and Winton, and is essential for connecting the communities in this region. Work on reconstructing and widening the Kennedy Developmental Road south of Hughenden has been fast-tracked, with 25 km of rehabilitated road now bitumen sealed. Using $25.2 million in Natural Disaster Relief and Recovery Arrangements funding, this project will greatly improve standards in traffic safety and access, and also have a positive impact on economic and employment sustainability in the region, sustaining 36 direct and indirect jobs.

Working with the transport, logistics and supply chain industry

We continue to work with key stakeholders across the transport, logistics and supply chain industry individually and through the Queensland Transport and Logistics Council at an industry-wide level to prepare the draft *Integrated Freight Strategy for Queensland*. This will enhance Queensland's ability to respond to current and future freight issues, challenges and opportunities.

TMR supports the Queensland Transport and Logistics Council and its activities through annual funding provided jointly with the Australian Government.

Case study

Bituminous Products Demand Forecast Project

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

For example, in 2009–10, we implemented the statewide Bituminous Products Demand Forecast Project, establishing relationships with major suppliers to produce forecasting data to assist in the continued supply of bituminous products. The impact of this project influenced industry to invest $200 million capital expenditure during 2010–11 in constructing new import facilities in Brisbane and Townsville to meet the demands of our program.

Industry bodies and major suppliers have benefited through a closer working relationship with TMR. Forecasting demand on bituminous products is ongoing and has been expanded to include a number of other critical items and materials.

The Queensland Transport and Logistics Council has contributed to freight initiatives such as:

- the *Remote and Indigenous Supply Chain (Food) Study*
- consultation on the draft *Integrated Freight Strategy for Queensland*
- the *Real Time Traffic Information Project*.

The Queensland Transport and Logistics Council will also address actions from the draft *Integrated Freight Strategy for Queensland* through the formation of working groups for: Access and Regulation, Intermodal, and Infrastructure and Planning.

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

Through the *Remote and Indigenous Supply Chain (Food) Study*, TMR led investigations with an inter-agency working group into supply chain solutions that would improve the movement of goods into the Torres Strait. This could potentially reduce the freight component of the total cost of food to the region.

We are continuing to work with the transport, logistics and supply chain industry and local government to assess the use of more efficient road vehicles in suitable parts of the network (see case study on page 89).

$200 million in capital expenditure invested by industry to construct new import facilities in Brisbane and Townsville

Structural Steel Industry Review

TMR initiated a Structural Steel Industry Review to ensure continued quality of materials and workmanship used to fabricate and install steel structures on TMR projects.

The review was performed from September 2010 to March 2011. All sectors of industry associated with the fabrication, delivery and installation of structural steelwork were consulted, along with interstate road authorities, industry representatives and other Queensland Government departments.

Training for taxi drivers is aimed at improving services

The review identified opportunities for ongoing collaboration with industry and collective development of systems and processes to ensure the quality of structural steelwork is maintained.

Training taxi drivers

From 1 November 2010, all new applicants for taxi driver authorisation are required to meet the National Minimum English Standard for taxi drivers. From 24 January 2011, all new applicants for taxi driver authorisation in major contracted taxi service areas were required to undertake training in seven national core competencies delivered by a registered training organisation. These new requirements will improve the standard of taxi drivers and the quality of service they provide to Queensland communities.

Supporting industry for rail safety

During 2010–11, industry briefings were conducted on the use of rail resource management, a specialised form of human factors training designed to provide employees with the knowledge, skills and attitudes to minimise and mitigate error, improve operational performance and prevent serious accidents. This was followed up with a mail-out to all operators, promoting rail resource management and providing information regarding the 'train the trainer' course available on this subject. A suite of education and training material was developed specifically for the tourist and heritage sector.

Queensland's first stand-alone rail safety legislation commenced on 1 September 2010. *The Transport (Rail Safety) Act 2010* and supporting *Transport (Rail Safety) Regulation 2010* set out the legal duties and operating requirements to be applied to all parties responsible for rail safety. This legislation is part of a system of nationally consistent rail safety laws and underpins future national regulations, compliance codes and guidelines.

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 during 2010–11.

Case study

Mammoth task for TMR

TMR provided crucial support to industry during the 2010–11 summer of natural disasters.

In February, mining company Xstrata needed to move $35 million worth of heavy equipment from where it had been marooned since November to their Rolleston Mine for safekeeping.

TMR Flood Recovery Road Access Group Director Warwick Williams said his team responded quickly to the company's request.

"It was a tricky job – we had to make the logistical arrangements for six mining dump trucks to be carted on 12 vehicles with a special flood recovery permit," Warwick said.

"Our team worked around the clock to ensure the convoy had access to the safest routes, with the right permits."

Onlookers were treated to a spectacle as the massive Caterpillar 793 dump trucks were paraded through the streets of Emerald, flanked by a police escort.

"These trucks were essential for aiding the resupply and economic recovery of the mining industry and I'm glad we could help to get the mammoth convoy where it needed to be."

Our performance: Enhanced capability and capacity of the transport and logistics-related industries

About 100 people trained through the Skilling Queenslanders for Work – Get into Transport and Logistics program, with more than 70 licences issued

Case study

Transition program

As part of TMR's Transition program, more than 100 new entrants to the transport, logistics and supply chain industry are gaining driving skills to help recovery efforts.

Those completing the two to four-week program receive an upgraded or new heavy vehicle driver's licence and attain six nationally recognised vocational competencies toward a qualification.

Transition enables participants to contribute to the massive task of reconstructing key transport routes and keeping freight moving – vital to our economic recovery and re-connecting Queensland – and to access new skills.

The first program commenced at Yatala in April 2011, with further programs rolling out across the state until mid-August.

Working to build industry workforce capability

TMR continues to partner with the transport, logistics and supply chain industry to build its workforce capability. We support the industry through better practice guidance and improved connectivity to support the task of connecting Queensland.

An available and highly skilled workforce is essential to deliver on our transport task now and into the future, and launching the *Transport and Logistics Workforce Futures Strategy* was central to the department's achievements in this area during the past 12 months.

The strategy was endorsed by the Transport and Logistics Workforce Advisory Group (TLWAG) and forms a statewide framework to address workforce issues as a united industry. It identified and will target nine geographical hubs, recognising specific industry needs within regions.

One of the most significant industry workforce capability programs was Transition, launched in April 2011. This program trains new entrants to the transport, logistics and supply chain industry to assist flood recovery efforts and support the increased freight task. Delivered in partnership with Skills Queensland, Transition provides heavy vehicle driver training for new entrants.

More than 100 new entrants to the transport, logistics and supply chain industry are gaining driving skills through our Transition program.

Michael Briggs participated in the Transition program

Graduates from the Women Take the Wheel program

The successful Skilling Queenslanders for Work – Get into Transport and Logistics program continued with the completion of program two (extended to include two more intakes targeting Indigenous jobseekers in the Bowen and Murgon regions), and commencement of program three in October 2010.

During the past 12 months, about 100 people benefitted from training through this initiative and more than 70 licences were issued (Medium Rigid, Heavy Rigid or Forklift). Six months post-program support is also provided to assist all graduates to gain employment in the industry.

Other achievements during the past 12 months include:

- People Plus – a free practical kit filled with human resources tools to assist small to medium-sized businesses in attracting, retaining and managing their workforce
- the T&L Workforce Gauge – a first-of-its-kind industry survey to compare a business's performance against similar businesses within the transport, logistics and supply chain industry. It is also being rolled out across four other jurisdictions
- *Workplace Health Check* – a handbook to identify effective workforce practices and potential enhancements
- more than 200 referrals for the Get into T&L Skilling Solutions Queensland program. This directly contributes to the Queensland Government's Smart ambition to increase qualifications and inject skills directly into industry-critical areas
- several Industry Leading Industry initiatives incorporating tailored attraction, retention and learning and development programs within transport, logistics and supply chain organisations
- TMR and our industry partners were recognised in the area of workforce capability as winners and finalists across more than nine different state awards during the past 12 months
- the department's TLWAG has been adopted as the jurisdictional model for other state and territory TLWAGs following the first National Transport and Logistics Workforce Planning and Skills Forum in October 2010.

The pilot Women Take the Wheel program was launched in January 2011 with industry partner JJ Richards, encouraging women to pursue a career in the traditionally predominantly-male industry.

Women Take the Wheel

The transport, logistics and supply chain industry faces significant workforce capability challenges including skills shortages, an ageing workforce and high staff turnover. Additionally, women are underrepresented, making up only 23 per cent of industry roles – many of which are non-operational.

TMR continues to respond to these challenges by delivering programs designed to target women in the transport, logistics and supply chain industry. The pilot Women Take the Wheel program was launched in January 2011 with industry partner JJ Richards, encouraging women to pursue a career in the traditionally predominately male industry.

Our performance: Enhanced capability and capacity of the transport and logistics-related industries

JJ Richards took the opportunity of a new waste contract to focus its recruitment efforts on new industry entrants, specifically women, who have been a largely untapped market. TMR assisted JJ Richards with developing a traineeship that would provide hands-on training to get a Heavy Rigid licence and relevant industry skills.

Through the pilot program, 19 participants upgraded from their 'C' class (everyday car) licence to a Heavy Rigid licence. Nine of the participants commenced employment at JJ Richards in April 2011 and are completing a Certificate III in Transport and Logistics (Driving Operations). The remaining women were well positioned to be employed by other industry businesses after gaining relevant industry skills.

The program has been an outstanding success, winning the Training Excellence category at the 2011 Australian Trucking Awards. It is being replicated in other parts of the transport, logistics and supply chain industry.

More than 70 local Indigenous workers, trainees and contractors engaged through our Remote Communities Service unit.

Case study

Paving the way for remote communities

TMR's Remote Communities Service unit has made a positive difference in Indigenous people's lives by building engineering capability and making practical improvements through partnerships with people living in Aboriginal and Torres Strait Islander communities.

The unit trains Indigenous people through workforce skilling projects. These deliver positive employment and training outcomes, including planning operations, traffic control and development toward Certificate III and IV in civil construction. They also deliver vital infrastructure that connects communities to better services.

In 2010–11, the unit engaged more than 70 local Indigenous workers, trainees and contractors in 12 communities to provide employment and training. More than 30 km of sealed road access across six communities has been provided.

Communities experience real benefits, such as 10 sealed aerodromes in the Torres Strait, improved liveability with sealing of town streets and improved access for remote Cape York communities.

In 2010–11, the unit worked with Indigenous workers to pave the streets of Pormpuraaw on the western side of Cape York Peninsula and Mabuiag Island in the Torres Strait. This helped overcome a sand and dust problem on the streets.

Case study

Constructive Kids' traineeship

In 2010, five trainees on the Ipswich Motorway upgrade (Dinmore to Goodna) project completed a work program that provided a balance between school work and on-the-job experience.

The Year 12 students completed a 32-week school-based traineeship with the project, and graduated in front of proud parents, teachers and workmates.

The innovative 'Constructive Kids' traineeship was designed as a pilot program by TMR and the Origin Alliance, and received strong support from local high schools.

Trainees spent a week at a time with the project, meaning their experiences reflected 'real world' work situations. They spent every second week in regular school classes, with extra periods provided to allow them to catch up on school work.

Each student completed a Certificate II in Resources and Infrastructure and was subsequently offered a full-time job with the project, commencing in January 2011.

The pilot program has proven such a success that the project has doubled its intake for 2011.

One of our 'Constructive Kids' trainees at work on the Ipswich Motorway upgrade

The future

Our priorities for 2011–12 include:

- implementing training requirements for drivers of wheelchair-accessible taxis
- continuing the Bruce Highway upgrade (Cooroy to Curra) from Sankeys Road to Traveston Road
- completing design work to realign the Peak Downs Highway, as part of the *Walkerston Bypass Planning Study*
- continuing to deliver *QTRIP* projects to support and enhance freight efficiency
- continuing to construct heavy vehicle stopping places to help fatigue management
- finalising and implementing the draft *Integrated Freight Strategy for Queensland*
- providing high-quality freight data information and analysis to our key stakeholders.

Our performance
Enhanced leadership and stakeholder relationships, improving transport outcomes for Queensland

Highlights

We continued to provide leadership to the transport sector.

- Worked with local government to implement the $143.4 million Regional Safety and Development Program for 2010–11 to 2013–14, to upgrade the Queensland regional road network

- Launched the Smart Transport Research Centre to support development of a smart transport system in Queensland

- Released the *Queensland Taxi Strategic Plan 2010–2015*, providing a vision for the future and an action plan to improve Queensland's taxi system

- Consulted stakeholders on major infrastructure projects including the Bruce Highway and Ipswich Motorway upgrades

- Consulted stakeholders on key integrated regional transport plans, including the draft *Connecting SEQ 2031: An Integrated Regional Transport Plan for South East Queensland*

- Renewed the Academic Strategic Transport Research Alliance (ASTRA) collaborative research agreement between key universities and transport agencies

- Used our 13 19 40 web and phone services to deliver up-to-date traffic and travel information to road users around the state

- Doubled visitor numbers to TMR's Heritage Centre

- Worked with stakeholders to implement the Traffic Management Registration Scheme

- Worked with Austroads to develop a national pre-qualification system for construction contracts

We work directly with all levels of government (local, Queensland and Australian) to influence state and national transport policy.

Leading and influencing state and national transport-related policy reform

Advocating for Queensland

As part of the Council of Australian Governments' reform agenda to create a seamless national economy, Queensland is working with the Australian Government and states and territories to implement regulatory reforms in the transport sector.

In TMR's role as advocate for Queensland, we have provided leadership and direction on national reforms including:

- progressing implementation of national regulatory reforms across a number of transport sectors

- contributing to the *Council of Australian Governments (COAG) Road Reform Plan*, which is a national feasibility study about alternative approaches to heavy vehicle charging and service provision

- developing national approaches to road and rail safety through the National Safety Standing Sub-Committee (including the *National Road Safety Strategy*)

Left: Community consultation on the Cross River Rail project

Right: We provide input to national freight policy

- working with the Australian Government, we actively provided input to Infrastructure Australia's *National Freight Network Strategy* and *National Ports Strategy*, which identify a range of freight policy and regulation issues, network infrastructure needs and priorities vital to supporting the strategies' development.

Reviewing road safety policy

In 2010, we released the *Queensland Road Safety Action Plan 2010–11*, which is produced in collaboration with the Queensland Police Service every two years, to support the *Queensland Road Safety Strategy 2004–2011*. Both the action plan and strategy are built around safe system principles, which aim to develop a road transport system better able to accommodate human error.

This was the last action plan to be released under the current *Queensland Road Safety Strategy* as it was completed in December 2009. During 2010–11, we implemented initiatives contained in the current action plan and commenced development of the new *Queensland Road Safety Strategy 2012–2021*. The new strategy will guide the direction of road safety during the next 10 years and align Queensland with the goals and targets set out in the *National Road Safety Strategy*.

To measure attitudes, behaviours and perceptions across a range of road safety topics, we completed the 14th annual *Queensland Road Safety Attitude and Perception Tracking Survey 2010*. We developed and released the survey in April 2011 to continue gaining knowledge about people's attitudes to road safety.

National congestion reporting consistency

TMR has worked over the past five years with Austroads, the association of Australian and New Zealand road transport and traffic authorities, to develop national performance indicators that allow for more consistent and detailed reporting of congestion trends. This data will help to monitor the effectiveness of future urban traffic congestion measures in Queensland.

Implementing national rail safety changes

TMR is well advanced in implementing the *Transport (Rail Safety) Act 2010* in Queensland. Some minor deficiencies have been identified and regulatory amendments are being progressed. The COAG decision to establish a national rail safety regulator and independent national transport investigator has resulted in a shift in emphasis. Primarily, the department is now:

- contributing to development of a new national rail safety law that will supersede the current legislation
- developing arrangements to transition to the single national regulator and investigator models
- preparing for implementation of the new arrangements in January 2013.

Figure 38 – Objective 6 Corporate Plan measures			
Corporate Plan performance measures	**Note**	**2010–11 result**	**Status**
Performance indicator: Transport leadership			
High-level departmental policy reflected in state and national transport-related policy reforms	1	Performance statement	🔺
Performance indicator: Stakeholder relationships			
This indicator has no current performance measures	2	Performance statement	–

🔺 On track   🟠 Slight variance   🔻 Significant variance

Notes:

1. Details of our performance are outlined on pages 104–107.
2. In 2010–11, we reviewed our stakeholder relations function. Details of our performance are outlined on pages 113–119.

Our performance: Enhanced leadership and stakeholder relationships, improving transport outcomes for Queensland

Coal train en route to Abbot Point Coal Terminal

We lead and influence maritime safety for Queensland

Developing freight policies and projects

In 2010–11, TMR provided input into significant freight-related policies, including:

- developing strategic freight policies aligned with national freight policies and activities
- continuing to foster relationships with the transport, logistics and supply chain industry through peak industry bodies, the Queensland Transport and Logistics Council, and directly with individual industry stakeholders
- major freight whole-of-government projects including:
  - » Northern Economic Triangle – to foster sustainable economic, social and community development in the Mt Isa, Townsville and Bowen areas
  - » Surat Basin Railway – to support coal movement from the Surat Basin to the Port of Gladstone
  - » facilitating strategic options to transport mineral deposits from the northern Burnett to export ports.

Input into maritime legislation and policies

During 2010–11, we provided input into national maritime legislation and policies by:

- helping to develop a single national marine safety jurisdiction under the *Commonwealth Navigation Act 1912*
- 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
- recommending revisions to the *National Standard for Commercial Vessels* concerning vessel accommodation arrangements and personal safety, weather and water-tight integrity, safety equipment and operational practices
- applying the Maritime Labour Convention to Queensland-registered commercial and fishing ships
- creating transitional arrangements for the *National Protocols for Administration of Marine Safety*
- the national policy for recreational and commercial ships relative to design, construction and operation.

Other actions we took to lead governance of maritime activities included:

- implementing action plans to increase commercial and fishing ship owner and operator awareness of and compliance with the risk and safety management provisions of Part E of the *National Standards for Commercial Vessels*
- developing model safety management plans for small and large commercial ships, including the publication and distribution of interactive CD-ROMs to assist operators in managing safety on board their vessels
- implementing action plans to aid Queensland's transition to, and compliance with, the *National Standard for Administration of Marine Safety.*

Influencing transport planning decisions

To ensure the best for Queensland, we partner with state, local and Australian government agencies to represent the strategic transport planning agenda.

Through the National Airports Safeguarding Advisory Group, we are working with the Australian Government and all other states to adopt a nationally consistent approach to protecting airports. The group has based much of its work on the existing Queensland *State Planning Policy*, which they considered to be the most comprehensive model in Australia.

We work closely with the Department of Local Government and Planning (DLGP) and the Department of Employment, Economic Development and Innovation to prepare statutory regional land use and economic development plans that guide and manage growth in Queensland's regions. We partner with DLGP to assess the transport implications of pursuing alternate patterns of development and to identify efficient and sustainable settlement patterns.

We prepare 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 for developing and managing the transport system consistent with the community's vision for the region. These plans integrate with the land use planning framework established through regional land use plans.

For example, in 2010 we released the draft *Connecting SEQ 2031: An Integrated Regional Transport Plan for South East Queensland* to complement the *South East Queensland Regional Plan 2009–2031* (see page 28).

In 2010–11, we made significant progress on developing a new IRTP for Wide Bay/Burnett, one of the fastest growing regions in Queensland. This plan will be the transport response to and companion 'blueprint' for the *Wide Bay Burnett Regional Plan 2011–2031* and will address the impact of future changes in population, demographics and economic growth on the regional transport system to 2031.

The plan will ensure the integration of land use and transport in the region. 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.

We continued to develop an IRTP for Far North Queensland to manage rapid growth in the region in a sustainable way. It will become the supporting transport response to the *Far North Queensland Regional Plan 2009–2031*.

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.

Regional transport

Our performance: Enhanced leadership and stakeholder relationships, improving transport outcomes for Queensland

Building partnerships, alliances, networks and knowledge-sharing with government, industry and the community

TMR continued to work with our stakeholders including industry and other levels of government to improve transport outcomes for Queenslanders.

Queensland Taxi Strategic Plan 2010–2015

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 enhance safety, customer service, commercial viability, economic efficiency, industrial fairness and a regulatory framework that ensures public benefit.

Providing job opportunities

Our program of works is a key component of the Queensland Government's building program, with an investment of more than $17 billion in infrastructure in 2010–11 to 2013–14. We have already invested more than $6 billion for 2010–11, helping to keep 55 000 Queenslanders employed.

This includes priority projects to reconstruct damaged infrastructure, following the natural disasters of 2010–11. The *Queensland Transport and Roads Investment Program* (QTRIP) will continue the

More than $6 billion invested, helping to keep 55 000 Queenslanders employed

Queensland Government's commitment to delivering the infrastructure needed to connect Queenslanders while creating and sustaining jobs for Queensland's workforce.

Coal seam gas industry development

In the South West Region, we continued to work with industry and coal seam gas companies to underpin future industry development through effective transport planning, which will help develop the region's economy and support sustainable communities (for more information, see page 88). We also continued to work with local safety groups on engineering, enforcement and education issues.

Working together to manage the road network

TMR's traffic management centres monitor traffic conditions in real time and optimise traffic flow, respond to congestion and provide up-to-date and accurate information to road users.

The department's relationship with the Brisbane Metropolitan Transport Management Centre (BMTMC) continued to evolve with initiatives including:

- formalising the Queensland Police Service presence in the BMTMC (funded by the Congestion Management Program)
- improving capability of the Heavy Vehicle Response Units (funded by the Congestion Management Program)
- activating variable speed limit signs.

These initiatives improve incident recovery time through immediate coordination with emergency services, providing the necessary on-road equipment for vehicle recovery incidents across the road network.

We work with the taxi industry to enhance safety and customer service

Brisbane Metropolitan Transport Management Centre

Increased public awareness of the Townsville and Cairns Traffic Management Centres and the 13 19 40 number and website has improved the quality and accuracy of wet season road reporting provided to industry and the community. Being able to provide real-time information on road closures was especially useful in our response to Queensland's 2010–11 natural disasters.

Working with the maritime industry

TMR continues to support the maritime industry by providing timely tidal predictions, navigation charts and hydrographic data. This maintains safe vessel movements, the expansion of port operations, feasibility studies, engineering design and recreational boating activities.

In conjunction with the Australian Maritime Safety Authority (AMSA) we provide a vessel traffic service known as 'REEFVTS' in the Great Barrier Reef that tracks the position of ships in the reef and provides navigational assistance where required. TMR and AMSA are working to extend the coverage of REEFVTS to the southern boundary of the Great Barrier Reef.

The extension will cover the approximately 3300 vessel movements in the southern portion of the Great Barrier Reef Marine Park and will be ready to commence on 1 July 2011. This was a recommendation following the *Shen-Neng 1* grounding in 2010.

TMR supports industry development through providing nautical advice and research. We have a continuing working relationship with Gladstone Ports Corporation and industry to support development of liquefied natural gas export facilities in the Gladstone region. We partnered with North Queensland Bulk Ports in developing options for port expansion at Abbot Point and with Rio Tinto for its proposed Boyd Point export facility south of Weipa.

Supporting regional communities

TMR transport service contracts require rural and remote aviation and long-distance coach operators to conduct community user group meetings. We continued to build strong regional community partnerships through these meetings with operators and key stakeholders including local councils, health, education and local representatives.

Building partnerships and networks

We connect directly with a broad range of stakeholders through a variety of engagement activities, to help develop and implement sustainable policies, programs and services.

This benefits the department and the community by allowing us to share project experiences with other industry leaders and be informed of better practices. We also participate in industry conferences and seminars.

Engaging in this way helps us to stay attuned to the changing preferences, needs and expectations of our stakeholders, including individuals, groups and organisations from across the community, government and industry bodies. Organisational stakeholders include the RACQ, Institute of Public Works Engineering Australia, Bicycle Queensland, the Queensland Chamber of Commerce and Industry, Infrastructure Association of Queensland, Queensland Police Service, Department of Local Government and Planning, and the Local Government Association of Queensland (LGAQ).

These 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. Our mechanisms of consultation include 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 gained from a collaborative partnership with key stakeholders. It is a commitment between the Queensland Government, TMR and local government, represented by the LGAQ. 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 provide funding for local road upgrades

Our performance: Enhanced leadership and stakeholder relationships, improving transport outcomes for Queensland

TMR has also formed a group to develop an integrated statewide approach to address local government road safety issues. The Queensland Road Safety Partnership Steering Committee was established in April 2011 and includes representatives from Queensland Police Service, Queensland Health, LGAQ and selected regional councils.

Funding local government transport infrastructure

Through our Transport Infrastructure Development Scheme, we support the needs of regional and rural communities throughout Queensland by providing grants to local governments for works on local government-controlled transport infrastructure. We generally provide funding on a 50/50 basis for improvements to local government-controlled roads and allocate ongoing annual funding of $63 million statewide. This enables the development and upgrade of road and other transport-related infrastructure that supports economically viable industry development.

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 to develop bikeway networks.

TMR funded a diverse range of regional projects in 2010–11, including:

- paving and sealing a section of Tumbar Road in Barcaldine
- rehabilitating and widening a section of Bowen Loop Road in Whitsunday
- constructing a bikeway/footpath on Glenlyon Road in Gladstone
- rehabilitating pavement on a section of Inverai Road in the Western Downs.

Regional Safety and Development Program

We continued to work with local governments to implement the $143.4 million Regional Safety and Development Program for 2010–11 to 2013–14. This program was established to support the upgrade of the regional road network in Queensland, and respond to the growing pressures of large scale mining or industrial growth.

In 2010–11, funding was awarded to 11 Regional Road Groups around the state. Key projects included:

- rehabilitating and widening numerous sections of the Winton–Boulia Road
- constructing to sealed standard sections of the Kennedy Developmental Road (Hann Highway)
- paving and widening sealed sections of the Diamantina Development Road (Quilpie–Windorah).

Partnering on research initiatives

TMR recognises the importance of evidence-based research informing good policy and practice.

We engage in research and development (R&D) to build knowledge aimed at discovering innovative solutions to transport challenges. This is achieved by identifying gaps in R&D, building on existing relationships and forming new arrangements with academia and service providers to address future transport challenges. This is increasingly critical as the department aims to address the diverse challenges facing transport in Queensland, such as managing growth, improving safety and security, meeting access and social wellbeing needs, infrastructure management, finance and funding transport, environment and climate change, energy shifts and new technology.

Two examples of research collaborations include:

- The Smart Transport Research Centre, which was officially opened on 23 March 2011. This partnership with Queensland universities, government transport authorities and private sector organisations provides the platform for a core program of research built on traffic data gathering, analysis, modelling and simulation. Targeted research will result in opportunities for network efficiency and reliability, and integrated traveller information to better support multi-modal journey planning.
- The Academic Strategic Transport Research Alliance is a five-year partnership between the University of Queensland, Queensland University of Technology, Griffith University and government transport authorities for applied transport research and professional capability. The partnership provides a collaborative approach to transport research, education, training, industry and community advocacy and facilitation to address the transport challenges facing Queensland during the next 10–20 years.

134 companies approved through the Traffic Management Registration Scheme

Traffic Management Registration Scheme

TMR is working with stakeholders to improve the safety, capability and effectiveness of the traffic management industry in Queensland through the Traffic Management Registration Scheme, which was introduced on the state-controlled road network on 1 February 2011.

Under the scheme, only registered traffic management companies are able to control traffic through worksites on state-controlled roads. As at 30 June 2011, the scheme has received 148 applications and approved 134 companies.

Applicants include traffic management companies, local governments, construction companies, public utilities and companies from other related industries that work on our state's roads.

The scheme has received support from the peak industry body, unions and local governments, who are working closely with TMR with the aim that in future the scheme will cover the entire Queensland road network.

TMR is also working to support small businesses through the application process by offering solutions to assist them as they build the necessary business and management systems to operate safely and effectively.

We are working with stakeholders to improve the traffic management industry in Queensland

Our performance: Enhanced leadership and stakeholder relationships, improving transport outcomes for Queensland

International involvement through the World Road Association

TMR, representing Austroads, currently has membership on several technical committees of the World Road Association (PIARC). Our active involvement ensures Austroads and the department has access to international expertise and information that is critical to our future technology developments in road infrastructure.

TMR represented Australia on PIARC technical committees C.1 Safer Road Infrastructure and D.2 Road Pavements. A number of staff also represented Australia on various other PIARC technical committees.

One of PIARC's goals is to improve the quality of road infrastructure through the effective management of assets in accordance with user expectations and managers' requests. This has been achieved through the technical committees documenting world-leading practices and hosting international technical seminars to disseminate this information.

Austroads Pavement Technology Review Panel

The Austroads Pavement Technology Review Panel meets three times a year and comprises representatives from all road authorities in Australia and New Zealand and industry including Australian Asphalt Pavement Association, Consult Australia and the stabilisation industry.

The panel carries out research and development, develops test methods, standards and technical reports, and develops the Pavement Technology Series.

Currently the panel is overseeing 20 operational projects. The panel also oversees the Australian Standard Committees that relate to pavement issues, the Centre for Pavement Engineering Education and PIARC.

Road authorities have agreed to adopt the Austroads Technology Series as their prime technical reference. TMR has adopted the *Austroads Technical Standards for the Structural Design of Pavements.*

National system for road and bridge construction contracts

TMR worked closely with Austroads and other state road authorities to develop a national pre-qualification system for civil (road and bridge) construction contracts. This consolidates the various jurisdiction-specific systems into a seamless framework of applications, assessments and reviews.

The main objectives are to:

- enable participating authorities to assess the capabilities of contractors and identify those with the requisite technical, managerial and financial capability to efficiently deliver road and bridge construction contracts
- minimise the contractual risks associated with constructing roads and structures
- minimise the costs of the tendering process for both participating authorities and industry and to promote better practice
- ensure robust, consistent, transparent and objective processes across all participating authorities.

The system introduced uniform road and bridge construction categories and separate uniform financial levels. All contractors assessed under this system and awarded full pre-qualification status will be eligible to seek mutual recognition of this status with other participating authorities.

2010 Technology Forum

With 670 delegates in attendance, TMR's 16th Annual Engineering and Technology Forum in August 2010 was a success. The forum is widely considered the premier roads technology event in Australia and is attended by people from government, business, research institutions, community organisations and industry from around the world.

With the theme of 'Solutions Delivering Q2 Outcomes', presentation topics ranged from design, surfaces and structures through to managing project risks and practical case studies of new technology.

Delegates were given an opportunity to develop a greater understanding of innovative practices being used in construction and maintenance of transport infrastructure, and how they could be incorporated into current and future processes.

We are working with marine industries, including commercial fishers

Rail safety research and strategy

We strengthened our involvement in rail safety research by joining the Cooperative Research Centre for Rail Innovation (the Rail CRC) as a supporting participant. This enables us to play a part in setting the Australian rail research agenda, benefit from networking opportunities and gain early access to intellectual property for relevant research projects. We contributed to the Rail CRC's research program and also gave non-financial support to research projects on topics such as level crossing safety and rail incident investigator training.

The increased emphasis on research has been mirrored by greater attention on the economic, social and environmental contexts of rail safety. Greater focus has been placed on influencing change in related areas and ensuring that safety considerations are incorporated in all current and future rail-related planning. In response to the many challenges emerging for the rail industry, we have developed new strategic directions for rail safety during the next five years. Our goal is a rail network that is safe for all people on and around rail – workers, passengers and the community.

Coordinating security arrangements

Our Precinct Protection Program operates at selected transport hubs, and the program implements coordinated security arrangements between the organisations located at these sites. We also support the testing of these arrangements to ensure that they work as intended. In 2010–11, five exercises were conducted at transport hubs.

Supporting marine industries

Departmental staff met with the Queensland Seafood Industry Association (QSIA) in early 2011 to discuss fishing ship safety issues. We prepared an article for inclusion in the *Queensland Commercial Fisherman* magazine to update commercial fishers on requirements of the *National Standard for Commercial Vessels*. We also agreed to participate as an active member of the QSIA's safety committee.

In March 2011, TMR staff delivered a workshop to commercial fishers. This workshop promoted increased compliance with the Marine Information Bulletin and the Regional Harbour Master's direction regarding radio communications and the safe interaction of vessels in the shipping channel leading to the Port of Brisbane.

Information and models to treat risks and safety hazards on fishing, commercial and recreational vessels and to sustain a boating safety culture were completed and initiatives delivered to stakeholders.

Communicating government services

Communicating government services is essential to keeping the community informed on issues such as changed road conditions, storms and flooding. As at 30 June 2011, we employ 53 full-time equivalent staff whose functions relate to media and public relations.

Consulting with our stakeholders

Community and stakeholder participation makes a real difference to our business. It enables us to gain 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 those needs.

Our performance: Enhanced leadership and stakeholder relationships, improving transport outcomes for Queensland

TMR continues to engage with local governments, industry, community organisations and the community to inform stakeholders of project updates and potential construction impacts. In 2010–11, we worked with these groups on projects including:

- organising a workshop with communication representatives from GHD, Abigroup, Fulton Hogan and regional staff to discuss upcoming construction works within the boundary of the Bruce Highway Upgrade, Cooroy to Curra (Section B) project. This was to identify works occurring in unison and to agree on appropriate communication strategies in order to effectively manage issues

- hosting a guided site tour of the Dinmore to Goodna section of the Ipswich Motorway Upgrade on 10 September 2010 to give community members the opportunity to see behind the scenes and understand how the Ipswich Motorway upgrade is progressing

- opening the Dinmore to Goodna (Ipswich Motorway Upgrade) visitor experience centre featuring interactive activities for children and information on the project for adults. The centre sustained serious damage from January 2011 flooding, but has now been reconstructed and is open for business

- engaging one-on-one with residents and the business community regarding the final detailed design for the Pacific Motorway Upgrade (Springwood South to Daisy Hill) and to address any concerns about the construction process

- hosting information sessions at Southport to educate local stakeholders about the Gold Coast Rapid Transit project and its associated traffic impacts for locals during construction

- engaging with key stakeholders including businesses, Members of Parliament and local residents ahead of dredging work starting at Jacobs Well

- hosting community information sessions throughout November and December 2010 to educate the local community about the Moreton Bay Rail Link project. The sessions captured and addressed community concern and feedback

- engaging with local stakeholders ahead of blasting for the Bruce Highway Upgrade, Cooroy to Curra project to sufficiently prepare them for anticipated impacts

- establishing community reference groups to consider road transport planning in the Logan Motorway corridor and its surrounding southern suburbs, including the Park Ridge area

- obtaining feedback from the southern Tablelands community about the realignment of the Atherton Bypass. We used face-to-face meetings with stakeholders, public information displays and local media to assist with determining a preferred bypass alignment and to gain community acceptance of the importance of planning to meet the region's long-term needs.

Einasleigh River bridge naming

TMR consulted local historians, Etheridge Shire Council and community members to find a suitable name for the new bridge over the Einasleigh River on the Gulf Developmental Road, east of Georgetown. As a result, the new bridge was named the H.L. (Bib) Louden Memorial Bridge in honour of Bib's contribution to Etheridge Shire and his association with the Einasleigh River crossing.

Case study

Southern Cross Way

Following the successful renaming of other Queensland icons as part of Q150 celebrations, the Old Gateway Motorway, which runs between Eagle Farm and Nudgee Road at Banyo, was renamed the Southern Cross Way.

Community members and other key stakeholders were encouraged to submit their name suggestions through TMR's website.

The name was chosen in honour of Sir Charles Kingsford Smith's legendary plane in which he made history in 1928 as the first person in the world to fly over the Pacific Ocean from San Francisco to Brisbane.

The 7 km stretch of original motorway, built in 1986, runs between Fison Avenue at Eagle Farm and Nudgee Road at Banyo and averages 100 000 vehicles per day.

Case study

Northern Busway – Kedron to Bracken Ridge

Artist's impression of the future Cremorne Station at Kedron

The *Northern Busway Planning Study* is investigating a preferred busway corridor to service unprecedented population growth on the north side of Brisbane.

The project's stakeholder and community engagement program is designed to maximise community and stakeholder input into the preferred busway development through two-way communication. Our aim was to develop a program that guided implementation of this regionally significant, integrated busway system.

Consultation Stage 1 (2009)

The first round of community engagement in November 2009 gathered information on local values and issues; consulted on the investigation areas, key considerations, scope of technical investigations and project objectives; and consulted on possible alignment options.

Consultation Stage 2 (2010)

Consultation on the project's draft corridor options was held in September and October 2010 to seek community and stakeholder feedback on the draft busway corridor and station location options.

Activities included staffed displays, briefings with key stakeholders, industry and community groups, elected representatives and affected landowners and businesses. We also established a Community Reference Group to enable community input and provide an opportunity for community issues to be addressed by the project team.

Consultation Stage 3 (2011)

The third round of consultation is expected to commence in late 2011 to establish a preferred corridor for the Northern Busway between Kedron and Bracken Ridge. This will address key stakeholder issues such as property and traffic matters, servicing the Prince Charles Hospital, Kedron options and Rode Road options.

This project is a significant investment in servicing future transport needs on Brisbane's north side, and forms part of *Connecting SEQ 2031* and TransLink Transit Authority's Network Plan.

Our performance: Enhanced leadership and stakeholder relationships, improving transport outcomes for Queensland

Samford Road and Wardell Street intersection

Consulting commuters on public transport

The Public Transport Advisory Group was established by the Minister for Transport and Multicultural Affairs in May 2011. The group provides a forum to discuss public transport issues concerning south-east Queensland's public transport network and considers options to address any significant issues impacting public transport users. The group includes representatives from government, community organisations and a business representative, as well as 10 Public Transport Champions from regions across south-east Queensland. The group will meet every two months and consider three to four significant issues facing public transport users each year.

Brisbane intersection planning studies

In response to community concerns raised at a local Community Cabinet meeting in December 2010, TMR commenced planning studies of two major Brisbane intersections to improve traffic flow and safety.

A study of the Samford Road and Wardell Street intersection at Enoggera was designed to identify improvements to significantly reduce congestion and improve traffic flow. Following initial planning, community consultation began in July 2011, including consultation with potentially affected landowners and the local community. This feedback will help shape and inform the department's planning proposals. Short-term improvements to the intersection are expected to be completed by late 2011.

The department is also undertaking planning investigations at the nearby Stafford Road and South Pine Road intersection. Being progressed in conjunction with a major planning study of Stafford Road between Gympie Road and South Pine Road, this study will consider all modes of transport, local connections and ways to improve road user safety, traffic flow and travel times along Stafford Road.

Community consultation will occur as the planning study progresses, including consultation with potentially affected landowners and the local community.

Enhancing our relationships with Aboriginal and Torres Strait Islander communities

In response to the Queensland Government's *Reconciliation Action Plan*, TMR's Metropolitan Region has undertaken initiatives to contribute to the four key areas of reconciliation: relationships, respect, opportunity and accountability. The region hopes to promote knowledge and understanding of reconciliation as well as providing tangible benefits to the local community. We are achieving this in a number of ways:

Working towards increasing the whole-of-government Indigenous Australian public sector employment rate by:

- partnering with the Brisbane Aboriginal and Islander Independent School known as the 'Murri School' to hold an artwork competition, with artworks displayed at various TMR offices in Brisbane – this competition will be held annually to coincide with NAIDOC Week each July and aims to provide incentives for students to stay in school, as well as promoting Indigenous culture
- partnering with Rotary Club, Nundah for the Computers 4 Kids (C4K) program to provide computers to applicants of the whole-of-government Aboriginal and Torres Strait Islander Education toward Employment program – C4K aims to encourage students to stay at school by providing them with computers to complete their homework.

Connecting with the community through our rich history

In late 2010, the TMR Heritage Centre was the first regional museum in Australia to host the international exhibition *Industrial Desire: Detroit Concept Cars.*

Offering a rare glimpse at the secretive world of car design, the exhibition featured nine quarter-scale models, drawings and film footage from the international centre of excellence in transportation design, the Detroit College of Creative Studies. The exhibition impressed visitors with its designs and exciting new technologies and materials that could influence the way we travel on roads in the future.

TMR's Heritage Centre continues to engage the community and provide a forum for cross-generational and lifelong learning. Our open days offer the community a chance to explore displays and learn more about road construction and how it has changed. Demonstrations include blacksmithing, bridge pile-driving and road construction machinery. Visitors also recount their memories of travelling the road network with family or even watching their father use similar machinery.

Pictured above: Volunteer Julie Gretton taking a turn at the anvil in the blacksmith shop

Case study

Involving stakeholders in flood recovery

During and following the natural disasters in January 2011, it was essential to keep residents, local businesses, councils, elected representatives, community and industry groups and other stakeholders informed of TMR's flood recovery activities.

We have worked closely with councils to ensure local stakeholders are informed of ongoing works, and offered the opportunity for the community to provide input during longer-term reconstruction works. Our representatives attended local community meetings and joint planning workshops to engage directly with residents and councils. We also worked closely with the Grantham community to ensure the Gatton–Helidon Road was clear and safe for their extensive flood clean-up efforts.

Under Operation Queenslander, we continue to liaise with key regional industry and business stakeholders and affected communities to address their questions. TMR provides up-to-date flyers, correspondence and media releases to keep local residents informed as we move toward restoration.

Regular online communication (including updates on 131940.qld.gov.au), meetings and briefings that ensure connectivity, safety, social and economic outcomes are high priorities.

Dawson River in flood

Our performance: Enhanced leadership and stakeholder relationships, improving transport outcomes for Queensland

Working towards better community engagement with local Indigenous communities, we partnered with local traditional owners and community organisations to contract work to local Indigenous organisations to produce murals with Indigenous themes on our roads.

We are working towards a better understanding of reconciliation by:

- providing resources to coordinate reconciliation activities, including hosting a Reconciliation Working Group to undertake activities and displays that raise awareness of reconciliation
- hosting events to coincide with Aboriginal and Torres Strait Islander significant dates – for example, Close the Gap Day, Reconciliation Week and NAIDOC Week
- funding and producing the *Constructive Mob* documentary, commissioned by the ABC, which highlights the benefits of Indigenous traineeships for individuals, families and communities (see page 83) by following trainees from start to finish on the journey to gain a Certificate II in Civil Construction. The documentary aired in May 2011.

2675 services across 90 languages provided through our interpreter service

Enhancing our relationships with diverse communities

Multicultural Action Plan

We continued to improve access to information about transport services for Queenslanders from culturally and linguistically diverse communities. Initiatives included:

- continuing to provide a statewide interpreter service, with 2675 services across 90 languages
- working with TAFE Queensland to include transport services information such as child restraints, safe driving, speed, alcohol, fatigue and licensing in the statewide Adult Migrant English Program, which will commence in the second half of 2011
- making available information about using passenger transport in south-east Queensland (including *go* card) translated in a number of languages through TMR's website
- including the national interpreter symbol and the Translation and Interpreter Service on regional passenger transport information
- making available information about the New Queensland Driver Licence translated in a number of languages through TMR's website
- participating in multicultural events such as the Queensland Government's annual Multicultural Festival (50 000 attendees in 2010) and the Brisbane Welcomes International Students event (4000 attendees in 2011).

TMR will continue to recognise the importance of easily available transport services information to assist culturally and linguistically diverse communities throughout Queensland in their day-to-day activities of employment, education and moving around in their communities.

Left: TMR staff member Veronica Lam distributing travel information to international students

Case study

Ipswich Motorway Planning Study

When TMR updated the planning concept for the Ipswich Motorway between Darra and Rocklea, it was essential to communicate the changed design and potential impacts to the local community.

Consulting with the local community in the south-western suburbs of Darra, Oxley and Rocklea was challenging. Community members had significant knowledge about motorway upgrade projects due to the Wacol to Darra and Dinmore to Goodna upgrades on the Ipswich Motorway. Some community members were also experiencing 'construction fatigue', and were wary of the potential impacts. A high proportion of the local population belonged to the Vietnamese community, many of whom did not speak English.
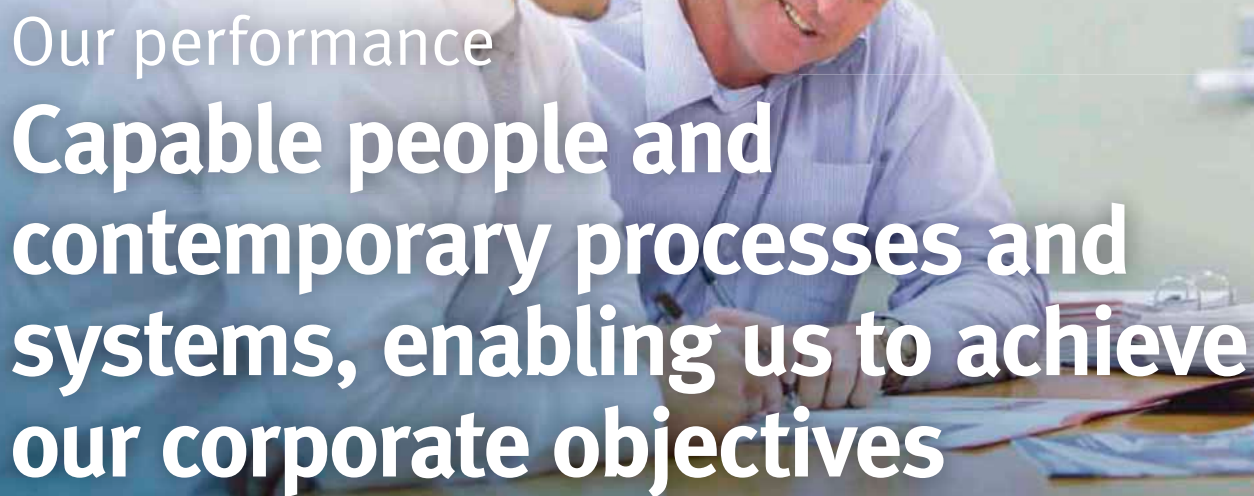
In response, we took a proactive approach designed to engage potentially affected property owners, key community members and the general community. To ensure the local Vietnamese community was engaged, we produced a Vietnamese translation of the project newsletter and provided interpreters for meetings.

More than 540 enquiries and submissions were received during June–July 2010 and the consultation process for the planning study is ongoing. Community feedback will continue to help shape the development of the upgrade design and business case for the project.

The future

Our priorities for 2011–12 include:

- progressing implementation of national regulatory reforms across a number of transport sectors
- working with industry to implement priority actions in the *Queensland Taxi Strategic Plan 2010–2015*
- continuing to include community engagement as a vital part of our projects
- working with stakeholders to ensure a coordinated approach to meeting their needs and strengthen TMR's reputation across the three tiers of government, with industry and the broader community
- continuing to implement the national Heavy Vehicle Regulator, a new body to regulate the registration and use of all Australian road vehicles larger than 4.5 tonnes from 1 January 2013, under a single national system of laws
- finalising and implementing the *Queensland Road Safety Strategy 2012–2021*
- continuing to provide real-time road condition information to road users through the 13 19 40 website
- finalising *Connecting SEQ 2031: An Integrated Regional Transport Plan for South East Queensland*
- continuing to progress integrated regional transport plans for Wide Bay/Burnett and Far North Queensland regions
- hosting the Asia-Pacific Cycle Congress to share expertise and showcase Queensland's cycling infrastructure and facilities
- promoting the Heritage Centre as one of Toowoomba's premier tourist and educational venues
- building on the success of the Roads Alliance, including broadening its scope to incorporate further TMR infrastructure and policy areas.

Our performance
Capable people and contemporary processes and systems, enabling us to achieve our corporate objectives

Highlights

We continued to develop and enhance our people and organisation's capability and performance.

- Delivered the Entry Pathways Framework to ensure clear career pathways and development opportunities
- Delivered a talent-sourcing strategy to enhance attraction of critical skills and retain talented individuals
- Developed an *Aboriginal and Torres Strait Islander Employment Plan* aligned with 'closing the gap' outcomes
- Commenced rollout of TMR's Zero Harm program focusing on behaviours and awareness to improve safety within our workplaces
- Rolled out a solution for workplace incident reporting, delivering management safety reporting and assessing environmental incident management
- Delivered an online workforce reporting and analysis tool providing better access to workforce information
- Delivered an integrated case management framework supporting managers to achieve an ethical, performance-focused workplace
- Launched the Construction Practices School
- Commenced the Civil Construction Supervisory Training Program

We focus on 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.

Providing safe, healthy and secure workplaces that support organisational outcomes

Promoting a culture of safety – Zero Harm in TMR

TMR focuses on the safety, health and wellbeing of our people. In 2010–11, we continued our strong commitment to the Zero Harm philosophy – a vision that aspires to achieve an incident and injury-free work environment where every person comes to work and goes home again safely.

To underpin Zero Harm, TMR has assigned every worker with certain roles and responsibilities to ensure their safety and the safety of everyone else in their area. This includes senior management, line supervisors and employees. A clear understanding of our roles and responsibilities will help TMR to achieve our Zero Harm vision.

Left: We value our people, whatever their role and wherever they are located across the state

Right: We aim to keep all our staff in a safe working environment

Governing workplace health and safety

The Workplace Health and Safety (WHS) Committee champions safety throughout the department. Committee members ensure WHS in TMR is responsive to stakeholder priorities, as well as:

- ensuring compliance with legislative regulatory requirements and advisory standards or codes of practice
- guiding the implementation of statewide WHS strategies and directions to achieve Zero Harm
- maintaining appropriate policies, procedures and systems to meet our WHS responsibilities and achieve our WHS objectives and targets for TMR.

The committee meets every two months. Committee members include the Director-General, two Deputy Directors-General (the Chief Operations Officer and one of the other three Deputy Directors-General, on a rotational basis), seven General Managers and the Director (Workplace Health and Safety).

Building safety leadership

Our safety focus is reflected in our ongoing Safety Leadership Program. The program focuses on the safety attitudes and leadership behaviours of our managers and supervisors in order to achieve our Zero Harm objective.

The program covers:

- WHS leadership and accountabilities
- risk management knowledge
- incident and hazard management
- investigation and root cause analysis
- return to work/rehabilitation training
- effective safety consultants
- subcontractor management.

Since its introduction in July 2008, 2307 employees have participated in the Safety Leadership Program, including 1500 in 2010–11.

1500 employees participated in the Safety Leadership Program

Figure 39 – Objective 7 Corporate Plan measures			
Corporate Plan performance measures	**Note**	**2010–11 result**	**Status**
Performance indicator: Workplace health and safety			
Number of work days lost due to injury	1	1431	🔺
Performance indicator: Capability and capacity of our people			
Percentage of TMR engineers with required Registered Professional Engineers of Queensland status qualifications	2	78	🟠
Employee turnover (separation rate excluding retirements – percentage)	3	9	🔺
Performance indicator: Reliability and effectiveness of our business systems			
ICT system availability (percentage of time the system is available to use)		99.9	🔺

🔺 On track 🟠 Slight variance 🔻 Significant variance

Notes:

1. The number of working days lost for 2010–11 is 1431, a decrease of 35 per cent from the 2009–10 figure of 2205. This reduction can be attributed to the rollout of Zero Harm, senior management commitment to improving safety and improved rehabilitation practices.

2. Results reported throughout 2010–11 indicate a significant improvement in the past two years due to a departmental program to assist engineers to obtain the necessary qualifications. For more information, see page 130.

3. In general, organisations should aim for separation results between 5–10 per cent. The TMR result falls within this range, though it sits at the upper end of the range. This rate has risen slightly, in part due to a strengthening of the external labour market, which has led to increased employment opportunities and demand for skilled labour.

Our performance: Capable people and contemporary processes and systems, enabling us to achieve our corporate objectives

Improving safety at roadworks

Identifying roadworker safety in and around roadworks improves the safety of all road users as well as our roadworkers. Trials of new road safety technology have been progressing well and these include:

- fatigue glasses – hi-tech glasses that can identify drowsiness in workers

- mechanical traffic aid – a robotic mannequin that reminds motorists that they are entering a roadworks site and to drive carefully at the designated speed

- TrailerCam – a CCTV camera system used to monitor road user behaviour through and around roadworks

- Portable Proximity Technology – wrist paging units that alert a roadworker if heavy equipment has breached a predetermined and programmed proximity zone

- reversing cameras – these provide significant safety benefits through improved rear vision on heavy equipment

- vehicle-activated LED speed-indicating devices – measure the speed of approaching traffic and display motorists' speeds with caution messages

- thermal imaging systems – an early warning system to detect approaching traffic at roadworks.

The Roadworker Safety Hotline, initiated with the cooperation of the Queensland Police Service (QPS), allows roadworkers to report road incidents, road user aggression or any general roadwork safety issues. Through the hotline and the enforcement activities of QPS, we are reminding the community that unsafe behaviour at roadworks risks the lives of our roadworkers.

Managing WHS

In 2011, we introduced a new escalation procedure for serious workplace incidents to provide consistency in reporting and response. The Director-General has endorsed this process to underpin our Zero Harm approach and ensure that all senior managers are made aware of serious incidents within an appropriate timeframe. This will also ensure timely implementation of any necessary corrective actions.

Supporting good health and wellbeing

Along with our safety focus, we have long recognised the importance of good health and wellbeing in the workplace as we work to achieve our business objectives. In the spirit of the *Toward Q2* ambition of 'making Queenslanders Australia's healthiest people', a monthly wellness newsletter is produced and distributed to staff. Our people can also access free immunisations against seasonal influenza each year.

Case study

Building a Zero Harm culture

Andrew Robertson from our Major Infrastructure Projects Division has been influential in changing staff attitudes about the importance of safety in the workplace. Andrew initiated a '*Safety $ense*' campaign aimed to inspire staff to get involved in safety on a continual basis and help develop a sustainable safety culture in his area.

Andrew has been fundamental in developing a Workplace Health Action Group and other committees relating to wellness, first aid, emergency evacuation and WHS.

He was recognised, along with other outstanding TMR staff, in the 2011 TMR Australia Day Achievement Awards.

Andrew Robertson receiving the Australia Day Achievement Award from Director-General David Stewart

More than 120 employees represented TMR in the Queensland Government team in the Queensland Corporate Games held in May 2011 and more than 30 teams competed in the Nissan BRW Triathlon in 2011.

Together with Queensland Health's Queensland Bowel Cancer Screening Program, a joint trial was undertaken across seven TMR workplaces where 388 employees participated in Pit Stop, a preventative health program for men. Additionally, BreastScreen Awareness sessions were hosted throughout the year targeting female employees.

A new employee assistance service (EAS) provider was introduced on 1 February 2011. The EAS provides free, confidential counselling services to all staff and their immediate families during times of financial, emotional or psychological hardship.

The department is committed to reducing the number of lost time injury (LTI) compensation claims by 10 per cent each year. During 2010–11, TMR recorded 117 LTIs compared to 140 for 2009–10.

The number of working days lost for 2010–11 is 1431, a decrease of 35 per cent from the 2009–10 figure of 2205.

The TMR Lost Time Injury Frequency Rate (LTIFR) is a measure of safety performance and is the number of lost time injuries per million hours worked. During 2010–11, TMR recorded a LTIFR of 8.1, which is a decrease from 9.5 in 2009–10.

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 is 99.4 compared to 128.86 for 2009–10.

Figure 40 – Lost time injury (number – month)
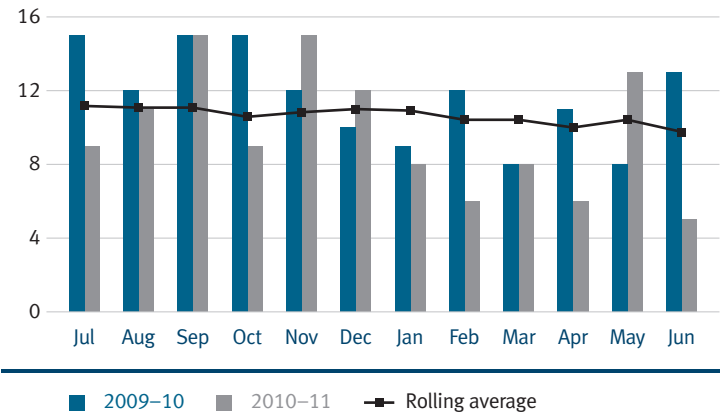
Data source: WorkCover Queensland Claims Report from WorkCover Queensland

Figure 41 – Lost time injury frequency rate (number – month)
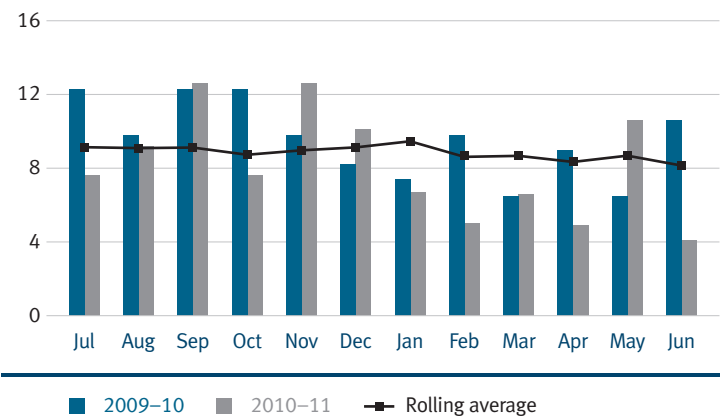
Data source: WorkCover Queensland Claims Report from WorkCover Queensland

Figure 42 – Lost time injury severity rate (number – month)
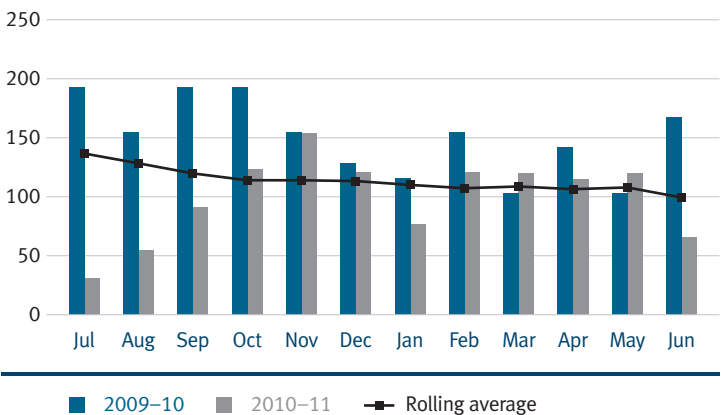
Data source: WorkCover Queensland Claims Report from WorkCover Queensland

Our performance: Capable people and contemporary processes and systems, enabling us to achieve our corporate objectives

Security arrangements

TMR is committed to safe and secure workplaces for all our staff. During 2010–11, we reviewed security arrangements for our people at selected facilities. We also provided support to staff involved in security incidents and provided analysis of incident data.

We implemented a six-week Christmas Safety campaign during December 2010 and January 2011 that included:

- safety presentations to staff focusing on coming back to work after the holiday period
- distributing pocket-sized health and safety notebooks that provide all employees with important safety information and simple tools that can be used at work and at home
- posters focusing on home safety hazards and possible controls to be considered and implemented to eliminate or reduce the risk of injury.

Planning our workplaces of the future

In September 2010, we finalised an action plan for TMR's Brisbane and regional accommodation. Implementation of this plan is reducing the number of existing leases following the integration of the two departments in 2009 and better placing TMR to manage the Queensland Government's decentralisation plans.

TMR continues to develop and implement solutions to deliver improved organisational performance through its extensive portfolio of facilities. This consolidation has focused on the Brisbane CBD and eight key regional locations (Cairns, Townsville, Rockhampton, Mackay, Bundaberg, Gladstone, South Coast and Toowoomba). Core objectives include:

- consolidating existing facilities to reduce the number of leases
- reducing facilities-related operational expenditure
- stronger alignment of facilities to operational requirements
- delivering significant energy efficiency and WHS improvements.

This program will be expanded to include other regions as solutions are delivered in current priority areas.

Condition assessment audits are being carried out on all TMR facilities throughout Queensland. These audits will assist in developing and planning strategies for future use and maintenance of owned and leased buildings. TMR is investigating an opportunity for these assessments to include examination of the National Australian Built Environment Rating System energy star rating for each building (more than 2000 square metres for TMR-owned commercial buildings) factoring in a waste management strategy, water efficiency strategy and a strategic energy management program.

Continuously improving departmental planning, management, governance and ethical standards

We work towards achieving our corporate objectives through strong governance, planning and continuous business improvement. Information about our governance policies and practices, corporate planning and performance management, and ethical standards is available on page 137–153, in the Corporate Social Responsibility section of this report.

Improving the way we provide services

Integration of Information and Communication Technology (ICT) divisions

A 2009–10 review of TMR's ICT services and systems recommended the integration of our two ICT divisions, delivering ICT services into a single, streamlined division.

The integration identified new opportunities to improve service delivery, optimise costs, reduce risks and improve staff development.

Recommendations completed to date include:

- creating a single ICT function in TMR by forming the new Information Division in August 2010
- creating a TMR ICT Enterprise Project Management Office
- prioritising all divisional projects into one ICT project portfolio
- performing independent 'health checks' on the TMR ICT project portfolio
- reducing ICT service delivery and project costs
- forming an Information and Systems Committee to oversee TMR's strategic direction and proactively manage our information management and ICT investments.

Integration of Rail, Ports and Freight division

A 2010 review of TMR's rail responsibilities initiated the Rail Strategy and Governance Review in 2010–11. The review mapped roles and responsibilities across TMR (and TransLink Transit Authority) in relation to rail strategy, planning, investment and Government Owned Corporation (GOC) oversight, including financial reporting and regulatory oversight. It also identified opportunities to streamline arrangements between TMR, TransLink Transit Authority, Queensland Rail Limited and other rail managers.

Recommendations completed to date include:

- creating a dedicated Rail and Ports Policy function to lead TMR's rail and ports policy and GOC governance matters
- prioritising the rail investment arm of the business with the creation of the Rail Investment Group within Rail Ports and Freight Division
- creating a dedicated Rail Contract Management function to lead TMR on rail transport service contract matters
- prioritising protection of current and future rail corridor land in Queensland with the creation of the Corridor Management Unit
- strengthening multi-modal freight policy agendas.

Consolidating active transport

A review of TMR areas delivering services for cycling, walking and completion of the cycle network led to a restructure of teams in line with the transport system manager business model.

Funding and grants programs were moved into Program Development and Management Division and policy and technical governance into Road Safety and System Management Division. Integrated Transport Planning Division's Active Transport team continues to guide the planning of the principal cycle network, while Asset and Operations Division is building a capability to design and deliver cycling facilities. A new senior coordination role was created to ensure greater collaboration between these units.

Integrated employee information

TMR is improving its ability to access integrated and accurate information for planning, decision-making and reporting. In 2010–11, Phase 1 of the Divisional Alignment Project was successfully completed, meaning 11 of our 19 divisions now have integrated employee information. This involved migrating data for 1300 employees to one system. Planning is under way to complete the migration of information for Phase 2 employees by April 2012.

Workforce reporting and analysis

A new online workforce reporting and analysis tool has been successfully implemented, delivering workforce information to the desk of every manager. Using the online tool, we developed and launched a suite of reports that provide timely information on a range of human resource measures. These reports, in conjunction with the reporting tool, support managers in planning, measuring and monitoring their workforce.

Case study

Business Improvement and Governance project

The Metropolitan Region in Assets and Operations Division undertook a project that identified opportunities for business improvement and performance in the areas of leadership capability, business governance, stakeholder management, and program and project management.

As a result, projects have been initiated to improve the way we do our business and deliver outcomes to internal and external stakeholders, including the community.

These projects will:

- manage customer needs and expectations consistently by improving processes and governance
- improve understanding of internal and external customers and suppliers, and the community
- integrate systems to minimise duplication and ensure consistency in delivery and reporting
- employ, train and support our people to deliver the region's priorities
- improve internal collaboration and relationships.

Our performance: Capable people and contemporary processes and systems, enabling us to achieve our corporate objectives

We focus on training and upskilling our trainees and apprentices

Knowledge management and innovation

In 2010–11, we commenced consultation to identify our current maturity and practice in managing knowledge, and to benchmark our practice with the public and private sector.

The information collected during this process enabled us to draft a strategic policy, framework and practice guide for knowledge management. We identified staff working in this discipline and established a whole of department community of practice for knowledge management and innovation. This group meets monthly and is considering a consistent approach to managing knowledge across TMR, including learning from our projects and incorporating feedback from our peers.

New road asset reporting tool

TMR is using a new reporting tool, *ReportView*, which provides access to road asset information from pavement condition, road location and road inventory information on the state-controlled road network.

The system was trialled with a small group in November 2010 and has since been released across the department. It is envisaged that updates of this product will include crash, routine maintenance and structures information.

New laboratory accreditation system

In 2010, TMR laboratories achieved corporate accreditation through the National Association of Testing Authorities (NATA) for the testing services they provide to customers. This replaced the previous 27 separate accreditations with a single accreditation, saving time and resources, and ensuring all laboratories operate consistently.

Laboratory Information Management System project

In April 2011, TMR signed the vendor contract for supply of the Laboratory Information Management System. Once operational, the system will deliver a web-based solution for managing our laboratory testing activities and results across the state.

We have also commenced a pilot of mobile tablet PCs for use in laboratories to improve productivity by allowing data capture and access at the point of acquisition. TMR is planning to roll out this system for industry use when performing testing on the department's projects.

Case study

Apprentice Induction Week

TMR places significant importance on having the most skilled people for the job and our annual RoadTek Apprentice Induction Week is a key example of the training and education we provide for our apprentices and trainees.

This year, the event brought together 35 apprentices, trainees and gap-year students of all ages from across the state. The RoadTek Training Centre in Townsville introduced participants to essential skills on basic equipment, environmental awareness, code of conduct, emergency response, vehicle accident response and manual task training.

TMR is preparing and upskilling approximately 200 apprentices, trainees and gap-year students at RoadTek depots around Queensland.

Ensuring a sustainable, agile and robust workforce

Investment in the ongoing development of our people is crucial to delivery of the transport and road systems. To unlock staff potential to perform, a range of capability initiatives has been delivered. These support an integrated approach to capability development including the TMR Capability Framework, Learning and Development Framework and Leadership Development Framework. These frameworks are currently being developed for implementation in 2011–12.

Developing our future workforce

The implementation of our Entry Pathways Framework in 2010–11 provided opportunities for tertiary graduates and secondary students to gain assistance and experience for future employment. This strategic and coordinated approach to sourcing entry level employees enhances TMR's ability to meet our future workforce needs. The Entry Pathways Program covers initiatives such as the Graduate Development Program, University Scholarship Program and the *School Pathways Strategy* (including our Education toward Employment Program for Indigenous school students).

Developing our graduates

TMR's Graduate Development Program was introduced in 2010, with 48 graduates across 16 disciplines including engineering, surveying, town planning, human resources and accounting. The journey of a graduate from 'developing professional' to 'competent professional' takes between 12 months and five years, depending on the discipline.

The inaugural cohort graduated from the first phase of the program in November 2010.

In 2011, an increased intake of 63 graduates across 19 disciplines and 13 divisions will help sustain our technical and professional capability.

Road design cadets kickstart careers

TMR's Road Design Training Centre is providing cadets with an accelerated learning program in conjunction with the University of Southern Queensland and giving them the skills to design the roads of the future.

The cadets complete an Associate Degree in Engineering (Civil) in two years rather than the usual four years. They receive department-specific training and gain practical, on-the-job experience. This gives them a higher capability in a variety of road design skills and enhances their productivity.

In 2010–11, 11 applicants were chosen for the design centre. They follow on from the seven cadets who graduated in the previous year and have since started work in TMR design offices across Queensland.

On completion of their cadetship, the newly qualified road designers all have the opportunity to work for the department.

Case study

William Filewood on the job

Queensland Trainee of the Year

TMR trainee William Filewood is on the path to success, winning the Certificate III in Road Construction and Maintenance Trainee of the Year award at the 2011 Civil Contractors Federation Industry Leaders and Training Awards.

William is following in the footsteps of his father, who is a supervisor in TMR's Remote Communities Unit. Completing his two-year traineeship in just 18 months, William has been offered a full-time position with RoadTek and will also participate in the Leading Hand Development Program for potential leaders.

Our performance: Capable people and contemporary processes and systems, enabling us to achieve our corporate objectives

Developing our scholarship program

TMR's University Scholarship Program underwent a review this year, ensuring a contemporary approach that meets the needs of both the department and scholarship holders.

The program is an effective professional entry level strategy, with 97 per cent of scholarship holders entering TMR's Graduate Development Program. Nearly 60 per cent indicated their intention to stay within TMR for three or more years.

In early 2011, 25 scholarship holders who had completed their degrees gained employment in graduate roles in TMR as town planners, civil engineers, environmental officers and surveyors.

Improving the experience of our new starters

In July 2010, a TMR induction framework was developed, including new programs that can be tailored to corporate and local levels to meet the needs of our geographically diverse workforce.

The framework includes a Corporate Induction program where new staff gain a better understanding of the broader organisation and the diversity of business areas within the department. It offers an early opportunity for new employees to engage with TMR's senior leaders.

Delivered on a quarterly basis, 183 staff attended the Corporate Induction Program in 2010–11. We are investigating options for delivering this program across Queensland.

Enhancing the capabilities of our leaders

We continue to offer a diverse range of learning and development opportunities. Our leadership and management development programs are tailored to meet the needs of our current and emerging workforce. In 2010–11, a total of 917 people attended the following programs:

- Accelerated Development Program
- Middle Management Development Program
- Insight to Action
- interpersonal and communication skills programs.

Our case management framework also provides fair and consistent processes for complex people management matters. The Case Management Team provides training to build the capacity of supervisors and managers to effectively manage their people. The first train-the-trainer session was delivered in June 2011, with positive feedback from participants. Three further train-the-trainer sessions have been scheduled for 2011–12.

Case study

TMR Scholarship Program

Catherine Austin, a scholarship holder with TMR, completed her degree in Civil Engineering in June 2011. She has been working with engineers in the Bundaberg RoadTek office since November 2009.

Catherine secured a graduate role with TMR, starting out as a project manager in the Wide Bay/Burnett Region. She has worked on high-profile major construction projects such as the Degilbo Creek Bridge and Sandy Creek Bridge replacement projects as well as various road rehabilitation jobs. Catherine participated in the rebuilding of Queensland in the Wide Bay/Burnett and Fitzroy regions following the recent natural disasters. Having already laid the foundations of a promising career in what has tended to be a predominately male field, Catherine has gained wide practical experience while still achieving high results in her studies.

Catherine Austin on site

Building on our skills and qualifications

Online learning

During 2010–11, work was undertaken to enhance TMR's online learning system, LearnZone. The revamped LearnZone will be launched in the second half of 2011 and will provide a platform for a range of awareness programs for TMR staff. In 2010–11, 2853 employees completed an online training course.

Increasing the qualifications of our people

The government has set a target under *Toward Q2*'s *Smart* ambition for three out of four Queenslanders to hold trade, training or tertiary qualifications. TMR encourages and supports our people to further their accreditation and professional qualifications through initiatives including the Certified Agreement Training Initiative, the Productivity Places Program and the Study and Research Assistance Scheme.

1064 employees undertook qualifications from Certificate II to Diploma levels

In 2010–11, 1064 employees undertook qualifications from Certificate II to Diploma levels in fields such as project management, government, workplace health and safety, civil construction and occupational licensing. A further 197 employees were sponsored to undertake tertiary study. The department is also supporting 224 employees to achieve professional accreditation.

We offer an internal Applied Policy Skills Course for officers who are new to a policy role, aspire to become a policy officer, or policy officers wanting to improve their skills. This course was piloted in 2009 and following positive endorsement has continued to be delivered each year.

2853 employees completed an online training course

In 2011, two programs are planned. The first was held in April and May, with 20 participants attending. A second program will be held in August and September, with a further 20 places available.

TMR is 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 in performing their roles. This will assist our people gain the knowledge for consistent rail safety regulation in preparation for establishment of a single national rail safety regulator, scheduled for 2013.

Case study

TMR Scholarship Program

TMR's Kyle Armstrong undertook his final year as a scholarship holder in 2010, studying Civil Engineering at Griffith University on the Gold Coast. Kyle worked with the South Coast Region from December 2009 to June 2010 as part of the university's Industry Affiliates Program, which provides students with the opportunity to gain on-the-job work experience in their chosen field.

Given the task to develop an options analysis to upgrade a section of Advancetown–Mudgeeraba Road, he surprised his supervisors by improving the method of presenting options. The mathematically minded Kyle developed a formula-based, fool-proof way to determine the best option for constructing a road project.

Kyle's multi-criteria assessment takes data analysis one step further and includes a sensitivity test to verify the weightings for each criteria for each option.

TMR has recognised Kyle's achievements and in 2011 he transitioned to the TMR Graduate Development Program. He is currently a Graduate Civil Engineer based at Roma and is looking forward to the on-the-job and development opportunities available to him as part of this program.

Our performance: Capable people and contemporary processes and systems, enabling us to achieve our corporate objectives

Construction Practices School

TMR launched the Construction Practices School to provide learning and development opportunities for staff involved in construction and maintenance of transport infrastructure. The program focuses on developing the management, supervisory and technical skills required on civil construction projects.

The school will offer more than 30 training programs covering subjects such as:

- earthworks
- stabilisation
- plant selection and management
- pavement construction
- drainage structures
- bridge construction
- contract administration.

Training programs are suitable for civil engineers, construction technicians, project managers, construction supervisors, inspectors, leading hands, surveyors and civil designers. During 2010–11, we delivered 23 courses addressing key modules on bridge construction, earthworks and drainage structures. At 30 June 2011, 210 staff had attended this program.

Civil Construction Supervisory Training Program

This program is aimed at civil construction leading hands, foremen, overseers, site supervisors, works supervisors and inspectors, and provides knowledge and skills to enable participants responsible for leading and managing a team to achieve workplace goals in the safest, most cost-effective and efficient way.

50 employees achieved nationally recognised civil construction supervisory qualifications

Course content is task-based and provides learning in areas such as:

- safety and environmental management
- leadership and people management
- plant selection and management
- communication and presentation
- planning, estimating and scheduling
- cost management
- technical expertise in civil construction practices.

Learning outcomes align to Certificate IV in Construction Supervision and Certificate IV in Construction Operations.

In 2010–11, 50 TMR staff achieved these nationally recognised qualifications, with another 45 staff undergoing assessment.

Registration of Engineers Policy

Ensuring TMR has the necessary technical capability means that as a department and as individuals we must meet our legal and professional obligations.

Under the *Professional Engineers Act 2002* there is a requirement that persons providing a professional engineering service must be registered with the Board of Professional Engineers of Queensland as a Registered Professional Engineer of Queensland (RPEQ) or be directly supervised by a RPEQ.

To meet the requirements of this Act, TMR has implemented the *Registration of Engineers Policy*. All departmental engineers in classifications PO4 and above (and equivalents) who provide a professional engineering service or supervise engineering teams must be registered with the board or be working towards attaining RPEQ status.

At 30 June 2011, 78 per cent of engineering staff are RPEQ-compliant, a significant increase from the 49 per cent compliance rate recorded in 2007 when the program commenced.

Competency-based framework for marine officers

In 2010–11, TMR implemented a competency-based framework for marine officers to recognise their current knowledge and skills, and provide a pathway for future development. Marine officers have been able to gain recognition of prior learning and the associated accredited statements of attainment or qualifications across areas including education and training, construction, auditing, compliance and investigations. New staff have commenced the program to ensure a consistent and high standard of regulatory service delivery.

Valuing diversity

TMR values diversity in its workforce and work streams. A workforce that reflects the diversity of the Queensland community helps us to understand their needs and be inclusive in delivering services. We continue to develop diversity initiatives in consultation with key stakeholders and the community to inform our diversity framework.

Improving Indigenous employment opportunities

This year, we created an innovative *Aboriginal and Torres Strait Islander Employment Plan* aligned with the Queensland Government's 'closing the gap' outcomes. The plan will deliver positive employment and career development experiences for TMR Indigenous employees through cultural awareness training across TMR, an Indigenous mentoring program, and an equity and diversity network.

Education toward Employment

TMR continues to achieve exceptional outcomes with the Education toward Employment initiative, which we coordinate on behalf of the Queensland Government. The program aims to create work placement and educational opportunities for Indigenous high school students to enable them to transition to public sector employment and/or further education.

The 2011 intake of scholarship holders consisted of 74 new secondary students being supported across the sector, including 15 in TMR. This adds to the 174 existing participants with three-year scholarships already accepted through the program.

Indigenous Scholarship Scheme

In 2010–11, TMR introduced an Indigenous Scholarship Scheme, which offers five scholarships for Indigenous students in the field of engineering and technology. These scholarships will help 'close the gap' for Indigenous students and increase our engineering and technology capability.

Students will be recruited during year 12 and while they may come from any secondary school across Queensland, it is anticipated that TMR will target graduating students from the Education toward Employment program.

During their first and second years of tertiary education, students are sponsored by the Australian Government through a $14 000 package to assist with education-related costs. During this time, students also undertake mentoring and paid vacation work within TMR. Upon successful completion of the second year of study, students are eligible to join the TMR scholarship scheme, which extends their financial support and work experience opportunities.

Structured Training and Employment Program

This year, four Indigenous trainees graduated from the inaugural Structured Training and Employment Projects (STEPs) into permanent employment in TMR. The 24-month program focuses on preparing Indigenous people to enter the workforce in a government environment with a view to long-term employment.

While the priority is to move unemployed Indigenous Australians into jobs, those already employed can also participate in STEPs-funded projects to achieve an improved employment outcome.

Our performance: Capable people and contemporary processes and systems, enabling us to achieve our corporate objectives

Women represent 33 per cent of employees at managerial level

Kym Murphy, Senior Project Manager at our Roma Depot

Women in the workplace

Since 2004–05, TMR has seen an increase in the proportion of women in professional and technical roles. In 2010–11, women made up 17 per cent of employees within the professional stream and 14 per cent of the technical stream. Figure 43 shows an increase of almost four per cent and nine per cent respectively since 2004–05.

The proportion of women in management has also steadily increased, with women representing 33 per cent of employees at managerial level by the end of June 2011.

As reported to the Public Service Commission, Figure 44 compares the annual earnings of our women and men across the department.

Women on boards

Two of the six members or 33.3 per cent of TMR's Board of Management are women – our Chief Operations Officer, Emma Thomas, and Deputy Director-General (Corporate), Cathi Taylor. Other TMR women on boards are detailed in Figure 45.

Initiatives for women

Following the success of our internal programs, TMR has taken a leadership role across the transport, logistics and supply chain industry to foster opportunities for women. Further information about these initiatives is on page 101.

Since September 2010, we have sponsored 17 regional employees to participate in the Women Moving Forward program, hosted by the Chartered Institute of Logistics and Transport Australia. A further 10 TMR women were being sponsored in the June 2011 intake. The flexible, self-paced program aims to enhance professional and personal skills of those in the transport, logistics and supply chain industry.

Figure 43 – Women in professional and technical streams (per cent – financial year)

Professional   Technical
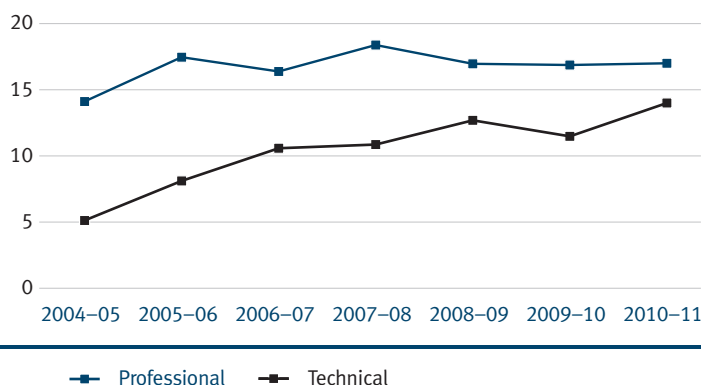
Data source: SAP Business Information Warehouse.

Case study

Marnie Tisot receiving her Young Professional of the Year Award from Harry Nicolaidis of Flower and Hart Lawyers

Young Professional of the Year

TMR's Marnie Tisot was awarded 2010 Young Professional of the Year by the Chartered Institute of Logistics and Transport Australia. In her six years with TMR, Marnie's innovative and professional approach, combined with her leadership strength and program development, resulted in high calibre achievements.

Not only is Marnie helping to address the labour and skills shortages in the transport, logistics and supply chain industry, she is an inspiration to young women who wish to attain excellence within their chosen profession, particularly in predominately male working environments.

Figure 44 – Annual earnings (FTE) by gender (per cent – earnings)
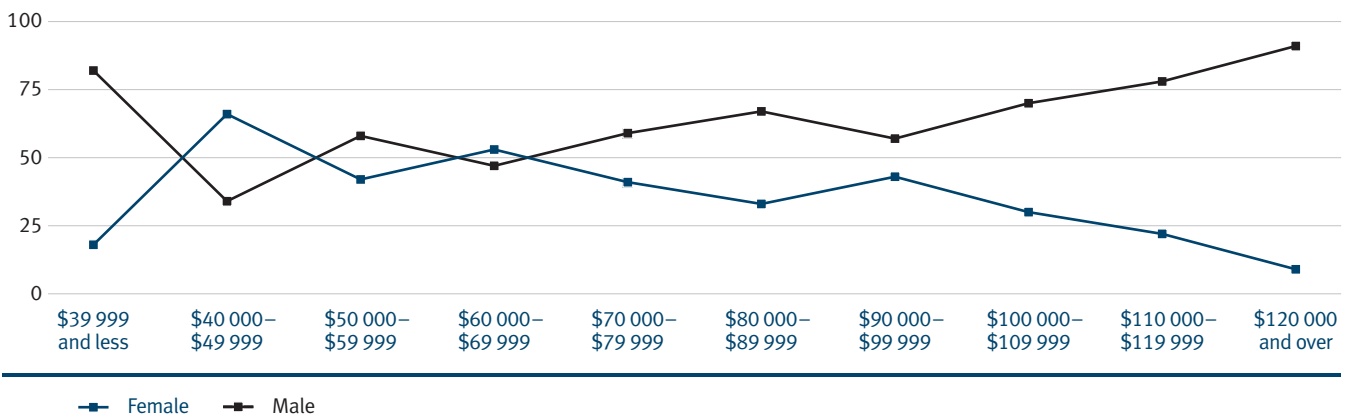
Data source: SAP Business Information Warehouse.

Figure 45 – Women on boards

Officer name	Role/Division	Board name	Role on board	Total number of members on board	Percentage of women on board	Duration of service on board
Karen Peut	Executive Director (Strategic Asset and Investment Management), Portfolio Investment Division	QSuper Board	Member	12	41.7	26 years
Alicia Ruhl	Principal Engineer, Assets and Operations Division	Engineers Australia	Treasurer	9	33.3	3 years

Our performance: Capable people and contemporary processes and systems, enabling us to achieve our corporate objectives

Recognising our people

As part of TMR's ongoing acknowledgement of the work efforts and successes of our people, our new reward and recognition policy and procedures assist supervisors and managers to recognise exceptional performance and career milestones. The policy emphasises the importance of developing, enhancing and recognising the capabilities of our people. In 2010–11, 24 TMR staff were given Australia Day Awards and 107 TMR staff either won or were highly commended in the TMR Excellence Awards.

As part of the 2011 Queen's Birthday Honours List, two TMR staff received a Public Service Medal, one of the highest awards for outstanding achievement and service to the community. General Manager of Maritime Safety Queensland Division, Captain Patrick Quirk, was recognised for his sustained level of service and dedication in delivering safety and marine environment protection initiatives during his 19-year public service career. Innovative road designer Ricky Cox, from Engineering and Technology Division, was awarded for pushing the boundaries of road design practice to deliver better value for money without compromising safety in his career of more than 40 years with the department.

Targeting and attracting talent

TMR has focused on developing a range of strategies to optimise the attraction and recruitment of targeted groups of employees. From September to November 2010, a targeted recruitment campaign resulted in increased numbers of applicants for critical and high-in-demand roles across the state.

Focusing on flexible work practices

We continue to foster flexible work practices such as flexible working hours, telecommuting and a range of leave provisions, acknowledging the benefits to both our people and our organisation. In August 2010, more than 2500 employees participated in a survey about flexible workplace arrangements. Results demonstrated the value our people placed on flexible work practices. The Flexible Workplace Practices Project has now been launched to maximise our uptake of flexible work arrangements.

Effective employee governance

Industrial relations

The key focus of TMR's industrial relations activity has been achieving greater alignment of employment arrangements for employees of the former Departments of Main Roads and Queensland Transport.

Key employment agreements applicable to TMR employees will end in 2011 (for former Department of Main Roads positions) and 2012 (for former Queensland Transport positions). This provides the opportunity for revised industrial arrangements to be established.

Considerable activity has been undertaken to ensure replacement agreements continue to provide industrial arrangements that reflect the needs and context of a contemporary roads/transport organisation.

Code of Conduct

As part of the legislative changes under the Queensland Government's program of integrity reform, on 1 January 2011 the *Code of Conduct for the Queensland Public Service* came into effect.

To ensure our people are appropriately educated and trained in the code and ethical decision-making, TMR developed a Public Sector Ethics Implementation Framework. The framework incorporates communication and training strategies to embed public sector ethics into TMR's culture.

The strategies included:

- the Director-General advising all employees of the release of the code in December 2010
- providing an auditory version of the code for employees without access to a computer, with literacy problems or who are vision-impaired
- publishing the code on the department's internet and intranet sites
- developing training to be delivered via LearnZone (TMR's online learning platform) and face-to-face
- researching providers to deliver ethical decision-making training to TMR's senior leaders
- establishing dedicated workplace ethics intranet pages
- aligning relevant human resource policies and procedures to the code, including induction and employee performance management
- regularly reiterating the introduction of the new code through departmental messages.

*Delivering better information
communication systems*

Prior to this, the *TMR Code of Conduct 2009* was in effect and was promoted through scenario-based departmental messages, induction processes and face-to-face and online training.

Employment screening

TMR is dedicated to implementing and maintaining the TMR *Risk Management Strategy for Child-Related Duties*. We are committed to ensuring employees who carry out child-related duties are blue card holders and understand their obligations in providing a safe and supportive environment for children and young people.

Implementing effective business systems, processes and practices

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 Information and Communication Technology (ICT) systems

ICT systems are a critical enabler for TMR to achieve business outcomes and ensure we use consistent, statewide systems that are adaptive and responsive to the department's emerging and ongoing needs.

Key achievements during 2010–11 include:

- introducing webmail to allow TMR staff to access departmental email wherever there is internet availability. This supports an increasingly mobile workforce and communication to be maintained during times of disaster and emergency
- implementing an improved recordkeeping system and information management tools, including business classification schemes, retention and disposal schedules and eLearning courses to ensure public records are managed under the *Public Records Act 2002*
- establishing official TMR social media accounts to better enable the community to access information about our services and high-profile projects. It will provide additional communication avenues to distribute road, rail and marine information, and timely updates in emergency situations

- implementing the Reportable Financial Information project to improve the quality, timeliness and consistency of financial management and reporting information. The project outcomes enable managers to make accurate and informed resource allocation decisions that maximise project and program performance, and measure relative efficiencies
- establishing a new of-site capacity at the Polaris Data Centre that will give us the ability to restore key services and processes in the event of a disaster
- implementing server virtualisation to realise lower-cost solutions, faster turnaround for system builds, a significantly reduced carbon footprint and migration to the whole-of-government ICT program
- improving our customers' online experience with 99.38 per cent service availability for all online and web services
- amalgamating staff into a single business system in line with Machinery of Government changes to enhance our ability to manage our workforce and achieve corporate objectives (see page 125).

Our performance: Capable people and contemporary processes and systems, enabling us to achieve our corporate objectives

Compliance Mobility Project

In response to the changing compliance operational environment, the Compliance Mobility Project was undertaken to introduce mobile connectivity to the network and systems for transport inspectors and compliance staff.

Mobile connectivity to TMR's network provides staff performing on-road enforcement operations with real-time access to information on customers, registrations, vehicle compliance and enforcement information. Historically, this support was provided by radio, telephone and Mobile Integrated Network Data Access information. Laptop Toughbooks were used successfully during disaster recovery operations in 2010–11.

Technical Capability Portal

Introduced in February 2011, the Technical Capability Portal provides a gateway to the various areas that contribute to the development and capability of TMR's technology professionals.

These areas include details on, or links to, internal and external development programs, learning and development opportunities, technical research and innovation, and technical capability development initiatives occurring in Austroads and other road authorities.

The portal has links to the latest skilling and development information in the civil construction industry and also has links to the education sector. These areas play a critical role in developing our workforce, from construction workers to technical specialists.

The future

Our priorities for 2011–12 include:

- developing a single TMR Workplace Health and Safety management system
- delivering an integrated employee performance management framework to develop an inclusive and practical approach to developing and managing a capable workforce
- delivering the *InsideHR* intranet site to enhance the access and delivery of human resource services and knowledge to our people
- delivering a *Leadership and Management Development Strategy*
- embedding the TMR culture and values
- continuing to embed and enhance reward and recognition practices, understanding and uptake of flexible work practices and diversity initiatives to enhance workforce engagement
- embedding and expanding entry and school pathways and further developing induction resources to increase awareness and engagement of our workforce
- developing a career transitions framework
- attracting and developing the right capability for maximising TMR's efficiencies in a challenging fiscal environment.

Corporate social responsibility

*We benefit the community and our
stakeholders by acting responsibly*

Corporate social responsibility

Managing our business ethically and in a socially responsible manner

We take every opportunity to ensure we are a responsible corporate citizen. We believe we benefit the community and our stakeholders by acting responsibly and being socially aware in our dealings with 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.

Department of Transport and Main Roads organisational structure

Our organisational structure enables us to achieve our strategic purpose and effectively address the opportunities and challenges in meeting key transport priorities across Queensland. The structure ensures greater discipline, rigour and contestability around policy and investment decisions. It also strengthens corporate support and leverages the department's strong regional delivery network.

There are five key functional groups across corporate and regional divisions that reflect our key priorities of:

- policy and planning
- investment and program development
- transport safety regulation and security
- delivery, operations and customer service
- corporate.

Department of Transport and Main Roads organisational structure at 30 June 2011

Minister for Transport and Multicultural Affairs

Minister for Main Roads, Fisheries and Marine Infrastructure

Director-General — David Stewart

Associate Director-General — Mark Cridland

Deputy Director-General Policy and Planning — Graham Fraine
- General Manager Strategic Policy — Adam Rogers
- General Manager Integrated Transport Planning — Natalie Ormsby
- General Manager Rail Ports and Freight — Luke Franzmann
- General Manager Road Safety and System Management — Bruce Ollason
- General Manager Passenger Transport — Ryan Huelin

Deputy Director-General Investment and Program Development — Paul Smith
- General Manager Portfolio Investment — Les Dunn
- General Manager Program Development and Management — Ken Beattie
- Chief Engineer Engineering and Technology — Julie Mitchell

Transport Safety Regulation and Security Group
- General Manager Maritime Safety Queensland — Patrick Quirk
- General Manager Rail Safety and Transport Security — Paul Sorensen
- General Manager Emergency Management — Don Bletchly

Chief Operations Officer — Emma Thomas
- General Manager Major Infrastructure Projects — Derek Skinner
- General Manager Assets and Operations — Miles Vass
- General Manager Transport Services — Judith Lloyd
- General Manager RoadTek — Clinton Huff
- General Manager Customer Service and Innovation — Tony Kursius

Deputy Director-General Corporate — Cathi Taylor
- General Manager Corporate Governance — Beth Leven
- Chief Finance Officer — Chris Mead
- General Manager Information Division and CIO — Chris Fechner
- General Manager People and Capability — Ron Heffernan

Good governance through ethical leadership and positive relationships

We have 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.

At the highest level, this includes the Board of Management, the Senior Leadership Team and four governance committees.

The Director-General is accountable to the Minister for Transport and Multicultural Affairs, the Minister for Main Roads, Fisheries and Marine Infrastructure, 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, the Deputy Directors-General and the Chief Operations Officer.

The board provides strategic leadership and direction that enables 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.

Our Board of Management is profiled on pages 140-141.

Senior Leadership Team

The board is assisted by the Senior Leadership Team (SLT), which is responsible for developing, implementing and reviewing key initiatives within divisions. The team provides support and advice to the board by elevating information and issues required to shape strategic thinking and inform decision-making.

SLT comprises TMR's board along with the 18 General Managers, Chief Engineer and Chief Finance Officer.

Governance committees

In 2010–11, TMR's board was supported by four governance committees:

- the Finance and Resources Committee
- the Infrastructure Investment Committee
- the Audit and Risk Committee
- the Information and Systems Committee.

The committees addressed legislative requirements and critical business management areas, and provided regular reports to the board on the program of work.

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 comprises the Director-General as 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.

Corporate social responsibility
Board of Management

David Stewart
Director-General
Commenced March 2009

As Director-General, David is responsible to the Minister for Main Roads, Fisheries and Marine Infrastructure, and the Minister for Transport and Multicultural Affairs for the efficient, effective and financially responsible performance of the department.

He is recognised by Engineers Australia as one of the country's most influential engineers. He has participated in the development of many of Queensland's major projects, including Public Private Partnerships, has facilitated infrastructure for state development and has been responsible for delivering a significant government capital works program.

David is well known for his inclusive leadership style and his passion for change management and developing high-performing teams. As a state government CEO, he has driven major cultural change and merged two government departments. David is an experienced board member with a strong appreciation of corporate governance and commercial imperatives.

Through the Australian Transport Council, he has been a key player on the national stage, particularly in the area of national road, rail and maritime safety and reform.

David is also the Chair of the Roads and Transport Line of Reconstruction Sub-Committee.

He is Government Champion for the Indigenous community of Pormpuraaw.

Prior to his current role, David was Director-General of Queensland Transport. In September 2006, David joined the Queensland Government as Deputy Coordinator-General. He was

Alan Tesch
Associate Director-General
March 2009–December 2010

As Associate Director-General, Alan was responsible for the asset sales program and national roads issues, and represented us on key committees such as the Australian Transport Council.

Alan led the former Department of Main Roads from 2005 to 2009. He was the shareholder representative for Queensland Motorways Limited, Transmax Pty Ltd, ARRB Group, Austroads and the Roads Alliance, and 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.

Alan left TMR in December 2010 to take up a role at the National Transport Commission.

responsible for the delivery of the $6.9 billion south-east Queensland water grid.

During his career of some 29 years, David has predominantly worked in the public sector. He has also worked for consultants and contractors in Australia and 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.

Jack Noye
Associate Director-General
December 2010–March 2011

Deputy Director-General, Corporate
April 2009–December 2010

As Associate Director-General, Jack provided high-level strategic advice to TMR's Ministers and the Director-General, and played a key role in managing the delivery of national transport reform agendas in Queensland. As Deputy Director-General (Corporate), Jack was responsible for our corporate functions. He remains Government Champion for the Northern Peninsula Area Indigenous Community Councils.

Jack 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.

Jack left TMR in March 2011 on secondment as Acting Director-General of the Department of Local Government and Planning.

Mark Cridland
Associate Director-General
Commenced April 2011

Deputy Director-General (Policy and Planning)
April 2009–April 2011

As Associate Director-General, Mark provides high-level strategic advice to both of Transport and Main Roads' Ministers and the Director-General, and plays a key role in managing the delivery of national transport reform agendas in Queensland. Mark is also the Senior Responsible Officer for the department's largest program, the South East Queensland Moving People program. Mark is a board member of CNI Pty Ltd, responsible for managing the procurement of Airport Link and Northern Busway, Australia's largest road project. Mark is also chair of the Asia-Pacific Cycle Congress Board.

Mark has worked in the transport sector for more than 20 years for state and local government, and in the private sector. Since joining the Queensland public sector in 2007, he has held executive roles as Deputy Director-General (Policy and Planning) at TMR, Executive Director of Integrated Transport Planning in the former Queensland Transport, and head of TransLink's Planning and Infrastructure Group.

Mark holds tertiary qualifications in commerce.

Graham Fraine
Deputy Director-General, Policy and Planning
Commenced April 2011

Graham is responsible for strategic policy development, integrated transport planning, road safety and system management, rail, ports and freight, and passenger transport.

Graham has worked in transport policy for 17 years, including in the fields of road safety, behaviour change and program evaluation, and national transport policy reform. He previously led our strategic policy agenda as General Manager (Strategic Policy). In this role Graham was responsible for ensuring the department undertook an integrated approach to policy development to ensure the delivery of government priorities and departmental policy programs. Key initiatives included development of the National Reform agenda, the Regional Safety and Development Fund for local government and establishing the Office of Sustainable Transport.

When he led the former Queensland Transport's road safety policy area, Graham managed development and implementation of the *Queensland Road Safety Strategy 2004−11* and the department's response to Parliamentary Travelsafe Committee inquiries on the safety of young drivers and fatigue-related crashes.

Graham has a Bachelor degree and PhD in Psychology, the latter based in the field of transport psychology. He is currently a visiting fellow at the Centre for Accident Research and Road Safety at the Queensland University of Technology.

Paul Smith
Deputy Director-General, Investment and Program Development
Commenced April 2009

Paul is responsible for prioritisation of investment, development and management of the department's integrated program of works, and the engineering and technology needed to support sustained performance and operation of the transport system. As part of his role, Paul is responsible for several high-level projects and decision-making groups including the Gold Coast Rapid Transit project and Infrastructure Investment Committee.

Prior to appointment to this position, Paul was the General Manager (Statewide 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 37 years of experience with roads and community issues, having worked in remote western areas as well as the rapidly developing urban areas of Mackay, Townsville, the Sunshine Coast and the Gold Coast.

Paul holds a Bachelor of Engineering (Civil), a Graduate Diploma in Business Management and is a Member of the Australian Institute of Company Directors. He is a Chartered Professional Engineer with membership of Engineers Australia.

Emma Thomas
Chief Operations Officer
Commenced May 2010

Emma is responsible for the statewide delivery of road projects, asset management, operations, civil works and transport services while providing the department's regional representation across Queensland. Emma is also the department's Reconciliation Champion.

Emma has 20 years experience in operations, maintenance, project management and logistics support. She was previously with the Boeing Company, as Vice President International Alliances, Europe and the United Arab Emirates.

Prior to this, Emma held a number of other senior leadership positions in the operations and maintenance areas of Boeing and also has several years experience as an engineer in the Royal Australian Air Force.

Emma is a Graduate of the Australian Institute of Company Directors, a Fellow of the Australian Institute of Management and a Fellow of the Chartered Institute of Logistics and Transport. She holds a Masters of Science, a postgraduate Diploma of Management (Technology), a Bachelor of Engineering (Hons) Aeronautical and an Advanced Diploma of Project Management.

Cathi Taylor
Deputy Director-General, Corporate
Commenced December 2010

Cathi is responsible for corporate governance, corporate finance, people and capability, and information communication technology for the department.

Cathi has more than 20 years of public sector leadership experience. In TMR, Cathi previously held the roles of General Manager (Corporate Governance) and Chief Information Officer. Cathi has also held Queensland Government senior executive roles as Information Commissioner, Executive Director (Policy) at the Environmental Protection Agency, and Executive Director (State Affairs) and Executive Director (Business Services) in the Department of the Premier and Cabinet.

Cathi is a graduate of the Australian Institute of Company Directors and an Executive Management graduate of the Australian and New Zealand School of Government. She has a Bachelor of Social Studies from the University of Sydney and a Master of Town Planning from the University of New South Wales, majoring in metropolitan and transport planning.

Corporate social responsibility: Good governance through ethical leadership and positive relationships

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 meets fortnightly (or more frequently as required) and comprises 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).

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 external, independent member, Ian Rodin. Internal members are personally appointed to the committee and include: former Associate Director-General Jack Noye, Chief Operations Officer Emma Thomas, Deputy Director-General (Corporate) Cathi Taylor, General Manager (Assets and Operations) Miles Vass, General Manager (Transport Services) Judith Lloyd, General Manager (Program Development and Management) Ken Beattie and General Manager (Passenger Transport) Ryan Huelin. The Director-General, Chief Finance Officer, Chief Auditor, Assistant Director (Risk Management) and representatives of the Queensland Audit Office are invited to all meetings.

In 2010–11, the committee reviewed and updated its charter and ratified its forward plan for the year.

The committee met six times and considered:

- internal audit plans and performance
- results from internal and external audit work and management responses to recommendations
- the Queensland Audit Office's client strategy for the department
- status reports about suspected ethical breaches, including consideration of systemic breakdowns and risks
- progress reports on the risk management framework, policy and guidelines, risk registers (strategic and divisional), risk management activities and risk management maturity
- the department's 2009–10 financial statements.

The committee continues to have due regard to Queensland Treasury's *Audit Committee Guidelines*.

Costs associated with external committee members' fees totalled $50 650 (including GST).

Information and Systems Committee

The Information and Systems Committee was established in February 2011. It is responsible for overseeing the strategic direction of and proactively managing investments in information management and information and communication technology (ICT) within TMR.

The committee meets bi-monthly or more frequently as determined by the chair. Committee members include the Deputy Director-General (Corporate) as chair, Chief Information Officer, General Manager (Corporate Governance), Chief Operations Officer, Chief Finance Officer, General Manager (Road Safety and System Management Division), General Manager (Transport Services Division), General Manager (Assets and Operations Division) and General Manager (Program Development and Management Division). The committee also includes an external member from the Department of Public Works, the Executive Director (Telecommunications Broadband and Digital Economy Coordination Office).

Internal audit

An effective internal audit function is a key component of our corporate governance, promoting effective and efficient management and assisting in risk management. The function operates under a charter approved by the Director-General, and which is consistent with the Institute of Internal Auditors' standards.

The Chief Auditor reports directly to the Director-General, but has an administrative relationship with the General Manager (Corporate Governance). In addition, the Chief Auditor reports regularly to the Audit and Risk Committee, which reviews the work of the internal audit function. The relationship with the committee is based on Queensland Treasury's *Audit Committee Guidelines.*

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.

Our team of auditors is well qualified and has a strong depth of experience.

Figure 46 – Internal audit experience	
	%
Relevant tertiary qualifications	91%
Professional membership	100%
Auditor experience – years:	
‹ 5	14%
5–10	38%
10–20	24%
› 20	24%

We focus on enhancing the effectiveness of our governance systems for accountability and performance.

During 2010–11 Ernst and Young conducted an independent review of the internal audit function to confirm compliance with professional auditing standards and identify opportunities to enhance the internal audit function's value to TMR.

The review confirmed internal audit conforms with professional auditing standards, and made recommendations about building on existing planning and audit methodologies, audit reporting, driving greater efficiency from ICT and continuing to leverage

information to assist in effective risk management and assurance activity in the department.

Our achievements for 2010–11 included:

- delivery of a risk-based annual plan of audits approved by the Director-General, covering compliance, systems, project management and operations
- completion of 43 audit reports focused on providing assurance about the effectiveness of operations and risk management
- enhancing our audit planning approach
- commencing a value-add audit approach
- facilitating and building on existing controlled self-assessment across the department
- providing advice and assistance to the recovery and reconstruction program following the natural disaster events across the state
- commencing implementation of recommendations from an independent review of the internal audit function, to build on existing capability
- advising key projects and initiatives
- monitoring implementation of agreed audit recommendations
- maintaining an effective working relationship with Queensland Audit Office.

During 2010–11, we obtained feedback from clients about our audits. Figure 47 summarises aggregated ratings from our clients. Ratings were based on a 1–5 scale, with 5 being most favourable.

Figure 47 – End-of-audit client surveys
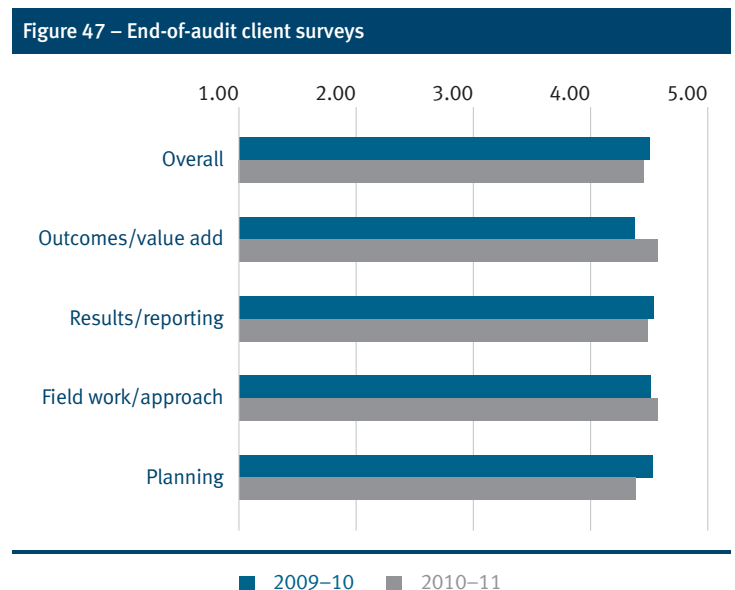
Data source: Post-audit surveys with audit clients

Corporate social responsibility: Good governance through ethical leadership and positive relationships

External scrutiny

TMR's operations are subject to regular scrutiny from external oversight bodies.

Auditor-General reports

In addition to his audit of TMR's financial statements, the department was included in a number of cross-sector audits conducted by the Auditor-General during 2010–11. These audits covered salary overpayments, leave management, vendor masterfile maintenance, Machinery of Government change progress, ICT network security, ICT management (including ICT management framework, ICT strategic planning, and ICT risk management), agency ICT disaster recovery planning and shared services ICT disaster recovery planning, where the Auditor-General reviewed the department's service level agreement with the Shared Service Agency. The Auditor-General also reported on his audit of the New Queensland Driver Licence project management. These audits were tabled in the Auditor-General's Reports to Parliament No. 4 for 2011 and No. 5 for 2011 and are available at www.qao.qld.gov.au/pages/publications/pub_ag.html.

Recommendations addressed to TMR were accepted and we have management plans in place to implement the recommendations. Progress in implementing recommendations is reviewed by the Audit and Risk Committee.

Coronial inquests

In 2010–11, 13 recommendations have been directed to TMR from two inquests. The implementation of these recommendations is being considered by the department. The Department of Justice and Attorney General publishes the Queensland Government's Response to Coronial Recommendations each year on their website at www.justice.qld.gov.au. At 30 June 2011, the 2010 response report had not been issued.

Queensland Ombudsman reports

The Queensland Ombudsman undertook an audit of the complaints management processes of TMR. At 30 June 2011, the audit report had not been issued.

Crime and Misconduct Commission reports

No review reports were issued to the department by the Crime and Misconduct Commission during 2010–11.

Parliamentary committees

The Economic Development Committee Report No. 4 Inquiry into the road safety benefits of fixed speed cameras was released in October 2010, and this included a number of recommendations for the Minister for Transport and Multicultural Affairs.

The committee's report and response to the report are available at www.parliament.qld.gov.au/en/work-of-committees/former-committees/EDC/inquiries/past-inquiries/fixed-speed-cameras.

Corporate Governance Framework

Our good governance principles and practices are outlined in our Corporate Governance Framework. Through good governance we:

- understand our roles and responsibilities
- continuously improve our performance and minimise risks
- enhance stakeholder and public confidence in the department
- meet our legal, ethical and public service obligations.

Our corporate governance principles are the guiding influences on our actions. Based on the *Public Sector Ethics Act 1994* and the *Financial and Performance Management Standard 2009*, these are: integrity, diligence, respect, economy and efficiency, due care, openness, accountability and public defensibility. The Corporate Governance Framework principles are being reviewed following the release of the *Code of Conduct for the Queensland Public Service*.

Information regarding our Corporate Governance Framework can be found on our website.

Corporate planning and performance management

Managing our corporate planning and performance

Our Corporate Performance Management Framework and supporting organisational policy and procedures provide guidance to:

- management accountable for our corporate performance
- managers and staff who are responsible for the management, measurement and monitoring of our performance
- managers and staff to improve corporate performance and strengthen accountability through relevant and meaningful performance reporting.

Corporate planning

Transport and Main Roads Corporate Plan 2010–2014

Our corporate plan sets our strategic direction for the next four years and informs the prioritisation of our resources. By achieving our corporate objectives, we contribute to the Queensland Government's ambitions for the community.

We review the corporate plan annually for progress towards achieving the objectives and identify whether changes in the external environment require any adjustments to the plan.

Our progress in achieving our corporate objectives for 2010–11 is detailed in the performance section of this report on pages 25–136.

Transport and Main Roads Operational Plan 2010–11

We develop an annual operational plan that translates the corporate strategies into operational strategies, with a one-year time horizon. The operational plan specifies each division's accountabilities for implementing operational strategies.

Business planning

Each of our divisions prepares an annual business plan that aligns directly to relevant operational strategies in our operational plan. This ensures that our divisional business plans align with our corporate plan.

Divisional business plans state the divisions' business direction and the products, activities or initiatives that directly contribute to relevant operational strategies in the operational plan.

Business continuity planning

As part of business planning, divisions undertake business continuity planning annually. The department continues to evolve its continuity process, integrating business planning and risk management strategies in order to adapt, respond to and recover from events that threaten TMR business.

Business technology planning

Our Information and Communication Technology (ICT) planning methodology ensures our ICT strategies are developed in line with our business planning cycle and process.

The primary focus of the methodology is the analysis of our information resources, business processes and business systems. Requirements identified through our business planning processes enable the development of appropriate information and technology strategies, which in turn leads to more informed decisions about information and technology investments. The resulting ICT plans and objectives are aligned with the department's business priorities as well as supporting whole-of-government ICT direction.

The *Financial and Performance Management Standard 2009* and *Information Standard 2* (IS2) mandate business technology planning. The following deliverables are submitted to the Queensland Government Chief Information Office at the end of June each year:

- 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.

Governance around this process is provided at a whole-of-department level by the Information and Systems Committee.

Corporate social responsibility: Good governance through ethical leadership and positive relationships

Corporate procurement planning

The corporate procurement plan is a one-year 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.

Organisational performance systems

We use financial and non-financial organisational performance systems to monitor our effectiveness in terms of our objectives. The major systems for monitoring and reporting our performance are:

- our SAP system, which is used to manage finance, human resources, products and assets
- the Corporate Reporting System, which is used to facilitate reporting on the implementation of the corporate plan and divisional business plans
- the Corporate Measures database, which is used to facilitate reporting on corporate plan performance measures, service standards and business plan performance measures.

Organisational reporting

The Board of Management receives a quarterly performance report in relation to:

- progress against our corporate plan
- progress against the Ministerial Charters of Goals
- performance against our service standards (published in the *Service Delivery Statements*)
- status of our strategic risks
- complaints management.

The Board of Management also receives a quarterly report on our performance against our *Toward Q2* targets, 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. The department's approach in formalising risk management incorporates six distinct relationships – strategic, portfolio, divisional, program, project and operational. Risk management is undertaken throughout the department with the ultimate aim of achieving an appropriate, effective and efficient process. AS/NZS ISO 31000:2009 is the reference standard for risk management.

The department's risk management framework provides the structure for designing, implementing, monitoring, reviewing and continually improving risk management practices across TMR. Risk management is an important responsibility and focus for management and is critical for all employees. The aim of the framework is to lay the foundation for the formal adoption of risk management practices throughout TMR.

TMR's *Organisational Risk Management Policy* and *Guide to Risk Management* have been developed to form part of the department's risk management process. The guide provides a formal approach to assist departmental employees and relevant stakeholders identify, prioritise, record and treat risks in order to develop strategies to improve business operations. It provides the fundamentals of risk management for each of the six relationship areas of risk management within the department.
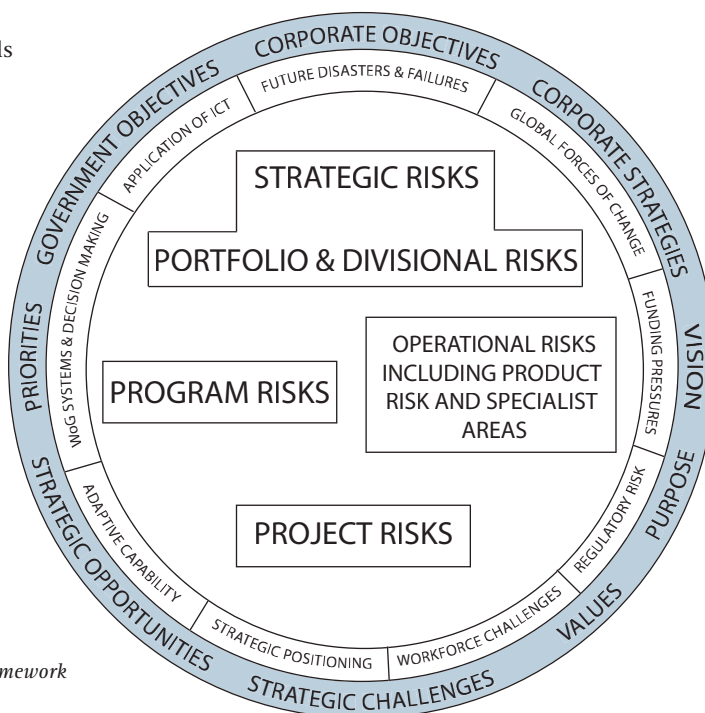
TMR's risk management framework

TMR risks are reported to the board and the Audit and Risk Committee on a regular basis. Corporate Governance Division leads risk management by providing expert advice and support to enhance TMR's capability, performance and resilience. The establishment of risk management practices across the department is supported by the Risk Management Reference Group (RMRG), which comprises a representative from each division and is coordinated by the Risk Advisory Unit in Corporate Governance Division.

The unit provides advice on risk management in collaboration with the RMRG and builds the agency's risk management capability by:

- overseeing risk management practices throughout TMR
- presenting regular departmental risk management status reports to the Board of Management and the Audit and Risk Committee
- providing expert mentoring, coaching and advice to leaders and staff on the management of risk
- coordinating implementation of the risk management framework, ensuring that this occurs in an integrated way to support the corporate plan
- developing, maintaining and distributing appropriate risk tools, methods and processes, so that leaders are able to work effectively on risks as part of business planning and decision-making
- where appropriate, carrying out specialist risk evaluations and analysis.

Public sector ethics

On 1 January 2011, a new *Code of Conduct for the Queensland Public Service* replaced TMR's previous *Code of Conduct*. The code introduces a new set of ethics, principles and values, ensuring we perform our duties to the highest standards.

It is based on the four new public sector ethics principles, as outlined in the *Public Sector Ethics Act 1994:*

- integrity and impartiality
- promoting the public good
- commitment to the system of government
- accountability and transparency.

These principles form the basis of our 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.

TMR is enhancing an ethical workplace culture through designing, developing and rolling out relevant policies, processes and procedural systems to raise ethical awareness and prevent misconduct. New officers attend a *Code of Conduct* workshop as part of their induction. For more information about our activities to inform staff about the new *Code of Conduct*, see page 134.

The Ethical Standards Unit in Corporate Governance Division provides liaison with the Crime and Misconduct Commission 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 Ethical Standards Unit also provides regular status reports to the Audit and Risk Committee about suspected ethical breaches. Outcomes of investigations are analysed to identify potential systemic breakdowns and risks.

This year, TMR continued 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.

During 2010–11, 3331 staff undertook ethics training.

Corporate social responsibility: Good governance through ethical leadership and positive relationships

Whistleblower protection and public interest disclosures

In accordance with sections 29 and 30 of the *Whistleblower Protection Act 1994*, Figure 48 shows the numbers of disclosures made and substantially verified during the six-month period ending 31 December 2010.

With the repeal of the *Whistleblowers Protection Act 1994* and the introduction of the *Public Interest Disclosure Act 2010* (PID Act) on 1 January 2011, agencies are no longer required to report public interest disclosures in their annual reports.

Under section 61 of the PID Act, the Public Service Commission is now responsible for the oversight of public interest disclosures and preparing an annual report on the operation of the PID Act, based on information provided by agencies. The annual report will be made publicly available after the end of each financial year.

Right to Information and Information Privacy

Right to Information

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. People may also wish to make an application under the *Right to Information Act 2009* (RTI Act) to access information that is not their personal information.

Information Privacy

In providing its services, TMR collects a large amount of personal information from the community and employees. We are committed to protecting and dealing with the personal information entrusted to us in a fair, secure and ethical manner, and ensuring that any breaches of privacy are appropriately addressed.

The *Information Privacy Act 2009* (IP Act) provides individuals with the means to access their personal information and to ensure that this information is accurate, complete, up-to-date and not misleading. It also provides rules for how agencies must handle personal information.

Applications

Information on how to make a formal application requesting access to documents under either the RTI Act or IP Act is available on our website.

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 2010–11, we received 703 applications. We have completed 688, with the remaining applications to be finalised in 2011–12.

Our achievements in 2010–11 include:

- publishing our first *Information Privacy Plan* under the *Information Privacy Act 2009*
- continuing development of our Right to Information and Information Privacy management system
- determining publication schemes for our website
- publishing released information of the disclosure log.

Figure 48 – Whistleblower disclosures statistics				
Type of disclosure	No. of disclosures received 2010–11	Disclosures referred by an MLA	Substantially verified disclosures*	Disclosures not substantiated*
Section 15 – official misconduct	7	0	6	17
Section 16 – maladministration	0	0	0	1
Section 17 – negligence, improper management	0	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	0	0	0	0
Totals	**7**	**0**	**6**	**18**

* Includes disclosures made in prior reporting periods and finalised in the current reporting period

Complaints management

Any customer, employee or other stakeholder may lodge a complaint about our policy, products or services. Complaints can be lodged via our website, by phoning or by speaking to our staff at any TMR office or customer service centre. Complaints are managed in accordance with Public Service Commission Directive 13/06 *Complaints Management Systems*.

In 2010–11, there were 3284 reported complaints from the community and stakeholders, an increase of 1.6 per cent on the previous year. Of the 3284 complaints received, 78 per cent were responded to within the promised service standard of 15 working days.

As shown in Figure 49, just under a quarter (24 per cent) of complaints were about damage and maintenance including vegetation and tree maintenance, road conditions, potholes, vehicle damage and property damage. Almost a fifth (19 per cent) of complaints related to registration and licensing issues including registration fees and payments, licence suspension and disqualifications, and driving test results.

Our *Complaints Management Policy* and procedures were revised in December 2010 following an annual review. The review resulted in improvements to the way complaints are reported within the department. The quarterly *Complaints Management Report* to the Board of Management identifies any complaint trends and issues.

Information regarding our *Complaints Management Policy* and an online feedback and complaints form can be found on our website.

Developing and promoting a recordkeeping culture

We continue to develop strategies and activities supporting *Queensland Information Standards IS31* and *IS40* under the *Public Records Act 2002*.

Major initiatives undertaken during 2010–11 include:

- implementing an improved recordkeeping system to provide greater capability in managing information and public records, and accountability through improved usability, security, searching, Right to Information requirements and audit elements

Figure 49 – Reported complaints from community and stakeholders

Category	Percentage
Damage/maintenance	24%
Traffic	7%
Safety	6%
Registration	9%
Licensing	10%
Noise	5%
Signage	3%
Customer service	8%
Other*	28%
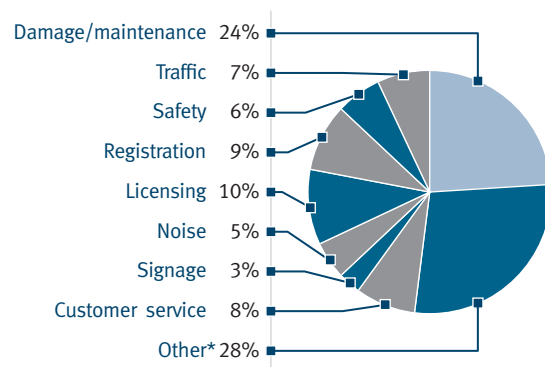
Data source: Reported complaints received by website form, email, phone, in person and by post.

* 'Other' includes a range of topics such as property, maritime, taxis and planning issues.

- delivering a statewide education program to increase staff awareness of information management and recordkeeping – as a result of this program, TMR responded efficiently to the Queensland Floods Commission of Inquiry

- developing new retention and disposal schedules to preserve public records created as evidence of the department's activities across the community

- developing and implementing four new business classification schemes (naming conventions for information and public records) that align to the different business services and product lines, and provide consistent terminology

- developing 'Recordkeeping 101' and 'Document Management System (DMS): Recordkeeping Made Easy' training and delivering these courses to registered users of our DMS

- providing audit checklists to business areas to provide ongoing support and awareness of metadata and control requirements for managing public records

- developing digitisation disposal procedures, guidelines and requirements in line with TMR's *Digitisation Disposal Standard* to reduce the cost and resources used in searching and managing information

- supporting business strategies to meet Machinery of Government requirements and state privatisation transfer of public record ownership requirements, such as the Port of Brisbane

- implementing the new TMR Image Library to enable access to online digital images

- developing a catalogue and loans system with a web interface to manage access, version control and distribution of geospatial data within TMR.

Corporate social responsibility: Good governance through ethical leadership and positive relationships

Supporting carers

We recognise the valuable contribution of carers to the people they care for and the economic and social benefit that carers provide to the community.

TMR published the *Carers' (Recognition) Act 2008* on our departmental intranet site to raise staff awareness and understanding of the Carers' Charter. During 2010–11, we took the following actions to reflect the principles of the Carers' Charter in providing our services that affect carers and the persons they care for.

Customer initiatives

- Australian Disability Parking Permit – these permits are issued to a person whose ability to walk is severely restricted by a medical condition or disability affecting the functioning of one or both legs, as certified by a Medical Practitioner or Occupational Therapist. The permit is designed so the permit holder can use it in any vehicle they travel in. In keeping with this arrangement, the carer may display the permit when travelling with the permit holder.
- Discounted registration fees – customers who hold a Queensland Pension Concession Card and receive a Centrelink Carer's Payment are entitled to a reduction in their registration fees. The motor vehicle registration fee is reduced by 50 per cent for eligible customers or a standard flat rate fee will apply if the customer has continuously held a pension concession card before 1 July 1994.
- Discounted public transport fares – through the Queensland Government's Companion Card Program to support people with a disability who have a life-long need for attendant care and support, TMR allows one accompanying carer to travel on public transport with the cardholder at no charge. The Companion Card is accepted on all TransLink Transit Authority bus, rail and ferry services, *qconnect* urban bus services in regional centres and Queensland Rail long-distance rail services. Cardholders from any state or territory may use their card on these services.

Staff initiatives

We offer our staff:

- a range of paid and unpaid leave entitlements to assist them in their family/caring responsibilities
- a range of flexible work arrangements to assist with work-life balance
- family/carers' rooms in the department's facilities, where possible.

Supporting remote communities

TMR supports isolated and remote communities through our employment, program of works and philanthropic activities.

For information on our employment initiatives, see pages 82–83 and 127–128. Our program of works is outlined in the 'Our performance' section of this annual report, on pages 25–137. For information on our support for Indigenous communities, see pages 80–83 and 116–118.

Managing our impact on the environment

Reducing our energy consumption

TMR is committed to the net reduction of energy consumption within our buildings, in accordance with the *Strategic Energy Efficiency Policy for Government Buildings* (SEEP), a whole-of-government policy since 2007.

The government has committed to having all government-owned buildings carbon neutral by 2020.

There are a number of potential opportunities to reduce energy consumption at TMR sites, thus minimising our carbon footprint and energy demand. In the long term, this will also reduce running costs such as utility, repair and maintenance costs.

Energy-saving initiatives include:

- installing 'EnergySmart' products in office retrofits
- using diffusers and reducing the number of light fittings per square metre
- maximising daylight sources when designing office space in buildings
- identifying thermal comfort through window orientation and workstations near windows
- incorporating energy efficiency standards into future lease agreements
- installing solar panels and other energy-efficient equipment
- monitoring and reporting energy performance and energy savings
- conducting energy audits of sites to identify opportunities for energy savings by identifying sources of emission.

Energy efficiency achievements in 2010–11 include:

- replacing the Spring Hill Office Complex lifts with new lifts that are 70 per cent more energy efficient
- installing energy-efficient solar panels on regional buildings including:
  » a 30 kW Solar Panel Project at the RoadTek Townsville Works Centre
  » installing 12 solar panels at the RoadTek Jowarra Park Works Centre, with more panels to be added each year
- exploring ways to reduce energy and assessing the viability of solar panels for each permanent site at all work centres
- undertaking energy audits on all RoadTek depots
- piloting an environmental leadership course in RoadTek.

Reducing our carbon footprint

TMR's *Strategic Energy Management Plan* provides the structure for us to undertake initiatives that will assist in compliance with *Toward Q2* energy targets and our corporate plan objectives. Integral links to this plan are the *Waste Management Plan* and *Water Conservation Plan*, which will further drive the reduction of our carbon footprint and meet compliance requirements.

TMR is developing an asset database to accurately list buildings that are currently owned and leased by the department. It will be used to develop a tenancy model that can correctly allocate rental and electricity charges across our portfolio, therefore assisting TMR to ascertain our buildings' current electricity consumption.

Condition assessment audits are being carried out on all TMR facilities throughout Queensland. This will assist TMR to develop and plan strategies for future use and maintenance of owned and leased buildings. TMR is investigating an opportunity for the condition assessments to include examination of the National Australian Built Environment Rating System energy star rating for each building (more than 2000 m² for TMR-owned commercial buildings) factoring in:

- a waste management strategy
- a water efficiency strategy
- a strategic energy management program.

Measuring our emissions

We are committed to supporting the Queensland Government's *Toward Q2* 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.

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.

Case study

Reducing our carbon footprint in Townsville

A 30 kW Solar Panel Project at the RoadTek Townsville Works Centre and energy audits undertaken throughout RoadTek buildings are just some of the ways we are reducing our carbon footprint.

In November 2010, 172 solar panels were installed on the roof of the RoadTek Townsville Works Centre. The panels generate about 126 kW a day. The average house uses about 19 kW a day, so this project has dramatically reduced electricity costs for the depot. It has also decreased carbon emissions by 80 tonnes per year, which is enough to offset 12 four-cylinder vehicles.

Solar panel project at the RoadTek Townsville Works Centre

Corporate social responsibility: Good governance through ethical leadership and positive relationships

These activities are sources of both direct and indirect greenhouse gas emissions, which are reported as carbon dioxide equivalent 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. Due to data availability limitations and timing constraints, the 12-month reporting period from 1 April 2010 to 31 March 2011 has been applied.

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 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*).

Figure 50 outlines our greenhouse gas emissions for 1 April 2010–31 March 2011.

Managing waste

The Queensland Government has committed to climate change adaptation, mitigation and congestion management as key priorities. In June 2010, Queensland's *Waste Strategy 2010–2020: Waste Avoidance and Recycling* consultation draft was developed. This strategy was designed to provide a 2010–20 plan for waste reform, industry development and program delivery in Queensland, under the *National Waste Policy* and the Queensland Government's *Toward Q2* targets.

TMR is committed to reducing landfill and greenhouse emissions and is determined to lead by example and place incentives in the workplace to assist employees in reaching the mandated targets. These are: increasing recycling of commercial and industrial waste to 40 per cent by 2014, increasing recycling of construction and demolition waste by 50 per cent by 2014 and recycling of regulated waste by 35 per cent by 2014.

TMR faces challenges including distance, promotion, adherence to mandatory protocols, use of waste reduction strategies, availability of recycled material and budgetary pressures. With such a diverse department spread over a wide area, there is a considerable challenge in providing sustainable and viable local solutions for regional Queensland. This *Waste Management Plan* is part of a whole of government process to help meet current and future waste management and resource challenges.

Carbon reduction and waste reduction strategies include installing 19 water tanks with a total capacity of 350 kL across RoadTek depots. This will reduce the use of potable water and energy used to treat water for non-potable uses.

Individual divisions have also decreased the amount of printed paperwork where possible through:

- setting printers to double-sided printing with reduced toner where possible
- using 100 per cent recycled paper in printers, copiers and faxes
- introducing recycling bins in buildings.

TMR is also working with industry to use greater volumes of recycled materials in its construction activities. The department has recently released a suite of technical specifications to support this goal.

The future

TMR will continue to work towards lowering its carbon footprint through implementing the *Strategic Energy Management Plan* with initiatives that target energy reductions across the state, ensuring that the department remains on track to achieve these goals.

Figure 50 – Greenhouse gas emissions 1 April 2010–31 March 2011				
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 and department-owned vehicles	41 243	15 529	25 714	1
– Hired vehicles	454	300	154	2
Electricity consumption				
– Government-owned buildings	35 099	–	35 099	3
– Leased privately-owned buildings	5412	–	5412	4
Air travel				
– Domestic air travel on commercial airlines	2008	1811	197	5
– International air travel on commercial airlines	68	68	–	5

Notes:

1. The emissions figures have been calculated using a combination of two methodologies. QFleet has supplied the data for the period 1 April to 30 June 2010 emissions calculated using the contracted kilometres-travelled methodology (used in previous years). For the period 1 July 2010 to 31 March 2011 the Queensland Government Chief Procurement Office has provided departments with available actual fuel data to enable departments to calculate their emissions using the National Greenhouse Emissions Reporting methodology. All emissions reported represent emissions associated with four primary fuel types: unleaded petrol, diesel, liquefied petroleum gas (LPG) and E10. The emissions offsets purchased by QFleet for the period up to 30 June 2010 relate to national Greenhouse Friendly™ certified carbon offsets for those vehicles that did not comply with the minimum Green Vehicle Guide (GVG) Greenhouse ratings. Vehicle emissions offsetting undertaken by this department since 1 July 2010 relates to the Queensland Government's commitment to offset 50% of vehicle emissions from 2010.

2. The hire car vehicle emissions figures have been calculated by Avis Australia and are attributable to Avis Australia vehicles booked under the Standing Offer Arrangement managed by the Queensland Government Chief Procurement Office. The emission offsets figure relates to purchased national Greenhouse Friendly™ certified carbon offsets.

3. These emissions are calculated based on available building-related electricity consumption records for the period 1 April 2010 to 31 March 2011. The emissions reported are limited to those linked to the electricity consumed by this department in buildings it owns, or in space it leases within other government buildings. Incomplete electricity consumption records have been apportioned and/or extrapolated where necessary. For example, in those government office buildings that do not have separate electricity sub-metering for departmental tenants, the electricity consumption and associated emissions have been apportioned 45% to the landlord, and 55% to the tenants – in line with historical benchmarking. Emissions have been calculated by converting relevant electricity consumption using the Scope 2 conversion factor of 0.88 kg CO_2-e/kWh as published in the Australian Government's National Greenhouse Accounts Factors Workbook (July 2011).

4. These emissions figures are based on available building-related electricity consumption records for the period 1 April 2010 to 31 March 2011. The emissions reported are limited to those linked to the electricity consumed by this department in spaces leased in buildings other than government-owned ones (i.e. privately-owned). Electricity usage has been calculated or estimated using actual electricity records or lease charges received from landlords. Incomplete electricity consumption records have been apportioned and/or extrapolated where necessary.

5. Air travel includes all flights recorded by the Queensland Government Chief Procurement Office (QGCPO) during the period 1 April 2010 to 31 March 2011, specifically:
   – international air travel on commercial airlines; and
   – domestic air travel on commercial airlines.

   The emissions are calculated by QGCPO using the kilometres flown from data provided by the relevant commercial airline and applying a methodology based on International Civil Aviation Organisation criteria. This methodology uses an averaged consumption of fuel per passenger for flights, which can then be converted into tonnes of CO_2.

   The emission offsets figure for air travel relates to purchased national Greenhouse Friendly™ certified carbon offsets.

Appendices

*TMR delivers key infrastructure
for Queenslanders*

Appendix 1 – Performance statements

Rail, ports and aviation systems

The objective of this service is to provide efficient and effective rail, ports, freight and aviation systems. The service promotes better transport for Queensland through the coordination of transport policy, funding and investment initiatives relating to rail, port, freight and aviation systems. The service facilitates appropriate, efficient roles for transport modes across Queensland through the use of cost-effective transport logistics and management practices; manages rail and port infrastructure investments; oversees rail safety regulation; and provides financial assistance for rural and remote aviation systems. This service contributes to the following government ambitions:

- *Strong – creating a diverse economy powered by bright ideas*
- *Fair – supporting safe and caring communities*
- *Healthy – making Queenslanders Australia's healthiest people.*

Figure 51 – Service: Rail, ports and aviation systems							
Service standards	Note	2006–07 Actual	2007–08 Actual	2008–09 Actual	2009–10 Actual	2010–11 Target/ Estimate	2010–11 Actual
Rail fatalities per 100 000 population		0.10	0.14	0.12	0.07	0.10	0.09
Hospitalised rail casualties per 100 000 population		0.17	0.35	0.43	0.33	0.40	0.33
Number of level crossing collision occurrences per 1 000 000 train kilometres travelled		0.56	0.37	0.41	0.26	0.45	0.27

Integrated transport planning

The objective of this service is to deliver a sustainable transport system which integrates transport planning and land use across all levels of government and across all modes. The service delivers integrated solutions for transport infrastructure, systems and services and development assessments. This service 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.*

Figure 52 – Service: Integrated transport planning							
Service standards	Note	2006–07 Actual	2007–08 Actual	2008–09 Actual	2009–10 Actual	2010–11 Target/ Estimate	2010–11 Actual
Percentage of integrated planning projects meeting milestones		-	75	71	73	90	90
Total value of transport studies and investigations ($ million)	1, 2, 3	-	6.2	10.4	20.8	119	101.5

Notes:

1. This measure will be discontinued in 2011–12.

2. The significant increase in value of transport studies and investigations between 2009–10 and 2010–11 is due to the consolidation of the two former departments' strategic transport planning studies and investigations.

3. The extreme weather conditions in the latter part of 2010 and early 2011 impacted on project delivery due to resources being redirected to the flood recovery effort. This caused unavoidable delays in public consultation, environmental approvals and delivery decisions, which resulted in some planning projects not meeting milestones. Other project delays were due to changes in project scope to respond to or incorporate local government planning activities (such as town planning scheme amendments), Urban Land Development Authority activities and state agency economic development activities.

Appendix 1 – Performance statements (continued)

Road use management

The objective of this service is to promote safer and sustainable use of the road transport system. The service 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. The service also manages the legislation, revenue collection, and penalties and sanctions related to road use. This service 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.*

Figure 53 – Service: Road use management							
Service standards	Note	2006–07 Actual	2007–08 Actual	2008–09 Actual	2009–10 Actual	2010–11 Target/ Estimate	2010–11 Actual
Road fatalities per 100 000 population		8.86	7.85	8.09	6.04	7.25	5.52
Hospitalised road casualties per 100 000 population	1	155.32	153.87	154.36	N/A	N/A	N/A
Compliance officer hours on-road	2, 3	53 215	60 742	73 480	83 731	74 155	79 520
Road transport greenhouse gas emissions (CO_2 equivalent tonnes per capita)	4	4.10	3.88	3.85	3.77	3.85	3.77
Percentage of people in target audience who have high-level awareness of road safety campaigns		97	96	93	91	90	95
Percentage of national road transport reforms implemented within specified timeframes	3	73	90	85	100	100	100
Average wait time in customer service centres (minutes)	5	10.60	10.51	10.85	8.46	10.00	10.27
Percentage of call centre calls answered within three minutes	6	89.0	85.9	79.9	80.0	80.0	61.6

Notes:

1. Delays in receiving data sets from other agencies' reporting systems have meant that figures were unavailable during the years shown.

2. The number of hours represents a small percentage of the total compliance effort per year and is subject to fluctuations when there are competing priorities, such as flood response, disaster management and asset protection. This was the case for this reporting year, with transport inspectors being deployed across the network as part of the flood response.

3. This measure will be discontinued in 2011–12.

4. Formerly reported as 'Road transport greenhouse gas emissions (1000 tonnes, CO_2 equivalent) per 100 000 population'.

5. The average wait time in customer service centres increased in 2010–11 primarily as a result of staff training, implementation of a new vehicle registration system and continuing New Queensland Driver Licence rollout.

6. Call answering times in 2010–11 were impacted by flooding and cyclones from late December 2010 to February 2011. The call centre was inundated during the flooding event, with February to March flow-on effects.

Appendix 1 – Performance statements (continued)

Maritime safety

The objective of this service is to manage the safe and environmentally sustainable movement of vessels using Queensland's waterways. The service fosters a safe and vibrant maritime community and industry in Queensland by managing and influencing the safety of vessels and their operation. The service's prime focus is delivery of improved safety and environmental outcomes and support for statewide economic development and improved quality of life. This service 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.*

Figure 54 – Service: Maritime safety							
Service standards	Note	2006–07 Actual	2007–08 Actual	2008–09 Actual	2009–10 Actual	2010–11 Target/ Estimate	2010–11 Actual
Marine fatalities per 100 000 registered vessels	1	New measure	New measure	New measure	New measure	5.3	6.59
Officer hours preparing for ship-sourced pollutants	2	8821	10 581	8500	9890	10 000	8106
Number of compliance actions taken for maritime breaches	3, 4	3928	3245	12 565	10 595	10 500	9555
Percentage of time international standards for Aids to Navigation are met	5	95	98	98.14	96	95	91
Percentage of vessel movements without serious incidents							
– pilotage areas		-	-	100	99.9	99.8	99.99
– REEFVTS area				99.95	100	99.8	100
Percentage of commercial and fishing ship applications responded to within statutory requirement							
– licensing		94	91	83	81	95	91
– registration		94	90	77	86	95	93
Percentage of vessels rated in need of very high monitoring priority		New measure	New measure	New measure	New measure	0.5	0.46

Notes:

1. The 2010–11 actual figure shows an increase over the target, with 10 fatalities recorded in the period January 2011 to June 2011.

2. The 2010–11 figure shows a lower level of activity due to diversion of resources to recovery activities following the extreme weather events from December 2010 to February 2011.

3. The 2010–11 actual figure shows a reduction due to support for the major marine incident concerning the Pacific Adventurer and assistance with initial investigations into the tug Adonis fatal incident. Also, boating activities were restricted due to the extreme weather conditions in early 2011 and enforcement agencies were unable to actively be involved with on-water surveillance duties.

4. Formerly reported as 'Non-compliance instances'.

5. The 2010–11 result is lower than the target due to significant damage to Aids to Navigation during extreme weather conditions in early 2011. A significant replacement program was progressed to address the Aids to Navigation damaged or destroyed.

Appendix 1 – Performance statements (continued)

Public transport services

The objective of this service is to provide efficient, effective, safe and economically sustainable public transport services and promote increased cycling and walking. The service connects people, opportunities and places and removes barriers to access and mobility. The service aims to provide the community of Queensland with a high quality public transport system (including school services) through the facilitation of bus, ferry, train, taxi and air services. This service 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.*

Figure 55 – Service: Public transport services							
Service standards	**Note**	**2006–07 Actual**	**2007–08 Actual**	**2008–09 Actual**	**2009–10 Actual**	**2010–11 Target/ Estimate**	**2010–11 Actual**
Wheelchair accessible taxi response times compared to regular taxi fleet response times (percentage)	1						
Peak							
– regular		New measure	New measure	New measure	New measure	85% within 18 minutes	95
		New measure	New measure	New measure	New measure	95% within 30 minutes	99
– wheelchair accessible		New measure	New measure	New measure	New measure	85% within 18 minutes	83
		New measure	New measure	New measure	New measure	95% within 30 minutes	92
Off-peak							
– regular		New measure	New measure	New measure	New measure	85% within 10 minutes	85
		New measure	New measure	New measure	New measure	95% within 20 minutes	98
– wheelchair accessible		New measure	New measure	New measure	New measure	85% within 10 minutes	69
		New measure	New measure	New measure	New measure	95% within 20 minutes	89
Number of hours of compliance activity directed at public transport-related target groups	2	10 843	10 843	15 379	17 051	14 300	17 037
Patronage on government-contracted							
– regional air services	3	185 706	217 889	235 520	243 483	240 000	282 043
– long-distance bus services	4	New measure	New measure	New measure	New measure	135 000	100 797
– regional urban bus services	4, 5	10 093 261	11 451 350	11 963 046	12 035 802	12 700 000	12 400 000
– regional ferry services	2	New measure	New measure	New measure	New measure	3 700 000	2 880 619
– Traveltrain services	4, 6	434 844	440 726	446 579	434 012	446 000	424 389
Taxi subsidy scheme							
– passenger trips provided in contract area	2	1 923 311	2 270 000	1 902 919	1 763 969	1 719 000	1 964 194
– cost ($) of subsidy per trip		New measure	New measure	New measure	New measure	8.71	7.76

Appendix 1 – Performance statements (continued)

Public transport services (continued)

Figure 55 – Service: Public transport services (continued)							
Service standards	Note	2006–07 Actual	2007–08 Actual	2008–09 Actual	2009–10 Actual	2010–11 Target/ Estimate	2010–11 Actual
User satisfaction ratings for public transport by service type (on a 1–100 scale)	7						
– regional urban bus (government-contracted)		3.55	3.43	66	73	65	72
– regional urban ferry (government-contracted)	2, 8	3.84	3.89	72	N/A	N/A	N/A
– taxi		3.53	3.39	66	63	65	64
Cost ($) of subsidy per passenger on government-contracted							
– regional air services		New measure	New measure	New measure	New measure	38.38	31.94
– long-distance bus services		New measure	New measure	New measure	New measure	30	31.96
– regional urban bus services	5	New measure	New measure	New measure	New measure	2.22	2.45
– regional ferry services	2, 9	New measure	New measure	New measure	New measure	16.42	13.08
– Traveltrain services	10, 11	New measure	New measure	New measure	334.09	311.66	333.34

Notes:

1. The performance levels are calculated from data supplied by booking companies.

2. This measure will be discontinued in 2011–12.

3. Figures reported in previous annual reports were estimates only, due to a lag in obtaining actual numbers from airline operators. The results for 2006–07 to 2009–10 are now corrected to show the actual number of passengers carried.

4. 2010–11 patronage is lower than the target due to the impacts on services due to extreme weather conditions across the state in the 2010–11 summer.

5. 2010–11 figure is estimated actual.

6. Information provided for 2010–11 is based on preliminary information provided by Queensland Rail to TMR and is subject to change on completion of end-of-year reconciliation.

7. Survey scoring methodology changed from 1–5 scale to 1–100 scale (with a high score being desirable) in 2008–09.

8. User satisfaction data is not currently collected by TMR for regional ferry services due to the large costs that would be incurred to obtain the data.

9. 2010–11 figures are for the Palm Island–Townsville service only. The subsidy per passenger is lower than the target due to a lower number of trips combined with a relatively high number of people per trip.

10. Results provided are based on preliminary information provided by Queensland Rail to TMR and is subject to change on completion of end-of-year reconciliation.

11. The measure is subject to patronage numbers against a fixed quarterly subsidy. Lower passenger numbers result in an increased subsidy per passenger. Patronage was impacted by the flooding and extreme weather conditions across the state in the 2010–11 summer.

Appendix 1 – Performance statements (continued)

Road system planning

The objective of this service is to ensure the long-term development of Queensland's road network as part of an integrated transport system. Activities under this service 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 government's requirements for the community.

This service 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.*

Figure 56 – Service: Road system planning							
Service standards	Note	2006–07 Actual	2007–08 Actual	2008–09 Actual	2009–10 Actual	2010–11 Target/ Estimate	2010–11 Actual
Road system seal age (percentage of the state-controlled road network exceeding the optimal seal age)	1, 2	16.1	16.2	18.8	18.8	16–19	20
Road system condition (percentage of urban and rural state-controlled roads with condition better than the specified benchmark)							
– urban		98	98	98	99	97–99	98
– rural	3	95	95	95	95	97–99	95

Notes:

1. Dry conditions are necessary to carry out successful re-sealing work. Extensive wet weather conditions in 2010–11 delayed road re-sealing work.

2. The figure of 17.1% reported in the 2009–10 annual report was an estimate. This has been corrected to show the actual result of 18.8%.

3. The 2010–11 result is due to the impact of summer flooding on the rural road network in 2010–11.

Appendix 1 – Performance statements (continued)

Road program development and delivery

The objective of this service is to develop and manage integrated transport projects that provide a safe, efficient and reliable transport network, while ensuring value for money. The service manages the development, implementation and monitoring of the transport program to meet the targets outlined under the *Queensland Road System Performance Plan*, and includes expenditure on road maintenance activities, with overall works outlined in the *Queensland Transport and Roads Investment Program*. This service 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.*

Figure 57 – Service: Road program development and delivery							
Service standards	Note	2006–07 Actual	2007–08 Actual	2008–09 Actual	2009–10 Actual	2010–11 Target/ Estimate	2010–11 Actual
Percentage of major construction projects (road)							
– for which construction commenced no later than four months after the programmed commencement date	1	83	91	94	70	90	69
– completed no more than 10% after the programmed construction period	1	78	84	86	67	90	62
– costing less than 10% over the programmed estimate		87	87	91	93	90	92

Notes:

1. Delays to regional programs occurred due to flooding and wet weather events throughout the early months of 2011.

Appendix 1 – Performance statements (continued)

Road corridor and network operations

The objective of this service is to protect our lifestyle and the environment by focusing on the safe, sustainable management and operation of the road network and corridors. The service's activities include traffic operations, traffic and traveller information, incident management, heavy vehicle management, road safety management, third party access management, and road corridor environmental management. This service 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.*

Figure 58 – Service: Road corridor and network operations							
Service standards	Note	2006–07 Actual	2007–08 Actual	2008–09 Actual	2009–10 Actual	2010–11 Target/ Estimate	2010–11 Actual
Number of significant environmental incidents at road projects investigated by regulatory agencies	1	-	4	19	5	-	7
Fatalities per 100 000 population on state-controlled roads		4.84	5.00	4.86	3.53	3.65	3.30
Number of fatal crashes on state-controlled roads per 100 million vehicle kilometres travelled	2	0.69	0.67	0.59	0.52	-	-
Number of fatal crashes on state-controlled roads per 100 million vehicle kilometres travelled where the road condition was likely to be the primary contributing factor	3	New measure	New measure	New measure	New measure	N/A	0.037
Road network performance – efficiency (travel time – minutes per 10km) – AM peak – Off-peak – PM peak		New measure New measure New measure	New measure New measure New measure	New measure New measure New measure	New measure New measure New measure	N/A N/A N/A	11.4 9.8 11.6
Road network performance – reliability (travel speed – percentage) – AM peak – Off-peak – PM peak		New measure New measure New measure	New measure New measure New measure	New measure New measure New measure	New measure New measure New measure	N/A N/A N/A	81 95 77
Road network performance – productivity (travel speed and flow – percentage) – AM peak – Off-peak – PM peak		New measure New measure New measure	New measure New measure New measure	New measure New measure New measure	New measure New measure New measure	N/A N/A N/A	71 77 69

Notes:

1. Incident categories were: unauthorised release of primer into table drain (1), unauthorised clearing of vegetation (4), unauthorised clearing of vegetation – failure to submit licence conditions (1) and unauthorised earthworks and vegetation clearing (1).

2. This measure was amended in the 2010–11 Service Delivery Statements to reflect fatal crashes on state-controlled roads per 100 million vehicle kilometres travelled where the road condition was likely to be a contributing factor.

3. The actual figure is for the 12-month period to 31 March 2011 due to a time lag in obtaining data from other agencies.

Appendix 1 – Performance statements (continued)

Community transport access support

The objective of this service is to provide 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 service contributes to the following government ambitions:

- *Healthy – making Queenslanders Australia's healthiest people*
- *Fair – supporting safe and caring communities*
- *Smart – delivering world-class education and training.*

Figure 59 – Service: Community transport access support							
Service standards	Note	2006–07 Actual	2007–08 Actual	2008–09 Actual	2009–10 Actual	2010–11 Target/ Estimate	2010–11 Actual
Bikeways (km completed)	1	-	104*	55	36	41	18.4
Transport Infrastructure Delivery Scheme (TIDS) funding ($ million)	2	52.0	$93.6*	72.2	89.2	64.2	68.6
Black spot – Australian Government funding on local government roads ($ million)	2, 3	3.7	$3.3*	2.4	17.0	12.1	11.0

Notes:

1. The Transport Infrastructure Development Scheme (TIDS) provides a subsidy to local governments to improve the cycle network. The estimated delivery was calculated in February 2011 and reflected current forecasts at that time. This program is primarily delivered by local governments and under-delivery reflects the reallocation of resources to priority flood works.
2. This measure will be discontinued in 2011–12.
3. Of the $12.1 million available for Black Spot funding, only $11 million worth of Black Spot projects was delivered. Severe weather events in early 2011 meant regions and local governments had to divert resources to recovery and reconstruction works instead of scheduled projects.
* Estimated actual.

Appendix 1 – Performance statements (continued)

RoadTek

RoadTek is a major provider of transport infrastructure solutions throughout Queensland, providing civil construction and maintenance works and related services with a turnover in excess of $680 million per year. It has a workforce of 1800 employees and operates from 29 locations throughout Queensland. In delivering a large, diverse program of works, RoadTek is focused on community needs, delivering best value outcomes in a safe and efficient manner. Our focus is on improving safety for both roadworkers and road users.

Figure 60 – Commercialised business unit: RoadTek							
Service standards	Note	2006–07 Actual	2007–08 Actual	2008–09 Actual	2009–10 Actual	2010–11 Target/ Estimate	2010–11 Actual
Long term debt/equity (percentage)		33.0*	29.0	25.0	24.2	21.5	16.0
Long term debt/total assets (percentage)		17.1*	15.9*	14.4	13.1	14.0	9.5
Return on equity (percentage)		20.5*	20.1	23.9	29.5	12.0	28.7
Return on revenue (after tax) – percentage		4.15*	4.50	5.10	6.20	3.20	6.20
Profit margin (earnings before income tax/user charges) – percentage		6.5*	6.5	7.3	8.9	4.5	8.8
Lost time injury frequency rate		‹27*	23	14	18	‹20	13.7
Plant utilisation (Plant Hire Services) – percentage		80*	80	75	82	75	86
Customers and stakeholders value RoadTek (on scale of 1 to 5)		New measure	New measure	New measure	New measure	›4	4.09

Notes:

* Estimated actual.

Appendix 2 – Legislation administered by the department

The Minister for Transport and Multicultural Affairs 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*
- *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, Fisheries and Marine Infrastructure)*
- *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, Fisheries and Marine Infrastructure)*
- *Transport Security (Counter-Terrorism) Act 2008*
- *Transport (Rail Safety) Act 2010*
- *Transport (South Bank Corporation Area Land) Act 1999.*

The Minister for Main Roads, Fisheries and Marine Infrastructure is responsible for the following Acts,
which are administered by the Director-General:

- *Maritime Safety Queensland Act 2002*
- *Transport Infrastructure Act 1994 (jointly administered with the Minister for Transport and Multicultural Affairs)*
- *Transport Operations (Marine Pollution) Act 1995*
- *Transport Operations (Marine Safety) Act 1994*
- *Transport Planning and Coordination Act 1994 (jointly administered with the Minister for Transport and Multicultural Affairs).*

Appendix 3 – Investments in controlled entities

Our controlled entities

Historically, we have exercised majority control over two entities, Queensland Motorways Limited (QML) and Transmax Pty Ltd (Transmax).

Shareholding arrangements for Transmax remain unchanged. However, the department's interest in QML changed in the past year in preparation for the transfer of the QML franchise to Queensland Investment Corporation, the state's investment arm.

Shares in QML that were held in trust on behalf of the state by the Associate Director-General and the Director-General via Transport Holdings Queensland Pty Ltd were transferred to Queensland Treasury Holdings Pty Ltd in December 2010.

As a result of the share transfer and the later termination of the Road Franchise Agreement (replaced by a new agreement) the department's arrangements with QML as a controlled entity ceased as of 31 March 2011.

The financial results of QML for the period 1 July 2010 to 31 March 2011 only are consolidated with the parent entity in the financial statements.

The financial results of Transmax are also consolidated with the parent entity in the financial statements.

Operations and highlights

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 2010 to 30 June 2011, earning a net profit before tax of $1 478 537.

Appendix 4 – Reporting arrangements for Government Owned Corporations

Figure 61 outlines reporting arrangements for relevant Government Owned Corporations.

Figure 61 – Reporting arrangements for Government Owned Corporations	
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:	*Government Owned Corporations Act 1993*
Annual reporting:	Annual Report to Parliament and Parliamentary Statement of Corporate Intent
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:	*Government Owned Corporations Act 1993*
Annual reporting:	Annual Report to Parliament and Parliamentary Statement of Corporate Intent
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:	*Government Owned Corporations Act 1993*
Annual reporting:	Annual Report to Parliament and Parliamentary Statement of Corporate Intent
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:	*Government Owned Corporations Act 1993*
Annual reporting:	Annual Report to Parliament and Parliamentary Statement of Corporate Intent
Name and type of entity:	**Queensland Rail Limited** – company, government owned corporation
Function of entity:	To provide passenger transport services (above and below rail) and below rail freight network, including contracts with the Department of Transport and Main Roads and TransLink Transit Authority
Constituting Act:	*Government Owned Corporations Act 1993*
Annual reporting:	Annual Report to Parliament and Parliamentary Statement of Corporate Intent

Appendix 5 – Camera Detected Offence Program

Figure 62 – Camera Detected Offence Program financial overview for 2010–11	
Revenue	**($000)**
Department of Transport and Main Roads	50 216
Department of Justice and Attorney-General	19 362
Total revenue	**69 578**
Administrative and operational costs	
Department of Transport and Main Roads	4373
Queensland Police Service – operating (including road safety enforcement initiatives)	26 511
Department of Justice and Attorney-General	3327
Total administrative and operational costs	**34 212**
Expenditure of remaining revenue	
Road Safety Education and Awareness Department of Transport and Main Roads	2500
Road Accident Injury Rehabilitation Programs Queensland Health – contribution to National Blood Authority	4500
Improvements to the safety of state-controlled roads Department of Transport and Main Roads	27 639
Digital Platform and Digital Camera Technology Queensland Police Service	2462
Queensland Motorbike Safety Strategy 2009–2012 Department of Transport and Main Roads	6819
Heavy vehicle rest areas Department of Transport and Main Roads	2718
Road safety public education program funding Department of Transport and Main Roads	5979
Total expenditure of remaining revenue	**52 617**
Equity expenditure	
Queensland Police Service	6357
Total equity expenditure	**6357**
Balance of 2010–11 revenue	**-23 608**

TMR and QPS incurred additional expenditure in 2010–11 which was paid out of prior year surpluses.

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'
- 54 per cent felt that speeding is as dangerous as drink driving
- 73 per cent supported the use of fixed speed cameras in Queensland
- 78 per cent supported the use of red light cameras that can also photograph vehicles that speed through the intersection
- 56 per cent supported 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
- 63 per cent supported the use of unmarked speed camera vehicles.

^ 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 (August 2011) asked transport-related questions of a sample of 600 Queensland drivers/riders. A number of the questions were specific to the Camera Detected Offence Program.

Appendix 5 – Camera Detected Offence Program (continued)

Figure 63 shows the average number of vehicles that were monitored for every mobile speed camera notice that was issued between January 2008 and December 2010.

Figure 63 – Vehicles per mobile speed camera notice issued (number – month)
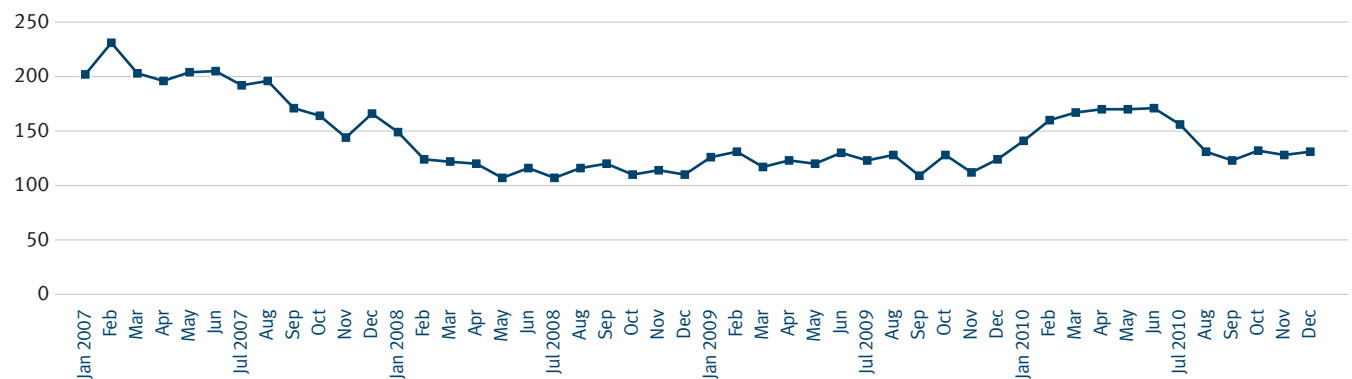
Data source: Queensland Police Service

Figure 64 – Mobile speed camera penalty brackets for 2010*

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 mobile speed camera infringements	168 916	106 959	14 085	1678	501	292 139
Percentage	57.8	36.6	4.8	0.6	0.2	100

Data source: Department of Transport and Main Roads Data Analysis Unit
* Penalty bracket is vehicle exceeding the speed limit by this amount.

Figure 65 shows the average number of vehicles that were monitored for every red light camera notice that was issued between January 2008 and December 2010.

Figure 65 – Vehicles per red light camera notice issued (number – month)
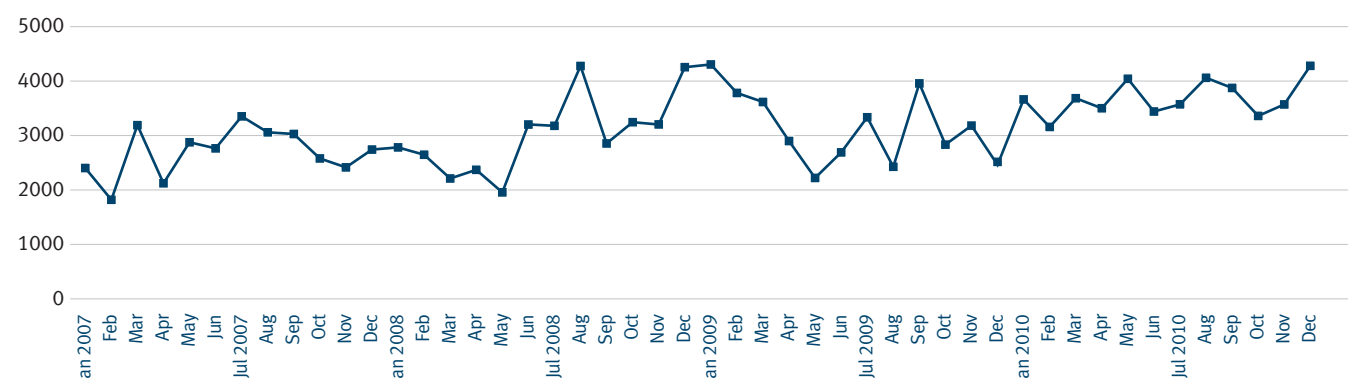
Data source: Queensland Police Service and Department of Transport and Main Roads Data Analysis Unit
* 20 871 red light camera infringement notices were issued for the 2010 calendar year.

Appendix 5 – Camera Detected Offence Program (continued)

Figure 66 shows the average number of vehicles that were monitored for every fixed speed camera notice that was issued between January 2008 and December 2010.

Figure 66 – Vehicles per fixed speed camera notice issued (number – month)
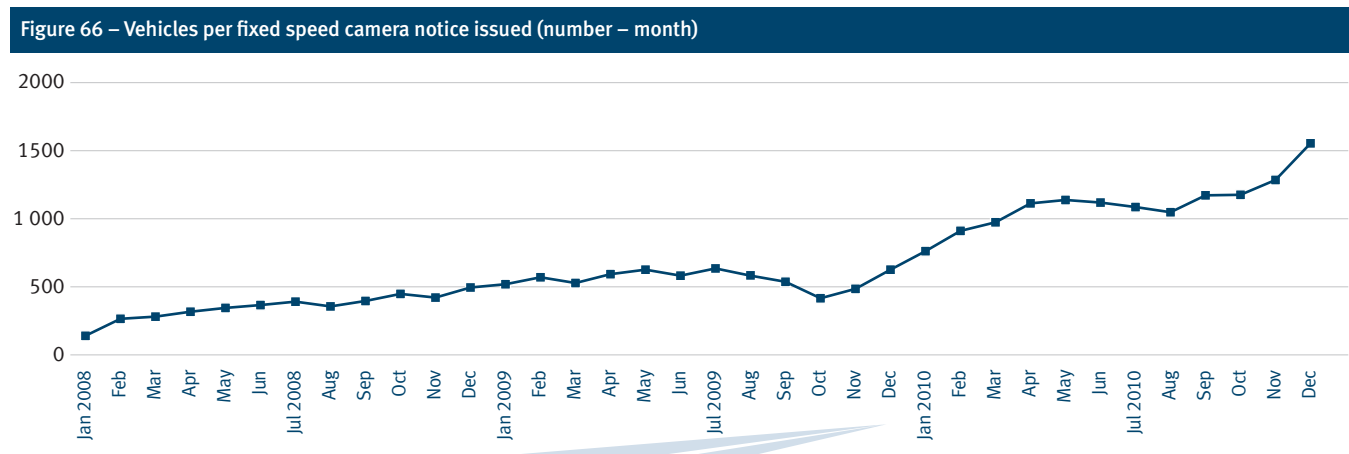
Data source: Queensland Police Service

Figure 67 – Fixed speed camera penalty brackets for 2010*

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	38 717	22 124	2 658	325	133	63 957
Percentage	60.5	34.6	4.2	0.5	0.2	100

Data source: Department of Transport and Main Roads Data Analysis Unit

* Penalty bracket is vehicle exceeding the speed limit by this amount.

Appendix 6 – Transport payments

Passenger transport payments 2010–11

Passenger transport payments are for the period of 1 July 2010 to 30 June 2011 and are GST exclusive.

Figure 68 – Passenger transport payments 2010–11	
Name	**Amount**
Bus	
Bowen Transit	$105 747.26
Buslink Queensland Pty Ltd	$779 138.44
Campsie Bus Company Pty Ltd	$749 154.63
Cavglass Pty Ltd	$200 175.19
Chillagoe Observatory & Eco Lodge	$8516.77
Christensen's Bus & Coach	$241 487.21
Coast & Country Buses	$22 191.36
Complete Golf Coaching P/L	$19 856.00
DA & HEM Hastie	$12 850.34
Duffy's City Buses Pty Ltd	$1 172 144.86
Haidley's Panoramic Coaches	$143 263.75
Hubbards Coaches Pty Ltd	$8580.45
Loves Bus Service Qld	$320 957.29
Mackay Transit Coaches Pty Ltd	$1 690 233.10
Maryborough Hervey Bay Coaches	$2 097 580.71
North Stradbroke Island Bus Service	$405 829.21
Polley's Coaches	$274 796.18
SG & EJ Adcock Pty Ltd	$10 141.55
Stewart & Sons	$105 375.52
Suncoast Cabs Ltd	$16 428.18
The Gray-Money Family Trust	$45 321.82
Toowoomba Transit Pty Ltd	$3 177 613.74
Trans North Pty Ltd	$363 212.13
Transit Australia Pty Ltd	$17 194 917.16
Veolia Transport Brisbane Pty Ltd	$13 310.18
Yellow Cabs (Queensland) Pty Ltd	$69 387.27
Young's Bus Service	$1 164 888.37
Grand total	**$30 413 098.67**

Figure 68 – Passenger transport payments 2010–11 (continued)	
Name	**Amount**
Ferry	
BITS Ferry Group Pty Ltd	$1 169 966.82
Coochiemudlo Island Ferry Service Pty Ltd	$165 166.91
Stradbroke Flyer	$758 272.73
Peddells Ferry & Tour Bus Service	$132 275.00
Stradbroke Ferries Pty Ltd	$52 400.45
Sunferries Pty Ltd	$926 462.72
Sunferries Group Pty Ltd	$188 171.29
Grand total	**$3 392 715.92**
Long-distance rail	
Queensland Rail Limited	$141 465 500.00
Cairns Kuranda Steam Pty Ltd	$1 509 448.09
Rail Corporation New South Wales	$2 422 732.00
Subtotal	**$145 397 680.09**
Air	
Skytrans Pty Ltd	$6 032 878.00
Regional Express Pty Ltd	$2 974 588.00
Subtotal	**$9 007 466.00**
Long-distance coach	
Greyhound Australia	$1 740 198.11
Paradise Coaches	$356 212.07
Bus Queensland	$542 358.29
Bowen Coaches	$68 337.83
Douglas Coaches	$127 317.91
Country Road Coaches	$49 756.86
Trans North Bus and Coach	$160 930.47
Callide Coaches	$189 549.36
Jena Boran Aboriginal and Torres Strait Island Corporation	$9263.35
North Burnett Regional Council	$10 842.29
G & S Shultz	$5180.93
Subtotal	**$3 259 947.49**
Total subsidy for long-distance services	**$157 665 093.58**

Appendix 6 – Transport payments (continued)

School transport operator payments 2010–11

School transport operator payments for the period 1 July 2010 to 30 June 2011

Figure 69 – School transport operator payments 2010–11	
Operator name	**Total payment (GST exclusive)**
9Dorf Pty Ltd (ACN 144832762) as trustee for (ATF) The 9Dorf Family Trust	$78 974.63
AT & SB Investments Pty Ltd (ACN 101198841)	$57 534.21
Abbott, Darrel Kim & Bernadette Helen	$52 960.76
Advance Wakonda Pty Ltd (ACN 086019829) ATF NW French Ft	$12 719.35
Agostinelli, Laurence P & Lucy	$44 806.93
Ahrundee Pty Ltd (ACN 106192938)	$122 673.86
Albeck, Arnold J & Evon J	$66 629.27
Albeck, William H & Norma A	$74 797.55
Aljamata Pty Ltd (ACN 099715867)	$306 607.25
Allan, Warren J & Janice E	$71 902.46
Allen, Julie-Ann	$44 253.13
Allen, Raymond & Ann-Maree	$240 739.16
Althaus, Desmond P & Sandra J	$68 442.81
Amberley–Rosewood Bus Co Pty Ltd (ACN 009668151)	$207 143.76
Anaru, Susan Maree	$62 891.05
Anderson, SJ	$67 963.89
Anderson, Steven & Jacqueline ATF The S&J Anderson Family Trust	$7660.41
Anscombe, Robin James & Christine Lynette	$112 500.51
Antonio, Michael L	$188 338.18
Ardrey, Colin F & Noela	$289 945.13
Armstrong, David B & Braun, Marianne I	$91 225.65
Arnold Buses Pty Ltd (ACN 099920966) ATF The Arnold Family Trust	$73 199.06
Arnold, Robert G & Michelle A ATF The Arnold Family Trust	$177 883.18
Atkinson, W & EA and P & CG	$125 245.14
Auburn Conveyance Inc.	$60 281.39
Autism Queensland Inc.	$408 169.05
B & C Fleming Pty Ltd (ACN 108522363) ATF BJF Trust	$58 264.62
Baker, Roger D & Lynda C	$156 901.64
Baksaj, Michael B & Narelle	$294 912.10
Baldock, Shirley, Neville W & David A	$56 421.32
Bale, William Arthur	$72 756.95

Figure 69 – School transport operator payments 2010–11 (continued)	
Operator name	**Total payment (GST exclusive)**
Ball, Harold E & Karen L	$93 844.90
Bambino, Domenic & Tiffany M	$130 612.55
Bange, Brendan K & Kristine M	$105 285.57
Bannerhive Pty Ltd (ACN 063747875)	$32 359.77
Bardside Pty Ltd ATF The Wayne Campbell Trust	$706 101.60
Barker, Eric W	$111 267.15
Barker, John E & Glenda A	$43 129.65
Barnard, Conway	$44 584.46
Barnard, Ian C	$50 896.67
Barnes, B & C	$82 327.57
Barr, Brian L & Sinnott, Margaret L	$259 917.44
Barton, HN & SJ	$59 018.53
Barton, Jeffrey J & Kathleen A	$685 177.91
Bauer, Graham L	$112 821.17
Bauer, Karl C	$248 295.15
Baumann, Peter W & Colleen G	$49 932.52
Bean, Sharyn Leanne	$45 990.30
Beazley, Cheryl M & Lewis J	$46 059.94
Bellingham, Peter T & Robyn N	$87 076.05
Bennett, Charles TE & Sharlee C	$55 207.94
Bennett, Raymond J & Daphne C	$283 669.48
Benson, Ian James Scott	$30 740.48
Bentroy Pty Ltd trading as (T/A) Scifleet School Bus Service	$309 019.59
Bergamay Pty Ltd ATF Berguard Asset Trust T/A Bergabus	$95 362.33
Bewick, Lincoln J & Roxanne C	$44 361.89
Bidgood, Lindsay & Carolyn	$65 048.33
Biloela Coaches Pty Ltd (ACN 060320783)	$125 553.51
Birch, MG & BL	$85 836.27
Bits Ferry Group Pty Ltd (ACN 108664848) ATF The Bits Trust	$458 878.75
Black & White (Quick Service) Taxi Ltd (ACN 009754705)	$164 877.99
Black & White Cabs Pty Ltd (ACN 054497353)	$1 982 282.83
Black and White Taxis Maryborough Pty Ltd	$147 971.00

Appendix 6 – Transport payments (continued)

School transport operator payments 2010–11 (continued)

Figure 69 – School transport operator payments 2010–11 (continued)	
Operator name	Total payment (GST exclusive)
Blackburn, WJ & Allen, AM	$364 764.20
Bland, Desmond W & Rhonda K	$49 178.81
Blue & White Taxis (Gladstone) Pty Ltd (ACN 010390575)	$293 336.43
Blue Cattle Dog Pty Ltd ATF The Baxter Family Trust	$146 312.63
Blyth, Alan G & Gail P	$91 592.62
Blyth, James S, Janice L & Alan G	$237 250.06
Bowen Transit Pty Ltd (ACN 105749602)	$740 118.33
Bowley, RL & Ryan-Bowley, ER	$23 643.87
Bradfield, William H	$88 134.36
Bradley's Buses Pty Ltd (ACN 072364973)	$703 887.61
Bradshaw, Kenneth H & Christine C	$45 723.42
Brasminaco Pty Ltd (ACN 142072044) ATF M & B Panetta Family Trust	$294 299.58
Brauer, Owen R & Taylor-Brauer, Tracey L	$222 030.91
Brigalow Park Pty Ltd (ACN 113906979)	$76 467.15
Brisbane Bus Lines Pty Ltd (ACN 009739593)	$2 609 525.40
Brisbane City Council	$5873.64
Brischetto, Charlie M & Colleen M	$6464.49
Brizac Pty Ltd (ACN 120921539)	$266 623.82
Broomhall, Robyn S	$37 163.37
Brown, Rex W, Beverley A & Chris W	$64 771.28
Bruce Neville Otto ATF The Otto Property Trust	$100 608.83
Bryson Swan ATF Swann Family Trust No. 2	$91 082.07
Bundaberg Cab Co Pty Ltd	$264 816.05
Burgess, James M & Maryann	$107 066.17
Burloch Pty Ltd (ACN 116508420)	$165 858.05
Burns, Dudley R & Sharyn J	$152 779.03
Burnside Pty Ltd (ACN 054160977)	$125 664.42
Burrawong Bus Service Pty Ltd (ACN 141689983)	$82 428.25
Bus Fox Pty Ltd ATF Fox Family Trust	$911 283.15
Bus It Mackay Pty Ltd (ACN109166583)	$197 901.39
Bus Queensland (Lockyer Valley) Pty Ltd (ACN 140535888)	$1 204 309.34
Bus Queensland Pty Ltd (ACN 010516757)	$907 199.85
Buslink Queensland Pty Ltd (ACN 085000693)	$1 375 437.85

Figure 69 – School transport operator payments 2010–11 (continued)	
Operator name	Total payment (GST exclusive)
Butler, GM & O'Connor, EJ	$49 020.35
Butler, Patrick G, Gloria A & Barry J	$122 297.15
Cahill, Paul F	$56 574.02
Cairns Regional Council	$3780.00
Cairns, Richard G & Monica	$91 699.09
Caitash Pty Ltd (ACN 075780942)	$177 512.33
Caldwell, David S & Lisa J	$60 877.78
Callide Coaches Pty Ltd (ACN 106306307) ATF MJ Moschioni Family Trust	$517 330.81
Calypso Coaches Pty Ltd (ACN 101605289)	$6138.00
Campbell, Bruce G & Forrester, Vicki L	$372 793.12
Campbell, Robert W	$22 887.43
Campsie Bus Co Pty Ltd (ACN 000953328)	$1 731 100.06
Canungra Mobile Welding & Fabrication Pty Ltd (ACN 070061424)	$39 520.08
Capricorn Coast Taxi Services Pty Ltd (ACN 010999827)	$79 762.75
Carbrook Coaches Pty Ltd (ACN 121677709) ATF Ryan Family Trust	$122 633.02
Carney, David Robert & Rita Janelle	$101 721.56
Casey, Francis & Gloria G	$69 240.15
Cathro, Kaye Monica	$46 038.75
Cauley, Mark O & Margaret A	$102 962.59
Caust, Gregory Paul	$103 211.64
Cavanagh, Graham Norman	$38 249.26
Cavanough, Evon Elizabeth	$45 365.67
Cavbus Pty Ltd (ACN 096924677)	$3 897 889.94
Cavglass Pty Ltd (ACN 124444711)	$1 321 912.14
Chadwick, Daniel P & Karen L	$71 599.45
Champion, Steven W & Shirley M	$226 135.80
Chapman, Peter & Julie-Anne	$154 363.79
Chase, Vivian	$97 388.27
Chatfield Kevin A & Kathleen	$238 131.11
Christensen, Graham J & Lenore E	$1 261 973.92
Christensen, Meryn R	$71 665.82
Clark, Frederick F	$160 291.13
Clarris, Philip J & Kaylene L	$145 107.33

Appendix 6 – Transport payments (continued)

School transport operator payments 2010–11 (continued)

Figure 69 – School transport operator payments 2010–11 (continued)	
Operator name	Total payment (GST exclusive)
Clifford, Dennis & Stewart, Adele Lesley	$68 918.39
Cochrane, Robert Scott & Judith Betty	$766 227.44
Cogency Holdings Pty Ltd (ACN 133839880)	$14 961.91
Coleman, Trevor J & Valerie M	$341 283.85
Coles, Graham W & Lynette M	$49 809.97
Complete Golf Coaching Pty Ltd (ACN 101380116)	$77 298.42
Connolly, Trevor J & Paula M	$61 829.84
Coochiemudlo Island Ferry Service Pty Ltd (ACN 109277376)	$39 441.82
Cooktown Connections Pty Ltd (ACN 120945379) ATF Coventry Family Trust	$344 149.09
Cooktown Taxis ATF The Rowling Grass Family Trust	$3472.76
Coolum Coaches Pty Ltd (ACN 087303964) ATF The Ross Family Trust	$699 342.24
Cooper, Bevan F & Phyllis M	$65 504.82
Coral Reef Coaches Pty Ltd (ACN 101829243) ATF Teppinel Trust	$288 603.12
Corkill, Owen & Janelle	$95 072.37
Cox, Michael & Gillian	$13 327.76
Cox, Tibor Alexander	$17 148.03
Creevey, DJ & LJ	$78 977.24
Crisp, GD, LM & TH	$907 342.70
Croyberg Pty Ltd (ACN 050492923) ATF The EJ Hill Family Trust	$423 295.74
Cunningham, Andrew	$99 700.57
Curcio, De Gaspari Oreste	$106 787.57
Curcio, Joseph F & Marcella M	$54 534.56
Curd, KH & BD	$73 568.01
D & S Porter Transport Pty Ltd (ACN 074464752)	$125 311.07
Dairy Brokers Australia Pty Ltd	$33 347.88
Dalby Courtesy Transport Pty Ltd (ACN 104017469)	$31 749.82
Dale, Donna Leanne	$57 974.41
Dale, John M	$78 675.41
Dalton, Beth Iona	$123 843.07
Danes, Amanda Jane	$36 873.71
Dann, Susan Gay	$38 391.55
Dascombe, Harvy K, Marianne F & Andrew K	$1 545 350.41

Figure 69 – School transport operator payments 2010–11 (continued)	
Operator name	Total payment (GST exclusive)
Davison, Lynn	$29 506.42
Day, Barry & Shona	$50 946.57
De Iacovo, Gianfranco Claudio & Rosina	$67 949.53
Dentyl Pty Ltd (ACN 128836224) ATF Ray Penny Family Trust	$8097.16
Dextapol Pty Ltd (ACN 094908157)	$85 813.95
Dionysius, John W & Helen M	$56 434.83
Dittelle Pty Ltd (ACN 129204057)	$13 305.53
Dodd Painting Pty Ltd ATF Dodd Family Discretionary Trust	$45 991.03
Doherty, Edward Patrick	$37 984.69
Dohle, Kenneth William & Kathryn Eileen May	$69 630.59
Duffy's City Buses Pty Ltd (ACN 053761023) ATF The Duffy Trust	$1 498 274.74
Duggan, John M & Michelle M	$119 180.35
Dunne, Kathleen	$38 757.92
Durant, Adrian O & Joy B	$29 418.90
Dwyer, Danny J & Donna S	$63 593.98
E & S Crocker Pty Ltd ATF Crocker Family Trust	$351 380.44
Ebbage, Michael J	$30 000.58
Edenvale Enterprises Pty Ltd	$794 276.47
Edwards, Barry J & Leanne M	$36 605.61
Edwards, John & Suzanne M	$467 659.32
Edyvean, John G & Yvonne L	$109 387.39
Elborne, Maree E	$80 316.36
Emerald Coaches Pty Ltd (ACN 103929371)	$562 066.09
Emerson Bus Co. Pty Ltd (ACN 126275205) ATF Emerson Family Unit Trust	$661 894.90
Erickson, Christopher Cecil & Sandra	$289 892.73
Ernestina Bus Co-Op Ltd	$47 387.56
Espie, Allan Darryl	$107 000.70
Eurombah Creek School Bus Association Incorporated	$48 841.46
Evans, Kerry Anne	$63 426.33
Evetts, Lizl	$34 086.89
FSG Australia	$2762.24
F.N.Q. Bus Lines Pty Ltd (ACN 004804808)	$880 794.84

Appendix 6 – Transport payments (continued)

School transport operator payments 2010–11 (continued)

Figure 69 – School transport operator payments 2010–11 (continued)	
Operator name	**Total payment (GST exclusive)**
Farmer, Bradley Jason & Kellie Lorraine	$58 678.80
Fatigue Management Coaches Pty Ltd (ACN 117944902)	$55 489.68
Fernie, Tony J	$40 689.82
Ferrier, Esmay	$33 272.15
Fisher, Maurice E & Susan M	$40 285.05
Fleiter, Adrian J & Sonya L	$48 567.40
Fleming, E & M D	$1703.00
Floyd, Mark H & Margaret A	$28 119.39
Forbes, Glenden James	$76 932.95
Forsberg, Alf Rene	$44 187.15
Foster, Allan Robert	$42 783.02
Franz, Leonard R & Margaret M	$36 178.02
Fraser, Ann Maree	$123 587.89
Fredrickson, AB & NG ATF AB & NG Fredrickson Family Trust	$43 456.17
Frohloff, Sydney Ross & Leanne Marie	$60 873.91
Fultonlawn Pty Ltd (ACN 010489068)	$2 192 783.69
G & D Romanello Trust,Gary & Daryl Romanello	$329 322.60
G & S Jacob & Sons Pty Ltd	$206 751.10
GJ & G Driver Pty Ltd	$200 396.00
G&A Holdings Invest. Pty Ltd (ACN 146454131) ATF G&A Ravanello Family Trust	$101 216.24
G.T.M. Pty Ltd (ACN 128633349)	$66 445.51
Ganly, Kevin J & Lara G	$143 697.83
Gary & Christine Rowen ATF The Rowen Family Trust	$58 866.09
Gavleen Pty Ltd (ACN 125742216) ATF The Donaldson Family Trust	$113 816.89
Gay, Colin Francis & Bette M	$376 062.14
Gehrke, Mervyn Charles	$43 639.53
Geisel, Garry J & Rhonda E	$122 808.65
George Gould	$25 788.45
Gibson, Deborah	$53 302.05
Gibson, Neil J & Karen M	$39 526.99
Gilbert, Donald J	$5898.05
Giles, Barry ATF Giles Family Trust	$224 634.23
Gilliland, Ian J & Catherine A	$279 185.63

Figure 69 – School transport operator payments 2010–11 (continued)	
Operator name	**Total payment (GST exclusive)**
Glass House Mountains Taxis Pty Ltd (ACN 113853473)	$35 880.93
Goldsmith, Carolin A & Paora R	$3795.73
Goltz, Christine A	$34 110.96
Goodwin, Scott D & Debbie L	$219 569.86
Goody, Burnett G & Gale M	$65 884.92
Gotz, Noel S & Lynette A	$41 749.25
Gray, Clifford H & Barbara C	$119 940.79
Green, Barry L & Mary E	$40 099.67
Green, Tina Leanne ATF Shelanna Family Trust	$117 929.83
Greenwood, David Wesley ATF The Greenwood Family Trust	$351 390.55
Greg Goddard Motors Pty Ltd (ACN 005331215)	$662 542.95
Grennan, Tony A & Doris	$475 170.25
Greyhound Australia Pty Ltd (ACN 104326383)	$43 912.93
Grimes, Barry & Sharon	$79 674.03
Gunnis, P F & Wood, K L	$155 539.23
Gympie Golden City Cabs Pty Ltd (ACN 081468573)	$143 367.10
Hadley, Donald Noel	$36 150.84
Haidley, Cameron & Lyndal	$249 420.75
Haidley, Donald J	$230 958.42
Hall, Barry David & Linda Joanne	$15 559.65
Hamilton, RF & BJ ATF The Reg Hamilton Family Trust	$171 589.32
Hampson, Debra Claudette	$215 110.95
Hansen, Colin William & Jo-Anne Elizabeth	$65 534.82
Harlow, Allan Charles Edmund	$43 481.75
Harris, Diana R	$49 831.66
Harrisson, Alan & Alison M	$40 623.22
Hartley, Mark James	$66 326.05
Haslop, KA, AL & JA	$54 974.08
Hastie, Douglas A & Heather EM	$112 121.05
Hatte, William J & Anne T	$61 679.05
Hay, Barbara Anne	$53 001.27
Hayes, Richard J	$655 632.88
Hearn, Michael R & Catherine A	$319 070.58
Heath, Janet Narelle	$40 224.27

Appendix 6 – Transport payments (continued)

School transport operator payments 2010–11 (continued)

Figure 69 – School transport operator payments 2010–11 (continued)	
Operator name	Total payment (GST exclusive)
Heaton, Leo G	$35 653.35
Heidrich, Friedrich & Cheryl J	$40 428.44
Heir, Paul J & Maree A	$94 473.64
Henningsen, Graham	$75 538.86
Herron, Darren J	$110 366.30
Hervey Bay Taxi Service Pty Limited (ACN 010670283)	$116 322.76
Hickey, SM & Johnson, MS	$52 461.77
Hill, Lachlan D & Susan J	$144 920.19
Hillgrove Bus Inc.	$78 780.22
Hodge, Ken G & Desley A ATF The Hodge Family Trust	$266 607.69
Holzapfel, Kevin E & Carol A	$75 860.37
Homewood, MB & A	$182 271.11
Hondarosa Enterprises Pty Ltd ATF Crameri Family Trust	$286 826.21
Horn, Rodney J & Antoinette T	$400 558.75
Horrocks, Trevor T & Kim L	$186 866.69
Horton, Kevin T & Colleen M	$230 251.10
Houston, WP & SJ ATF W & S Houston Family Trust	$58 528.23
Howe, David	$8609.95
Hubbard, Leonard G & Joan L	$130 797.56
Hubbards Coaches Pty Ltd (ACN 076988120) ATF Hubbard Family Trust	$948 337.16
Humphreys, Brian E & Kathleen M	$140 749.85
Hunter, Geoffrey Robert	$55 366.77
Hyland, John Roger	$110 761.95
IK & AJ Zerbst ATF The IK & AJ Zerbst Family Trust	$257 626.53
I, A & D Logan Pty Ltd	$2270.84
Icehaze Pty Ltd (ACN 107421769) ATF The Welsh Family Trust	$357 832.25
Ileglove Pty Ltd (ACN 010397396)	$230 306.16
Incenham Pty Ltd (ACN 010724624) ATF The Gray-Money Family Trust	$9924.32
Ingham Travel Agency Pty Ltd (ACN 009983911)	$7480.53
Irvine, Murray J	$36 589.07
Isaac River School Bus Inc.	$10 788.90
Jackson, Gregory J & Michelle J ATF Jackson Family Trust	$71 313.85

Figure 69 – School transport operator payments 2010–11 (continued)	
Operator name	Total payment (GST exclusive)
Jackson, Lionel & Tania	$60 518.08
Jackson, Peter R & Amanda A ATF Jackson Bus Trust	$70 525.56
Jackson, Raymond C & Kathleen P	$70 481.43
Jacob, Sandra Jeanette ATF The G & S Jacob Family Trust	$197 256.64
Jamarla Pty Ltd (ACN 097542624)	$140 108.85
Jamieson, Charon Ann	$64 987.03
Jamieson, Raymond B & Shane E	$116 827.17
Jaradel Pty Ltd (ACN 091033859)	$177 763.34
Jarman Ace Pty Ltd ATF Stevens Family Trust	$2 131 317.04
Jasbo Holdings Pty Ltd (ACN 100636002) ATF The Megaw Family Trust	$176 255.99
JCL Snip Pty Ltd (ACN 102604508)	$48 696.99
Jeffreys, Paul J & Deborah K	$27 508.87
Jenkins, Colin Brian	$32 276.54
Jensen Mervyn Alexander & Jennifer Clair	$104 215.18
Jensen, Donald J & Sue A	$70 941.32
Jensen, RA & AJ	$131 721.55
Jepsen, John E & Beverley R	$44 664.10
Jesse, Jack R, Edna M, Richard T & Kathy J	$825 672.04
Johnson, Shane A & Sonia L	$62 936.46
Johnston MA & Trustee For The AJ Johnston Estate	$152 833.25
Jokaye Pty Ltd (ACN 112285542) ATF The Millard Family Trust	$41 429.74
Jones, Adrian Neil & Janette Marie	$106 730.52
Jones, Elizabeth P	$93 772.60
Jones, Leisa M	$51 571.04
Jones, Robert R & Helen K	$38 480.95
Justin, Theresa Gay	$45 535.44
K & D Hills Pty Ltd (ACN 081071374)	$101 084.57
Kamerling, Steven Gary	$60 213.74
KBL Pty Ltd (ACN 074621266)	$36 905.22
Keen, Dianne D	$104 025.35
Keendew Pty Ltd (ACN 011044518)	$42 018.34
Kellstar Pty Ltd (ACN 073449439)	$24 441.62
Kelly, Michael Kevin & Patricia Ann	$147 128.62

Appendix 6 – Transport payments (continued)

School transport operator payments 2010–11 (continued)

Figure 69 – School transport operator payments 2010–11 (continued)	
Operator name	Total payment (GST exclusive)
Kelso, Noel J & Mariann E	$91 667.14
Kenton 5 Pty Ltd (ACN 141405058) ATF The K & T Brown Family Trust	$165 650.70
Keon Cargo Stevedoring (Australia) Pty Ltd (ACN 075621386)	$271 198.75
Kerr, William R & Kathryn P	$47 114.21
Keydale Pty Ltd (ACN 010184353)	$906 294.15
Killen, MH & KT	$57 352.17
Kirby, Leslie J & Roslyn G	$66 927.07
Klayland Pty Ltd (ACN 125840486) ATF Maguire Family Trust	$157 128.84
Klupfel, Raymond K & Lynette	$36 868.99
Knight, Stanley G & Patricia A	$563 874.41
Koala Koaches Pty Ltd (ACN 010200281) ATF Richard Young Family Trust	$299 932.79
Koch, Geoffrey E & Sherrell M	$82 074.72
Krog, Kenneth J & Lillian E	$69 464.34
Kuhle Pty Ltd (ACN 093136317) ATF Kuhlewein Family Trust	$1 674 666.71
Kurz, MC & JE	$220 093.54
LG Stewart Family Co Pty Ltd (ACN 009971617) ATF LG Stewart Family Trust	$1 224 199.02
Lahey, Greg Vernon	$53 295.17
Landsberg, Maxwell N & Barbara S	$53 922.28
Larard, David	$53 852.23
Lawrie, David J & Rhondda M	$389 518.41
Lawrie, DJ, RM, JP & KL	$307 324.05
Leerentveld, Antonius MH & Nola E	$69 565.42
Leishman, Leslie R & Kayleen F	$69 997.38
Lema Investments Pty Ltd (ACN 105057850)	$29 413.16
Lerch, PW & AM ATF The Lerch Family Trust	$40 382.45
Loban Marine Pty Ltd (ACN 089166165)	$172 988.50
Logan, Timothy S & Glenys M	$96 234.62
Lor-Ken Transit Pty Ltd (ACN 090742171)	$99 520.62
Louden, Mark A & Annette	$26 268.27
Lowe, Phillip & Murray, Kim	$123 578.86
Loy, Stanley A & Norma J	$124 919.50
Lynd-Greenvale School Bus Association Inc.	$71 852.80

Figure 69 – School transport operator payments 2010–11 (continued)	
Operator name	Total payment (GST exclusive)
Lynis-Huffenreuter, JCG & BA	$107 891.07
Macait Pty Ltd ATF JJ & JJ Rudd Family Trust	$75 498.60
Machfive Pty Ltd (ACN 135866205)	$93 650.00
Mackay Taxi Holdings Pty Ltd	$297 589.40
Mackay Transit Coaches Pty Ltd (ACN 050416227)	$2 693 052.77
Mackenzie River Conveyance Inc.	$42 067.88
Mackenzie, JP & RJ	$63 468.59
Maclean, Clayton & Fiona	$21 708.22
Madden, JM, LM & RE	$30 497.48
Madin, Noelene Maria	$84 590.52
Maguire, Leo H & Kaye A	$26 518.37
Maher, Allen J & Pamela E	$50 915.39
Mahoney, Lynette J & John K	$44 622.86
Maindelta Pty Ltd (ACN 010833324)	$204 133.82
Markk Investments Pty Ltd (ACN 104399635)	$251 331.50
Markk Investments Pty Ltd (ACN 104399635) ATF The Markk Transport Trust	$73 835.12
Marshall, Edward John & Judith Anne	$86 141.07
Martin, Clyde Paul & Gail Leanne	$58 464.39
Marzeke Taxi Service Cunnamulla	$1780.00
Mauger, David F & Julie M	$63 890.51
McAdam, RT & KM	$782.73
McCurley, Margaret May	$44 167.08
McDonald, Coral C	$62 968.99
McDonald, DC & MM	$54 681.59
McDonald, Geoffrey John & Katrina Joy	$39 225.92
McDonald, Warren J & Pearl J	$22 740.46
McDowall, Dale RC & Susan M	$60 169.39
McInnes, Karen A	$36 689.41
McKenzie, Graham P & Robyn A	$200 343.92
Mega Holdings Pty Ltd	$1 951 730.23
Mel-A-Leaf Oils Pty Ltd (ACN 099374697)	$218 996.79
Metro Coach Pty Ltd (ACN 134218465) ATF Coachtrans Unit Trust No.2	$1 962 124.57
Meyers, Leslie Lloyd	$97 065.40
Mickelbourgh, Betty Joan	$58 359.09

Appendix 6 – Transport payments (continued)

School transport operator payments 2010–11 (continued)

Figure 69 – School transport operator payments 2010–11 (continued)	
Operator name	Total payment (GST exclusive)
Milburn, Garry M & Maureen P	$40 505.31
Millard, Leslie R & Frances J	$51 712.65
Millard, Michael H	$154 361.07
Miller, Steve & Nancy	$68 373.47
Minchin, DA & DL ATF The Minchin Family Trust	$90 357.68
Minnikin, Denis J & Lynne	$132 984.59
Mistake Creek Area Conveyance Association Inc.	$39 736.68
Montgomery, Edgar R	$117 545.09
Morris, Tonya ATF The Randal & Tonya Morris Family Trust	$145 049.29
Morris, Barry L & Bronya A	$465 903.45
Moschioni Investments Pty Ltd (ACN 143620179) ATF BJ Moschioni Family Trust	$294 450.02
Mueller, Trevor A	$107 249.97
Mullins, Jacqueline Anne	$745.45
Musso, GM ATF The Australian Project Trust	$1 293 425.27
Myella Farm Stay Pty Ltd (ACN 111273057)	$51 496.01
NE & RM Hughes Pty Ltd (ACN 063 791 113)	$178 442.72
Nanango Taxi & Delivery Pty Ltd (ACN 143438172)	$28 503.90
Napranum Aboriginal Council	$205 194.95
Narwin Pty Ltd (ACN 068643710) ATF Brose Family Trust No.1	$22 772.40
Nastasi, AB & KF	$229 518.22
Naylor, Sharon Tammy	$63 769.92
Newman, Robert C & Janette	$300 422.54
Nichol, W & T	$54 739.43
Nobaly Pty Ltd (ACN 133244425)	$6607.00
Nolan, Jill	$35 861.65
Nolan, Rebecca	$127 117.77
Nolan's Plumbing Pty Ltd (ACN 073222376) ATF The Nolan Family Trust	$21 305.45
Norman, Kenneth J & Marjorie J	$172 077.55
North Rolleston Conveyance Committee	$74 839.60
North, Darryl W	$140 236.07
Northern Peninsula Area Regional Council	$84 834.45
Nugent, Brian Montague	$48 500.00
Oakleigh Park Pty Ltd	$34 146.11

Figure 69 – School transport operator payments 2010–11 (continued)	
Operator name	Total payment (GST exclusive)
Oats, Phillip Reginald	$166 692.21
O'Donnell, Angela	$32 114.40
O'Leary, Neale J & Lindy K	$90 283.88
Oliver, Julie Anne	$48 638.01
O'Neill, Paul L	$85 944.76
Oram, Mark L & Sandra M	$53 365.73
O'Riordan, John Charles & Janet Leanne	$237 212.68
Oz Lines Aust Pty Ltd (ACN 113049755) ATF The Osbaldiston Family Trust	$112 030.30
PJ & RJ Selmanovic	$60 370.88
Pagel, Gary J	$135 732.52
Pagel, Glenn Desmond & Sheree Elizabeth	$143 553.00
Pagel, Mark W & Julie A	$153 563.43
Pago Holdings Pty Ltd (ACN 009315977) ATF Beagley Invest.Trust	$957 212.33
Park, JI & MA ATF Charleigh Trust	$46 047.72
Parker, RP & JW	$67 303.49
Pasin, Dino Robert & Karol Ulricke	$33 099.61
Patch, Graham L & Colleen M ATF The Graham Patch Family Trust	$48 287.90
Pattie, Matthew A & Tracey M	$46 075.23
Payne, Peter C & Christine J	$133 532.87
Peacock, John Vivian & C M	$95 054.24
Peebles, Alan R & Teresa M	$74 250.68
Pelican Buses Pty Ltd ATF Pelican Buses Unit Trust	$651 431.05
Pemville Pty Ltd As The Trustee For Van Geelen Family Trust	$381 663.89
Penshell Pty Ltd ATF R & J Bell Family Trust (ACN 010442949)	$79 192.75
Perkins, Tony A & Toni L ATF T & T Perkins Trust	$216 913.67
Peter Sinclair Pty Ltd (ACN 010674567) ATF Peter Sinclair Family Trust	$232 197.50
Petrie, Alexander C	$65 826.19
Pfeffer, Trevor Ian & Ruth Lynette	$126 599.42
Philp, HC & Whiley, AC	$106 437.30
Pickering, Wayne F	$250 204.25
Pinbarren Transport Pty Ltd (ACN 067838742)	$217 075.43
Pointon, Donna J	$41 749.94

Appendix 6 – Transport payments (continued)

School transport operator payments 2010–11 (continued)

Figure 69 – School transport operator payments 2010–11 (continued)	
Operator name	Total payment (GST exclusive)
Polkinghorne, Gary D & Sharon M	$40 010.74
Polleys Coaches Pty Ltd (ACN 134694992)	$1 865 969.77
Pugh, Richard A & Janeen M	$101 188.31
Pukallus, Colin & Christine	$40 256.24
Purcell, Martin A	$279 556.88
Rackham, Jack C & Joanne M	$76 593.22
Raida Enterprises Pty Ltd (ACN 011075639)	$58 839.05
Range Charter Coaches Pty Ltd (ACN 118749572) ATF Jakertie Family Trust	$251 300.90
Rawlinson, GW & SL	$15 382.75
Rayment, Paul James	$94 545.81
Reed, Graham L & Pauline D	$139 946.01
Regent Taxis Ltd (ACN 009705113)	$684 965.74
Reid, Cheryl Dawn	$59 755.75
Reiser, Shane & Lorraine	$38 936.59
Reiss, Raymond J & Gayleen M	$75 365.41
Rewan School Bus Committee Inc (ACN IA36346)	$53 514.68
Richter, Dawn	$32 445.98
Ridden, RW	$118 891.73
Rieck, Kerry J	$173 812.17
Riley, Brent J & Amanda G	$92 608.78
RK Lyons Pty Ltd ATF Lyons Business Trust	$584 379.65
Robertson, Graham R	$150 973.56
Robertson, Roland ATF Robertson Family Trust	$48 930.82
Roboat Bus Company Pty Ltd (ACN 143382263) ATF Roboat Trust	$137 808.36
Rockhampton Cab Company Ltd (ACN 009718807)	$230 319.56
Rod North & Sons Transport (NG) Pty Ltd (ACN 097916571)	$59 731.59
Rod North & Sons Transport Pty Ltd (ACN 010818498)	$531 664.30
Rolleston/Springsure Local Conveyance Group Inc	$107 722.86
Romaior, Virginia	$24 742.15
Rose, Lewis Victor	$10 089.93
Ross Bus Company Pty Ltd (ACN 111712031)	$444 028.30
Ross Ford Pty Ltd (ACN 070391089)	$57 397.74
Ross, Gregory K & Donna M	$374 685.57

Figure 69 – School transport operator payments 2010–11 (continued)	
Operator name	Total payment (GST exclusive)
Ross, James K & Jodi S	$148 002.69
Ross, Peter John & Jennifer Mary	$108 348.39
Rudd, Rebecca M & Tony E	$34 907.12
Ruthenberg Roses Pty Ltd (ACN 097119456)	$18 784.25
Sabatino SL & Sabatino MR	$55 038.30
Sainty's Bus Service Pty Ltd (ACN 094075046)	$357 071.22
Sandwin Pty Ltd (ACN 010455464)	$102 249.50
Schimke, Christine Marjorie	$57 038.97
Schlumpf, GS & KM	$300 867.30
Schmid, Joseph P	$128 300.51
Schmidt, JR	$1072.73
Schneider, Jeff	$52 850.46
Schultz, Daphne J	$58 004.09
Schultz, Jeffrey Max	$140 900.86
Scifleet, RE & SM	$477 319.65
Scott, Darrell G & Janette R	$83 185.04
Sea Cat Charters Pty Ltd (ACN 010551925)	$57 467.21
Searby, Barry Clark	$33 661.15
Seccombe, Anthony D	$281 482.32
Seven Leaders Pty Ltd (ACN 107043809) ATF Seven Leaders Trust	$5953.44
Shanks, Ross & Elizabeth	$104 621.13
Shaunlyn Pty Ltd (ACN 072494127)	$351 055.63
Sheppard, Ronald W	$83 380.76
Shoecraft, Elizabeth Ann	$211 235.55
Shultz, Gerald A & Susan G	$116 124.98
Silver Leaf Taxi Service	$19 994.55
Sinnamon, Brian I & Fiona E	$22 782.42
Slater, Berneice M	$19 498.40
Smallacombe, Roger David & Kylie Louise	$352 717.26
Smith, Colin J & Maree P	$54 797.08
Smith, KD & JM	$8968.18
Snell, Tony W	$70 313.14
SNH Mechanical Pty Ltd (ACN 109676057)	$28 343.16
South Bundy Buses Pty Ltd (ACN 101338783)	$368 230.10

Appendix 6 – Transport payments (continued)

School transport operator payments 2010–11 (continued)

Figure 69 – School transport operator payments 2010–11 (continued)	
Operator name	Total payment (GST exclusive)
Southern Cross Transit (Qld) Pty Ltd	$2 034 828.19
Southern RK & SM	$6163.64
Stack, Donald J & Robyn J	$91 765.15
Stafford, Robert C & Leila E	$59 979.72
Stainkey, Trevor J & Shirley M	$279 534.93
Standard White Cabs Ltd (ACN 009743962)	$378 454.07
Stewart, Gary J & Pamela J	$52 910.31
Stewart, Gregory J & Georgina A	$146 140.67
Stiles, Phillip Raymond	$111 338.26
Stiller, RD & C	$51 027.70
Stonehouse, Clint T & Veronica K	$51 762.41
Stonestreet's Coaches Pty Ltd (ACN 002738927) ATF Kape Family Trust	$344 854.05
Stonestreets Investments Pty Ltd (ACN 090887111)	$1 512 379.08
Stormridge Pty Ltd (ACN 062473027)	$656 157.64
Stower, Anthony J	$136 400.08
Stradbroke Ferries Pty Ltd (ACN 009725713)	$14 574.80
Stratford, Duggan Leslie	$115 255.55
Suncoast Cabs Ltd (ACN 010183892)	$204 579.06
Sunferries Pty Ltd (ACN 010423766)	$184 478.69
Sunferries Group Pty Ltd (ACN 148811170)	$83 173.67
Sunshine Buses Pty Ltd	$5 927 494.00
Sutherland, Ian Anderson	$62 117.56
Sutton, Edward W & Kerry P	$49 099.18
Swift, Carol A	$43 151.74
TD & GR Eckel Pty Ltd (ACN 074098114)	$304 931.65
TJL Enterprises Pty Ltd (ACN 092435704)	$286 593.93
Tabetro Pty Ltd (ACN 010276490)	$49 326.65
Tanner, Martin WR ATF The Tanner Family Trust	$135 223.70
Tarasel Pty Ltd (ACN 010273088) ATF Harris Pollock Unit Trust	$71 683.50
Tassex Pty Ltd (ACN 010663653)	$77 086.75
Tate, Robert T	$146 954.71
Taylor, Beven J & Voll, Norma E	$94 120.07
Tellene Pty Ltd (ACN 010146237) ATF The Harlow Family Trust	$59 374.47

Figure 69 – School transport operator payments 2010–11 (continued)	
Operator name	Total payment (GST exclusive)
Terrence Mark Black ATF TM & VM Black Family Trust	$320 690.00
Thies, Desmond L & Mary V	$65 235.26
Thomas, Jean	$35 929.85
Thompson, JS & BS	$127 061.70
Thompson, Lawrence M & Hayward, Helen G	$323 061.78
Threlkeld Investments Pty Ltd (ACN 095617431)	$306 341.40
Thurnham, David Victor John ATF The Thurnham Family Trust	$17 179.60
Tigell, Graham R & Marie ATF The Tigell Family Trust	$50 810.01
Tomkins, Graham L & Pamela J	$136 732.84
Toonen, Victor Adrianus	$124 338.70
Toowoomba Transit Pty Ltd (ACN 135249062)	$3 488 674.99
Topp, Janelle	$34 248.11
Torres Strait Island Regional Council	$50 402.28
Torrisi, Guiseppe & Carolynne M	$113 983.91
Torrisi, Salvatore	$75 719.89
Townsend School Bus Services Pty Ltd (ACN 063956169)	$9 259 240.72
Tram Nominees Pl (ACN 082763102) ATF The Tucker Family Trust	$125 942.75
Trans North Pty Ltd (ACN 074538159)	$5 471 394.69
Transit Australia Pty Ltd (ACN 065794943)	$3 545 665.25
TransLink Transit Authority	$20 776 877.03
Travers, GM & KM	$205 486.02
Tritton, Corbett Richard	$811.10
Trustee For AJ Johnston Estate & MA, KJ & RG Johnston	$73 538.55
Tsakissiris, George & Joan	$121 410.70
Tully, Malcolm Ross & Judith Ann	$69 395.39
Turnbull, Geoffrey V & Paula G	$89 537.42
United Cab Company Pty Ltd	$57 756.12
Unold, Jaqueline	$59 085.16
Unverzagt, Arnold A & Helen E	$86 125.97
Van Hoeyen, Stephen Gerard & Helen Mary	$91 257.17
Vardy, David J & Carolyn K	$70 526.98
Varta Echo Pty Ltd (ACN 011058361)	$33 999.73
Vassallo, James & Sandra ATF The J & S Vassallo Family Trust	$537 459.64

Appendix 6 – Transport payments (continued)

School transport operator payments 2010–11 (continued)

Figure 69 – School transport operator payments 2010–11 (continued)	
Operator name	**Total payment (GST exclusive)**
Vecchio-Ruggeri, F, S & V	$91 120.42
Veivers, Kenneth S & Jeannine E	$58 575.93
Vella, SJ & TL	$121 405.31
Veolia Transport Brisbane Pty Ltd	$535 508.85
Village Taxi Cabs Pty Ltd (ACN 092776273)	$62 989.76
WG & SM Heading Pty Ltd (ACN 010481017) ATF Heading Family Trust	$291 463.32
Wales, Keith	$90 056.15
Walker, Robert Earl Martin	$44 293.66
Wall, JL & MJ ATF The Jim & Margaret Wall Family Trust	$218 521.55
Wall, Wayne J & Jacqueline A	$52 351.76
Walsh, James P & Doreen H	$74 022.49
Walsh, Neville J & Narelle G	$58 144.26
Warner, Anthony James & Tracey Leanne	$65 291.06
Warrener, Donald William	$51 436.92
Warrener, Donald William & Cathy Ann	$16 495.79
Warwick Charter Coaches Pty Ltd ATF The Rettke Family Trust	$446 489.31
Watkin, Aaron S & Susan	$66 173.83
Watson, Noel & Karol Joye	$33 318.38
Watt, Graham David	$70 257.49
Waytee Pty Ltd (ACN 123014924) ATF Dowling Family Trust	$224 392.06
Webb, Marius P & Julia R	$84 869.24
Webster, Denis J & Kay M	$58 092.33
Weier, Russell C & Pamela A	$41 371.77
Weir, Lyle Joyce & Robert Francis	$48 886.88
Western Cape College	$27 798.70
Weston, Michael W & Julie A	$34 207.89
Wests Transport Enterprises Pty Ltd (ACN 011034923)	$355 563.41
Weymouth, Grahame J	$23 832.59

Figure 69 – School transport operator payments 2010–11 (continued)	
Operator name	**Total payment (GST exclusive)**
Wheaton, PJ & AM	$135 778.33
Wheeler, LW & CJ	$127 902.44
White Horse Coaches Pty Ltd (ACN 149768016)	$29 448.49
White, Ashley Fotheringham	$82 181.90
Whitley, Neil & Marilyn A	$31 990.03
Wickham, Ronald R & Fay V	$89 412.88
Wickham, Trevor Bruce	$161 574.02
Wilkins, Colin Maxwell & Patricia A	$96 690.05
Williams, GT, DA, GC, AT & BJ	$36 590.10
Willjoy Pty Ltd ATF The Gist Family Trust (ACN 051094369)	$46 245.00
Wills, David E & Zelma I	$37 062.84
Wills, Stephen C	$293 225.16
Wilson, Michael & Schmidt, Danielle	$7444.80
Wilson, Peter CM & Kay E	$103 414.97
Wombat Wanderers Pty Ltd (ACN 066390955)	$284 360.85
Wompos Pty Ltd (ACN 135089468)	$47 988.91
Wondekai Grazing Co Pty Ltd (ACN 075245319) ATF Ross Muirhead Family Trust	$51 504.86
Worth, Jeffrey J & Julie N	$311 728.26
Worth, Peter D & Suzanne	$137 580.38
Wright, Judith A, Gordon G, Heather Y & McBride, Noel A	$124 451.65
Wyoming Distributors Pty Ltd	$639 757.48
Yarrabah Aboriginal Council	$54 373.13
Yarrow, Colleen M	$47 132.78
Yellow Cabs (Queensland) Pty Ltd (ACN 009662408) ATF Monburn Trust	$1 181 767.00
Young, David G, Philip J & Phyllis J	$1 983 812.57
Zamoner Pty Ltd (ACN 003532625)	$2 300 387.56
Zirbel, Gabriel L & Cubis, Kelly A	$32 427.12
Zischke, GW & DL	$787 886.34

Appendix 7 – Committees and advisory groups associated with the department

In line with the *Right to Information Act 2009* we detail in Figure 70 a list of all boards, councils, committees and other bodies that we play an active role in, and their responsibilities and achievements for 2010–11.

Figure 70 – Committees and advisory groups associated with the department		
Committees/ advisory groups	Responsibilities	Achievements during 2010–11
3G Project Advisory Group	• Incorporates representatives from TMR and TransLink Transit Authority to provide guidance on 3G contracting issues	• Provided advice on the relationship between school and urban services, interest rates and indexation
Academic Strategic Transport Research Alliance (ASTRA) Program Management Group	• Provides a forum for research program oversight and discussion of transport research needs and developments for members of the collaborative agreement between TMR and the University of Queensland, Queensland University of Technology, Griffith University, TransLink Transit Authority, Queensland Motorways Limited and the Motor Accident Insurance Commission	• Signed the ASTRA agreement for a further five-year period with an expanded membership • Identified key strategic research themes for future focus • Established research seminars to improve knowledge sharing and collaboration
Australian Asphalt Pavement Association (AAPA) Strategic Alliance	• Provides a forum for representatives of the asphalt and bitumen industry and TMR to share, disseminate, apply, review and improve asphalt and bitumen-related technical knowledge and practices, and performance of asphalt and bitumen-related products	• Held two Strategic Alliance Reference Group meetings • Undertook alliance projects
Australian Injury Prevention Network	• Acts as a clearinghouse for national research and programs with an injury prevention focus. The network also distributes and monitors national applied research grants to projects with an injury prevention focus, including those with road safety objectives, and continues to facilitate sharing of injury prevention better practice across jurisdictions	• TMR continued to be a sponsor and major contributor to the Australian HealthInfoNet. This clearinghouse facilitates sharing of Indigenous road safety research and programs across jurisdictions • Through an Australian Government grant, TMR and CARRS-Q were commissioned to develop guidelines for the delivery of road safety programs in remote Indigenous communities based on a trial in Woorabinda. This included the appointment of a part-time road safety officer in Woorabinda community. The guidelines are soon to be circulated to other jurisdictions for comment before endorsement
Australian Transport Council	• Provides a forum for Australian, State, Territory and New Zealand Ministers to consult and provide advice to governments on the coordination and integration of all surface transport and road policy issues at a national level	Major projects include: • *National Road Safety Strategy* • National transport regulation reforms • Maritime Standards
Austroads	Contributes to the achievement of improved Australian and New Zealand transport-related outcomes by: • undertaking nationally strategic research on behalf of Australasian road agencies and communicating outcomes • promoting improved practice by Australasian road agencies • facilitating collaboration between road agencies to avoid duplication • promoting harmonisation, consistency and uniformity in road and related operations • providing expert advice to the Australian Transport Council (ATC) and the Standing Committee on Transport (SCOT)	Austroads had 136 projects in seven work streams under way. Highlights include: • the publication of the cycling aspects of Austroads Guides • coordinating Australia's and New Zealand's delegation to the World Road Congress • the release of a number of research and technical reports

Appendix 7 – Committees and advisory groups associated with the department (continued)

Figure 70 – Committees and advisory groups associated with the department (continued)		
Committees/ advisory groups	**Responsibilities**	**Achievements during 2010–11**
Austroads Asphalt Research Reference Group (ARRG)	• Provides technical management of ARRG projects under the guidance of the Pavement Technology Review Panel (PTRP) and with input from the Australian Asphalt Pavement Association (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	• Provided technical advice and reporting to Austroads PTRP projects in the areas of asphalt technology and asphalt pavements (including TT1353, TT1454 and TT1608). For details of individual projects, see listing under Austroads Pavement Technology Review Panel (PTRP)
Austroads Bitumen Research Reference Group	• Provides technical management of projects under the guidance of the Pavement Technology Review Panel (PTRP) and with input from the Australian Asphalt Pavement Association (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	• Provided technical advice and reporting to Austroads PTRP projects in the areas of bituminous material technology and application (binders), including TT1352, TT1354, TT1357, TT1627, TT1665. For details of individual projects, see listing under Austroads Pavement Technology Review Panel (PTRP)

Appendix 7 – Committees and advisory groups associated with the department (continued)

Figure 70 – Committees and advisory groups associated with the department (continued)		
Committees/ advisory groups	**Responsibilities**	**Achievements during 2010–11**
Austroads Pavement Structures Reference Group	• Provides technical review and guidance of pavement technology projects in accordance with the *Austroads Guide to Managing Austroads Projects* and under the direction of the Austroads Pavement Technology Review Panel • Develops pavement project briefs compatible with the objectives of the Austroads strategies • Coordinates and reports on work associated with these projects in order to minimise duplication of effort among members and ensure critical constructive assessment and implementation of project work • Contributes to developing the Austroads Pavement Technology Series of publications including monitoring feedback and pavement performance review • Contributes to developing Austroads' strategic direction by identifying areas of pavement research and technology enhancement • Monitors, maintains and develops the Austroads pavement design procedures • Establishes and maintains a suitable network of pavement technology contacts • Monitors world practice in pavement technology	• Provided technical advice and reporting to Austroads PTRP projects in all aspects of pavement design for all types of pavements (including TT1358, TT1452, TT1614, TT1658, TT1660, TT1661, TT1663, TT1664). For details of individual projects, see listing under Austroads Pavement Technology Review Panel (PTRP)

Austroads Pavement Technology Review Panel (PTRP)	• Provides the lead forum in Australia and New Zealand on road pavement technology by:
	  » managing pavement technology development and education
	  » monitoring international innovations
	  » harmonising standards and codes of practice
	  » facilitating information exchange and technology transfer among road organisations in the public and private sectors
	
	• Oversees development, review and ongoing maintenance of the *Austroads Guide to Pavement Technology*
	
	• Ensures timely responses on matters referred to their jurisdiction for review or comment from time to time, as well as acts as a review coordinator for designated publications research and revision projects
		Provided ongoing management of and involvement in the following Austroads projects (projects continue over several years):
		• Improved rut resistance characterisation of granular bases (TT1161)
		• Influence of multiple axle loads on pavement performance (TT1219)
		• Management of scarce and quality resources (TT1352)
		• Asphalt properties and mix design procedures (TT1353)
		• Optimising binder performance (TT1354)
		• Maintaining the rural road network (TT1357)
		• Strategic review of pavement design practice (TT1358)
		• Development of pavement design models (in particular a linear elastic finite element model as an alternative to CIRCLY (TT1452)
		• Performance of warm mix asphalt pavements (TT1454)
		• Aggregate polishing test (TT1608)
		• Optimum axle group loads (TT1614)
		• Elastomer upgrade for assessment of polymer-modified binders (TT1627)
		• Update *Austroads Guide to Pavement Technology: Part 2 Pavement Structural Design* (TP1658)
		• Update of *Austroads Guide to Pavement Technology: Part 4 B. Asphalt* (TP1659)
		• Update *Austroads Guide to Pavement Technology: Part 5. Pavement Evaluation and Treatment Design* (TP1660)
		• Review of pavement loading, wear and design implications: pavement dynamic loading (TT1661)
		• Improved design of bituminous stabilised pavements (TT1663)
		• Cemented materials characterisation (TT1664)
		• Polymer-modified binder sprayed seals trials (TT1665)
		• Validation of enhanced pavement design model (TT1715)
		• Review of existing CPEE distance learning units Asphalt Mix Design and Pavement Design (TO1682)
		• Development of distance learning unit: Construction Contract Law in the Roads Sector (TO1683)
		• Review of existing CPEE distance learning unit: Industrial and Heavy Duty Pavements (TO1726)
		• Review of existing CPEE distance learning units – Pavement Management and In Situ Stabilisation (TO1728)

Appendix 7 – Committees and advisory groups associated with the department (continued)

Figure 70 – Committees and advisory groups associated with the department (continued)		
Committees/ advisory groups	**Responsibilities**	**Achievements during 2010–11**
Austroads Registration and Licensing Task Force	• Works toward achieving strategic priorities in the area of vehicle registration and driver licensing, in particular national consistency under the auspices of Austroads, with representation from Australian and New Zealand transport and traffic authorities	Completed projects on the following issues: • *Registration and Licensing Harmonisation Study* • Examining the feasibility of implementing a registration smart plate and future parameters for automatic number plate recognition • National review of heavy vehicle and motorcycle instructor training and assessment standards • Enhancement of assessing fitness to drive procedures • National recognition of roadworthiness procedures • National Document Verification Service Stage 2 project
BoatSafe Advisory Panel	• Provides a forum for recreational boat licensing and skilling issues. TMR contributes with other stakeholders to inform marine safety policy development or regulatory change	• Recently participated in a workshop conducted by TMR to identify and implement improvements in the practical assessment of licence candidates
Brisbane Incident Management Coordination Group (BIMCG)	• Provides a forum to ensure the coordinated delivery of improvements in multi-agency traffic incident management operations • Identifies strategic priorities for the immediate future and escalation of these to the appropriate agencies	• The Brisbane Incident Management Group has existed for some time and is led by the Queensland Police Service (QPS). TMR is a key contributor to the work being undertaken by the strategic alliance, which formalises arrangements for an ongoing cooperative relationship between TMR, QPS and the Department of Community Safety • Undertook a major incident debrief and review and a Traffic Incident Management Desktop Training Exercise in 2010 • Developed a range of ongoing strategies and policies
Bus Contract Reform Inter-departmental Advisory Group (BCRIAG)	• Provides expertise, advice and direction for the successful delivery of the Bus Contract Reform Project • Considers and advises on relevant matters received from the Joint TMR/TransLink Transit Authority Project Steering Committee for consultation • Reports on the progress of the Bus Contract Reform Project for the consideration of key Ministers and Cabinet Budget Review Committee (CBRC) • Champions the Bus Contract Reform Project and facilitates participation with other relevant projects and initiatives within their respective organisations • Facilitates communication between the Bus Contract Reform Project team and industry stakeholders and/or subject matter experts particular to their individual organisations	• Held inaugural meeting of BCRIAG
Bus Safety Committee	• Provides a forum for discussion between industry and government regarding bus safety issues, operationalising policy and monitoring delivery of the Bus Safety Committee Report	• Delivered the Bus Safety Committee Report with recommendations on how to improve bus driver safety • Ongoing implementation and operationalising policy
Business Regulation and Competition Working Group (BRCWG)	• Ensures that 27 deregulation priorities, eight competition reforms and other regulation making and review reforms encompassed by the *Seamless National Economy National Partnership Implementation Plan* are delivered and implemented • TMR supports Queensland Treasury in developing Queensland's position by providing advice on BRCWG matters relating to national transport reforms	• Provided advice to Treasury on all BRCWG matters relating to national transport reforms
Congestion Management Reporting Structure	• Focuses on improving inter-agency collaboration within incident management response in urban built-up areas in order to reduce the impact of traffic incidents on the free flow of traffic • Improves communication, knowledge sharing and incident management among relevant agencies	• Established the State Road Operations Steering Group, led by TMR's Director-General • Established the Road Operations Coordination Group, led by TMR's Executive Director (Road Safety) • Established the Incident Performance Measurement Technical Working Group and developed guidelines for performance measurement reporting

Appendix 7 – Committees and advisory groups associated with the department (continued)

Figure 70 – Committees and advisory groups associated with the department (continued)		
Committees/ advisory groups	**Responsibilities**	**Achievements during 2010–11**

Council of Australian Governments (COAG) Road Reform Plan	• Promotes more efficient, productive and sustainable provision and use of freight infrastructure, under the *COAG Road Reform Plan* (CRRP) to consider alternative models of heavy vehicle road pricing and funding	• Completed phase two of the plan by conducting the initial assessment of high-level options for alternative models of road pricing and funding against the conceptual framework
		• Released the following discussion papers for consultation:
		  » *CRRP Feasibility Study and Local Governments*
		  » *CRRP Funding and Implementation Issues Paper*
		  » *Heavy Vehicle Pricing Options – Development and Assessment Framework Discussion Paper*

Driver Trainer Industry Group	• Encourages interaction, discussion and effective communication between the driver trainer industry and the department through quarterly meetings	• Quarterly newsletter to accredited driver trainers detailing new initiatives, upcoming policy changes and policy clarification • Progressed changes to phase out the 50-hour experience declaration for heavy vehicle drivers who wish to upgrade their driver licence from class HR to class MR. From September 2011, completion of an approved class through a registered training organisation will be the only means of upgrading from class HR to class MC
Gold Coast Motorcycle Working Group	• Engages with other agencies, industry and the community to address the number of motorcycle crashes in the Gold Coast area	• Motorcycle Awareness Training Education Safety (MATES) Gold Coast continue to promote motorcycle safety through local print, media and their website, www.mates.org.au • MATES organised a Rider Survivor day at Canungra, with the involvement of other key stakeholders, Queensland Police Service, Emergency Services, local industry and TMR to inform motorcyclists about recent crashes and measures taken to improve the road environment
Joint Purchasing and Resource Sharing (JP&RS) Steering Committee	• Joins senior representatives from local government, the Local Government Association of Queensland and TMR 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	• Scenic Valleys Regional Road Group (RRG) finalised their JP&RS Pilot Project, which delivered a JP&RS Toolkit for use by all RRGs. The toolkit provides generic processes, forms and templates to guide and encourage more formal JP&RS activities across the state
Limousine Industry Liaison Committee	• Provides a forum for discussions between TMR and the limousine industry to examine statewide operational issues impacting on the operations of the industry • Reporting on operational trends and developments within the industry • Providing advice on operational procedures and legislative requirements • Consultation on implementation of strategic initiatives	• Discussed a range of limousine compliance and operational issues to ensure statewide consistency • Provided information and reports on issues and new initiatives impacting on the limousine industry statewide
Limousine Strategic Planning Committee	• Provides advice on strategic policy issues that impact on the limousine industry in Queensland • Assists in maintaining a cooperative working relationship between the department and the limousine industry's peak body, the Limousine Association Queensland	Provided advice and input on strategic and operational issues requiring policy and legislative change including: • a limousine surrender policy that allows temporary relief for limousine operators experiencing financial hardship • a review of special purpose limousines • a review of luxury vehicle types
National Aboriginal and Torres Strait Island Road Safety Working Group	• Acts as a clearinghouse for national research and programs that focus on reducing road trauma among Aboriginal and Torres Strait Islander people • Continues to facilitate sharing of better practice in the delivery of Indigenous road safety programs across jurisdictions	• Coordinated the fourth National Indigenous Road Safety Forum where TMR presented on the progress of an ongoing road safety project being delivered in Woorabinda community
National Rail Safety Regulator Jurisdictional Advisory Group	• Provides an advisory role on rail safety matters for establishing the National Rail Safety Regulator	Provided advice and input to assist in the development of policy and legislation to support establishment of the National Rail Safety Regulator including: • template national rail safety legislation • intergovernmental agreement to establish the national regulator • funding models for establishment, transitional and ongoing costs • service level agreements between the national regulator and jurisdictions

Appendix 7 – Committees and advisory groups associated with the department (continued)

Figure 70 – Committees and advisory groups associated with the department (continued)		
Committees/ advisory groups	Responsibilities	Achievements during 2010–11
National Transport Commission	• Develops and coordinates regulatory reform for nationally consistent road transport policies and laws, which was extended into rail and inter-modal transport in 2004 when it became the National Transport Commission (NTC)	The NTC has made a significant contribution to the following national reforms: • *COAG Road Reform Plan* (CRRP) • National Heavy Vehicle Regulator • Rail Safety Regulator
Network Performance Standing Sub-Committee	• Develops advice and delivers agreed outcomes to plan, support, connect and measure the operation and performance of Australia's national transport system • Progresses governance and institutional frameworks to underpin national regulatory, planning, urban transport, data collation, and research and technology initiatives • Investigates urban transport system performance indicators, business vehicle responses to urban congestion, urban road demand management modelling, collaborative actions to address transport and logistics industry workforce planning and skills gaps, common business practices and systems, and the integration of transport and land use planning and its link to investment • Progresses the delivery of COAG-agreed rail safety regulatory reforms	Major projects included: • urban road demand management modelling • major cities work • review of the 2006 *National Guidelines for Transport System Management in Australia* • *Urban Transport Strategy* • collaboration with Productivity and Efficiency Standing Sub-Committee (PESSC) on shared pricing interests • performance indicators for urban systems • *Moving People* • *Disability Review Disability Standards for Accessible Public Transport* • *Australian Transportation Data Action Plan* • Australian Strategic Transportation Agenda for Research and Technology • Strategic framework for intelligent transport systems (ITS) • Draft *Telematics Strategy* • Electronic work diaries • *National Workforce Planning and Skills: Strategic Action Plan*
Productivity and Efficiency Standing Sub-Committee (PESSC)	• Develops advice and delivers agreed outcomes that support a seamless, efficient and productivity-driven national transport system • Investigates issues such as supply chain capacity constraints • Progresses development of a coordinated national freight transport policy, planning and investment framework, and works with the NTC to undertake freight rail productivity reforms including economic regulation and market structure	Major projects for PESSC include: • *COAG Road Reform Plan* (CRRP) • National Freight Transport Policy, Planning and Investment Framework • supply chain efficiency • rail productivity reforms • developing the rail productivity components of the work plan
Public Transport Advisory Group	• Provides a forum for government and the community to discuss public transport issues. The group will identify and recommend solutions to three to four key issues related to public transport in the TransLink Transit Authority network in south-east Queensland per year	• Established the group in May 2011 • Held the group's first meeting on 2 June 2011
Q-RIDE Registered Service Provider Meetings (included as per recommendation 6 of TravelSafe recommendations inquiry no.47)	• Provides a forum for discussions between TMR and service providers • Raises and resolves statewide issues affecting the service providers • Engages service providers about policy issues • Enables information exchange and distribution • Encourages consistent training and assessment	• Increased adherence to delivery of approved registered service provider training program • Ongoing policy and operational consultation • The annual Industry Development Day was reviewed and found to be successful and well received, and will continue to be held
Queensland Bicycle Council	• Provides advice to the government on the development and implementation of the *Queensland Cycle Strategy* • Encourages a coordinated and integrated government approach to cycling in Queensland and provides stakeholders from government and the cycling community to provide input into decisions made by government	• Provided input to the development of the draft *Queensland Cycle Strategy 2011–2021*

Appendix 7 – Committees and advisory groups associated with the department (continued)

Figure 70 – Committees and advisory groups associated with the department (continued)		
Committees/ advisory groups	Responsibilities	Achievements during 2010–11
Queensland Counter-Terrorism Committee (QCTC)	• Contributes to the security and safety of the Queensland community through the coordination of a statewide cooperative framework to counter terrorism and its consequences	• Reframed the governance structures and reporting framework of the QCTC to reflect the *Administrative Arrangements Order (No.1) 2009* and ensure alignment with the national security reform agenda • Implemented the *2008–2010 Queensland Counter-Terrorism Strategy* • Provided advice and direction in the development of the *2011–2013 Queensland Counter-Terrorism Strategy*
Queensland Level Crossing Safety Committee	• Advises and makes 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 community and reduction of risk	• Developed a draft *Queensland Level Crossing Strategy*
Queensland Motorcycle Safety Advisory Group	• Provides a forum for a cooperative and joint consultative relationship between representatives of Queensland's on-road motorcycling community and TMR, which aims to increase the safety of motorcycle riders on Queensland roads	• Held quarterly meetings with the secretariat provided by TMR • Encouraged membership of TMR sub-groups for input on *National Road Safety Strategy* and *Queensland Road Safety Strategy*
Queensland Recreational Boating Council (affiliated with Marine Queensland)	• Provides a forum for recreational boaters to raise issues with government departments and vice versa	• Provided feedback to TMR on proposed guidance material to assist vessel owners to better understand and comply with the safety equipment requirements for recreational vessels
Queensland Road Safety Advisory Groups	• Provides a forum where key road safety stakeholders may provide advice to the Queensland Government on the development and implementation of the *Queensland Road Safety Strategy* and action plans, including monitoring performance. • Provides a forum for community and industry consultation and information sharing on road safety issues	• Contributed to the development of the *National Road Safety Strategy* through the preparation of a submission of the group's comments on the draft strategy
Queensland Road Safety Partnership Steering Committee	• Promotes a statewide approach to local government road safety engagement via a partnership between TMR, the Queensland Police Service, Queensland Health, local governments and the Local Government Association of Queensland	• Established Terms of Reference • Drafted the *Queensland Road Safety Partnership 2010–2012 Work Plan* • Drafted the Road Safety Partnership governance arrangements and framework • Established the Road Safety Partnerships Team to ensure a collaborative and regional approach is taken towards road safety
Queensland Seafood Industry Association	• Identifies opportunities to improve safety on commercial fishing ships and increase application of contemporary practice in risk and safety management, and compliance with regulation	• Identified opportunities to keep commercial fishers aware of legislation changes affecting their operations. An informative article was prepared in consultation with TMR for release in *Seafood* magazine in June 2011 • Established a safety sub-committee. TMR's Maritime Safety Queensland Division is represented on the sub-committee and will work cooperatively with commercial fishers to identify opportunities to improve risk and safety management on fishing ships
Queensland Tollroad Association	• Provides a forum for toll road operators in south-east Queensland and local and state government representatives to promote inter-operability across toll roads and to discuss significant industry issues • Reports to the national body of toll road operators – the National Memorandum of Understanding on Electronic Tolling on Tollroads	• Developed a customer service charter expected to be adopted across all toll road operators in south-east Queensland • Gained in-principle agreement from all operators for adoption of an industry ombudsman to provide an impartial third-party dispute resolution mechanism for customer complaints • Facilitated development of business-to-business processes to allow for information sharing across toll road operators
Rail Level Crossing Group	• Provides guidance and advice through the Safety Standing Sub-Committee to the Australian Transport Council on national policy and initiatives that will achieve reduction of the likelihood of crashes and near misses at Australian rail level crossings	• Initiated an extensive review of the Australian Level Crossing Assessment Model

Appendix 7 – Committees and advisory groups associated with the department (continued)

Figure 70 – Committees and advisory groups associated with the department (continued)		
Committees/ advisory groups	Responsibilities	Achievements during 2010–11
Rail Safety Co-Regulation Group	• Provides the opportunity for rail safety regulators and the rail industry to seek and explore views, gain clarification and understanding relating to the operation of rail safety regulatory regimes and related improvement projects and changes • Considers operational issues affecting rail operators throughout Australia (including tourist and heritage operators)	• Worked towards continuously improving rail safety throughout Australia by achieving greater shared understanding between regulators and industry. This shared understanding includes a range of issues such as the Principal Regulator Concept and the development and implementation of the National Rail Safety Regulator
Rail Safety Policy and Regulation Group	• Reviews information from a variety of sources including members and other stakeholders to advise the Safety Standing Sub-Committee (Safety SSC) of any rail safety and regulatory policy gaps and/or potential reforms • Receives reports from the Rail Safety Regulators Panel (RSRP) on content and progress of its work program, ensuring the program delivers on the agreed policy framework for rail safety regulation and reports to Safety SSC • Monitors and reports on implementation of the Memorandum of Understanding (MOU) between Rail Industry Safety and Standards Board (RISSB) and the Australian Transport Council to ensure it delivers timeliness, quality and value for money in the pursuit of improved and consistent rail safety management through the Australian Code of Practice	• Monitored emerging strategic rail safety and regulatory policy issues • Endorsed the RISSB annual work program and priorities • Monitored delivery of the MOU by RISSB • Provided regular reports to the Safety SSC on progress
Rail Safety Regulation Reform Project Board	• Provides strategic advice and recommendations to Transport Infrastructure Senior Officials Committee (TISOC) on National Rail Safety Regulator (NRSR) and National Rail Safety Investigator (NRSI) issues • Monitors the NRSR Project Office activities to ensure agreed timeframes and milestones to establish the NRSR are met • Monitors Australian Transport Safety Bureau activities to ensure agreed timeframes and milestones to establish the NRSI are met • Provides a point of review in the case of disagreement on any report or deliverable for the NRSR and NRSI • Provides direction on key policy and implementation issues	Provided strategic advice and recommendations to TISOC in relation to: • significant unresolved policy issues • national rail safety legislation • intergovernmental agreement • funding models for the national regulator
Rail Safety Regulators Panel (RSRP)	The Rail Safety Regulators' Panel comprises representatives from the Rail Safety Regulator offices in all states and the Northern Territory of Australia and New Zealand. It provides advice on rail safety regulatory issues to enhance safety and regulatory outcomes by: • sharing information and learnings on rail safety issues • developing guidelines, templates and standards to enhance the uniform administration of audit and accreditation throughout Australia • developing and enacting Memoranda of Understanding and national agreements to facilitate the sharing of rail safety expertise for investigations and knowledge/information on multi-jurisdictional rail transport operators • overseeing implementation of uniform administration as required under the *National Rail Safety Law*	Strengthened the Rail Safety Regulators Panel to provide national harmonisation of rail safety regulation in the period in which the national regulator is being established (COAG Directive) through: • major projects that will enhance consistent application and administration of rail safety regulation on a national basis, such as the Memorandum of Understanding in relation to Disclosure of Information between Rail Safety Regulators, Memorandum of Understanding in relation to the Principal Regulator and the Reciprocal Powers Agreement • progressing development of standardised national processes for undertaking rail safety accreditations and audits, such as the National Audit Standard Stages 1 and 2, and *Standard National Accreditation Procedure* • providing advice on rail safety regulatory issues to enhance safety and regulatory outcomes and work collaboratively to facilitate consistent application of the intent of the national model legislation • working with the National Rail Safety Regulator Project Office to make the transition to the planned National Rail Safety Regulator a smoother, more seamless process for the rail industry throughout Australia

Appendix 7 – Committees and advisory groups associated with the department (continued)

Figure 70 – Committees and advisory groups associated with the department (continued)		
Committees/ advisory groups	Responsibilities	Achievements during 2010–11
Regional Road Groups and Technical Committees	• Partners with the Local Government Association of Queensland and regional councils under the Roads Alliance to increase road stewardship and improve delivery capability	• Provided an established engagement mechanism for collating flood impact and damage data for Emergency Management Queensland • Developed forward programs of work for inclusion in *QTRIP 2011–12 to 2014–15* • Undertook to increase aggregated road condition data through NetRisk assessments on more than 20 000 km of the state's local government road network • Continuous improvement in each of the Roads Alliance core functions: asset management, program development, road safety and joint purchasing and resource sharing
Road Accident Action Group (RAAG)	• Provides community programs that predominantly address fatigue	• Implemented several key local educational campaigns in the Mackay/ Whitsunday region targeting driver fatigue, including an innovative rest area signage project that was favourably evaluated • Coordinated a project, in partnership with government and industry stakeholders, to develop and/or upgrade strategically located rest areas and stopping places on major freight routes in the Bowen Basin region • Through its involvement with RAAG, TMR staff in Central Region have been a driving force behind implementing several local road safety campaigns in the Mackay/Whitsunday region, particularly targeting driver fatigue. A successful collaborative example is a trial of innovative signage directing motorists to both formal and informal stopping opportunities along the Bruce Highway between Marlborough and Mackay (a high-risk area for fatigue-related crashes)
Road Freight Industry Council	• Provides advice to the Minister for Transport and Multicultural Affairs on matters affecting the road freight industry	• Established a heavy vehicle safety bulletin to educate and assist with disseminating information to industry
Road Safety Working Groups	• Delivers road safety through partnerships with local government and agencies	• Bi-annual meetings held in Townsville, Mount Isa and Cairns • Alliance partners delivered on the *North Queensland Road Safety Action Plan 2010–11* • Logan City Council launched their *Safe Roads4Logan* road safety strategy in August 2010. This strategy has been developed in collaboration with TMR, the Queensland Police Service, Queensland Health and RACQ. TMR also allocated a Senior Advisor (Road Safety) to work 50 per cent of their time within Logan City Council. Logan City Council has launched initiatives including: » a 'pace car' to reduce speeds in school zones » facilitating Operation Sceptre on the M1 Motorway to target drink drivers and defective vehicles » a community road safety workshop to engage with local communities
Roads Alliance Board	• The Roads Alliance is a partnership between TMR and Queensland local governments for the regional stewardship of Queensland's regional transport network. The alliance is governed by the Roads Alliance Board, which includes senior representatives from TMR and the Local Government Association of Queensland. The board sets the strategic direction of the alliance and oversees the implementation of strategies and initiatives.	• Provided oversight of various regional capability development initiatives relating to road safety, asset management, joint purchasing and resource sharing • Provided strategic input into the revised Transport Infrastructure Development Scheme (TIDS) policy framework • Implemented a performance reporting framework for regional TIDS expenditure
Roads and Transport Line of Reconstruction Sub-Committee	• Supports the work of the Queensland Reconstruction Authority to manage the recovery and reconstruction of Queensland's integrated transport environment in order to reconnect Queensland communities and economies, following the natural disasters of 2010–11 • Provides an effective interface between stakeholders, the community and government interests, and ensures member organisations' perspectives are considered in the recovery and reconstruction program	• Met five times to engage and advise on the roads and transport reconstruction of Queensland, following the committee's formation in January 2011 • Provided advice to TMR on its line of reconstruction responsibilities of: » providing sound governance regarding programming and expenditure on roads, and transport infrastructure repair and recovery works » prioritising repair and recovery work to address flood related damage to roads and transport infrastructure » prioritising safety » promoting Queensland's economic development » mitigating future damage from disaster events » reducing the environmental impact of transport activity in Queensland

Appendix 7 – Committees and advisory groups associated with the department (continued)

Figure 70 – Committees and advisory groups associated with the department (continued)		
Committees/ advisory groups	**Responsibilities**	**Achievements during 2010–11**
Safe Communities Project	• Offers leadership of the road safety group within a safe communities context	• Continued to be part of Collaborative Approach to Liquor Management meetings to encourage safe and responsible drinking
Safety Culture Marine Safety Committees (Brisbane and Gold Coast)	• 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	• The Brisbane Marine Safety Committee (BMSC) allocated funds to assist commercial and fishing vessel operators whose businesses were adversely affected by the 2011 Brisbane floods • The BMSC invited keynote speakers from TMR and Workplace Health and Safety Queensland to its meeting on 24 April 2011 to clarify the new provisions associated with the national harmonisation of workplace health and safety legislation
Safety Standing Sub-Committee	• Develops advice and delivers agreed outcomes to further improve the public health outcomes and social impact of transport-related trauma through delivering a safe transport system	Queensland acts as secretariat for the Safety Standing Sub-Committee. Major projects for the Safety Standing Sub-Committee include: • *National Road Safety Strategy 2011–2020* • Implementing the *National Data Strategy (Rail)* • Published the *National Rail Safety Strategy 2010–2020* on the Rail Industry Safety Standards Board's website • Completed nine of the 20 projects in the *National Railway Level Crossing Action Plan 2010–2013*
Standing Committee on Transport	• Acts as the senior coordinating body providing support to the Australian Transport Council • Develops, coordinates and progresses the council's agenda, while respecting the prerogatives of the National Transport Commission	Major projects include: • *National Road Safety Strategy* • national transport regulation reforms • maritime standards
Taxi Disability Discrimination Act Reference Group	• Provides advice on taxi issues impacting on people with disability • Provides a central point of contact for the Queensland taxi industry and disability community groups to raise and discuss issues relating to the *Disability Standards for Accessible Public Transport 2002* (the Transport Standards) and related guidelines	Provided advice and input to assist with developing policy positions and information brochures on issues impacting on people with disability including: • taxi job refusal • log-on requirements • information brochure for users of the Taxi Subsidy Scheme • information brochure on the Taxi Subsidy Scheme for drivers
Taxi Industry Advisory Committee	• Provides advice on strategic policy issues that impact on the taxi industry • Assists in progressing initiatives identified under the *Queensland Taxi Strategic Plan 2010–2015* and provides advice on policy and legislative priorities to improve the taxi system	• Provided advice and input to assist with finalising policy issues captured within the *Queensland Taxi Strategic Plan 2010–2015*, which was tabled in Parliament on 25 November 2010 • Provided advice on priority actions within the *Queensland Taxi Strategic Plan 2010–2015* and their implementation • Provided advice on the Queensland Workplace Rights Ombudsman's Report on Investigation into the Taxi Industry in Queensland which contributed to the Queensland Government's position and response
Taxi Industry Health and Safety Committee	• Monitors and reviews the workplace health and safety obligations of all sectors of the taxi industry • Provides advice on issues impacting taxi driver health and safety and considers options for addressing these issues	Provided advice and input to assist with developing policy positions on issues impacting on workplace health and safety including: • bailment • taxi security camera systems • secure taxi ranks • driver training • display of driver identification • workplace health and safety obligations of operators and drivers
Taxi Strategic Planning Committee	• Provides a forum for the Taxi Council of Queensland to provide input on strategic issues that impact on Queensland's taxi system • Assists in maintaining a cooperative working relationship between TMR and the taxi industry's peak body, the Taxi Council of Queensland	• Provided advice and input to assist with finalising policy issues captured within the *Queensland Taxi Strategic Plan 2010–2015*, which was tabled in Parliament on 25 November 2010 • Provided advice and input on strategic and operational issues requiring policy and legislative change

Appendix 7 – Committees and advisory groups associated with the department (continued)

Figure 70 – Committees and advisory groups associated with the department (continued)		
Committees/ advisory groups	**Responsibilities**	**Achievements during 2010–11**
TMR/Queensland Bus Industry Council (QBIC) Quarterly Strategic Forum	• Provides a government/industry forum for discussion of compliance, policy and strategic issues in improving bus services across the state	• Established a better understanding of priorities for both industry and government • Developed a long-distance coach fuel funding model • Gained agreement on approach to optimisation of school services
Traffic Advisory Committees	• Represent TMR's interests in a support role across agencies • Promote efficient, safe road operations and improved traffic use • Contribute to achieving an appropriate balance between regulation and entrepreneurship	Progressed the following activities through regional Traffic Advisory Committees across the state: • speed management reviews • reviews of crashes and their causes • discussions on submissions for Black Spot funding • consideration of Transport Infrastructure Development Scheme funding • consideration of interception sites in future road constructions • strategies to address joint concerns such as alcohol, fatigue and speed • TMR staff remained active participants on the Gladstone, Central Highlands and Mackay/Whitsunday regional Traffic Advisory Committees, as well as the Rockhampton 3E Committee. These groups identify shared local road safety issues and coordinate the implementation of educational, engineering and enforcement responses
Transport and Logistics Workforce Advisory Group (TLWAG)	• Supports the Queensland Government and industry in identifying workforce capability issues and the development of sustainable solutions • TMR provides a central coordination and secretariat role for TLWAG	• Designed and implemented various skilling programs to meet reported skills shortages and raise qualifications • Delivered training for 100 unemployed and underemployed participants as new entrants to industry, with 71 per cent job retention after six months • Established Transfutures, a pre-graduate awareness program • Coordinated Women Moving Forward, a program to support regionally, industry and gender-isolated women • TLWAG has been used as the model for establishing similar groups in each jurisdiction, through the Standing Committee on Transport • released Transport and *Logistics Workforce Futures*, a statewide strategy for building industry capability
World Road Association (PIARC) Committee	Austroads representatives on PIARC technical committees have a responsibility to: • 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 that, 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	• Actively participated in PIARC meetings and technical seminars • Disseminated travel reports following each technical committee meeting • Developed and maintained relationships with world experts with benefits to TMR through enhanced knowledge of current international road technology • Placed TMR at the forefront of technology from around the world • Used information and international expertise in developing technical standards for road infrastructure

Appendix 8 – Overseas travel

Figure 71 outlines overseas travel undertaken during 2010–11.

Figure 71 – Overseas travel				
Name and position of traveller	Destination	Reason for travel	Cost to agency	Cost to external
Alton Twine *Executive Director (Transport Strategy Implementation)*	Denmark and England	**Reason:** Finalisation of trip commenced in June 2010 to attend the VeloCity International cycling conference, followed by meetings with Cycling England and Transport for London about the Cycling Towns and Cycle Highways projects. **Outcomes:** Achieved increased support for TMR's joint bid with Brisbane City Council to host the VeloCity 2012 conference in Queensland. Obtained unique experiences and transferable knowledge, material and practices for contemporary cycle planning and policy to assist in delivering cycling targets.	$4636	NIL
Kieran Lynch *Program Director (Delivery Risks)*	New Zealand	**Reason:** To attend an interactive session with NZ industry on Principal Arranged Insurance (PAI) for road contractors at the request of the New Zealand Transport Authority (NZTA). **Outcomes:** Kieran presented to senior NZTA operational managers to share TMR learnings from establishment of the PAI Program and participated in a workshop with representatives of the NZ civil construction industry outlining the mutual benefits of the PAI Program to both client and constructor.	$17	$1188 (NZ Transport Agency)
Robyn Davies *Program Manager (Pedestrian and Bicycle Facilities)*	New Zealand	**Reason:** To represent TMR at the fourth New Zealand Conference on walking and liveable communities. **Outcomes:** Robyn presented a plenary paper at the New Zealand Living Streets conference summarising outcomes from the Walk21 international walking conference. She also met with staff of the NZ Transport Authority about their approach to managing walking as a transport mode, accessibility and traffic modelling, road hierarchy and other research that will assist TMR to improve pedestrian safety and accessibility to services and facilities.	$1277	NIL
Giles Lewer *Principal Engineer (Team Leader)*	Japan	**Reason:** To promote TMR at the 11th International Society of Asphalt Pavements Conference and present a paper he co-authored. The paper discussed the Falling Weight Deflection (FWD) characteristics of composite and sandwich pavements. **Outcomes:** The paper was well received and TMR's technical capability was promoted to an international audience. Valuable asphalt knowledge was gained and will be used when delivering pavement rehabilitation and reconstruction projects in Queensland.	$1831	$2130 (Giles Lewer)
Jason Jones *Senior Engineer (Pavement Design)* Mervyn Henderson *Program Manager (Network Performance)*	USA	**Reason:** To attend the Australian Asphalt Pavement Association (AAPA) study tour to the US on green asphalt technologies, perpetual pavements and pavement performance evaluation using accelerated testing. **Outcomes:** Various new technologies were investigated relating to asphalt pavements and the viability of introducing these technologies to Australia. Knowledge was gained regarding current developments and implementation of perpetual pavement concepts in pavement design systems and warm mix asphalt, and use of reclaimed asphalt in new asphalt pavement layers.	$17 158 (Jones – $8576, Henderson – $8582)	$10 000 (AAPA)
Lyall Ford *Director (Project Management Services)*	Papua New Guinea	**Reason:** To chair the first steering committee meeting as Project Director of the Gulf–Southern Highlands Highway design and construction. **Outcomes:** Participated at the first meeting of the steering committee and initiated the concept phase of the Gulf–Southern Highlands Highway.	NIL	$1518 (PNG Government)
Wayne Muller *Principal Engineer (Non-destructive Evaluation)*	USA	**Reason:** To present a paper at the Structural Materials Technology 2010 conference on innovative use of world-leading ground penetrating radar (GPR) and rapid surface scanning technologies. **Outcomes:** Delivered the paper and met with GPR experts from Rutgers University, Federal Highways Administration, Texas Department of Transport and the Texas Transportation Institute to discuss the latest GPR and non-destructive evaluation developments.	$9571	NIL
Kieran Lynch *Program Director (Delivery Risks)* David Atkinson *Regional Director (Northern)*	England	**Reason:** To negotiate the Bulk Principal-Arranged Insurance Program for TMR for 2010–2013 and the 2011 Program of Major Projects Insurance. **Outcomes:** TMR's delegation implemented the marketing strategy designed to provide select underwriters with a clear overview of TMR and its current and future plans, activities and directions. They also met with the decision-makers who set the rates on behalf of the underwriter firms in the discussions.	$23 463	$200 (Kieran Lynch)

Appendix 8 – Overseas travel (continued)

Figure 71 – Overseas travel (continued)				
Name and position of traveller	Destination	Reason for travel	Cost to agency	Cost to external
Captain Alan Boath *Regional Harbour Master (Cairns)* Captain Trond Kildal *Manager (Pilot Services)*	Netherlands	**Reason:** To attend the Carnival Cruise Ship Simulation Centre, CSMART, to conduct full mission bridge simulation exercises to determine the safe operating parameters for various Carnival Cruises worldwide business units' passenger ships seeking entry to the Port of Cairns. **Outcomes:** An extensive simulation program was completed with results continuing to be assessed by C-Smart. The final report will be used by Carnival Cruises as their risk assessment supporting an application for entry to the Port of Cairns. The simulation provided TMR with the opportunity to better understand risks associated with passenger ships entering the Port of Cairns and further develop necessary risk treatment measures.	NIL	$28 180 (Carnival Cruises)
Geoffrey McDonald *Principal Advisor (Intelligent Transport Systems and Electrical Technology)*	Switzerland	**Reason:** To attend the European Committee for Standardization (CEN) and International Organization for Standardization (ISO) cooperative systems joint meeting as Standards Australia's IT 023 representative. **Outcomes:** Met with European, USA and Japanese experts developing cooperative ITS, discussed findings from current projects and new developments and started WG18 work program development.	$1828	$1457 (Austroads)
Alexander Gagel *Principal Advisor (Solutions Architecture)*	Japan	**Reason:** To represent TMR at the International Standards Organisation Working Group 4 meeting and discuss the ISO/IEC 24727 Standard. **Outcomes:** The group identified the need for an ISO/IEC 24727-5 maintenance strategy and proposed a strategy. The meeting also achieved a general agreement on the future direction of ISO/IEC 24727, through the amendment process, and identified that the ISO/IEC 24727-3 corrigendum was published in line with TMR's implementation. They also ensured that the ISO/IEC 24727-4 corrigendum is being developed in line with TMR's implementation.	$5169	NIL
Michael Skinner *Senior Manager (Transport Policy)* Michael Crago *Director (Service Delivery Research and Performance Management)*	USA, UK and Europe	**Reason:** Officers represented TMR at the Austroads Young Professionals Study Tour 2010 on 'New Approaches to Registration and Licensing'. **Outcomes:** They investigated the potential to reduce Queensland's unregistered vehicle fleet through automatic number plate recognition software technology. They also visited foreign driver licensing and registration agencies to investigate high-volume customer service operations, and investigated potential environment and theft reduction, and examined driving simulators and best practice practical driving tests.	$12 045 (Skinner – $6223, Crago – $5822)	$4000 (Austroads)
Mike Stapleton *Executive Director (Road Safety)*	Netherlands and Sweden	**Reason:** To investigate novice driver training and the drivers' restriction program in place throughout Europe. **Outcomes:** Examined arrangements for licensing and registration data exchange between European countries to guide business case development for the national NEVDIS system. Policy surrounding learner novice and driver training and licence testing, and potential policy paths for graduated licensing were also investigated.	$7109	NIL
Phillip Barker *Director (Rail Safety Regulation)*	Hong Kong	**Reason:** To represent TMR at the International Rail Safety Conference (IRSC) and undertake site visits. **Outcomes:** The IRSC is a forum where participants with responsibility in rail safety management, safety regulation and investigation can discuss safety issues from different perspectives and develop strong working networks. It provided an opportunity for delegates from around the world to share their experiences and ideas on improving railway safety and overcoming the challenges in sustaining the safety performance.	$5553	NIL
Arthur Stamatoudis *Assistant Project Director (Cross River Rail)*	France, Spain and Austria	**Reason:** To present the Cross River Rail signalling elements at the European Train Control Systems (ETCS) users' group representing Queensland and Australia. Site visits to Thales centre of excellence in Madrid, Thales Headquarters in Paris and Austrian Railways, Hungarian Railways and Vienna rail systems. **Outcomes:** This provided a platform for networking and establishing relationships with international government and non-government agencies and rail operators. It also provided the opportunity to learn about benchmarking proposed rail signalling elements to international best practice and was successful in engaging global interest from rail operators, suppliers and infrastructure owners.	$6853	NIL

Appendix 8 – Overseas travel (continued)

Figure 71 – Overseas travel (continued)				
Name and position of traveller	Destination	Reason for travel	Cost to agency	Cost to external
Jason Venz *Principal Engineer (Intelligent Transport Systems)*	Korea	**Reason:** To attend the 17th World ITS Congress and sixth International Workshop on Vehicle Communications for Safety and Sustainability. **Outcomes:** Gained awareness of subsequent mass-deployment projects by numerous countries and understanding of how the key theme, 'Ubiquitous Society with ITS', encompasses provision of real-time traveller information available anywhere, anytime, on any device. This includes interfacing user-provided infrastructure (such as smart phones and in-car GPS units) to personalise real-time travel information. It was also learnt that some road authorities are encouraging development and support of ITS applications 'by the user, for the user' to gain further benefits from infrastructure investments.	$3240	$3197 (Jason Venz)
Jon Douglas *Director (Safer Roads)*	England	**Reason:** To attend the PIARC Safer Roads Infrastructure Committee meeting in Birmingham. **Outcomes:** Observed innovative speed and traffic management initiatives that could potentially be translated and applied in the Queensland context and gained access to unpublished information regarding human factors considerations in road safety engineering.	$1161	$2137 (Austroads) $1476 (Jon Douglas)
Geoffrey McDonald *Principal Advisor (Intelligent Transport Systems and Electrical Technology)*	Korea	**Reason:** To attend the European Committee for Standardization (CEN) and International Organization for Standardization (ISO) cooperative systems joint meeting and ISO TC 204 ITS technical committee meeting as Standards Australia's IT 023 representative. **Outcomes:** Met with European, USA and Japanese experts to develop Intelligent Transport Systems (ITS), participated in joint CEN and ISO cooperative ITS working groups, and gained understanding of the standards required to insure inter-operability for cooperative systems and the standards that Australia needs to modify or adopt.	$2256	$1706 (Austroads)
Lex Vanderstaay *Director (Concrete and Bridge Materials)* Paul Adams *Senior Engineer (Steel and Bridge Materials)*	Thailand and China	**Reason:** To inspect and audit steel and steel fabricators in Thailand and China for the Airport Link Project and Gateway Upgrade Project. **Outcomes:** Inspected the gantry structures for the Gateway Upgrade Project to ensure the gantries were being fabricated in accordance with the project specification. A preliminary inspection of the Italia-Thai Steel facility was also undertaken to assess the steel fabricators' ability to comply with specifications for Airport Link steel bridges. As a result of this trip, TMR specifications will be amended to better address the specific issues of overseas fabrications.	NIL	$3156 Airport Link Project $3156 Gateway Upgrade Project
Allan Jones *Director (Pavements and Materials)*	New Zealand	**Reason:** To represent TMR at the Austroads Pavement Technical Review Panel (PTRP) meeting. **Outcomes:** Fifteen pavement-related research projects were reviewed, incorporating progress reporting; discussion and resolution of issues raised in the progress reports; action to rectify issues that might impact project progress or inter-jurisdictional agreement. Reports on 10 projects of interest to PTRP members from other groups were discussed, as were four PIARC group activities. Content, progress and agreement between jurisdictions relating to upgrading three chapters of the Pavement Technology series were tabled and discussed. The series has been adopted by all jurisdictions as national standards.	$646	NIL
Michael Ham *Director (RoadTek Network Services)*	New Zealand	**Reason:** To finalise study program presentation and submission of a work-based project. **Outcomes:** Michael completed the ANZSOG Executive Master of Public Administration program. He captured learnings and potential opportunities from other project deliberations.	$1770	NIL
Gavin Soward *Technical Director (Statewide Business Operations)*	China	**Reason:** To accompany the Minister for Main Roads, Fisheries and Marine Infrastructure to meet with the Trade and Investment Commission in Shanghai to discuss highway design capabilities within Queensland and inspect solar-powered street lighting. **Outcomes:** Inspected LED lighting and gained a better understanding of the latest energy-efficient LED street lighting technology and the use of solar power in China for road lighting. TMR is subsequently undertaking an LED road lighting trial in Mackay to assess the benefits of this technology.	$4006	NIL
Captain Peter Listrup *Director (SmartShips Australia)*	Denmark	**Reason:** To undertake Factory Acceptance Testing for the new integrated bridge simulator package for Smartship Australia. **Outcomes:** Thoroughly tested fit-for-purpose equipment for installation in the Smartship Australia maritime simulator for training of marine pilots.	$6648	NIL

Appendix 8 – Overseas travel (continued)

Figure 71 – Overseas travel (continued)				
Name and position of traveller	Destination	Reason for travel	Cost to agency	Cost to external
Andrew Golding *Director (Road Asset Management)*	New Zealand	**Reason:** To represent TMR on the Austroads Asset Task Force and provide Queensland Government's position on the Austroads research program for road assets, ensuring that the national research effort is also benefitting Queensland. **Outcomes:** The Austroads Asset Research Program is proceeding on schedule. This meeting shared information between state road authorities undertaken around marginal pricing of road wear, asset management strategy, pavement management systems and asset performance measurement.	$1369	NIL
Phillip Barker *Director (Rail Safety Regulation)*	New Zealand	**Reason:** To represent TMR at the Rail Safety Regulators' Panel (RSRP) meeting. **Outcomes:** This provided the opportunity to share information and learnings on rail safety issues. A letter to all IRTOs explaining the PR concept was endorsed, with Frequently Asked Questions to be developed out-of-session and posted on the RSRP website. It also provided the RSRP with a progress report on the development of Stage 2 of the National Audit Standard, which will incorporate jurisdiction-based audits into the National Audit Standard Stage 1 (developed for inter-jurisdictional audits).	$1914	NIL
Anant Bellary *Principal Engineer (Vehicle Operations Management)*	New Zealand	**Reason:** To represent TMR at the Auckland series of meetings of ANCAP and UCSR programs. **Outcomes:** Gained first-hand understanding of the direction of ANCAP and UCSR programs during 2011–12, and ensured that Queensland considerations are taken into account when setting directions for 2011–12.	$2276	NIL
Geoffrey McDonald *Principal Advisor (Intelligent Transport Systems and Electrical Technology)*	Czech Republic	**Reason:** To attend the European Committee for Standardization (CEN) and International Organization for Standardization (ISO) cooperative systems joint meeting and ISO TC 204 ITS technical committee meeting as Standards Australia's IT 023 representative. **Outcomes:** Met with European, USA and Japanese experts to develop Intelligent Transport Systems (ITS), participated in joint CEN and ISO cooperative ITS working groups, and gained knowledge to assist in developing the roadmap and detailing the future work program.	$2276	$1778 (Austroads)
Tommy Ericson *Senior Naval Architect (Policy Implementation and Support)*	New Zealand	**Reason:** To develop and maintain industry contacts and also investigate, assess and apply process to improve service delivery. **Outcome:** Gained an understanding of the service delivery methods adopted in New Zealand and gained exposure to the issues and challenges of the commercial maritime industry and professionals working in the industry.	$486	$2739 (Maritime New Zealand)
Peter Bryant *Principal Engineer (Pavement Design)*	Italy	**Reason:** To represent Austroads at the World Road Association (PIARC) Technical Committee D.2 Road Pavements Meeting. **Outcomes:** Met obligations to Austroads and PIARC. Active involvement has also resulted in enhanced knowledge of current international pavement technology, including access to information and international expertise, which is invaluable in development of TMR technical manuals and standards.	$1966	$1966 (Austroads)
Chris Fechner *Chief Information Officer*	China	**Reason:** Chris participated in a study tour as part of professional development and Masters of Business Administration (MBA). **Outcomes:** The development and learning from the MBA and the study tour contributed to the department through improved leadership capability in strategy, human resource management and financial management.	$6972	NIL
Total trips 30	**Total travellers** 35	**Total cost**	$133 496	$69 984

Glossary

Term	Definition
A-Double vehicle	a prime mover hauling unit towing two trailers in combination that are connected by a converter dolly
Aircare	TMR's vehicle emissions testing program
Austrans	an inter-agency activity aimed at improving national road safety and preserving road infrastructure
Austroads	the national association of road transport and traffic authorities in Australia and New Zealand. Austroads is governed by a council comprising senior executives of Australian Government and state road authorities, the Australian Local Government Association and Transit New Zealand
Bailey bridge	a portable, prefabricated truss bridge
Black Spot Program	an Australian Government-funded program that is part of the commitment to reduce crashes on Australian roads
BoatSafe	a competency-based training and assessment scheme modelled on national guidelines for the safe operation of recreational boats
B-Double vehicle	an articulated heavy vehicle towing two semi-trailers not in excess of 26 metres
Brisbane Urban Corridor	is comprised of several roads on Brisbane's southside – Granard Road, Riawena Road, Kessels Road and Mt Gravatt–Capalaba Road. This busy 11km road corridor links the Gateway Motorway and the Ipswich Motorway through a largely residential area.
ClimateQ	the Queensland Government's climate change strategy
Closing the gap	a commitment by all Australian governments to improve the lives of Indigenous Australians, and in particular provide a better future for Indigenous children
Community Recovery Program	a Department of Communities-led program that trains staff to help communities manage the impacts of a disaster, in conjunction with other government and non-profit organisations
Connecting SEQ 2031	TMR's integrated regional transport plan for south-east Queensland
Corporate Plan	high-level planning document that links long-term planning with operational delivery
Driver Reviver	a national community program operated by volunteers that provides free rest stops for travelling motorists on long journeys
Flexible Work Arrangements	non-traditional arrangements or patterns of work that allow employees to balance their work responsibilities and important life commitments – examples include flexible hours, telecommuting and job-share arrangements

Term	Definition
Full-time equivalent	is calculated by the number of hours worked in a period divided by the full-time hours prescribed by the award or industrial instrument for the person's position
Global Financial Crisis (GFC)	worldwide financial crisis that began in 2007, considered by economists to be the worst since the Great Depression of the 1930s
Government Owned Corporation	government-owned trading enterprises that conduct activities and provide services in a commercial environment
Hydrographic data	measurement and description of the physical features and conditions of navigable waters and adjoining coastal areas
Intelligent Transport Systems	ICT mechanisms used to manage traffic, such as traffic signals and variable message signs
LearnZone	TMR's online learning system for staff
Local government road	local roads of regional significance; a lower order state-controlled road network, excluding designated AusLink network corridors
Multi-modal	by at least two modes of transport – for example, by car and train
Nation Building Program	an Australian Government program to invest in road and rail infrastructure between 2008–09 and 2013–14
New Queensland Driver Licence	more secure, durable and reliable licences, authorities and proof of age cards to replace the laminated cards and marine licence confirmation reports that have been used in Queensland for the past 20 years
Outcomes	community benefits derived from efficient delivery of outputs
Operation Queenslander	the Queensland Government's recovery and reconstruction plan responding to the natural disasters of 2010–11
Park'n'Ride	a carpark where people can safely park their cars and transfer to bus services to complete their journey. This encourages more people to use public transport for most of their journey
Performance Based Standards (PBS)	a national scheme that allows more productive freight vehicles access to defined road networks via a permit based on vehicle performance rather than size
Performance Based Standards Level 2B vehicle	a vehicle that meets the national requirements for Level 2B standards and is no longer than 30 metres
qconnect	TMR's program to fund public transport services throughout regional, rural and remote Queensland
Q-MATIC	automated ticketing machine used to monitor business transacted in customer service centres and minimise wait times

Glossary (continued)

Term	Definition
Queensland Floods Commission of Inquiry	an independent inquiry into the events leading to the 2010–11 Queensland floods, all aspects of the response and the subsequent aftermath
Queensland Rail Limited	is a Government Owned Corporation that manages the regional non-coal rail network and the metropolitan rail network, and provides urban and regional passenger rail services
QR National Limited	is a private rail company that manages the dedicated Queensland coal rail network, and operates freight services previously operated by QR Limited prior to the privatisation of its freight operations in November 2010. The freight services operated by QR National comprise coal, bulk, general freight and intermodal rail services (within Queensland and nationally) and general freight road services within Queensland
Q-SAFE	Queensland's current practical driving test, designed to evaluate a person's ability to drive safely and correctly in different driving situations
Rail CRC	a Cooperative Research Centre that conducts industry-led research for the Australian rail industry
Rail Safety Regulator	The Director-General of the Department of Transport and Main Roads is the Rail Safety Regulator. The role of the Rail Safety Regulator is to apply the *Transport (Rail Safety) Act 2010* to ensure rail safety and regulatory efficiency of rail operations in Queensland
Revetment walls	protective covering on an embankment designed to maintain the slope and protect it from erosion
Roads Alliance	TMR and local government joint 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 TMR 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)
Rolling stock	comprises all the vehicles that move on a railway

Term	Definition
Safer Roads Sooner	the Queensland Government's targeted program to improve the road safety performance of state-controlled and national road networks. It is funded by revenue from camera-detected offences, and delivers projects to address the road toll and reduce the number of people who sustain serious injuries in road crashes
Stakeholder	anyone or any group that either influences or is affected by our business
State-controlled roads	roads controlled and managed by the Queensland Government. They include the AusLink national road network, state strategic roads, regional roads and district roads (but not local roads)
Sustainable Communities Resource initiative	an Australian Government program to improve liveability in resource communities by funding infrastructure such as regional road safety improvements
T2 transit lanes	road lanes set aside for vehicles with two or more passengers, to encourage drivers to carpool and reduce the number of vehicles using a road during peak times
Toward Q2	the Queensland Government's 2020 vision for Queensland. It is framed around five ambitions: strong, green, smart, healthy and fair
TransLink Transit Authority	coordinates and delivers bus, train and ferry services across South East Queensland
TravelSmart	TMR's voluntary travel behaviour change program that encourages people to use sustainable travel modes such as public transport, walking, cycling and carpooling instead of single occupancy vehicle travel
Type 2 road train	a multi-combination vehicle (other than a B-Double) consisting of a motor vehicle towing at least two trailers, with a maximum combination length of 53.5m
Veloway	a sealed bikeway that provides a safe, dedicated route for cyclists
Zero Harm	a Workplace Health and Safety vision that aspires to achieve an incident and injury-free work environment where every person comes to work and goes home again safely

Acronyms

Acronym	Definition
3G	third generation
AAPA	Australian Asphalt Pavement Association
ABC	Australian Broadcasting Corporation
ACN	Australian Company Number
AMSA	Australian Maritime Safety Authority
BAC	Blood Alcohol Concentration
BMTMC	Brisbane Metropolitan Transport Management Centre
CCTV	Closed Circuit Television
C4K	Computers for Kids
CMC	Crime and Misconduct Commission
CNI	City North Infrastructure
COAG	Council of Australian Governments
CO_2	Carbon dioxide
$CO_{2\text{-}e}$	Carbon dioxide-equivalent emissions
CSIRO	Commonwealth Scientific and Industrial Research Organisation
DEEDI	Department of Employment, Economic Development and Innovation
DLGP	Department of Local Government and Planning
EAS	Employee Assistance Service
EPIRBs	Emergency Position Indicating Radio Beacons
FREW	First Response Emergency Works
FTE	Full-time Equivalent
GOC	Government Owned Corporation
GPS	Global Positioning System
GRI	Global Reporting Initiative
GST	Goods and Services Tax
HOVLET	High Occupancy Vehicle Lane Enforcement Trial
ICT	Information and Communication Technology
IDLU	Indigenous Driver Licensing Unit
IRTPs	Integrated Regional Transport Plans
ISSN	International Standard Serial Number
ITS	Intelligent Transport Systems
LED	Light Emitting Diodes
LGAQ	Local Government Association of Queensland
LNG	Liquefied natural gas
LTIFR	Lost Time Injury Frequency Rate

Acronym	Definition
LUPTAI	Land Use and Public Transport Accessibility Index
MOU	Memorandum of Understanding
MSQ	Maritime Safety Queensland
NAIDOC	National Aborigines and Islanders Day Observance Committee
NDRRA	National Disaster Relief and Recovery Arrangements
NQDL	New Queensland Driver Licence
OP	Overall Position
PBS	Performance Based Standards
PIARC	Permanent International Association of Road Congresses
PTRP	Pavement Technology Review Panel
QCCAP	*Queensland Coastal Contingency Action Plan*
QML	Queensland Motorways Limited
QPS	Queensland Police Service
QR	Queensland Rail
QSIA	Queensland Seafood Industry Association
Q2	*Toward Q2 – Tomorrow's Queensland*
QTRIP	Queensland Transport and Roads Investment Program
RACQ	Royal Automobile Club of Queensland
R&D	Research and Development
Rail CRC	Cooperative Research Centre for Rail Innovation
RBWH	Royal Brisbane and Women's Hospital
REEFVTS	Great Barrier Reef Vessel Traffic Service
RPEQ	Registered Professional Engineer of Queensland
RTI	Right to Information
SEQ	South-east Queensland
SPP	State Planning Program
STEPs	Structured Training and Employment Projects
TAFE	Technical and Further Education
TLWAG	Transport and Logistics Workforce Advisory Group
TMR	Transport and Main Roads
TPI	totally and permanently incapacitated
VMS	Variable Message Signs
VTS	Vessel Traffic Service
WHS	Workplace Health and Safety
YTD	Year to Date

Global Reporting Initiative – G3.1 content 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 better practice. Figure 72 is a summary of the GRI reporting elements for public agency commentary and where they are addressed in the report.

GRI number	Topic	Annual report page number
Figure 72 – Global Reporting Initiative index		
Strategy and analysis		
11	Statement from the most senior decision-maker of the organisation	6–8
12	Description of key impacts, risks, and opportunities	6–8, 9–13
Organisational profile		
21	Name of the organisation	2
22	Primary brands, products and/or services	2
23	Operational structure of the organisation, including main divisions, operating companies, subsidiaries and joint ventures	138
24	Location of organisation's headquarters	205–207
26	Nature of ownership and legal form	2–4
27	Markets served (including geographic breakdown, sectors served and types of customers/beneficiaries)	4, 104–119
28	Scale of the reporting organisation	2–4
29	Significant changes during the reporting period regarding size, structure or ownership	124–125
21.00	Awards received in the reporting period	i, 29, 37, 40, 41, 52, 74, 90, 101, 102, 122, 127, 133, 134
Report parameters		
31	Reporting period (e.g. fiscal/calendar year) for information provided	i
32	Date of most recent previous report (if any)	i
33	Reporting cycle (annual, biennial etc.)	4
34	Contact point for questions regarding the report or its contents	i
35	Process for defining report content	i
312	Table identifying the location of the Standard Disclosures in the report	TMR website
Governance, commitments and engagement		
41	Governance structure of the organisation, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organisational oversight	138–142
42	Indicate whether the Chair of the highest governance body is also an executive officer	139
46	Processes in place for the highest governance body to ensure conflicts of interest are avoided	142–144, 147
48	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental and social performance, and the status of their implementation	2, 120–123, 134–135, 137–153
49	Procedures of the highest governance body for overseeing the organisation's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct and principles	137–153
411	Explanation of whether and how the precautionary approach or principle is addressed by the organisation	142–143, 146–147
412	Externally developed economic, environmental and social charters, principles or other initiatives to which the organisation subscribes or endorses	18, 26, 70, 73, 80, 84, 86, 88, 93, 112, 118, 122, 129, 146, 151–152

Figure 72 – Global Reporting Initiative index (continued)		
GRI number	**Topic**	**Annual report page number**
413	Memberships in associations (such as industry associations) and/or national/international advocacy organisations in which the organisation: • has positions in governance bodies • participates in projects or committees • provides substantive funding beyond routine membership dues or • views membership as strategic.	182–192
414	List of stakeholder groups engaged by the organisation	4, 104–119
417	Key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns, including through its reporting	104–119
Economic performance indicators		
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings and payments to capital providers and governments	Volume 2
EC2	Financial implications and other risks and opportunities for the organisation's activities due to climate change	84–93
EC4	Significant financial assistance received from government	9, 18, 20–22, 43, 64, 98, Volume 2
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement	2, 4, 6, 7, 8, 9–13, 18, 19–22, 26–53, 57, 63–66, 74–76, 96–98
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts	9–13, 22
Environmental performance indicators		
EN5	Energy saved due to conservation and efficiency improvements	150–151
EN6	Initiatives to provide energy-efficient or renewable energy-based products and services, and reductions in energy requirements as a result of these initiatives	150–151
EN7	Initiatives to reduce indirect energy consumption and reductions achieved	150–151
EN13	Habitats protected or restored	89–93
EN14	Strategies, current actions and future plans for managing impacts on biodiversity	88–93
EN16	Total direct and indirect greenhouse gas emissions by weight	151–153
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved	151–153
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation	84–93
Social performance indicators: labour practices and decent work		
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender	121, 123
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	127–131, 136
LA14	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation	132–133
Social performance indicators: society		
SO3	Percentage of employees trained in organisation's anti-corruption policies and procedures	134–135, 147
SO5	Public policy positions and participation in public policy development and lobbying	104–107
SO10	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities	113–119
Social performance indicators: product responsibility		
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	4, 17, 24, 77–79

Index

Index (continued)

Figures index

Contact information

Customer service centres

Addresses for TMR's statewide network of customer service centres are listed in Figure 73. For details about the services we provide, visit our website at www.tmr.qld.gov.au or telephone our call centre on 13 23 80.

Figure 73 – Contact information – customer service centres	
Customer service centre	**Address**
Atherton	13 Herberton Road, Atherton Qld 4883
Barcaldine	74 Ash Street, Barcaldine Qld 4725
Beenleigh	31 Logan River Road, Beenleigh Qld 4207
Blackwater	8 Blain Street, Blackwater Qld 4717
Bowen	6 Herbert Street, Bowen Qld 4805
Brisbane City	229 Elizabeth Street, Brisbane Qld 4000
Bundaberg	9 Production Street, West Bundaberg Qld 4670
Bundall	30 Upton Street, Bundall Qld 4217
Burleigh Waters	Burleigh Home Space, 1 Santa Maria Court, Burleigh Waters Qld 4220
Caboolture	Cnr Aerodrome Road and Piper Street, Caboolture Qld 4510
Cairns (Bentley Park)	Shop 18, Bentley Village Shopping Centre, 96 McLaughlin Road, Bentley Park Qld 4869
Cairns (Kenny Street)	Cnr Owen Close and Kenny Street, Cairns Qld 4870
Caloundra	54 Canberra Terrace, Caloundra Qld 4551
Charleville	Hood Street, Charleville Qld 4470
Charters Towers	11–15 Church Street, Charters Towers Qld 4820
Chermside	766 Gympie Road, Chermside Qld 4032
Cleveland	Ross Court Centre, Cnr Bloomfield Street and Ross Court, Cleveland Qld 4163
Cloncurry	16–22 Ramsay Street, Cloncurry Qld 4824
Currumbin Waters	Unit 3, 109 Currumbin Creek Road, Currumbin Waters Qld 4223
Dalby	20 Cunningham Street, Dalby Qld 4405
Emerald	83 Esmond Street, Emerald Qld 4720
Gladstone	2 Paterson Street, Gladstone Qld 4680
Goondiwindi	6 Brisbane Street, Goondiwindi Qld 4390
Greenslopes	Greenslopes Shopping Mall, 700 Logan Road (Cnr Plimsoll Street), Greenslopes Qld 4120
Gympie	44 Duke Street, Gympie Qld 4570
Helensvale	Helensvale Plaza Shopping Centre, 12 Sir John Overall Drive, Helensvale Qld 4212
Hervey Bay	50–54 Main Street, Pialba Qld 4655
Innisfail	12–14 Clifford Road, Innisfail Qld 4860
Ipswich	2 Colvin Street, North Ipswich Qld 4305
Kingaroy	Artie Kerr Building, 130 Kingaroy Street, Kingaroy Qld 4610
Logan City	43–45 Jacaranda Avenue, Logan Central Qld 4114
Longreach	14 Wonga Street, Longreach Qld 4730
Macgregor	Kessels Court, 567 Kessels Road, Macgregor Qld 4109
Mackay	Cnr Endeavour Street and Industrial Street, Mackay Qld 4740
Mareeba	147 Walsh Street, Mareeba Qld 4880

Contact information (continued)

Figure 73 – Contact information – customer service centres	
Customer service centre	**Address**
Maroochydore	6 Kelly Court (off Kayleigh Drive), Maroochydore Qld 4558
Maryborough	Bright Street, Maryborough Qld 4650
Mt Isa	Shop 1, 29 Simpson Street, Mount Isa Qld 4825
Nambour	Cnr Stanley Street and Coronation Avenue, Nambour Qld 4560
Proserpine	55 Main Street, Proserpine Qld 4800
Redbank	Shop 221, Level 2, Redbank Plaza Shopping Centre, 1 Collingwood Drive, Redbank Qld 4301
Redcliffe (Kippa Ring)	Cnr Beach Street and Bingle Street, Kippa Ring Qld 4021
Rockhampton	31 Knight Street, North Rockhampton Qld 4701
Roma	56–58 Gregory Street, Roma Qld 4455
Rosalie	109 Beck Street (Cnr Boys Street), Paddington Qld 4064
Sherwood	14 Primrose Street, Sherwood Qld 4075
Southport	265 Nerang Street, Southport Qld 4215
Spring Hill	477 Boundary Street, Spring Hill Qld 4004
Strathpine	43 Bells Pocket Road, Strathpine Qld 4500
Tewantin	8 Sidoni Street, Tewantin Qld 4565
Toowoomba (City)	Cnr Clopton and Phillip Street, Toowoomba Qld 4350
Toowoomba (Harristown)	Cnr Yaldwyn Street and Warwick Street, Toowoomba Qld 4350
Townsville (City)	146 Wills Street, Townsville Qld 4814
Townsville (Garbutt)	21–35 Leyland Street, Garbutt Qld 4814
Warwick	51 Victoria Street, Warwick Qld 4370
Wynnum	139 Tingal Road, Wynnum Qld 4178
Zillmere	69 Pineapple Street, Zillmere Qld 4034

Maritime offices

Contact details for our key regional maritime offices are listed in Figure 74.

Figure 74 – Contact information – maritime offices	
Brisbane	Floor 1, Pinkenba Operations Base, MacArthur Avenue East, Pinkenba Qld 4005 (07) 3860 3500
Cairns	Floor 1, 64–66 Tingira Street, Portsmith Qld 4870 (07) 4052 7400
Gladstone	Floor 2, Centrepoint Building, 136 Goondoon Street, Gladstone, Qld 4680 (07) 4973 1200
Gold Coast	Ground Floor, 40–44 Seaworld Drive, Main Beach Qld 4125 (07) 5539 7300
Mackay	Ground Floor, 14 Discovery Lane, Mount Pleasant, Mt Pleasant Qld 4740 (07) 4944 3700
Townsville	Ground Floor, 60 Ross Street, South Townsville Qld 4810 (07) 4726 3400

TMR customer service centres

Legend

● Customer Service Centre

Insert A

Tewantin
Nambour
Maroochydore
Caloundra
Caboolture
Redcliffe (Kippa Ring)
Strathpine
Zillmere
Chermside
Spring Hill
Wynnum
Rosalie
Elizabeth St
Greenslopes
Sherwood
Cleveland
Ipswich
Macgregor
Logan City
Redbank SSC
Beenleigh
Helensvale
Southport
Bundall
Burleigh Waters
Currumbin Waters

Mareeba
Cairns
Atherton
Innisfail
Townsville Wills St
Townsville Garbutt
Bowen
Charters Towers
Proserpine
Mount Isa
Mackay
Cloncurry
Longreach
Emerald
Blackwater
Rockhampton
Barcaldine
Gladstone
Bundaberg
Hervey Bay
Maryborough
Gympie
Charleville
Kingaroy
Roma
See Insert A
Dalby
Toowoomba City
Toowoomba, Harristown
Warwick
Goondiwindi

N